# User Research

## Team Crawford

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# Research Interviews & Takeaways

### Tom Buehler, Crawford's Portfolio Manager

Tom currently serves as a Portfolio Manager for Crawford Investment Counsel. His role is very client-facing, meaning he interacts with existing and prospective clients often. Our team met with Tom to better understand Crawford as a company and its organizational practices. We also wanted to gain perspective on how our team could bring value to helping Crawford achieve their goal of gaining new clients. We learned a lot about the financial strategy that Crawford brings to every client's portfolio.

Tom has 18 years of experience at Crawford and he worked the first eight as a member of the equity research team. His main goal through client interactions is to translate difficult financial concepts into more easily digestible language for them. He works with roughly 75% current clients and 25% new clients. Crawford is focused on limiting the number of clients to properly devote extensive time and resources to them so Tom only financially consults a handful of clients.

The beginning stages of client relations include an initial call where Tom explains how Crawford will handle their finances, emphasizing that they are not focused on the market return. Crawford's strategy focuses on investing in high-quality individual stocks and bonds, allowing clients to participate well on the upside and protect well on the downside. Tom is focused on producing outcome-based results rather than market-based results. Crawford's typical clientele usually consists of high net-worth individuals who are further along in their investment journey, specifically people at or approaching retirement. The main goal is to establish a deep and meaningful relationship with clients, keeping in mind that this is not a one-time transaction and clients could be with the firm generationally which is very important to Crawford.

### Where do we come in?

Tom sees us helping with the referral process. Many of their clients come from Charles Schwab and Fidelity which is not ideal because Crawford has to share the fees with those companies. Word-of-mouth referrals are key. We can find solutions to empower client-facing employees to share higher-level financial concepts with clients in a friendly way to Crawford. However, our team must remember that Crawford wants quality and not quantity when it comes to new clients. He also recognizes that our team could help track and create surveys for current clients to learn more about their initial onboarding process with the company.

# Research Interviews & Takeaways

### Ryan Thibodeaux, Crawford's Website Developer

Our team met with Ryan, the founder and president of Goodwood Consulting. Goodwood is Crawford's current 3rd party website developer based in Louisiana. They specialize in working with investment managers to build their websites and create other deliverables. We wanted to meet with Ryan to better understand the back end of Crawford's website and why things are formatted a certain way.

Through Goodwood, Ryan has been working with Crawford on their website for the past three years. He helps with everything from website design and development to HubSpot. A main question that we wanted to address was the reasoning for the three separate pools of users presented when accessing Crawford's website. Ryan explained that the main reason this feature was implemented was to separate two distinct target audiences. The split websites allow Crawford to tailor their messaging towards institutions or individuals.

The two core systems used on the backend of the website are Salesforce and HubSpot. Salesforce is used for the day-to-day activities of the sales team. HubSpot is the main driver of outbound communication and management of the website. HubSpot generates large amounts of data that could be helpful to analyze, such as page views and time spent on specific pages. Ryan thought it could be helpful for our team to dive deeper into the HubSpot data since there is a lot of valuable information we could learn from that Goodwood doesn't currently analyze.

### Where do we come in?

After chatting with Ryan about his role as a website developer, he gave us some suggestions on how we could generate insights for the company. He thought the mutual funds aspect of the website could use some new marketing techniques. He also thought that the "Perspectives" could be refreshed by re-phrasing some of the language and helping to generate content. He believed a website audit could be beneficial to gain perspective from people who do not have prior financial investment knowledge. Finally, Ryan thought a deep analysis of the HubSpot data could be immensely useful for knowing which pages are most visited and interacted with so we can push to make more content like that.

# Research Interviews & Takeaways

**Cameron Crawford, Director of Communications**

Cameron has been our main point of contact throughout this entire project so far. After a few meetings with her, we have learned a lot about Crawford's current marketing strategies and what they want to see from us throughout the semester. She works with Ryan, the website developer, to facilitate changes to the website. Our research with HubSpot analytics will help inform Cameron about what is working and what is not on the website. She is also open to insights into social strategy since Crawford is not currently present on any social media platforms besides LinkedIn. Cameron also wants us to help with the mobile optimization of the website since a large percentage of current website users are coming from the mobile site.

Cameron wants more feedback on the website from a user experience standpoint, which we are conducting in the form of a website audit and user testing. She wants input on user experience, brand design, photos, blurbs for Insights, and help with the language for "Why Crawford." Cameron also wants help with the content on the Perspectives section of the website and the podcast. Finally, she wants ideas for what we could ask portfolio managers to ask their clients to understand how Crawford's new clients hear about them and why they chose Crawford.

# Client Perspective

Since Crawford prides itself on their individualized client relationships, they were hesitant about sending out a mass survey with questions to their client base. Our client expressed pushback because they do not want to ask their clients for anything and give the impression that the company isn't in full control. Crawford aims to provide their clients "luxury" experiences and never wants to make the experience feel commodified.

After some back and forth, Cameron said a survey would probably not be conducted in the next few weeks. She gave us some valuable information about how most of their clients have come to Crawford in the past. She explained that many of them get referred through referral programs such as Charles Schwab and Fidelity, which is not ideal because this requires Crawford to share client fees. Much of the feedback that clients have given Crawford in the past on why they chose them is because they were able to deliver a proposal that gave them the confidence that Crawford would be able to meet their objectives.

# Website User Testing

After our conversation with Ryan, we want to conduct some website user testing to help improve the UX design and functionality of Crawford's website. The testing would be split into two categories, goal state and present state, to get insight into what target audience users think of Crawford's website.

## Present State

Present state analysis would consist of asking target audience users their thoughts on what the website currently looks like. We would ask them how easy it is to navigate and what sticks out to them as highlights or flaws in the design. It would be an audit from a person who would typically visit the website in order to get their key insights about the user experience.

## Goal State

Goal state analysis would be a more structured user testing process. We would ask users from the target audience to perform tasks on the website and record how easily they can complete the task. Cameron is currently in the process of asking a few portfolio managers what they believe are the most important tasks for potential and current clients to complete when accessing the website. In the meantime, some of the example tasks we came up with include:

- You have done some research on the Core Equity strategy but want to learn more through discussion. Find the Portfolio Manager who covers Core Equity.
- A friend has recommended Crawford Podcasts to you. You would like to try listening to the most recent episode. Find the title of the latest Podcast episode.
- You are interested in hiring Crawford to manage your investments. Find Crawford's email so you can contact them.