



Pathways to Growth

2026 Advisor Benchmark Study
Fifth Edition

Investments are not FDIC-insured, nor are they deposits of or guaranteed by a bank or any other entity, so they may lose value.

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Research-based knowledge on the skills that drive organic **business growth.**



Six years of insights from thousands of advisors

Launched Pathways to Growth study in 2020

* Source: Corporate Insight, Annual Asset Management Monitor — Advisor, Competitive Research Report, June 2025, rated "Excellent." Annual Asset Management Monitor — Advisor Awards, December 2022 and December 2023, "Gold" award winner. Corporate Insight used its proprietary benchmarking software and ratings criteria to evaluate and compare 17 firms' practice management resources in 2025 and recognized our focus on business growth, client-facing materials and advisor benchmarking study and personalized tool. Evaluated eight firms in 2023 and 11 in 2022 based on the quality and features of various website resources. Research not conducted in 2024. Capital Group did not compensate Corporate Insight for the ratings and comments in this material.

More than
7,500 advisors
surveyed and **1.7M+ data points** gathered since inception

Capital Group's
#1 most requested
Practice Management topic

Powering our
award-winning
Practice Management program*



The advisors we surveyed

90% with **10+ years** of industry experience

Widespread channel representation

Significant representation of **high AUM practices and HNW clientele**



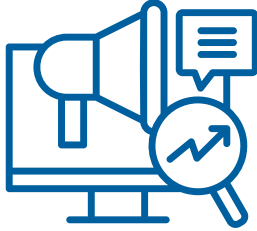
A high growth advisor is in
the **top 20% of growth** in
assets, revenue and number
of clients



Year-over-year data affirms that high growth advisors ...



Have **better client acquisition skills** with strategic decision-making grounded in intentionality, measurement and efficiency.



Offer the services their clients want and provide **customized, enhanced experiences** to top clients.



Run their businesses like CEOs, focusing on defining and measuring goals and progress and seeking efficiencies.



Three focus areas consistent among highest growth advisors*



* High growth, highest growth or fastest growing advisors = Top quintile in terms of growth as measured by a composite of assets, revenue and number of clients.

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Since 2021, the highest growth advisors in our study have been spending approximately **27% less time on investment management.**



Client acquisition

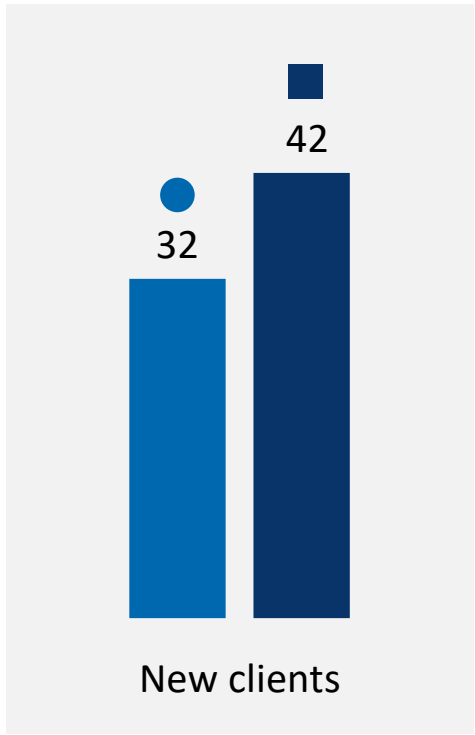
For top advisors, the primary path to organic growth

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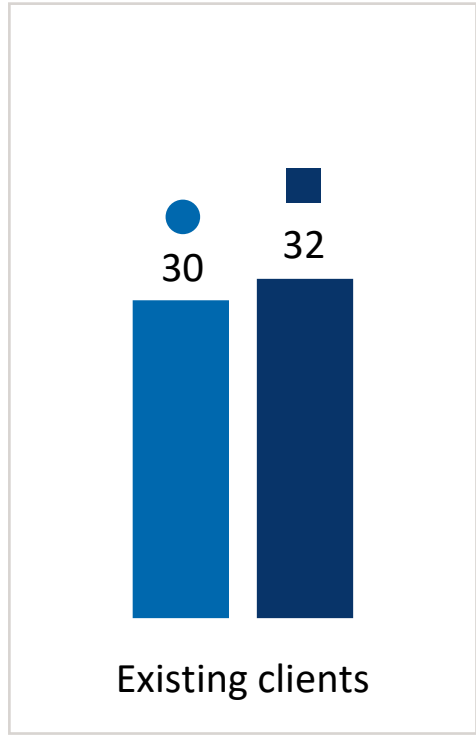




