

nuveen
A TIAA Company

Building a better practice: Adapt and accelerate

Workbook: From theory to practice



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Introduction

Client expectations are evolving and so is our industry. Financial professionals who want to accelerate the growth of their business and command their fees must adapt their practice and emphasize the value they deliver, or risk getting left behind.

Utilize this workbook as a guide to assist you in identifying key areas to adapt and accelerate your practice.

1. Your internal assessment

Take a moment to assess your practice as it exists today. Fill in each box with a few of your practice's current strengths, weaknesses, opportunities and threats.



STRENGTHS

- What do you do better than most?
- Why do your clients work with you?
- What would your competitors say about you?



OPPORTUNITIES

- Are you engaged with technological advances?
- Are you leveraging COIs?
- Do you have a referral network?
- Can you create efficiencies?



WEAKNESSES

- Is your prospecting working?
- Where do your competitors win?
- Do you have the right team in place?



THREATS

- Is the competition increasing?
- Are you challenged with revenue growth?
- Are the demands for specialization high?
- Do you have human capital management problems?
- Are your clients heavily concentrated?

2. Defining your ideal client

In this section we will take a look at the top clients in your book of business in order to better define your ideal client profile. List your top five clients and answer the corresponding questions.

Client name	What makes this client a top relationship?	How did you acquire this client?	Why do you think this client works with you?	What does this client have in common with your other top-tier clients?
<i>E.g., John Smith</i>	<i>Utilizes multiple services making him a highly profitable relationship.</i>	<i>Referral from an existing client.</i>	<i>I have a deep knowledge of handling complex issues specific to business owners.</i>	<i>Small business owner. High net worth.</i>
1				
2				
3				
4				
5				

Thinking about the top clients that you identified, what were some commonalities that you found? Take a moment to consider those client characteristics that may be most ideal for defining your target. Then, identify ways to begin building your ideal client prospecting pipeline.

PROFILE OF MY TARGET MARKET	CLIENTS THAT I ALREADY HAVE IN THIS MARKET
<i>E.g., High net worth small business owners</i>	

I will proactively target this market by:

STRATEGY	ACTION	NEXT STEPS
Referrals/relationships The easiest way to gain new business is through referrals. Leverage your existing relationships to drive your pipeline.	Would the clients that you listed above be willing to connect you with others in your target market? Identify who among the clients listed that you will reach out to. Don't forget about personal relationships that you may have in your target market.	
Networking and Seminars Cultivating networking relationships is highly valuable as each could recommend you to many potential clients.	Consider other professionals you know that could connect you with your target market (CPAs, attorneys). Host joint seminars with other professionals targeting your market on an educational topic.	
Industry Associations By joining special interest groups, you will gain industry contacts and may find opportunities to position yourself as a specialist.	Do some research to find local organizations that may support the market you are targeting (e.g., small business owners association).	

Additional ideas I have for prospecting

3. Refining your value proposition

This exercise will help you refine your mission statement to clearly articulate your value to your target market. This should serve as the foundational positioning for understanding what your practice is, what services it provides and which clients it serves.

Understanding your clients' primary needs

Looking at top clients that you previously listed, think about their unique characteristics and needs they may have. The easiest way to becoming indispensable for your clients is to help them solve their important issues.

CHARACTERISTICS	PRIMARY NEEDS
<i>E.g., High net worth</i>	<i>Tax management, Asset protection, Charitable giving, Estate planning</i>

Focusing on the benefit

What **unique benefits** would your ideal clients receive from **working with you**? How are you equipped to serve those needs better than another financial professional? Take a moment to reflect on your strengths that you previously identified. Which of those align with the primary needs that you identified above? Using the space below, translate those strengths into client benefits.

STRENGTH	FEATURE	CLIENT BENEFIT
<i>E.g., Experience with retirement planning</i>	<i>Comprehensive approach to retirement plan analysis</i>	<i>Better decisions leading to achieving retirement income goals</i>

Answer the questions below using ‘client benefit’ language to pull together your refined mission statement.

