Business Functions of an FA's Practice

MARKETING

Everything you do to get in front of qualified prospects

Some of the key activities for this function include…

- ☐ Identify and manage key information on qualified prospects
- ☐ Develop and implement marketing strategies
- ☐ Design and produce marketing materials
- ☐ Respond to requests for information
- ☐ Participate in community events

SALES

Everything you do when you get in front of qualified prospects for the first time

Some of the key activities for this function include…

- ☐ Meet with prospective clients to present capabilities and convert to clients
- ☐ Meet with existing clients to get more "wallet share"
- ☐ Conduct data gathering meetings with clients and prospects
- ☐ Present proposals / plans, discuss recommendations and gain commitment
- ☐ Follow-up with prospects who aren't ready to make a decision
- ☐ Attend sales meetings and conferences

FINANCIAL & ESTATE PLANNING

Everything you do that pertains to NON-investment related planning and analysis you do for your clients

Some of the key activities for this function include…

- ☐ Review non-investment information received from clients and prospects during data-gathering meetings
- ☐ Review of all pertinent documents (insurance policies, wills, etc.)
- ☐ Work with strategic partners (accountants, estate planning attorneys, etc.)
- ☐ Enter data into financial planning or similar program
- ☐ Develop strategies to achieve specific financial planning goals (college, retirement, etc.)
- ☐ Generate and prepare financial / estate plan for presentation to client

PORTFOLIO ANALYSIS & DESIGN

Everything you do that pertains to investment portfolio analysis and design

Some of the key activities for this function include…

- ☐ Review investment information received from clients and prospects during data-gathering meetings
- ☐ Review of all pertinent documents (investment statements, etc.)
- ☐ Enter data into asset allocation or similar program
- ☐ Develop asset / style allocation strategies for client portfolios
- ☐ Determine portfolio structure (managed vs. non-managed, funds vs. SMAs, commission vs. fees, etc.)
- ☐ Generate and prepare investment plan / proposal for presentation to client

Business Functions of an FA's Practice

PORTFOLIO MANAGEMENT

Everything you do that pertains to managing and/or overseeing the management of client portfolios (at the tactical level)

Some of the key activities for this function include…

- ☐ Analyze & interpret portfolio recommendations (proposal)
- ☐ Draft investment policy statements
- ☐ Evaluate and select individual securities for client portfolios
- ☐ Conduct manager & fund searches for client portfolios
- ☐ Conduct manager selection meetings & interviews (for larger accounts)
- ☐ Maintain manager / fund databases (updates, etc.)
- ☐ Monitor and rebalance client portfolios

RESEARCH & DUE DILIGENCE

Everything you do that pertains to research and due diligence on the financial markets, mutual funds and/or money managers

Some of the key activities for this function include…

- ☐ Conduct ongoing research on financial markets
- ☐ Conduct ongoing research on mutual funds and money managers
- ☐ Conduct ongoing research on individual securities
- ☐ Meet with money manager / mutual fund reps to stay abreast of investment / portfolio changes
- ☐ Develop/ monitor and adjust investment strategies for clients (asset / style allocation, etc.)

PORTFOLIO / PLAN REVIEWS

Everything you do that pertains to the preparation and delivery of performance measurement reports to clients

Some of the key activities for this function include…

- ☐ Review performance measurement reports to prepare for portfolio review meetings
- ☐ Review financial plans to prepare for plan review meetings
- ☐ Conduct portfolio review meetings
- ☐ Conduct financial / plan review meetings
- ☐ Conduct manager conference calls with clients
- ☐ Decide when adjustments to investment strategies are appropriate (rebalancing, fund / manager changes, etc.)

CLIENT SERVICE

Everything you do that pertains to handling incoming client inquiries and requests (where you are being reactive)

Some of the key activities for this function include…

- ☐ Answer client questions (statements, market status, price quotes, etc.)
- ☐ Buy & sell securities for unsolicited orders
- ☐ Process account-related requests (errors, check requests, wire transfers, etc.)
- ☐ Process investment-related requests (research, Value Line, S & P, etc.)
- ☐ Process special requests (P & L's, summary statements, tax information, etc.)

Business Functions of an FA's Practice

RELATIONSHIP MANAGEMENT

Everything you do that pertains to building and managing client relationships (where you are being proactive)

Some of the key activities for this function include…

- ☐ Anticipate the needs of clients (tax, estate planning, life cycle needs)
- ☐ Recognize special dates / events for clients (holidays, family milestones, illness, etc.)
- ☐ Conduct client appreciation events
- ☐ Conduct client advocacy activities (solve problems by referring them to other service providers, etc.)
- ☐ Participate in social activities with clients (lunch, golf, tea, etc.)

ADMINISTRATION & OPERATIONS

Everything you do that pertains to administration and operations

Some of the key activities for this function include…

- ☐ Prepare and process new account documents
- ☐ Manage calendars (appointments, team meetings, etc.)
- ☐ Manage filing system (client, market and manager information)
- ☐ Follow-up with internal & external departments to make things "happen"
- ☐ Maintain investment technology (hardware, software, network, training, upgrades and maintenance)

PRACTICE MANAGEMENT

Everything you do that pertains to running your business

Some of the key activities for this function include…

- ☐ Develop and implement business plans
- ☐ Conduct business planning meetings
- ☐ Monitor and manage financial issues related to business
- ☐ Develop and manage strategic alliances (advisors, internal & external marketing reps)
- ☐ Conduct team meetings
- ☐ Attend practice management conferences / meetings (ClientOne, OYB, etc.)

TEAM DEVELOPMENT

Everything you do that pertains to building and managing your team

Some of the key activities for this function include…

- ☐ Hiring new team members
- ☐ Training new team members
- ☐ Conduct performance reviews with team members
- ☐ Meet with team members to see how they're doing
- ☐ Develop and manage learning and development for all team members
- ☐ Coaching / mentoring team members or other employees within the firm
- ☐ Attend professional development conferences / meetings