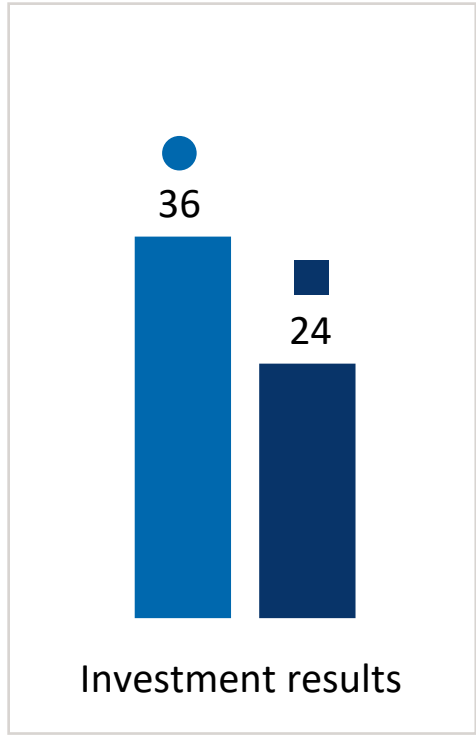
For high growth advisors, new clients remained the biggest AUM driver in 2025



Intentional focus



Significant contribution



A tailwind for all

● Other advisors % ■ Highest growth %



High growth advisors rely on new clients significantly more than the average advisor to grow their practices

Client acquisition

Exhibit higher levels of skill in the key client acquisition disciplines

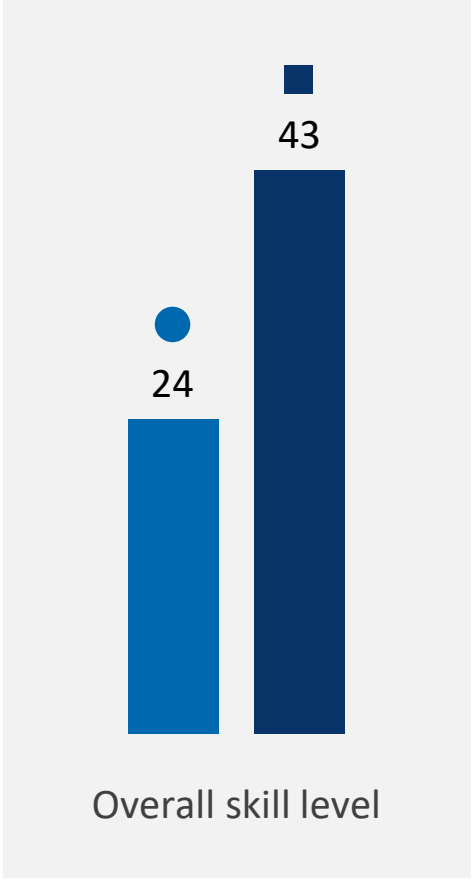
Have more intentional strategies for ensuring a consistent supply of referrals

Employ digital channels at higher rates



Client acquisition skills: Significantly stronger among high growth advisors

Client acquisition



Percentage of advisors who rated themselves as skilled in these areas





More high growth advisors have referral strategies resulting in more new clients





High growth advisors market through digital channels at higher rates

69%
more high growth advisors **make digital marketing a priority**

84%
use digital marketing and social media to attract and engage potential clients

Client experience

Delivering more than a “table stakes” offering is a hallmark of high growth practices





**High growth
advisors** seamlessly
deliver what their clients
are seeking

Client experience

Provide the breadth of services clients
need and expect

Deliver more and enhanced experiences
for high-value clients

Are more likely to have retirement plan
clients and turn plan participants into
clients



The gap in the number of services has narrowed

Many services are now “table stakes” for advisors ...

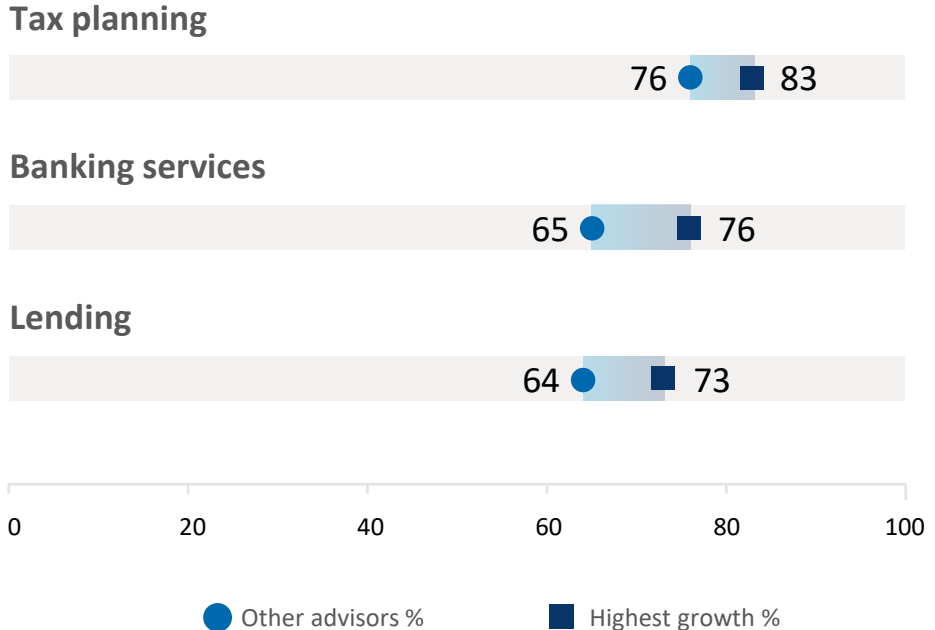
... but meaningful gaps exist in select areas