Who are you?

E.g., A team of independent, fee-only financial professionals, highly experienced in dealing with the complex needs of business owners.

What do you do?

E.g., We work with clients to establish and achieve their financial goals through objective planning and tailored solutions.

How do you do it?

E.g., We help our clients by having a deep understanding of each one’s individual situation and the true purpose of their money, so that we can craft a plan specifically to achieve their goals.

Why do you do it?

E.g., We do it because we care. Our clients come first and we take pride in meeting all of their needs. Our success is not measured in statistics, but rather by our clients’ success in achieving their goals.

Whom do you do it for?

E.g., Our services are tailored to busy small business owners who expect excellence and have made a firm commitment to achieving it.

Create your mission statement

E.g., Our mission is to help busy small business owners excel by achieving their financial goals with objective planning and tailored solutions.

4. Aligning your service model

In the space below, write down the services that you offer and whether they are core: i.e., directly related to revenue generation; or non-core: i.e., normal business operations. Once completed, plot the number on the grid on the bottom of the page relating to who is responsible for each service. Is it something you own yourself, is it delegated to another team member, or is it something that you outsource to a third party?

Existing services

1	2	3	4	5
6	7	8	9	10

Next, consider the primary needs of the target market that you identified. Are there additional services that you should consider adding to your menu to best support those relationships? Identify areas of potential expansion in the spaces below. Then, consider who will facilitate those services and plot them on the grid.

Potential new services

11	12	13	14	15
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Example	Self	Delegate	Outsource
Core	1, 2, 4, 6, 11, 14	3, 9, 10	5
Non-core	7, 8	12	13, 15

	Self	Delegate	Outsource
Core			
Non-core			

Areas to consider reallocating

5. Defining your team

As you consider the allocation of resources, you also need to think more broadly about the support available that would enable you to deliver a highly personalized experience. Write down who - in or outside your practice - could fulfill the roles below, as applicable.

CORE TEAM MEMBERS	CENTERS OF INFLUENCE	NON TRADITIONAL
Financial planner	CPA/accountant	Medicare expert
Investment analyst	Estate attorney	Medical concierge
Operations manager	Mortgage broker	Eldercare advocate
Business development	Insurance agent	College prep specialist
Marketing	Real estate agent	Travel agent
Human resources	Other	Career coach
Administrative	Other	Funeral director

6. Enhancing profitability

Starting with an estimated hourly rate will enable you to better understand and control your costs, revenue and overall profitability, as well as determine the best allocation of resources across team members. Keep in mind that while an estimated hourly rate is essential for assessing base profitability, it shouldn't necessarily be used for pricing. The value of your time for pricing should be aligned with what the service is worth to the client, not what it costs you to perform.

Estimate your hourly rate

1	Hours worked per week	_____	x 52 (weeks per year) =	_____	Annual available hours
2	Vacation days per year	_____	x 8 (hours per day) =	_____	Total vacation hours
3	Sick days per year	_____	x 8 (hours per day) =	_____	Total sick hours
4	Public holidays per year	_____	x 8 (hours per day) =	_____	Total holiday hours
			Add lines 2, 3 and 4	_____	Annual time off hours
5	Annual available hours	_____	Subtract annual time off hours	_____	Annual working hours
6	Revenue target	_____	/ Total working hours =	_____	Your estimated hourly rate

Now, calculate the estimated hourly rate for your core team members. Revisit the resource allocation grid and think about the potential impact on profitability.

CORE TEAM MEMBERS	ESTIMATED HOURLY RATE
Financial planner	
Investment analyst	
Operations manager	
Business development	
Marketing	
Human resources	
Administrative	

*# of hours spent
x estimated hourly rate
= cost to service*

Now that you have a base understanding for assessing profitability, you'll want to review your current book of business and consider what actions, if any, you should be taking.

Fill out the boxes with your top clients based on the revenue they bring in versus the time you provide to them.

