

The Time-Value Equation

Optimizing time to unlock growth

Speaker name

Title

Date

Informed by research-backed insights

2,018

Investors
(including 998 millionaires)

115

Wealth management
leaders

479

Financial advisors
(across channels)

10,517

Workplace participants

750+

Platform firms with \$1B+ in AUM
(assets under management)

And more...

Please reference the Featured Studies slide for study details

#1 practice: Managing time

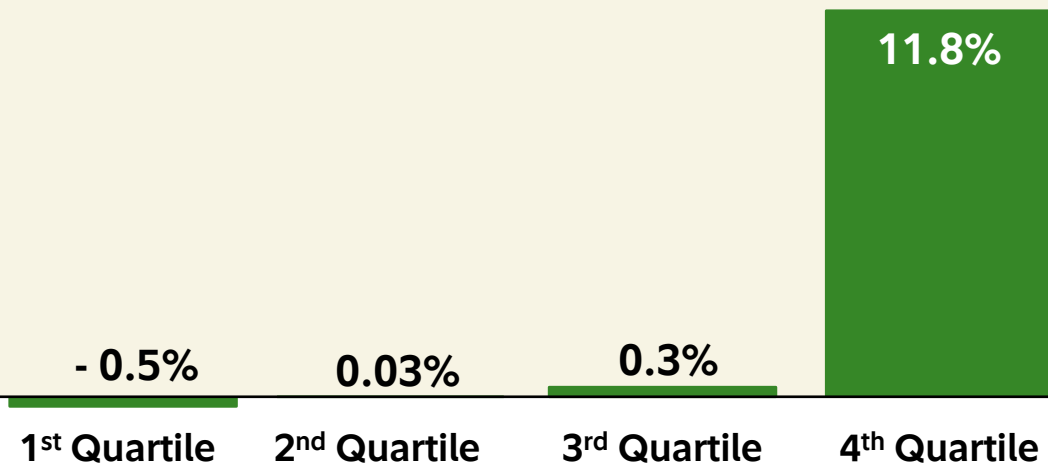
“

Time is the scarcest resource; and unless it is managed, nothing else can be managed.

Peter Drucker,
The Effective Executive

Consistent growth is elusive across industries

Inflation-adjusted
growth rates for ~11K
publicly-held U.S. companies
(1976 - 2019)

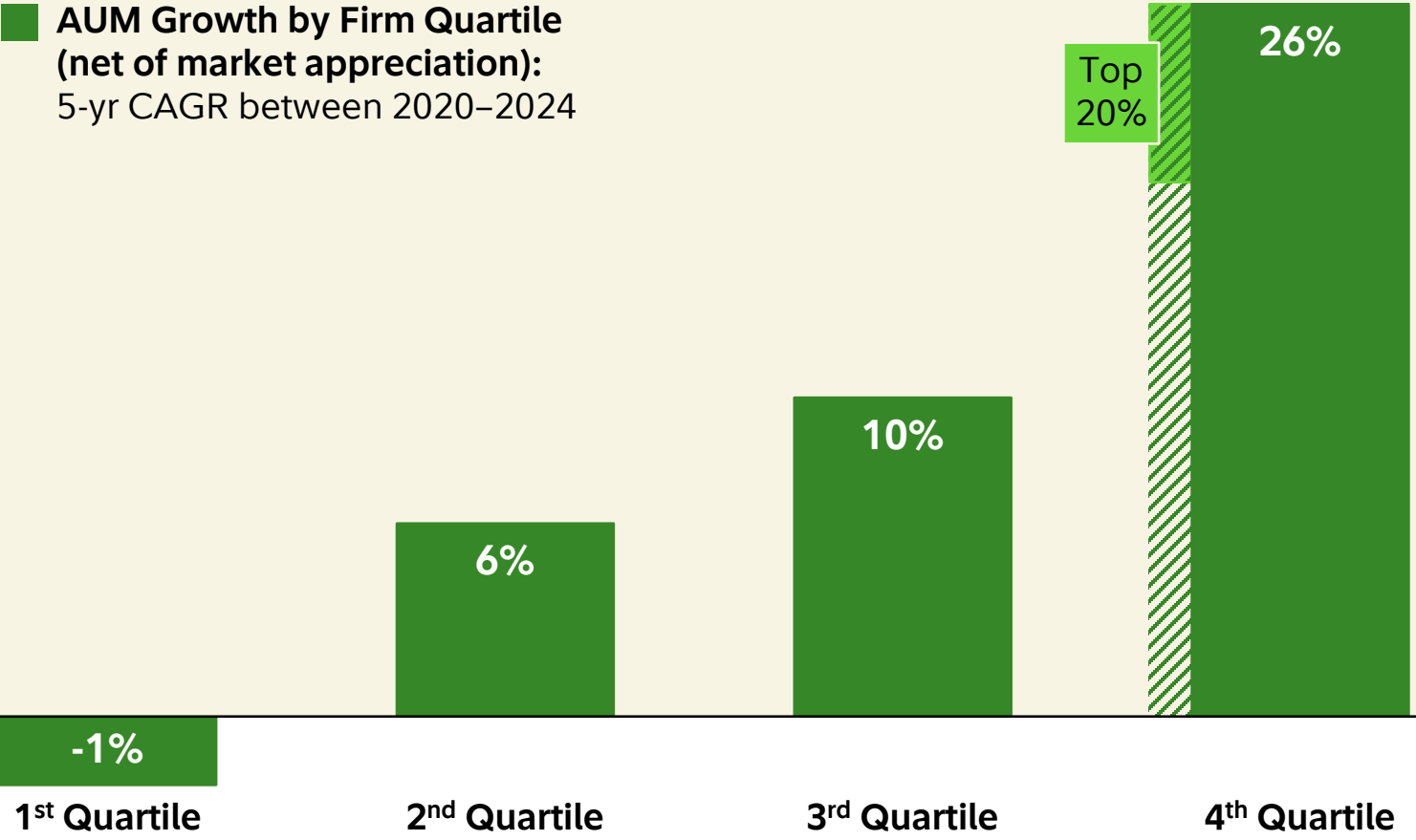


“While the usual explanations for slow or minimal growth play a role..., many companies’ growth problems are self-inflicted.”

Gary P. Pisano, Professor, Harvard Business School

Growth in wealth management (excluding market appreciation)

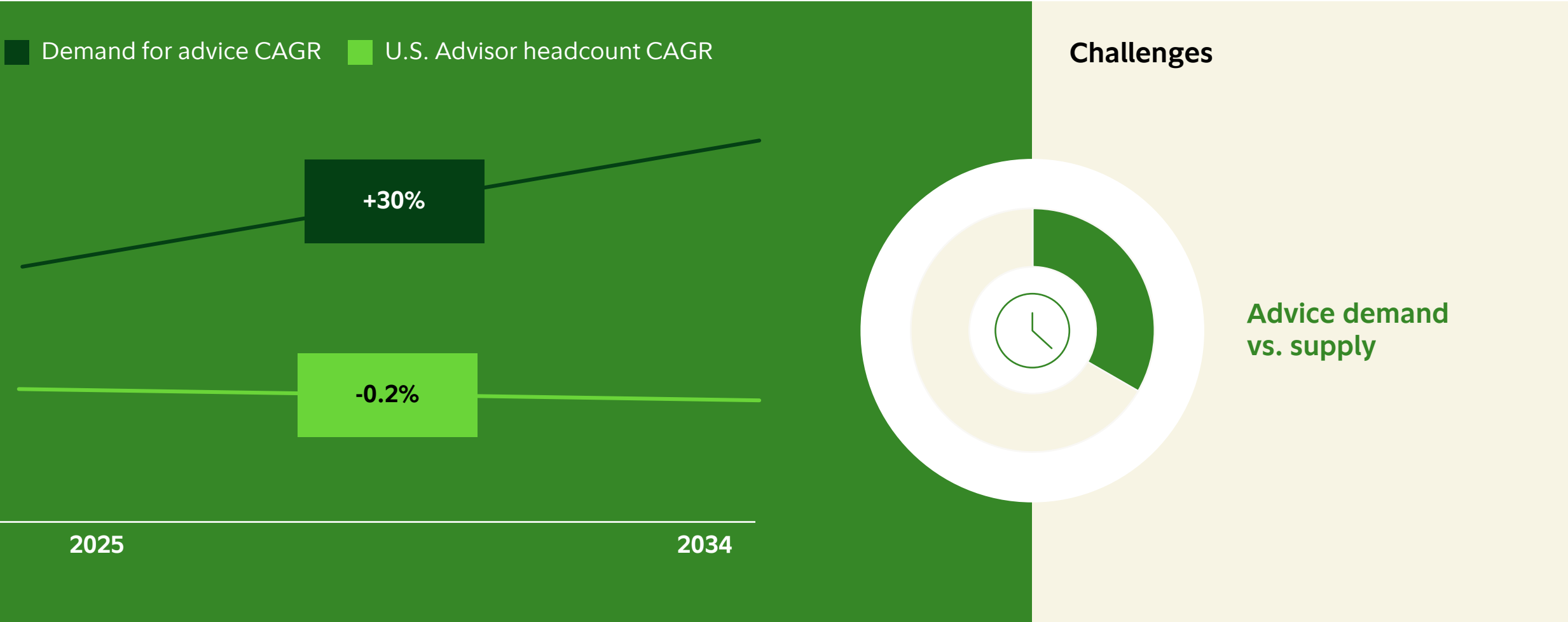
AUM Growth by Firm Quartile
(net of market appreciation):
5-yr CAGR between 2020–2024



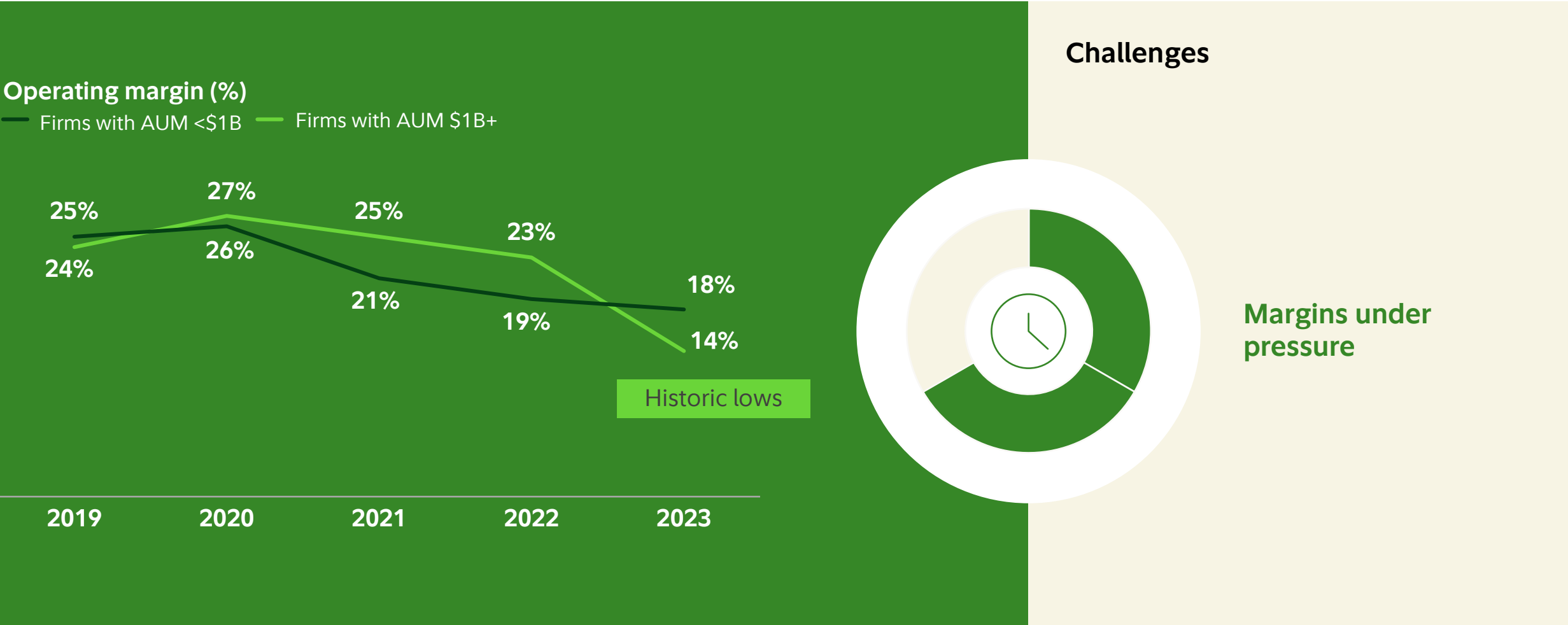
Largest firms by AUM

8% average 5-yr CAGR
(compound annual growth rate)

Optimizing time to address industry challenges



Optimizing time to address industry challenges



A framework for exploring levers of growth

↑ Sources of growth

Things you
can't control



Market appreciation

Macro
environment

Things you
can influence



M&A, recruiting

Wealth
management
ecosystem

Things you
can control



Organic growth

Firms &
advisors

Your People

How do you
create a thriving team?