More than 95% of all advisors offer:

- Financial planning
- Retirement planning
- Investment management

More than 85% of all advisors offer:

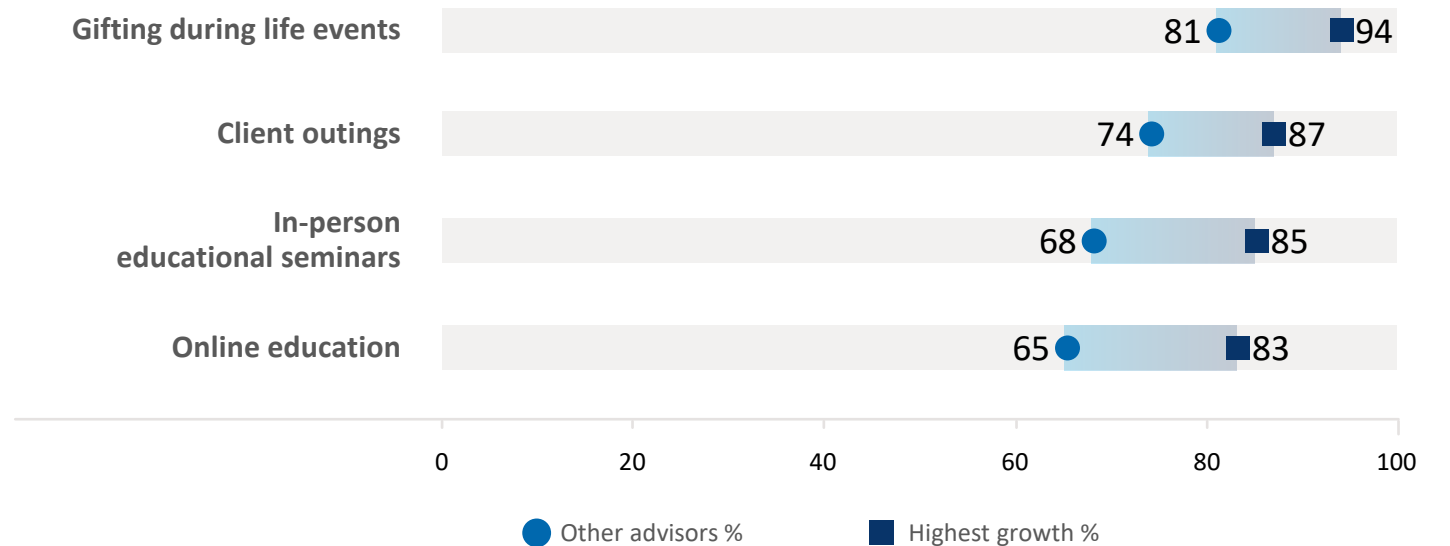
- Charitable planning
- Annuity products
- Life insurance
- Estate planning
- Family education and generational wealth transfer
- Educational planning



More enhanced experiences

High growth advisors are finding other ways to stand out.

Percentage of clients offered the following experiences:





More high growth advisors make retirement plans a priority

29%

more advisors
prioritize acquiring
new retirement plans

36%


more have a strategy to
transition plan participants
into wealth management clients



Strategic scale

Creating efficiencies and building
scale unlocks growth





**Thoughtful
scaling** creates
efficiencies, and frees up
time for higher value
activities

Strategic scale

Operate in larger teams, providing the resources to drive growth

Formalize and rely on standard operating procedures (SOPs) at higher than average rates

Utilize technology — including AI — at greater rates to drive efficiency

Are more likely to look to outside specialists for support and resources



High growth advisors team up to drive growth

2X

more employees
than average

38%

greater use of **defined
strategies** for recruitment
and retention

50%+

provide **continual
training** and
professional development



High growth advisors pay attention to planning and process

29%

more time spent on **business planning**
and **strategy**

50%

more likely to have **highly**
documented SOPs



Greater investment in artificial intelligence

High growth advisors:

