

2014 Greenwich Quality Leaders: Canadian Institutional Investment Management Service

Asset Managers Face Increasing Expectations for Top-Notch Service

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Canadian investment managers are trying to meet institutional investors' growing demands for advice and assistance by building out and upgrading client service capabilities. This commitment to client service is reflected in the list of 2014 Greenwich Quality Leaders in Canadian Institutional Investment Management Service.

Raising the Bar in Service

Asset managers' emphasis on robust service, solutions and advisory capabilities is increasing standards for client service across the industry.

During the annual Canadian Institutional Investors Study, Greenwich Associates asks plan sponsors to rate the asset managers they employ on a series of key service-related factors, and then uses the results to compile Greenwich Quality Index (GQI) scores for each manager. Firms with Service GQI scores that top those of competitors by a statistically significant margin are named Greenwich Quality Leaders. "Investor expectations are increasing, making it more challenging for firms to distinguish themselves from competitors with truly outstanding service," explains Greenwich Associates consultant Davis Walmsley.

The renewed focus on service is being driven by investors' demand for outcome-oriented solutions as well as a willingness to accept advice that helps them achieve their investment objectives. This demand represents a significant opportunity for investment managers. "Managers that satisfy clients and receive high scores in quality ratings have higher rates of asset retention in times of underperformance and better success rates in cross-selling," says Davis Walmsley.

Like firms represented among the 2014 Greenwich Quality Leaders, many asset management organizations are upgrading their client service organizations and adopting needs-based approaches designed to build "trusted advisor" relationships with clients. Possessing a superior understanding of the client's goals and objectives is critical to developing these types of relationships. Often, these approaches are supplemented with robust thought leadership programs.

Greenwich Quality Leaders

The asset managers listed below have distinguished themselves for Canadian Institutional Investment Management Service and have been named 2014 Greenwich Quality Leaders.

Greenwich Quality Leaders — 2014



Overall Canadian Institutional Investment Management Service Quality

Investment Manager

Burgundy Asset Management
Connor, Clark & Lunn Investment Management
Phillips, Hager & North Investment Management

Note: Based on interviews with 221 institutional investors. Quality leaders are listed in alphabetical order.

Source: Greenwich Associates 2014 Canadian Institutional Investors Study

Greenwich Associates consultant Davis Walmsley advises on the investment management market in Canada.

Methodology

Between July and October 2014, Greenwich Associates conducted 221 interviews with senior professionals at corporate and union funds, public funds, endowments and foundations, insurance general accounts, and healthcare organizations, with either pension or investment pool assets greater than \$100 million. Study participants were asked to provide quantitative and qualitative evaluations of their investment managers, qualitative assessments of those managers soliciting their business, and detailed information on important market trends.

The findings reported in this document reflect solely the views reported to Greenwich Associates by the research participants. They do not represent opinions or endorsements by Greenwich Associates or its staff. Interviewees may be asked about their use of and demand for financial products and services and about investment practices in relevant financial markets. Greenwich Associates compiles the data received, conducts statistical analysis and reviews for presentation purposes in order to produce the final results.

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