Your Platform

How do you
enhance your capabilities?

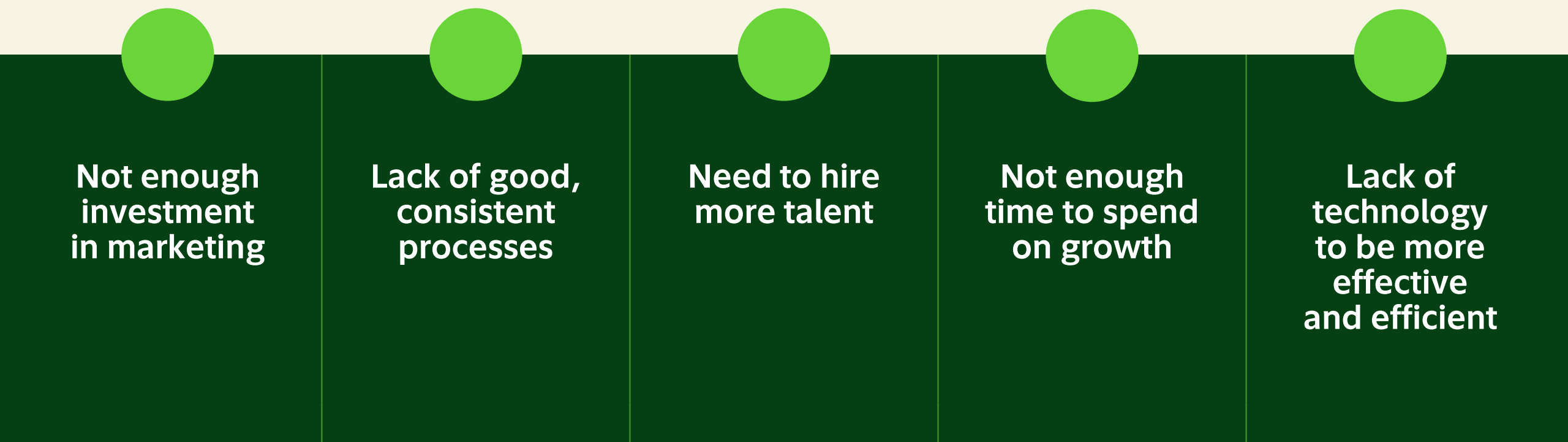
Your Clients

How do you
optimize your client base?

Your Offering

How do you
refresh your value?

What is the biggest obstacle to growth for advisors?



**Not enough
investment
in marketing**

**Lack of good,
consistent
processes**

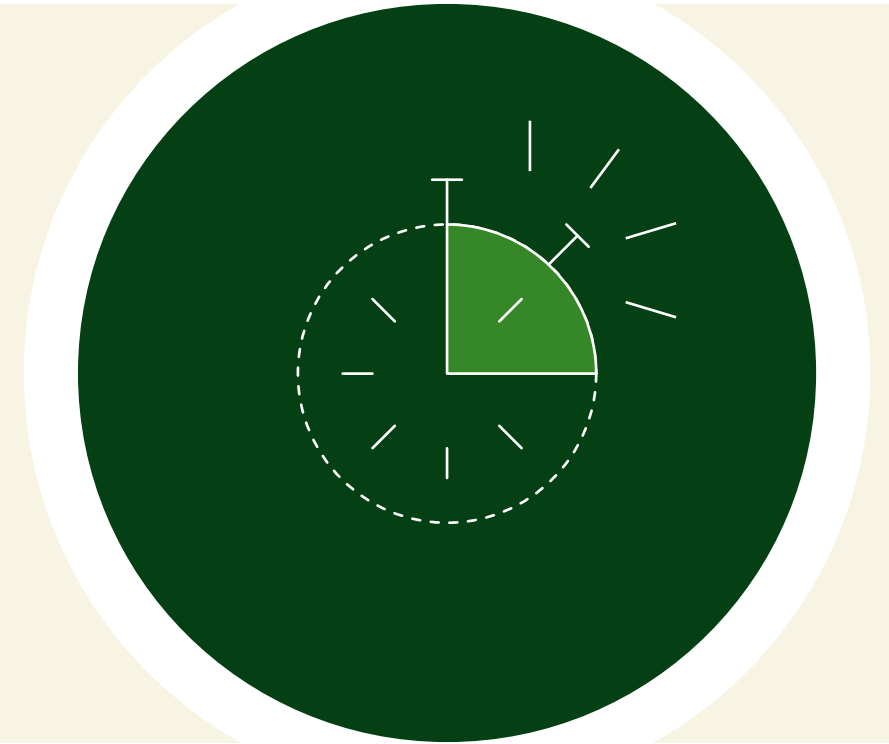
**Need to hire
more talent**

**Not enough
time to spend
on growth**

**Lack of
technology
to be more
effective
and efficient**

Time: A lever for organic growth

Lack of time:
#1 barrier to advisors' growth



The Time-Value Equation

**Realized
value**

in a month, a quarter, or a year

=

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t))$$

The value of an advisor's time

Advisors spend **18.5 hours/week** supporting clients or finding new ones (on average). **What if they re-allocated 5 more hours/week to those activities?**



Example:
Advisor generating \$1M in annual revenue

Revenue/advisor

Hourly	Weekly	Annual
\$1,103	\$20K + \$5.5K	\$1M + \$270K



Potential additional revenue per year

At a firm with 10 advisors:
\$2.7M

At a firm with 100 advisors:
\$27M

Are you a steward of time?

For
investors

For
advisors



For
yourself

For
your business

A framework to create more value from time

Investors

Advisors

Leaders

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t)) =$$

Realized Value

Happier clients
Engaged families

Increased assets and share of wallet
Greater satisfaction

Growth and profitability
Thriving associates and culture

A framework to create more value from time

Investors

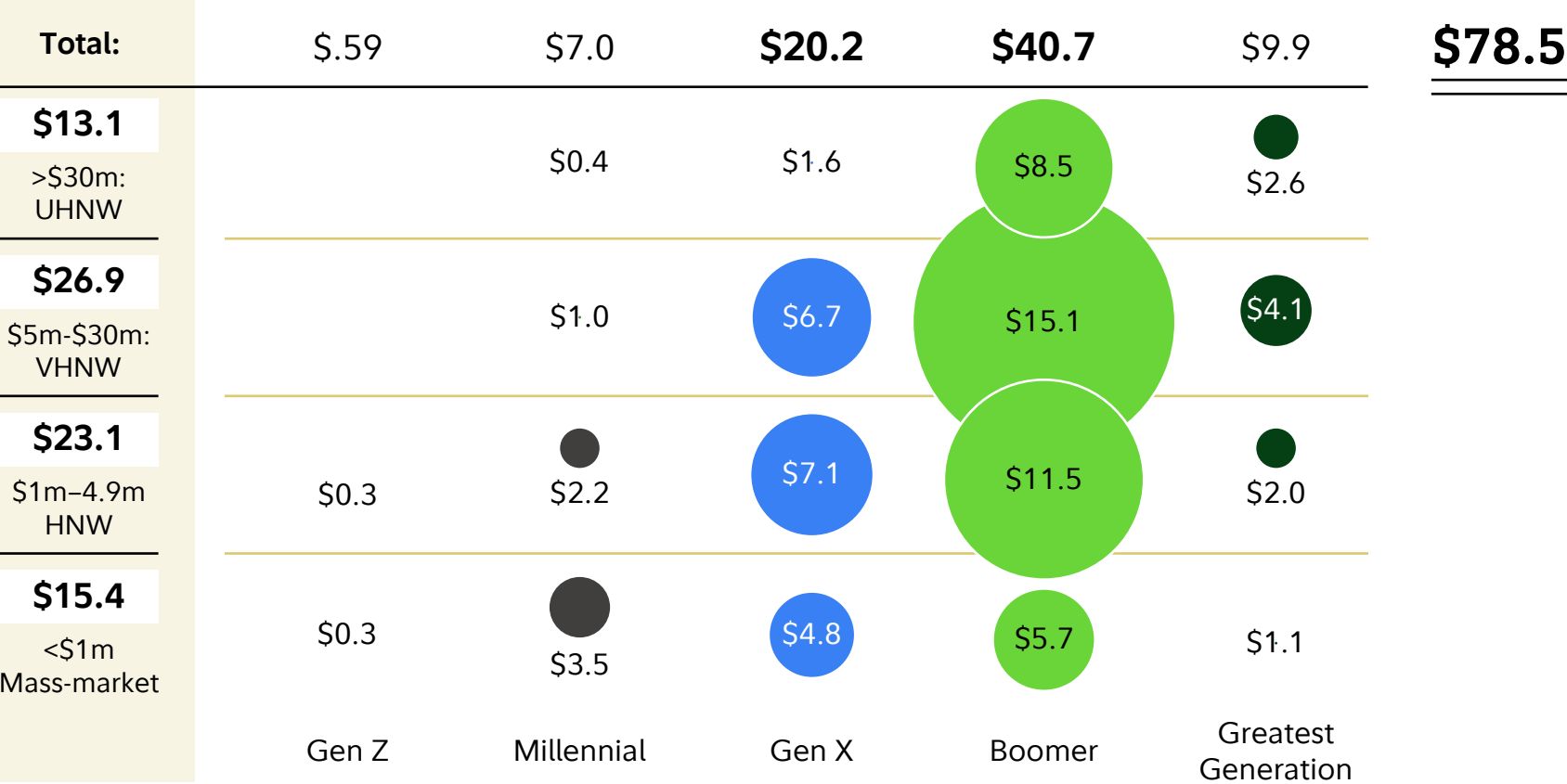
Advisors

Leaders

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t))$$

Timing is everything: Investor wealth in motion

Wealth tier breakdown (assets in trillions)



Asset growth rates (2019-2023)