2x

as likely to use **AI reasoning systems**
like ChatGPT, Copilot
and Gemini

3x

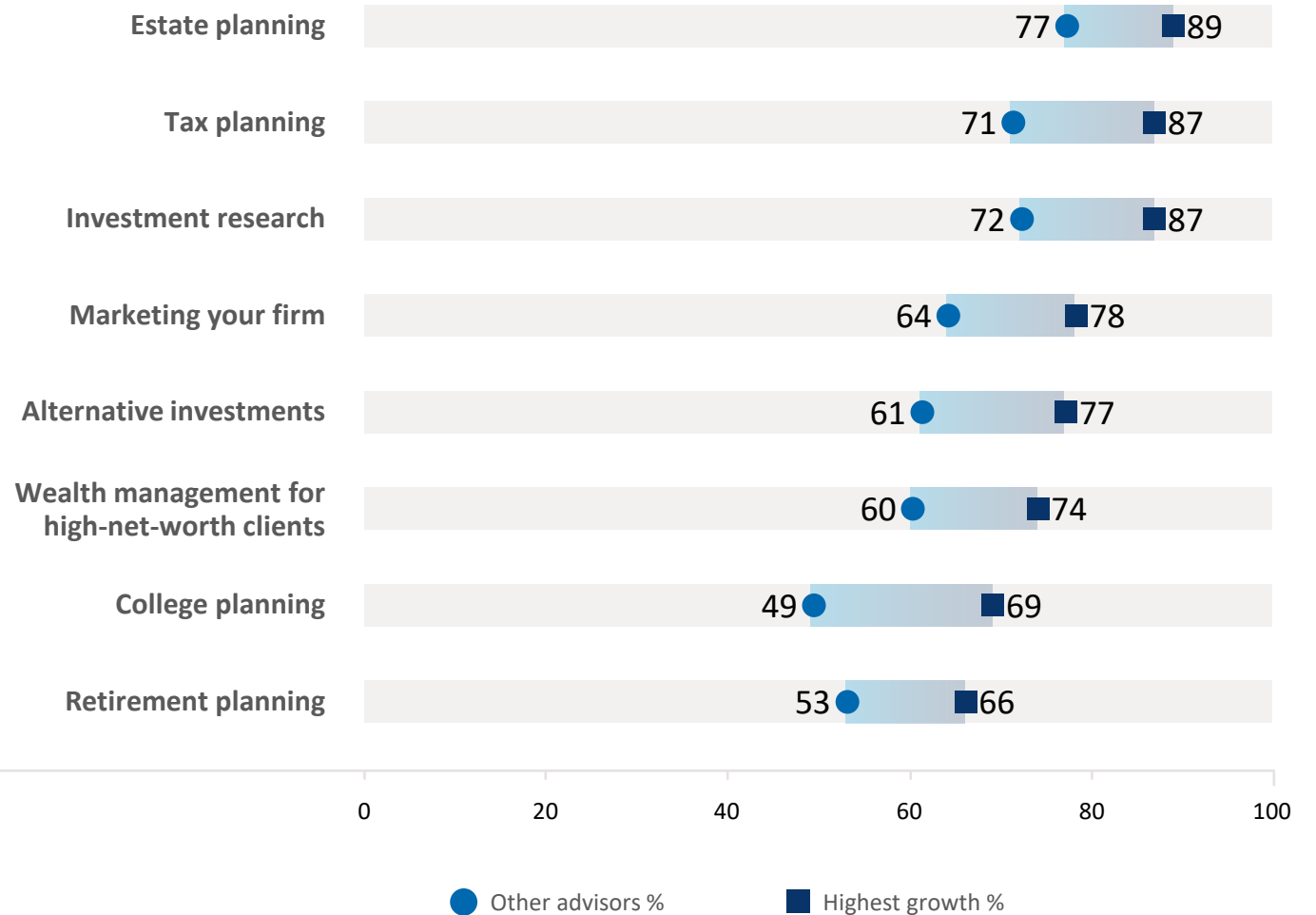
greater **use of autonomous agents**
like virtual assistants and customer
service bots

60%

more budget spent on
AI tools

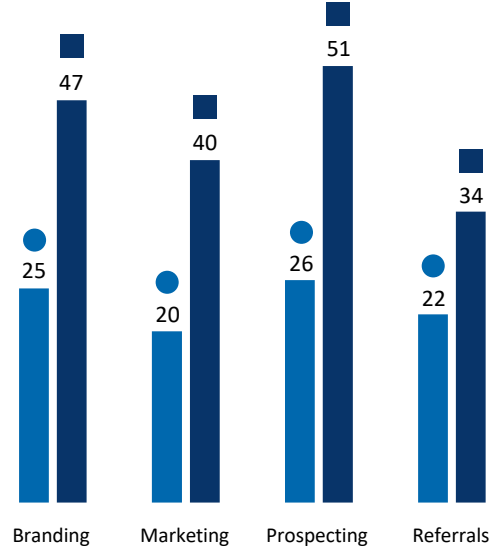
High growth advisors tap outside specialists