The diagram is a 2x2 matrix for client assessment. The vertical axis is labeled 'Time' with 'High' at the top and 'Low' at the bottom. The horizontal axis is labeled 'Revenue' with 'Low' on the left and 'High' on the right. The four quadrants are:

- Top-Left (High Time, Low Revenue):** Header '1 EXIT OR REPRICE' with subtitle 'High time and low revenue'. The box is light blue with 6 horizontal lines for notes.
- Top-Right (High Time, High Revenue):** Header '2 GET CREDIT' with subtitle 'High time and high revenue'. The box is dark teal with 6 horizontal lines for notes.
- Bottom-Left (Low Time, Low Revenue):** Header '4 ADD SERVICES' with subtitle 'Low time and low revenue'. The box is lime green with 6 horizontal lines for notes.
- Bottom-Right (Low Time, High Revenue):** Header '3 ADD VALUE' with subtitle 'Low time and high revenue'. The box is blue with 6 horizontal lines for notes.

To assist you in completing the assessment process, utilize the space below to estimate time and revenue attributes.

[illegible]

7. Mapping the client journey

A client journey map is a valuable tool that helps you better understand your clients' experiences with you across all touchpoints. Whether they are interacting with you via social media, email, or other methods, mapping their journey allows you to better tailor the experience to their needs. Review the client experience considerations on the next page. Consider potential ways to enhance their journeys and experience through the various communication methods in the space provided.

	STAGE	CLIENT ACTIONS
AWARENESS	INTRODUCTION	Research who provides the service or product that solves the need.
CONSIDERATION	CONTACT	Determine who is best positioned to meet those needs.
DECISION	ONBOARDING	Decision made. Process of transitioning to a client.
	PLANNING	In-depth planning of goals, purpose of money and strategies to achieve.
	COMMUNICATION	Ongoing communications, reporting of outcomes and education. Considering whether they are satisfied with the service.

INTRODUCTION

- Does your refined value proposition speak to the unique needs of your target client?
- Is that message consistent through all potential access points (website, social media, employees, etc.)?
- Is the information they need easy to find?

Action Items

CONTACT

- How quickly do you or someone on your team respond when someone initiates contact?
- Do you ask and communicate via their preferred method of communication?
- Do you customize the communications with information around your expertise in working with clients *like* them?

Action Items

ONBOARDING

- Do you provide a welcome package to educate the client on everything they need upfront and reinforce their decision?
- Do you provide a clear picture of the transition timeline?
- Can they submit their information in ways that best suit them?
- Do you proactively seek feedback and make yourself available for questions?

Action Items

PLANNING

- Do you have a deep understanding of each client's values and the true "purpose" of their money?
- What are the metrics that matter most and how often do they expect them?
- Are they engaged in the process?
- Are there other professionals that should be involved in the process to offer a holistic view (accountant, attorney, real estate agent, etc.)?

Action Items

COMMUNICATIONS

When sending out any communication to a client, consider whether it ...

- Brings value to the client?
- Inspires or help them to reach their goals?
- Reflects their unique needs?
- Further binds the relationship?

Action Items

8. Accountability tracker

Accountability is essential to any good action plan. This section will help you recognize actionable tasks that you may want to complete to make an impact on your business.

Instructions

Pick one task that you’ve identified throughout this process that you believe could have the most impact on your business. As a way to help position you for success, Nuveen can help support you in this task by being your accountability partner, if you so choose.

Task	Action you will take	Would you like Nuveen to be your accountability partner?
<i>E.g., Create powerful mission statement</i>	<i>I will gather feedback from our top clients on the key reasons why they chose to work with us</i>	<input checked="" type="radio"/> Y <input type="radio"/> N

Task	Action you will take	How important is this for you?
<i>E.g., Have a better in home setup for client meetings</i>	<i>I will purchase new microphone equipment so clients clearly hear what I am saying</i>	1 2 <input checked="" type="radio"/> 3

Most important task

Task	Action you will take	Would you like Nuveen to be your accountability partner?
		Y N

Secondary tasks

Task	Action you will take	How important is this for you?
		1 2 3
		1 2 3
		1 2 3
		1 2 3

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