>\$30m:
UHNW
173%

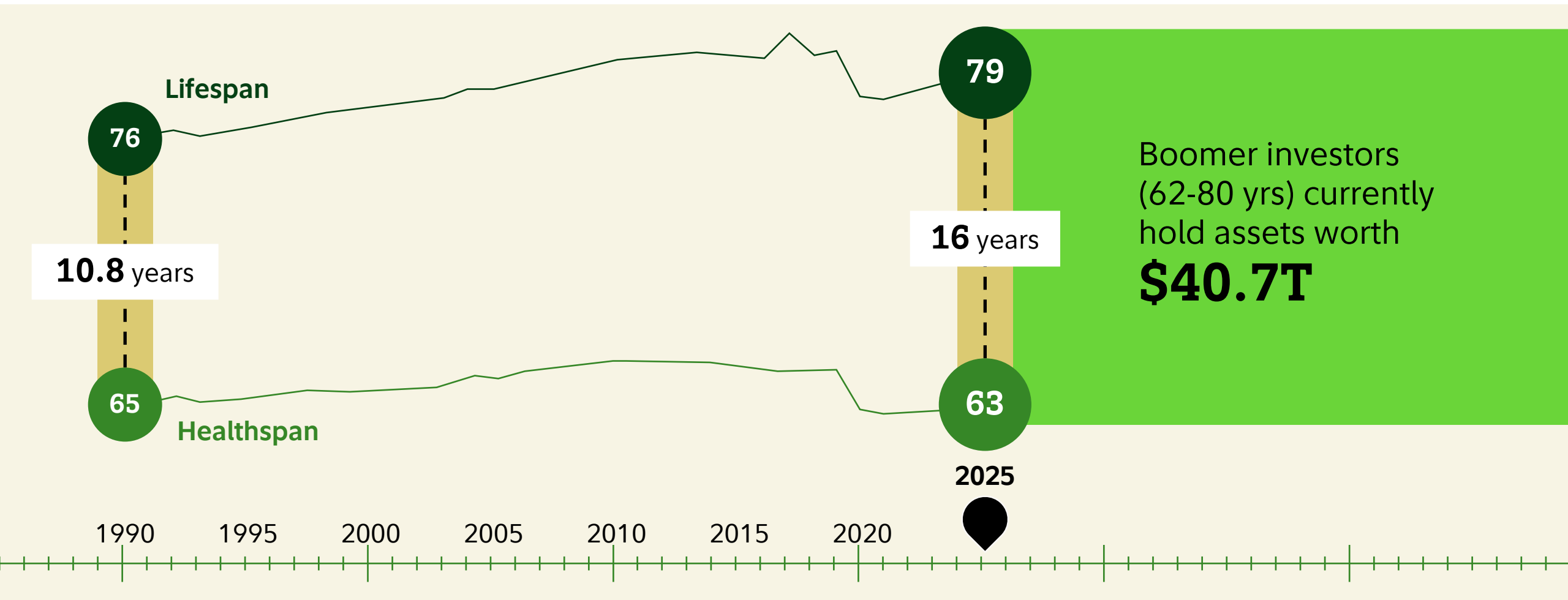
\$5m-\$30m:
VHNW
81%

\$1m-4.9m
HNW
61%

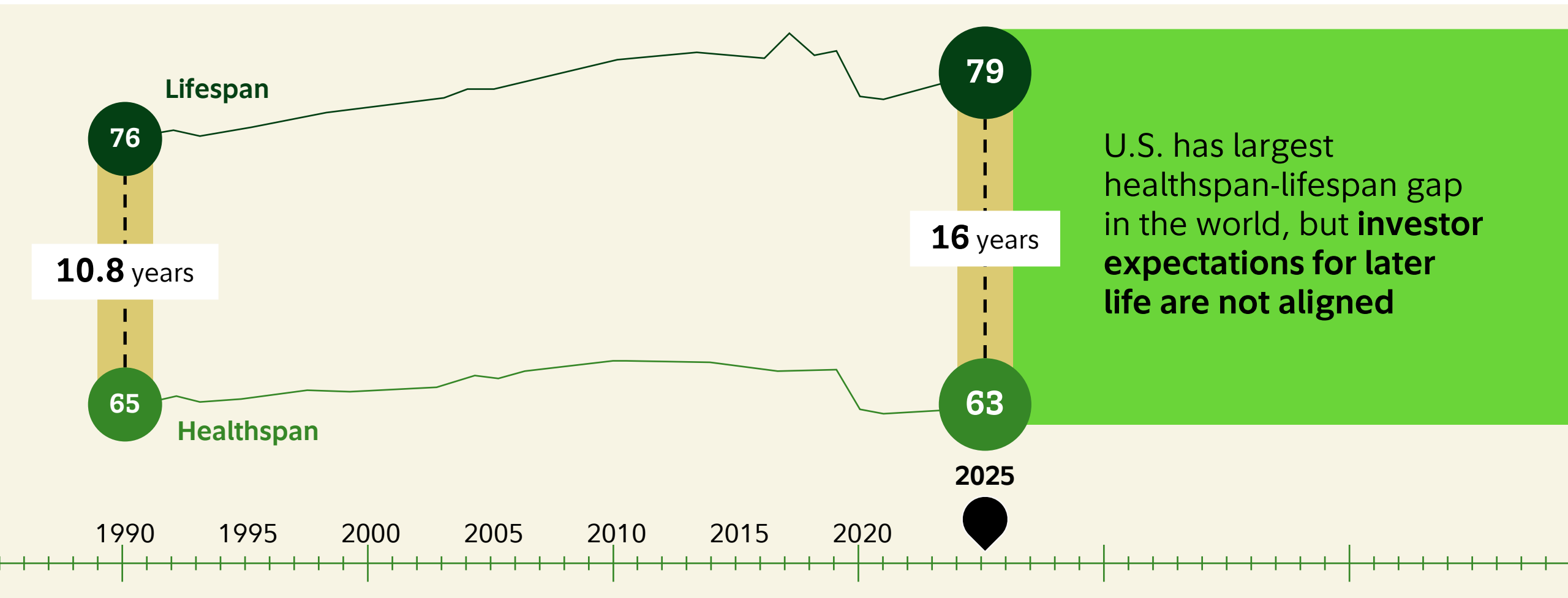
<\$1m
Mass-market
27%

Totals may not exactly match the sum of individual components due to rounding.
Sources: 2022 Survey of Consumer Finances, Cerulli U.S. Retail Investor Advice Relationships 2023; Gen Z: born in 1996 or after; Millennial: born 1980-1995; Gen X: born 1964-1979; Boomer: born 1945-1963; Greatest Generation: Born 1944 or before

We're living longer, with complications



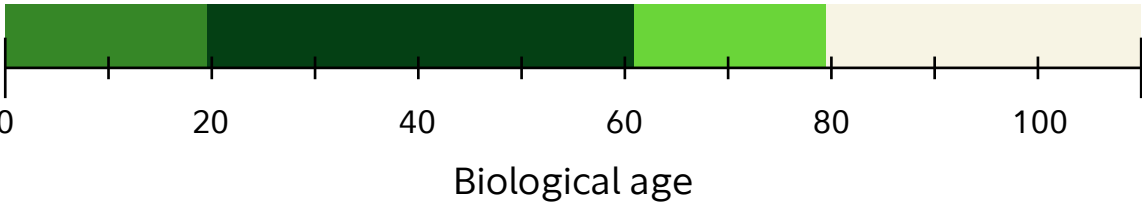
We're living longer, with complications



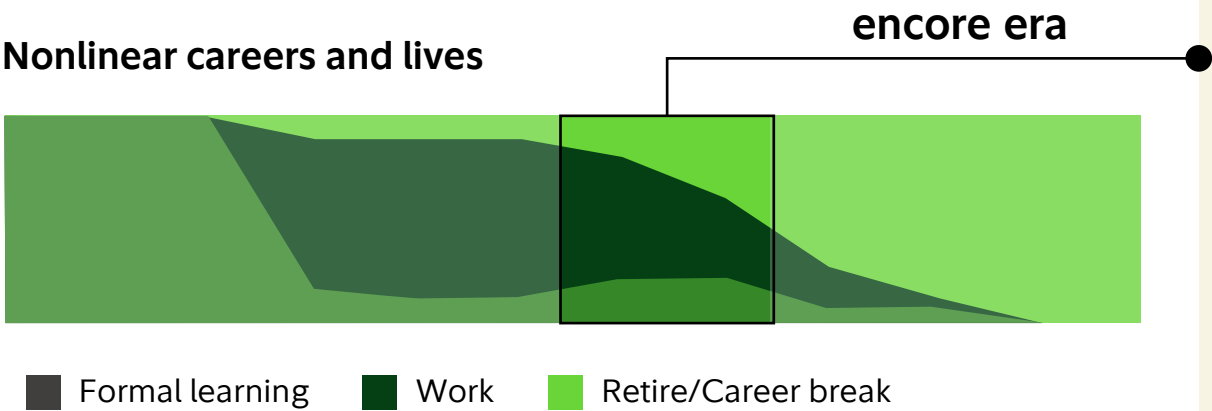
Expectations of retirement are changing: The encore era

Comparing traditional vs. modern life paths

The traditional view



Nonlinear careers and lives



Hypothetical depiction of non-linear career based on concept from the Society of Actuaries Research Institute.
"Is Retirement Retiring?", Fidelity Workplace Investing (2024)



41% of "retirees" currently work, have worked since retirement, or are seeking work.¹



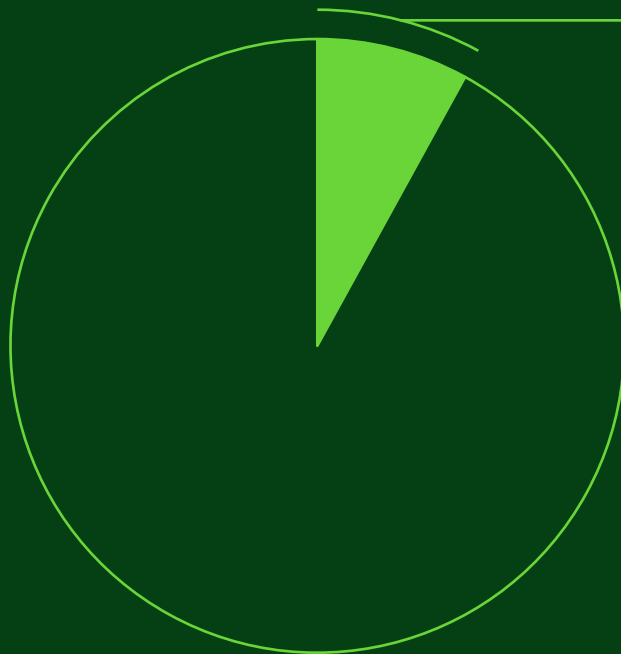
Only 26% of Millionaire clients say their advisor "helps me think about how to spend my time in retirement."²

1 Fidelity Participant and Plan Sponsor Survey, The Evolving Landscape of Retirement, July 2024
2 The 2025 Fidelity Investor Insights Study

Advisors need to help investors see the bigger picture



Millionaire investors



Only 8%

Say their advisor has spent time helping them to...

- Plan for health care costs for client and family
- Navigate major life events
- Facilitate productive conversations with loved ones about financial matters
- Manage family expenses

The 2025 Fidelity Investor Insights Study

The 2025 Fidelity Investor Insights Study

Millionaires seek help with family conversations

75% of millionaires would like to spend more time talking with their adult children about financial topics



1 in 2 millionaires would like an advisor's help to prepare for or facilitate conversations with their adult children about:

Estate planning

Healthcare expenses

End of life arrangements

Investments

And more...