Percentage of advisors who use outside specialists for the following areas

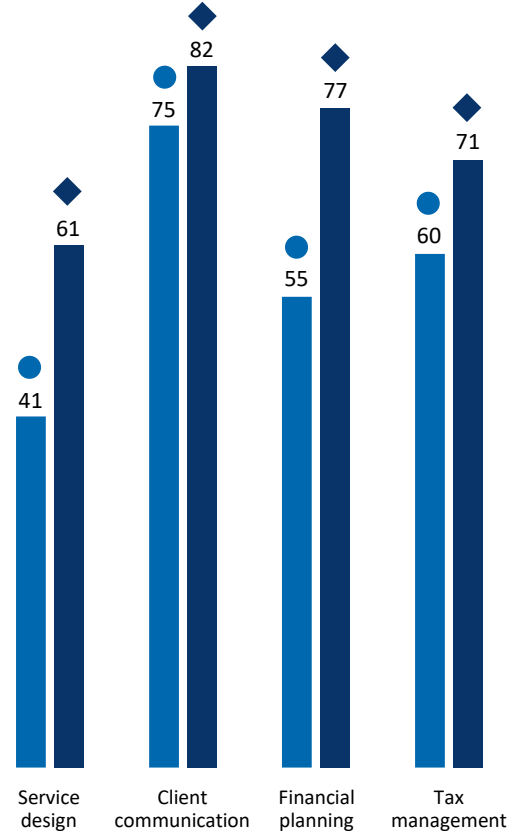


Greater skills across all three pathways

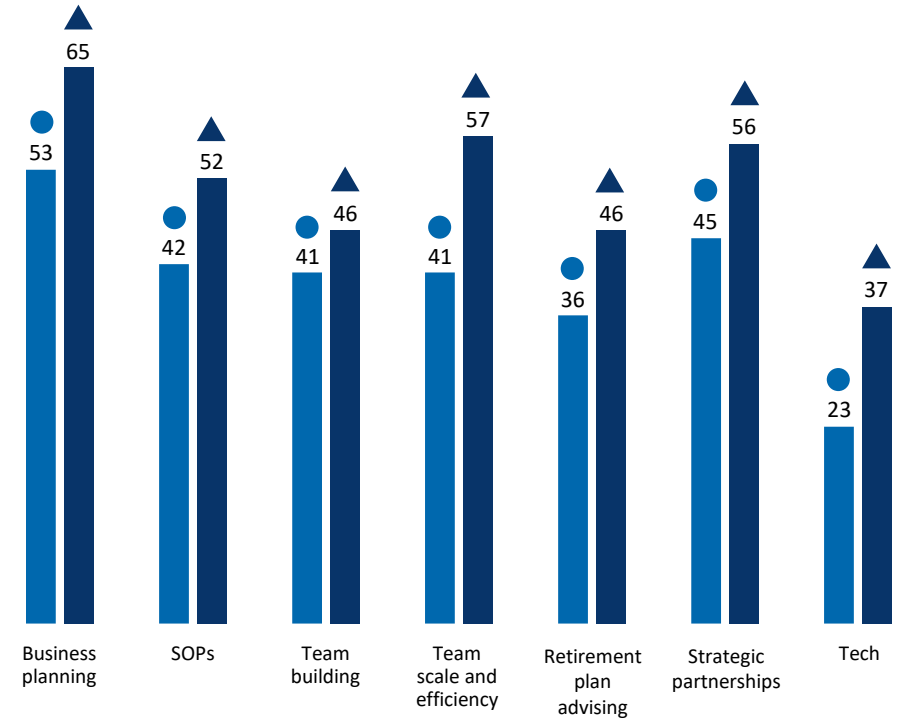
Client acquisition



Client experience



Strategic scale



● Other advisors % ■ ◆ ▲ Highest growth %



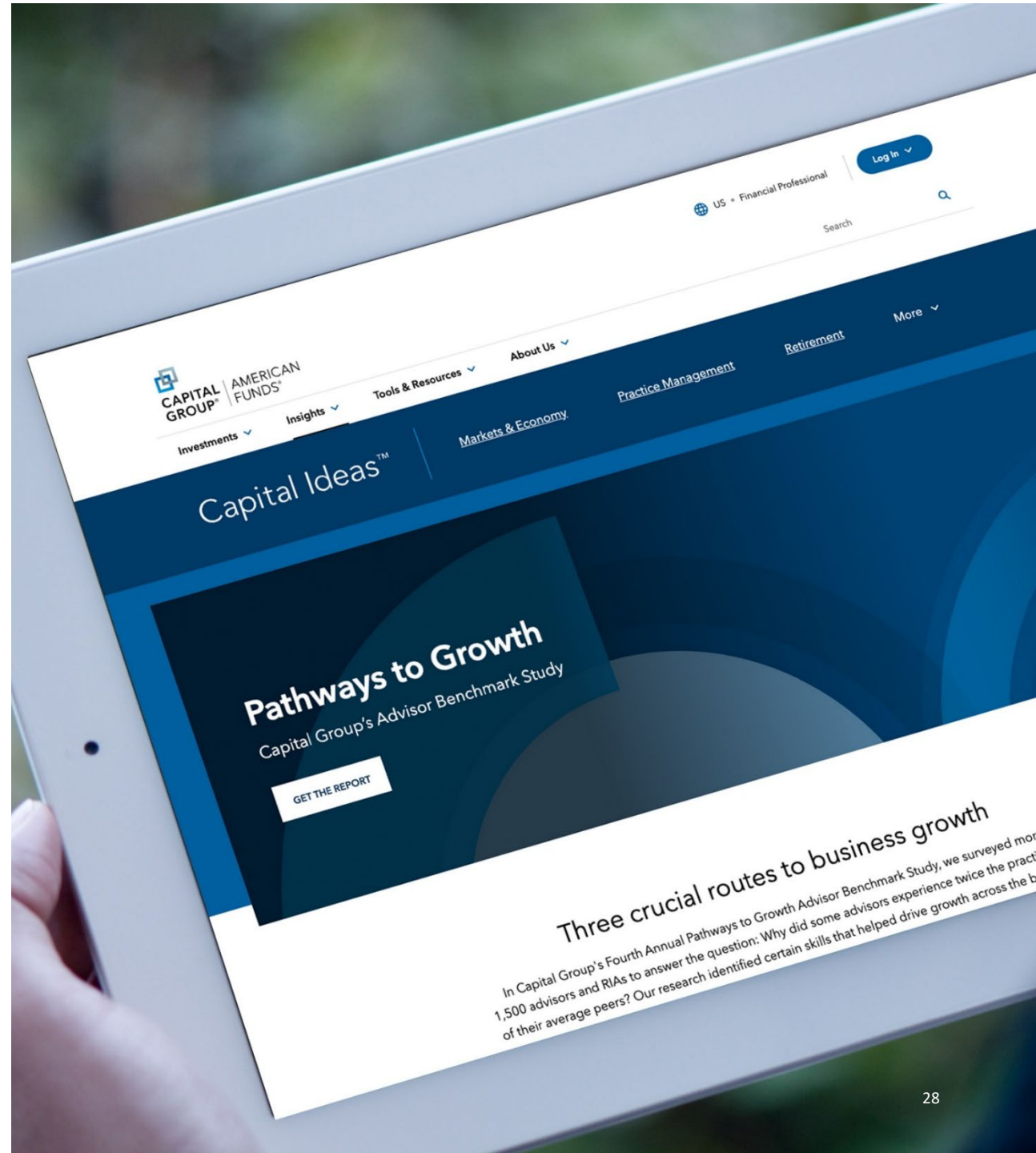