The Fidelity 2025 Investor Insights Study

An opportunity: Engaging beneficiaries



76%

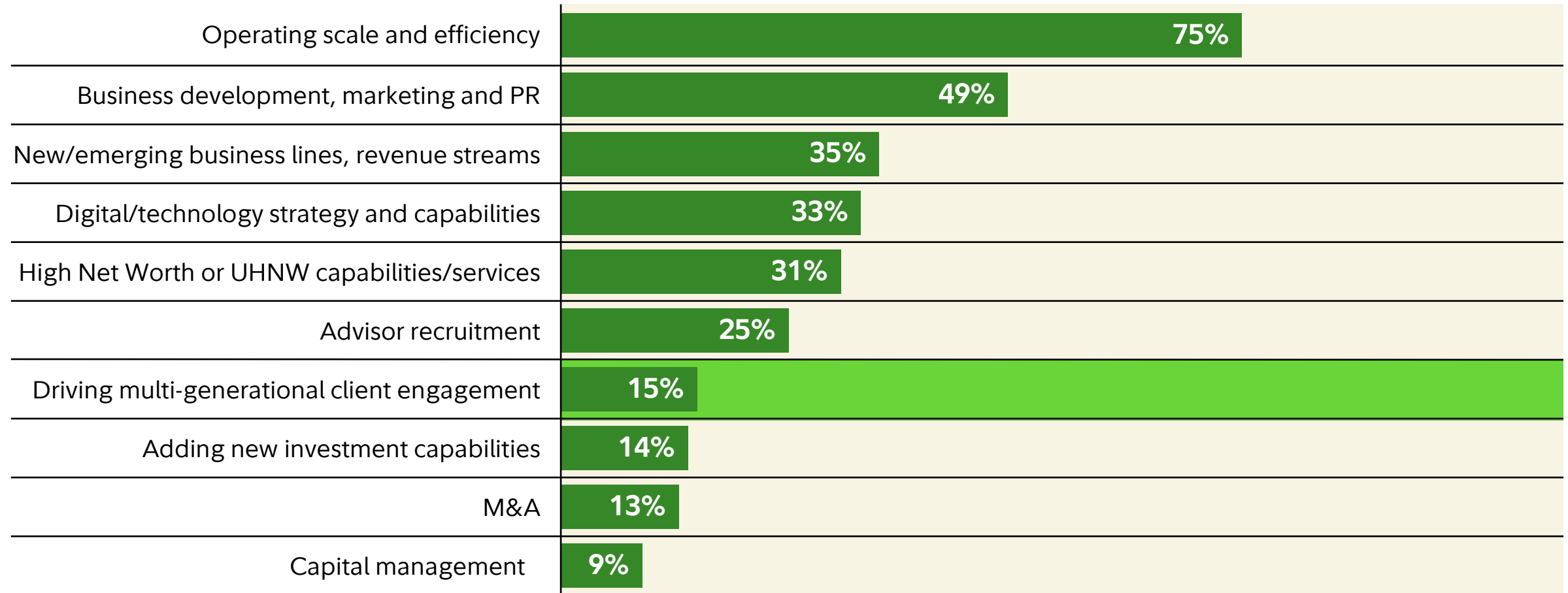
of next-gen beneficiaries want to be informed when named



Only **35%** of Baby Boomers feel the need to consult with the beneficiary

The 2024 Fidelity Center for Family Engagement: Later-in-Life Conversations Study

It's time to prioritize multi-generational client engagement



It's time for outreach to family members

Advisor position



52%

of advisors are **not** concerned about retaining assets in transfer to spouse



27%

of advisors are **not** concerned about retaining assets in transfer to adult children

The 2025 Fidelity Advisor Insights Study

Reality

43%

of women **may not** stay with their advisor after the death of a spouse/partner

4 in 5

affluent investors **will not** use parents' advisor

Cerulli Edge – U.S. Retail Investor Edition, 4Q 2023

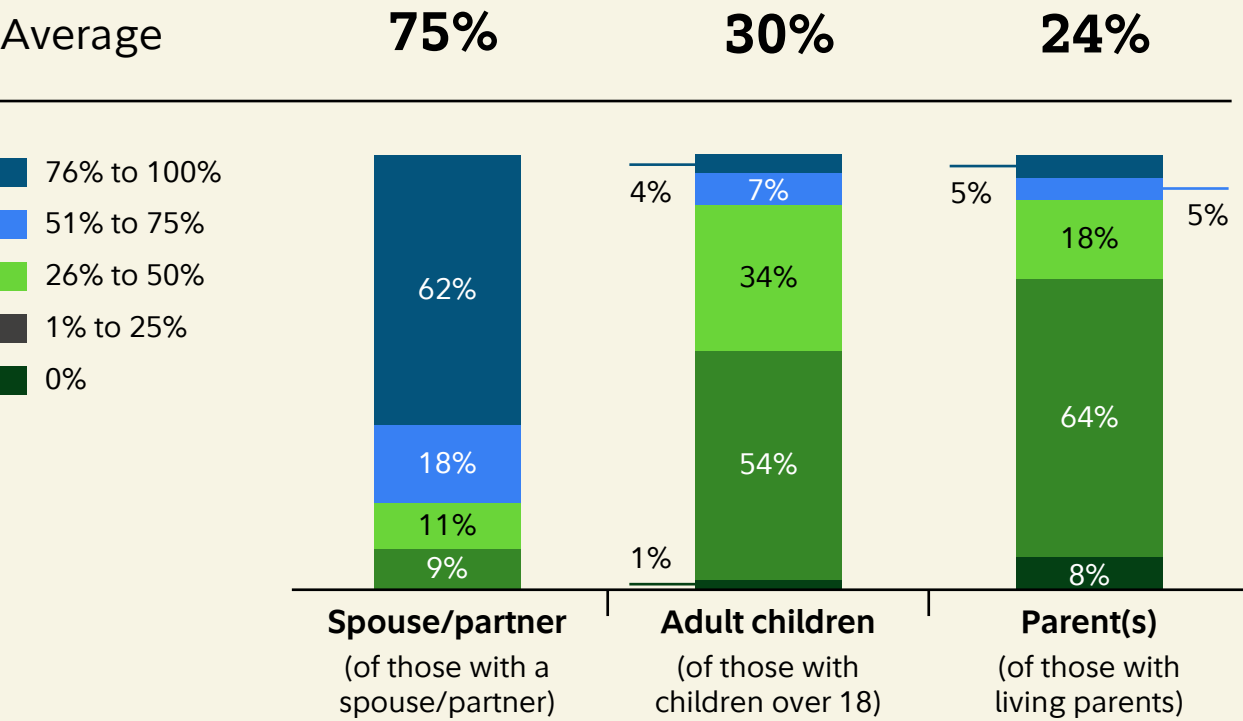
Advisors are missing a connection

Family engagement is low

Advisors have **not** met the spouse of **25%** of their clients (on average)

Advisors have **not** met the adult children of **70%** of their clients (on average)

Proportion of family members met by advisor



Growth from family engagement

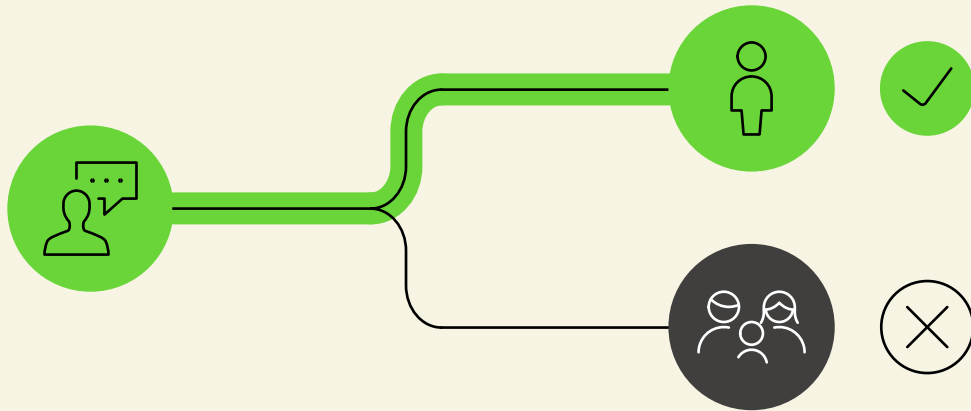
Firms have engaged with:	Avg. total assets per household	Avg. revenue per household
Primary client only	\$1.8m	\$11.8k
Client + spouse	\$2.2m	\$15.4k
Client + next-gen	\$2.8m	\$15.7k
Client, spouse + next-gen	\$3.8m	\$21.8k



Households where **both next-gen and spouse are engaged** have assets 2.2x larger and generate revenue 1.9x higher (on average).

Make multi-generational engagement a reality

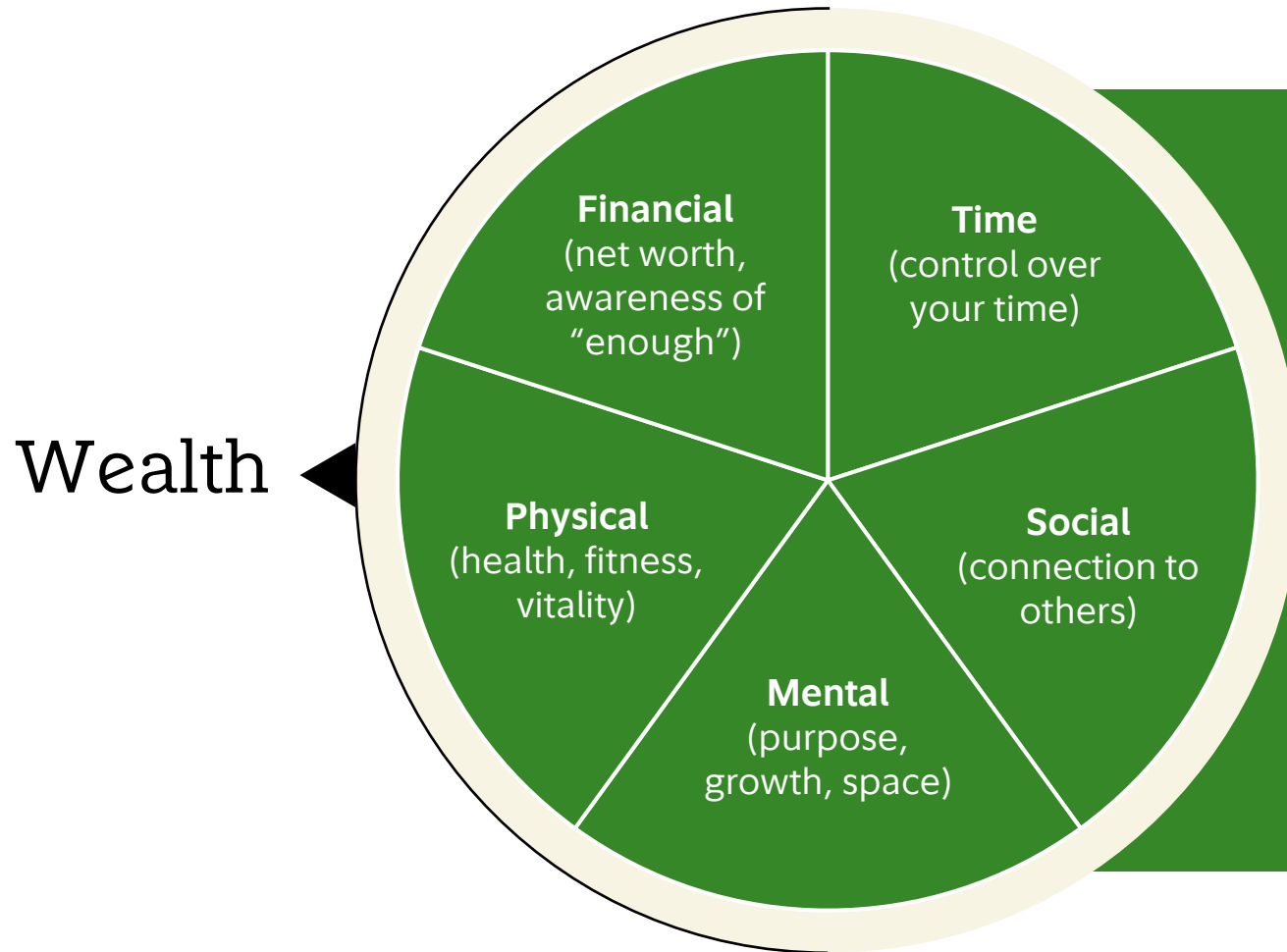
Many firms struggle to build relationships with the whole family