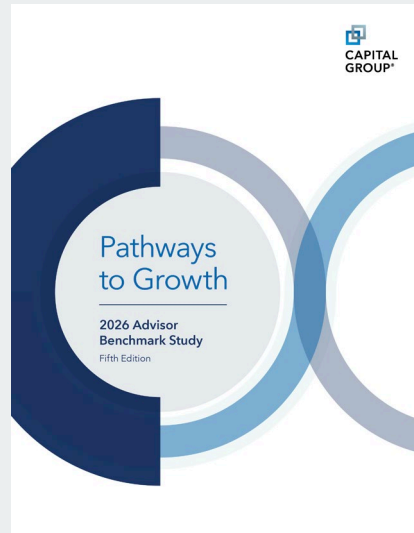
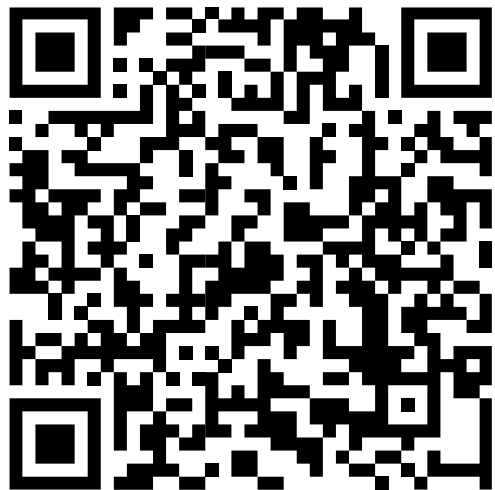
Want to create your **path to growth?**

Focus on client acquisition

Differentiate your client experiences

Run your practice like a CEO

Download the Pathways to Growth report





Simple straightforward questions

QUESTION 1/5

Do you have a defined prospecting strategy in place for your practice?