Top 3 advisor barriers



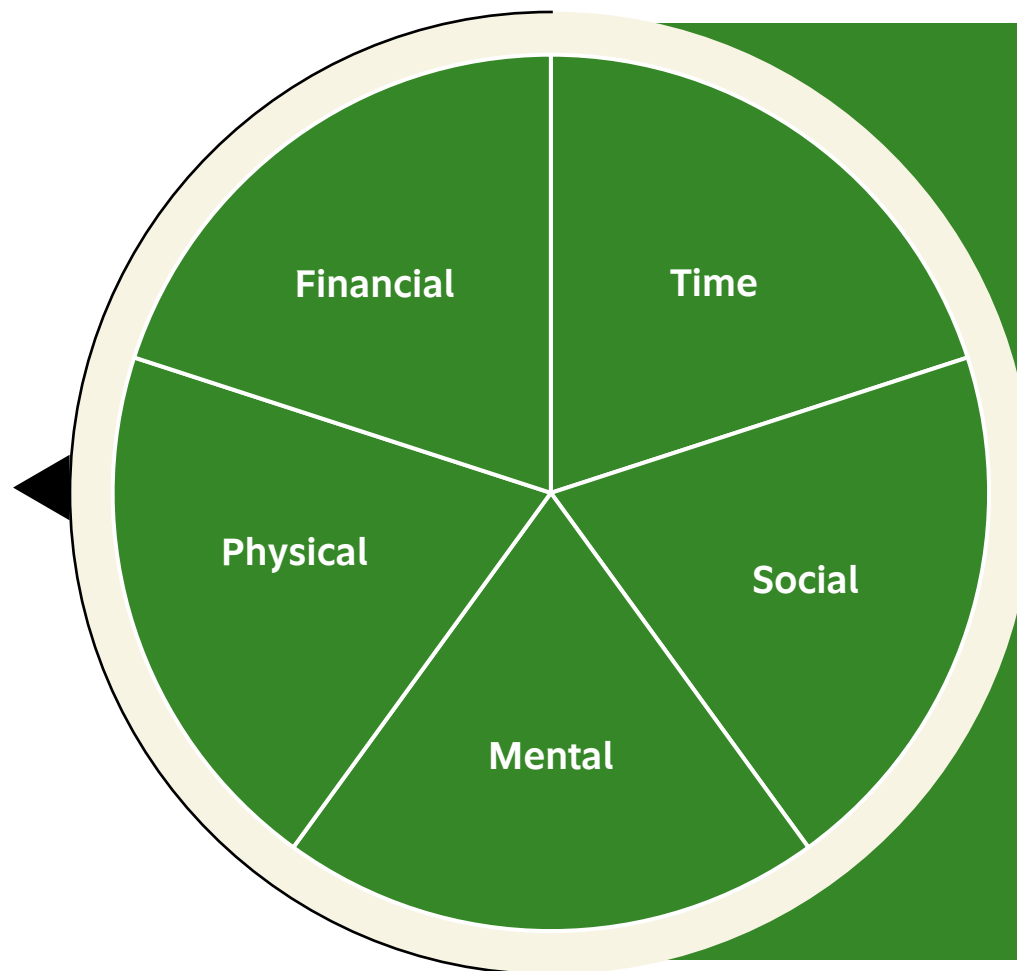
A modern definition of wealth



Is your firm helping investors define and achieve their unique definition of what it means to be “wealthy?”

What do millionaires value in an advisor?

Embrace the modern definition of wealth¹, **what really matters to investors.**



- 1 Cares about me as a person, beyond just financial needs²
- 2 Makes me feel listened to, heard and understood²
- 3 Trusted to make decisions in my best interest²
- 4 Can talk about anything including my biggest fears²
- 5 Focused on the long-term health of my investment portfolio²

¹ Bloom, S. (2025). "The 5 Types Of Wealth: A Transformative Guide to Design Your Dream Life." Ballantine Books

² The 2025 Fidelity Investor Insights Study

Maximizing time with investors

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t))$$

Who

UHNW
Baby Boomers
Families

What

Health
Time in “retirement”
Wealth transfer

How

Talk about anything
Explore definition
of “wealth”
Engage with family

A framework to create more value from time

Investors

Advisors

Leaders

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t))$$

Optimizing time to address industry challenges

Average advisor work week



Time spent supporting clients and prospects

Time on other activities



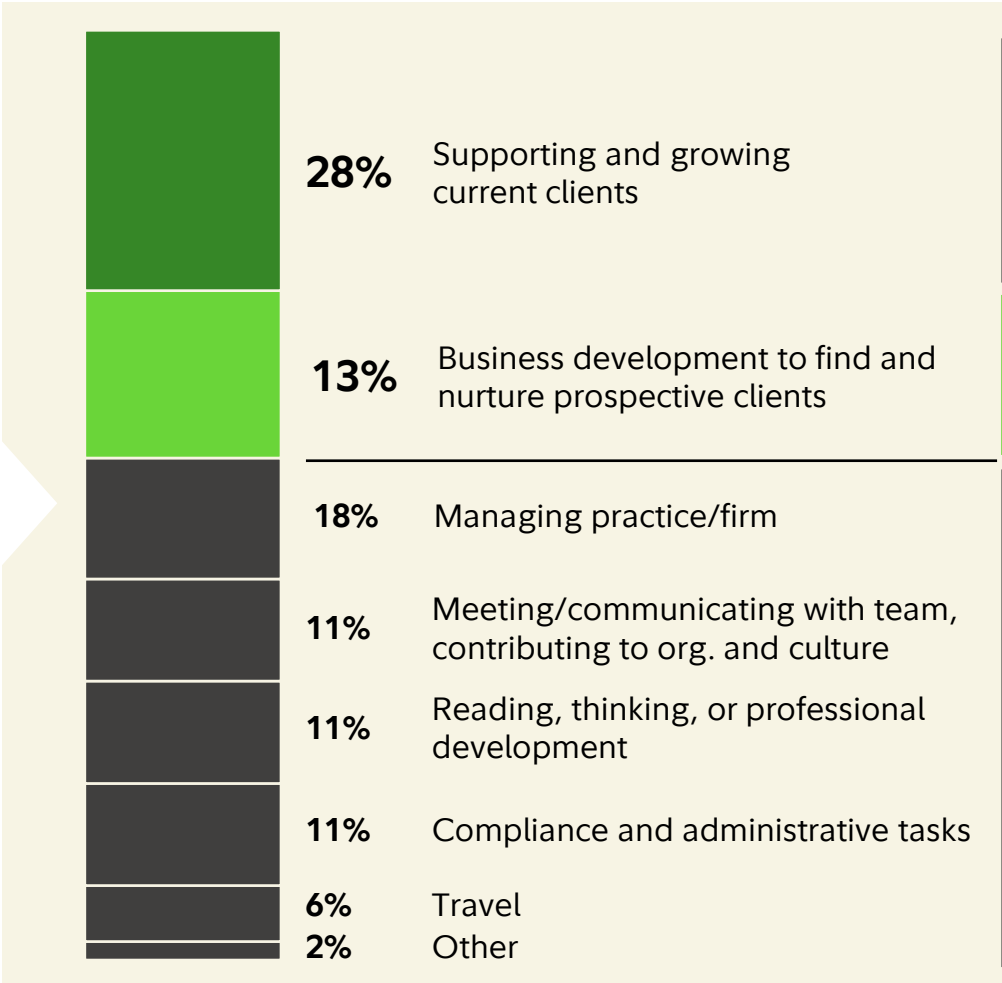
Challenges

Advisor productivity

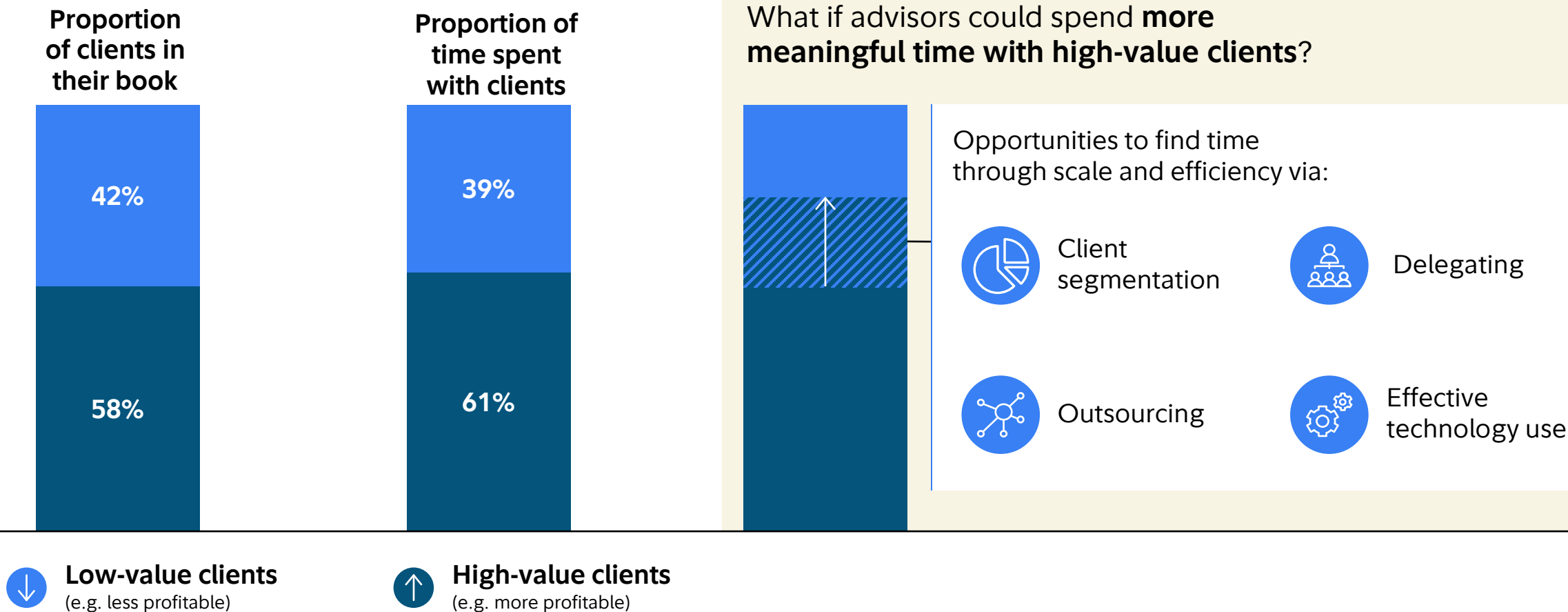
How are advisors spending their time?



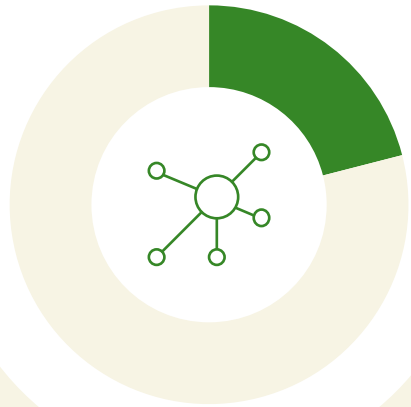
45-hour
average
work week



Are advisors spending time with the right clients?



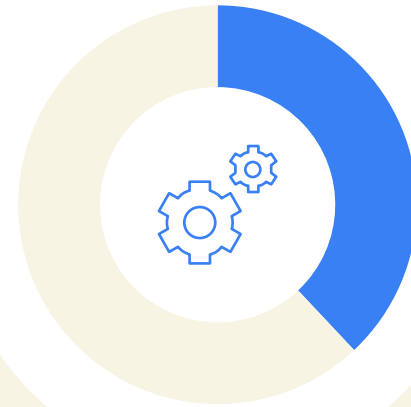
Are advisors adopting proven practices?