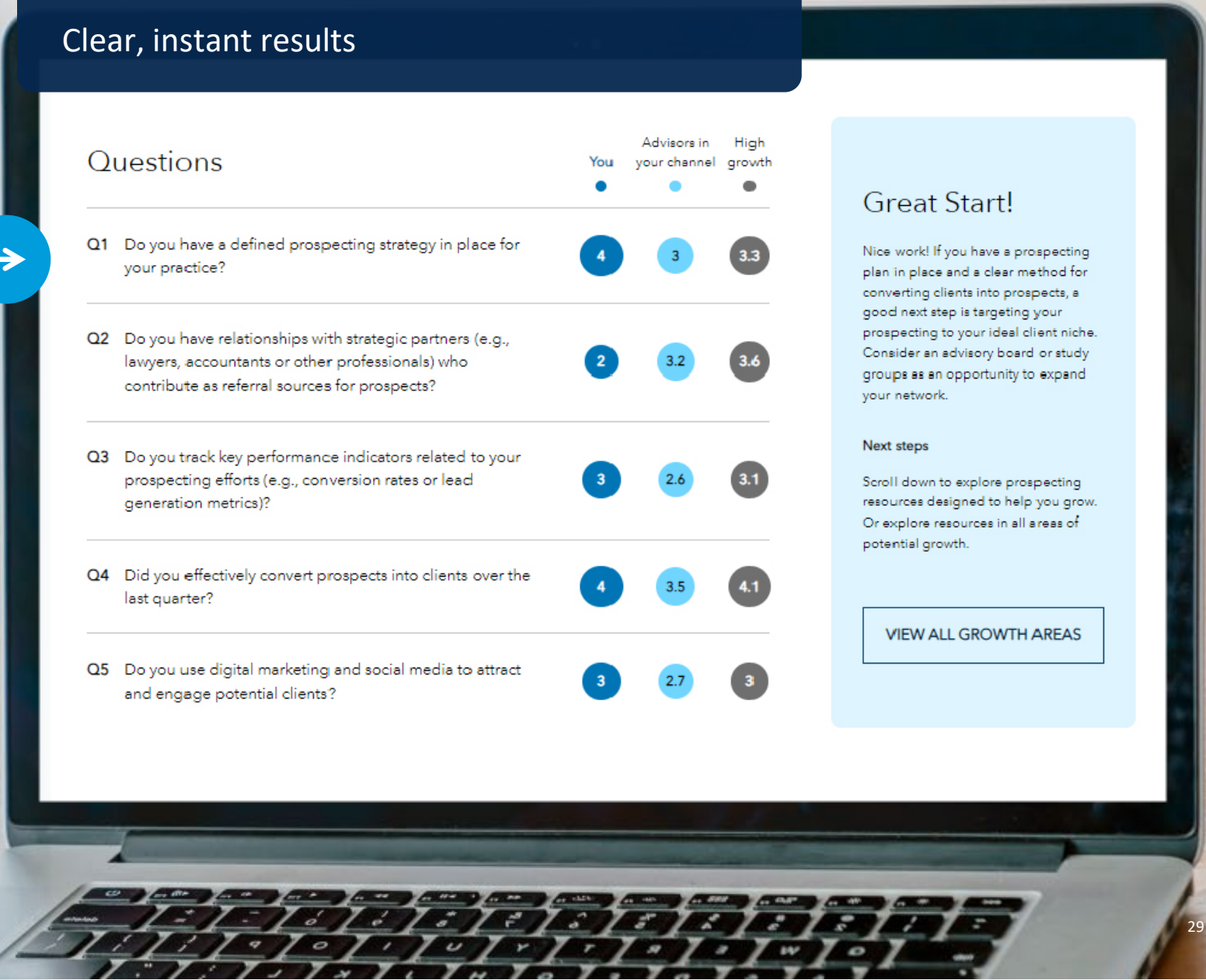
1 2 3 4 5

Not at all
No strategy in place

Very much so
Have a defined strategy in place



Clear, instant results



Curious how your practice stacks up?