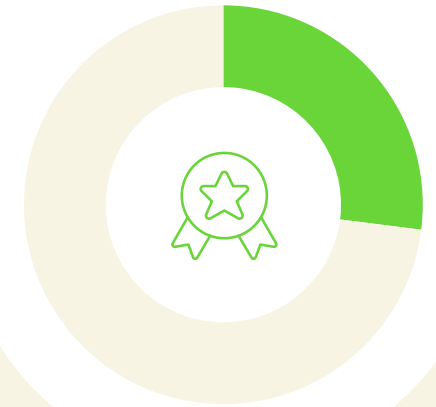
Only 21%
of advisors say they
effectively outsource tasks
or functions



Only 21%
of advisors feel they
effectively delegate to others



Only 38%
of advisors say they use
technology effectively



Only 27%
of advisors say they
spend their time at work on
high value activities

Maximize advisors' time



Advisors who effectively outsource save (per week on average):

Investment management 7.1 hours	Marketing 3.7 hours	Legal 2.3 hours
Administration 6.8 hours	Compliance 3.4 hours	Tech/IT/Cybersecurity 3.2 hours

The 2025 Fidelity Advisor Insights Study



Advisors who effectively use technology:

Save (hrs/week)	Grow faster (AUM growth rate)
Generative AI 3.3 hours	10.1% vs. 6.5%

What if advisors re-allocated **10 more hours/week** to **clients and prospects** by outsourcing investment management and employing Gen AI?

Revenue/advisor

Weekly	Annual
\$20K + \$11K	\$1M + \$541K

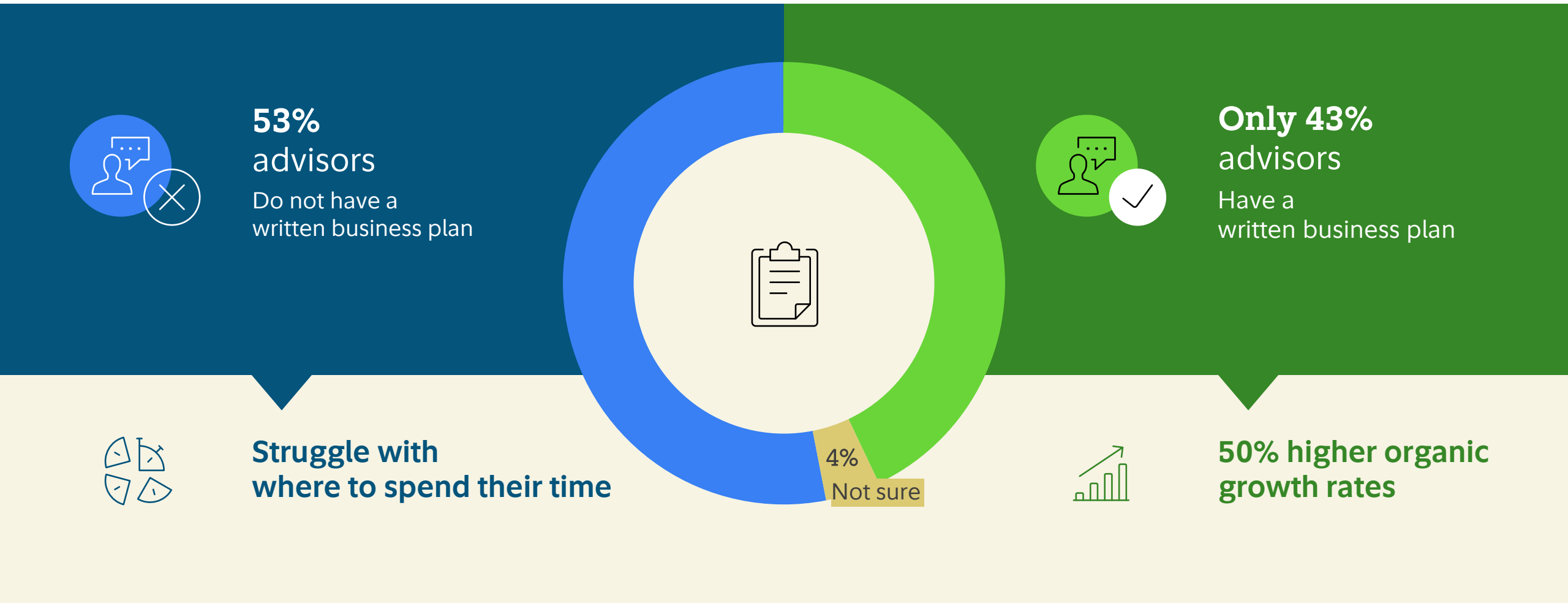
Fidelity analysis. Sources: The 2025 Fidelity Advisor Insights Study and the 2024 Fidelity RIA Benchmarking Study. \$1M is the median annual revenue/advisor for \$1B+ AUM firms.

Potential additional revenue per year:

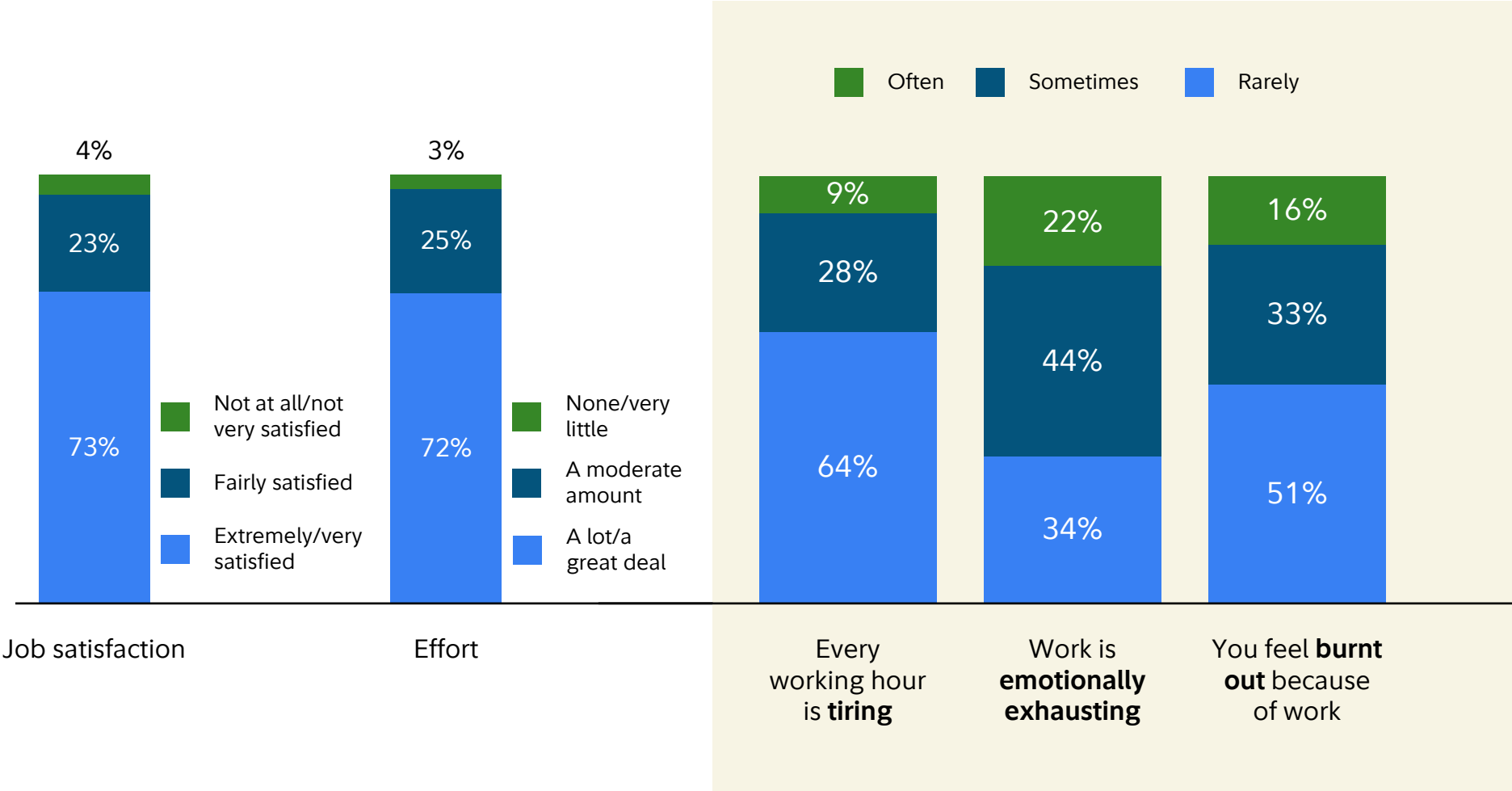
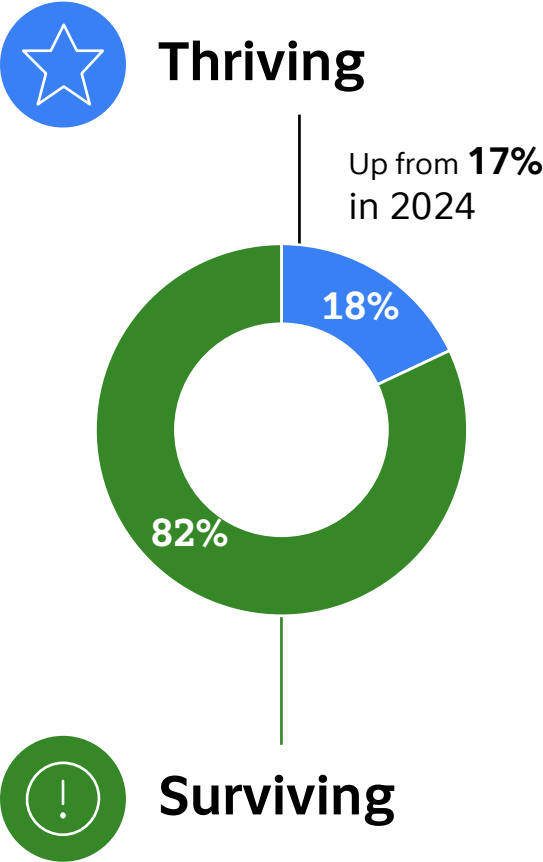


At a firm with 10 advisors:
\$5.4M
At a firm with 100 advisors:
\$54M

Without a plan, it's hard to know where to spend your time



Burn out contributes to lack of “thrivers”



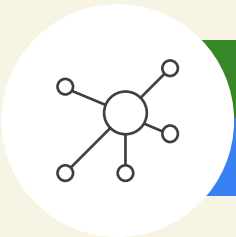
Thrivers better use their time



Thriving



Surviving



19%

30%

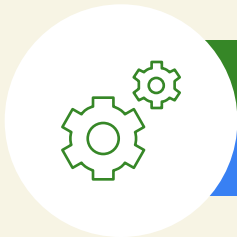
Advisors say they **effectively outsource tasks or functions**