Access Practice Management Resources

Articles

Podcasts

Webinars

Videos

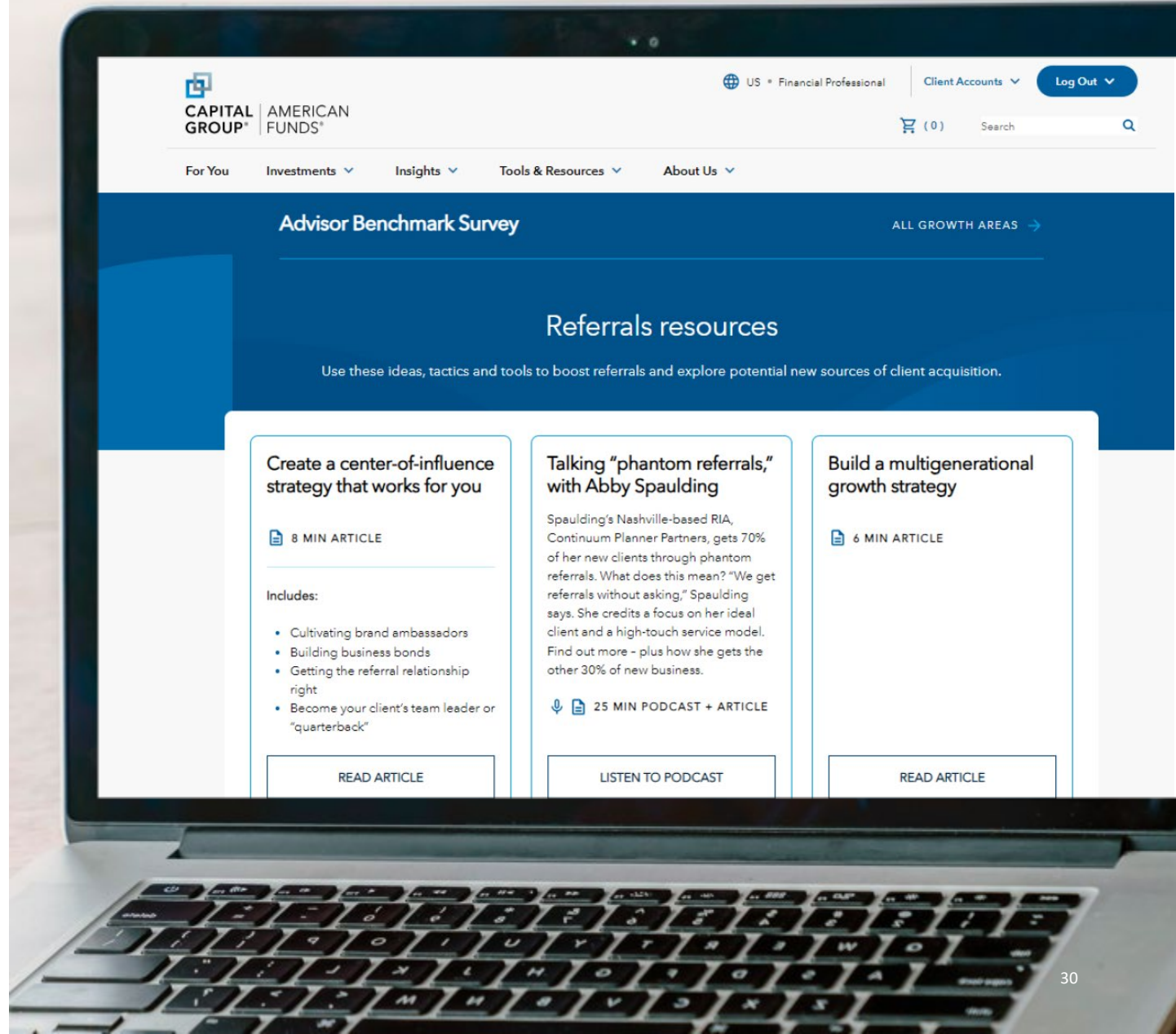


#1 in practice management resources, two years in a row*



*American Funds named gold award winner in Corporate Insight Asset Management Monitor — Advisor Awards, December 2022 and 2023.

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Important information and disclosures

Capital Group, partnering with behavior and analytics firm Escalent, conducted a multiyear advisor benchmarking study among a representative total of approximately 6,000 financial advisors in the U.S. This study established a benchmark for behaviors and assessed the relationship between those behaviors and practice growth. The online study was first fielded in 2020. Capital Group was not revealed as the sponsor. The data in this presentation reflects the latest wave of data collected in 2025 among more than 1,000 financial advisors and reflects 2024 growth. Participants ranged in career tenure, firm types, practice size (AUM, revenue, number of employees) and client specialty, including those who worked with high net worth clients or provided advisor-sold retirement plans. We analyzed results based on dozens of factors, including things like model portfolio usage, AUM, retirement plan assets, efficiency models, technology adoption and practice management behaviors. Decision tree analysis and regression models were used to understand success linkages.

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Thank you