17%

40%

Advisors say they **effectively delegate**



34%

58%

Advisors say they **effectively use technology**

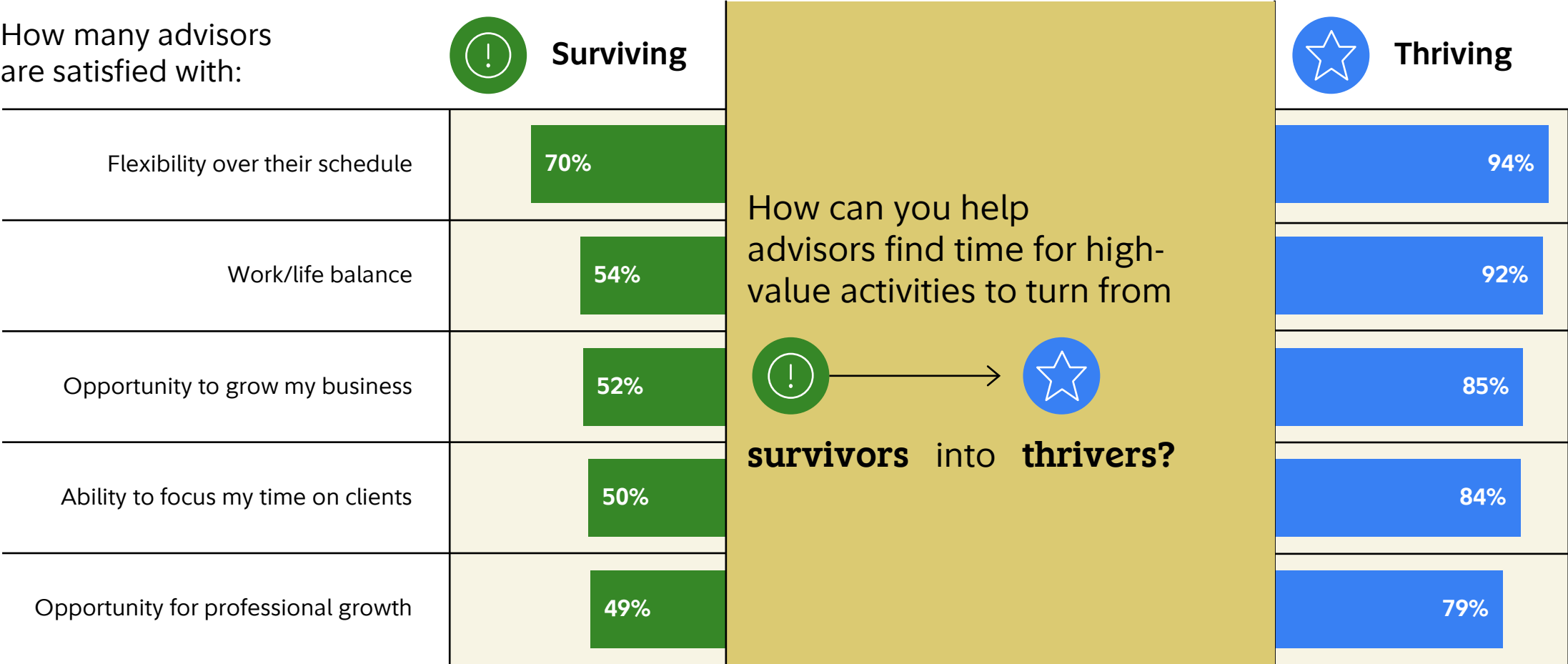


23%

50%

Advisors say they **spend time on high value activities**

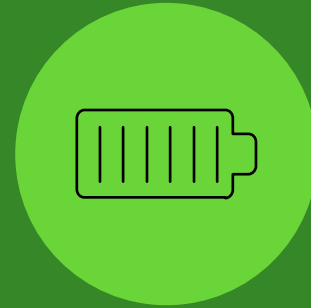
Thrivers are more satisfied with their firm



Advisors need help to overcome burnout



Why are many advisors
emotionally exhausted?



Leaders can **help** advisors:

- ✓ Spend more time on self care
- ✓ Develop a more balanced psyche
- ✓ Re-engage with their work

The Fidelity Advice Value Stack®



More time is spent at the bottom of the Advice Value Stack®

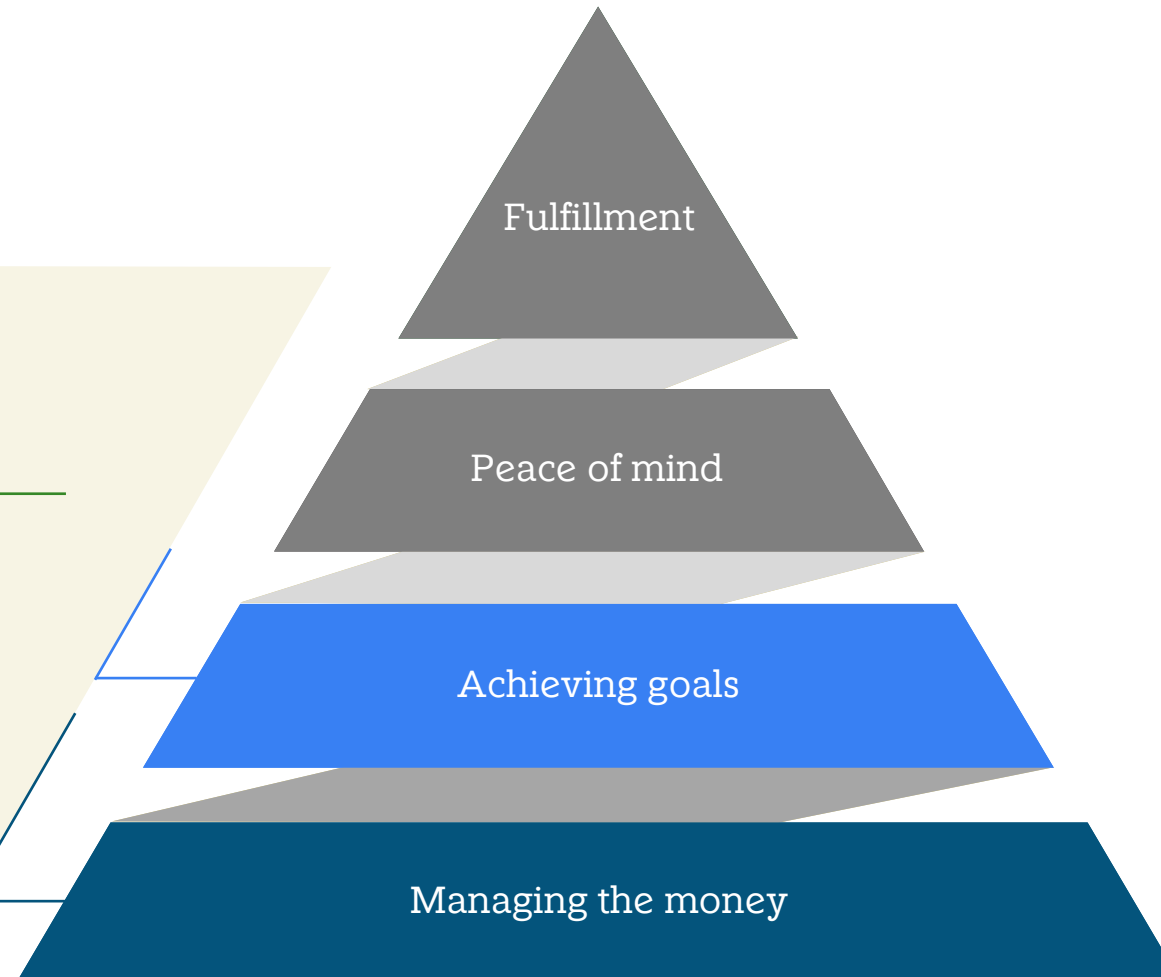
Where are most advisors spending their time?

Building/updating comprehensive financial plans

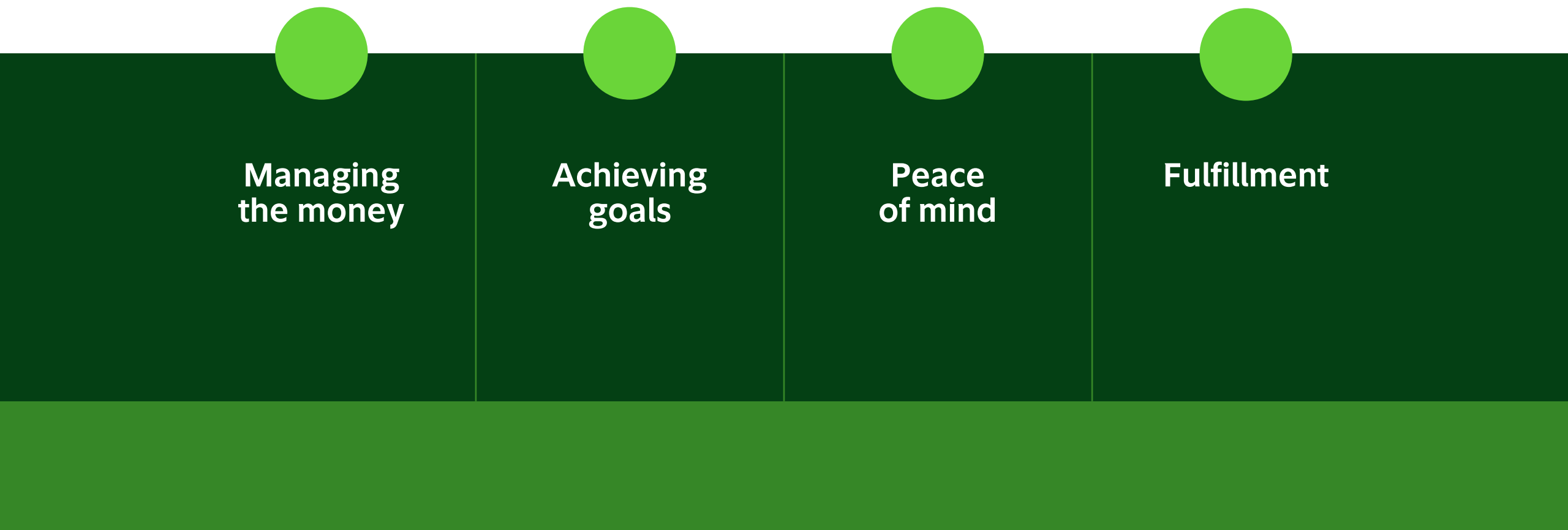
Planning and managing retirement income and expenses

Creating an investment strategy

Managing clients' investment portfolio



Most advisors say they emphasize services in this level of the Advice Value Stack to differentiate themselves from other advisors. Which level?



**Managing
the money**

**Achieving
goals**

**Peace
of mind**

Fulfillment

Most say they differentiate at the bottom of the Advice Value Stack®

Where do most advisors differentiate?

Building/updating comprehensive financial plans

Creating an investment strategy

Managing clients' investment portfolio

Fulfillment

Peace of mind

Achieving goals

Managing the money

It's harder to **differentiate** in a crowded space

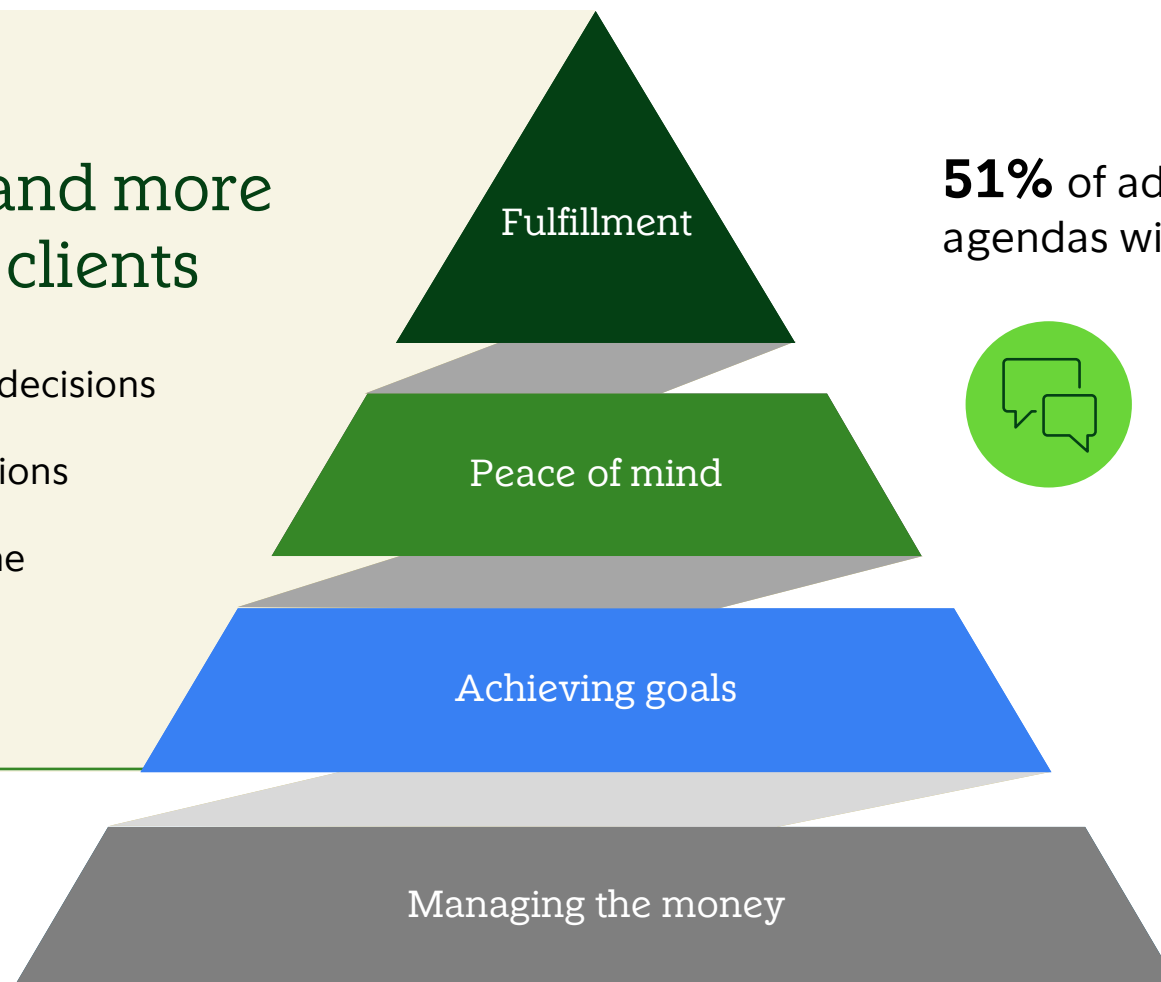
More opportunity to differentiate at the top of the Advice Value Stack®

Less concentration and more opportunity to help clients

Make healthcare and quality of life decisions

Help families with critical conversations

Enable clients to maximize their time

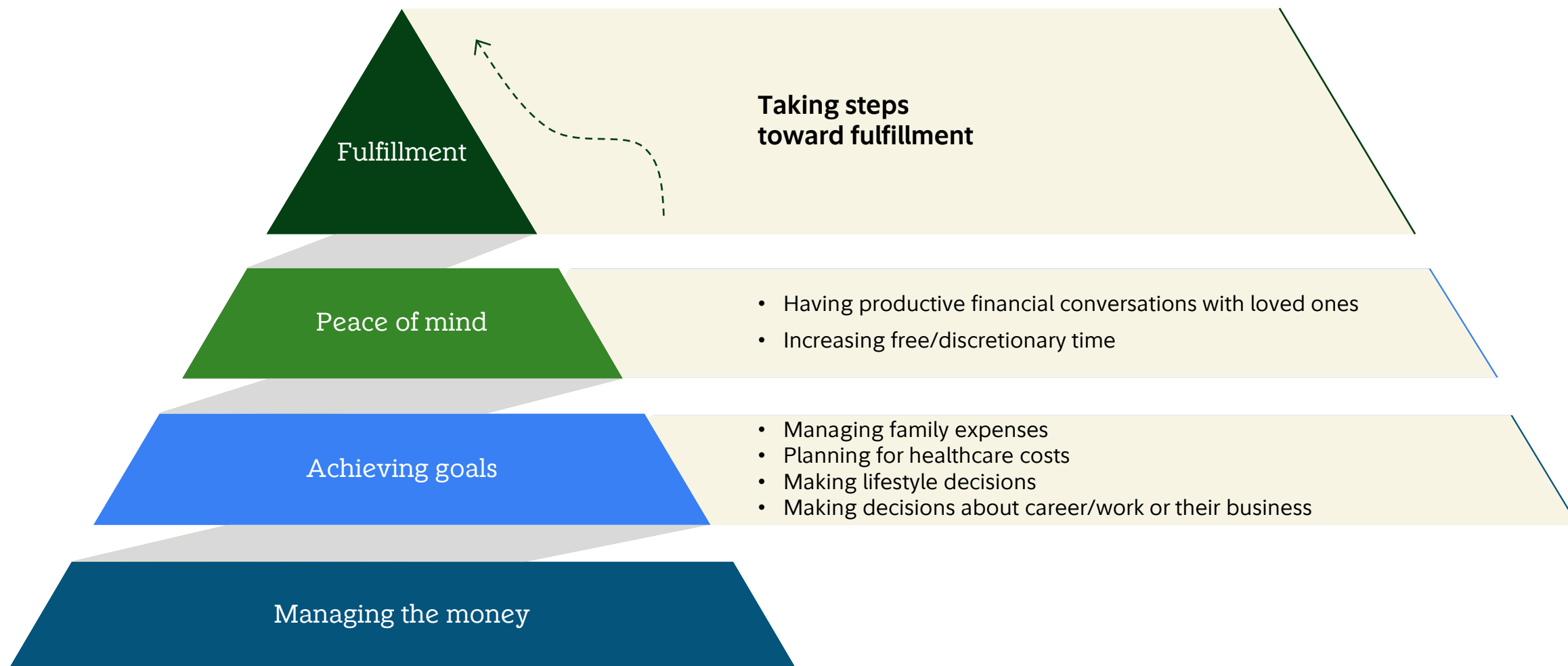


51% of advisors set meeting agendas without client input

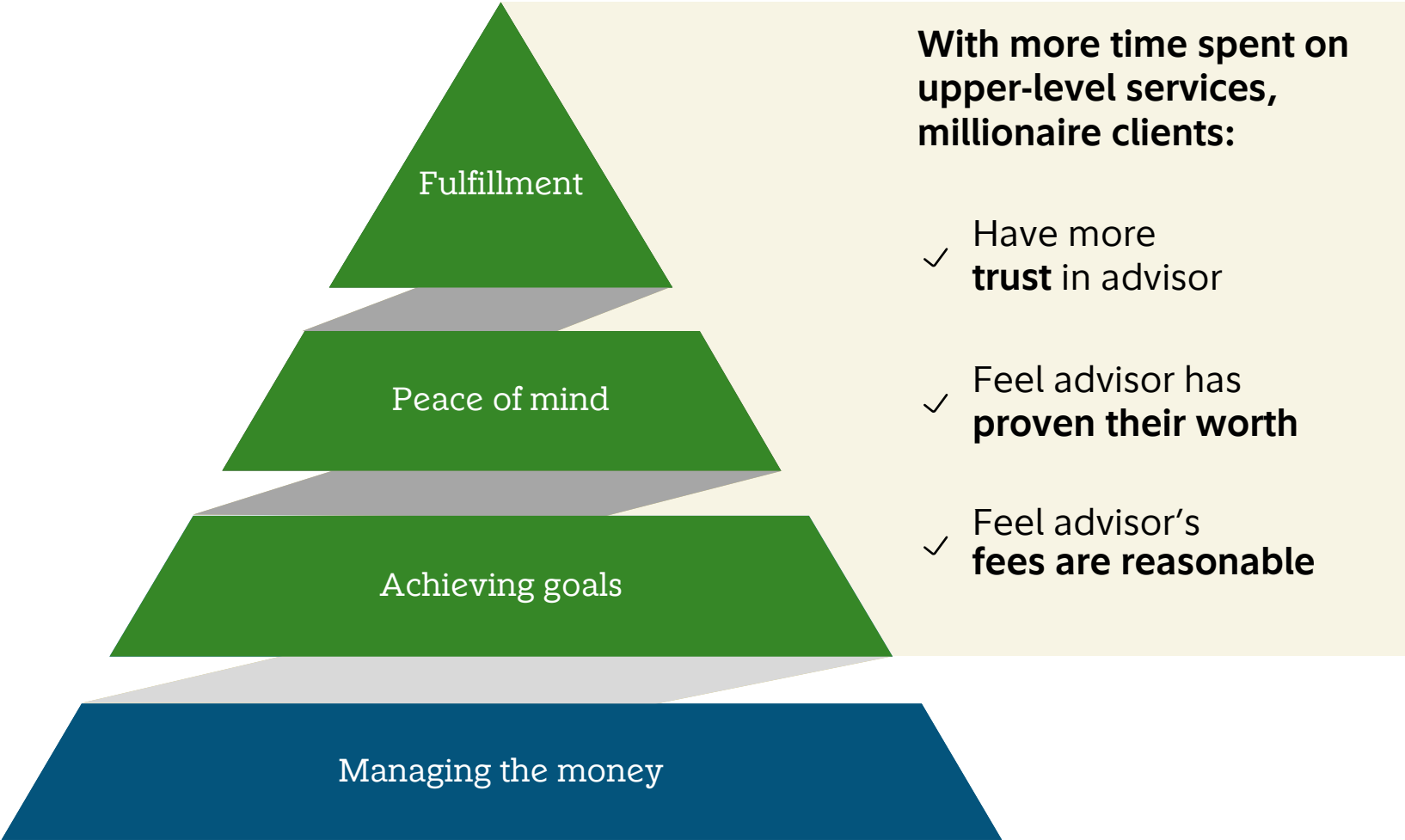


Engage clients to have the right conversations

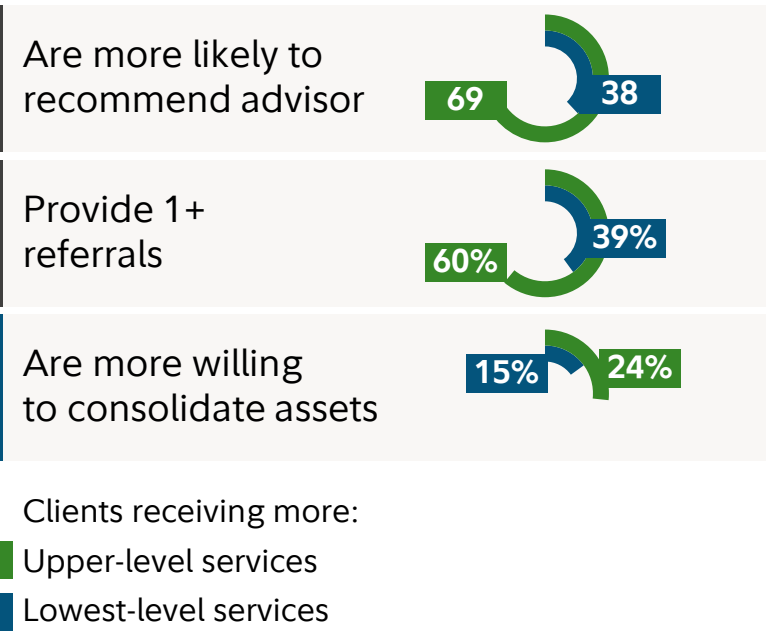
Gen XYZ millionaires prefer advisors spend more time at upper levels of the Advice Value Stack



Spending time on upper-level services can lead to more growth and deeper relationships



These clients:



Maximizing time for advisors

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t))$$

Who

High-value clients
Prospects

What

Planning
Peace of mind
Fulfillment

How

Have a plan
Outsource, delegate
Use tech effectively

A framework to create more value from time

Investors

Advisors

Leaders

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t))$$

In which area are most wealth management leaders personally investing time to drive future growth?



M&A



**Operating
scale and
efficiency**



Recruiting

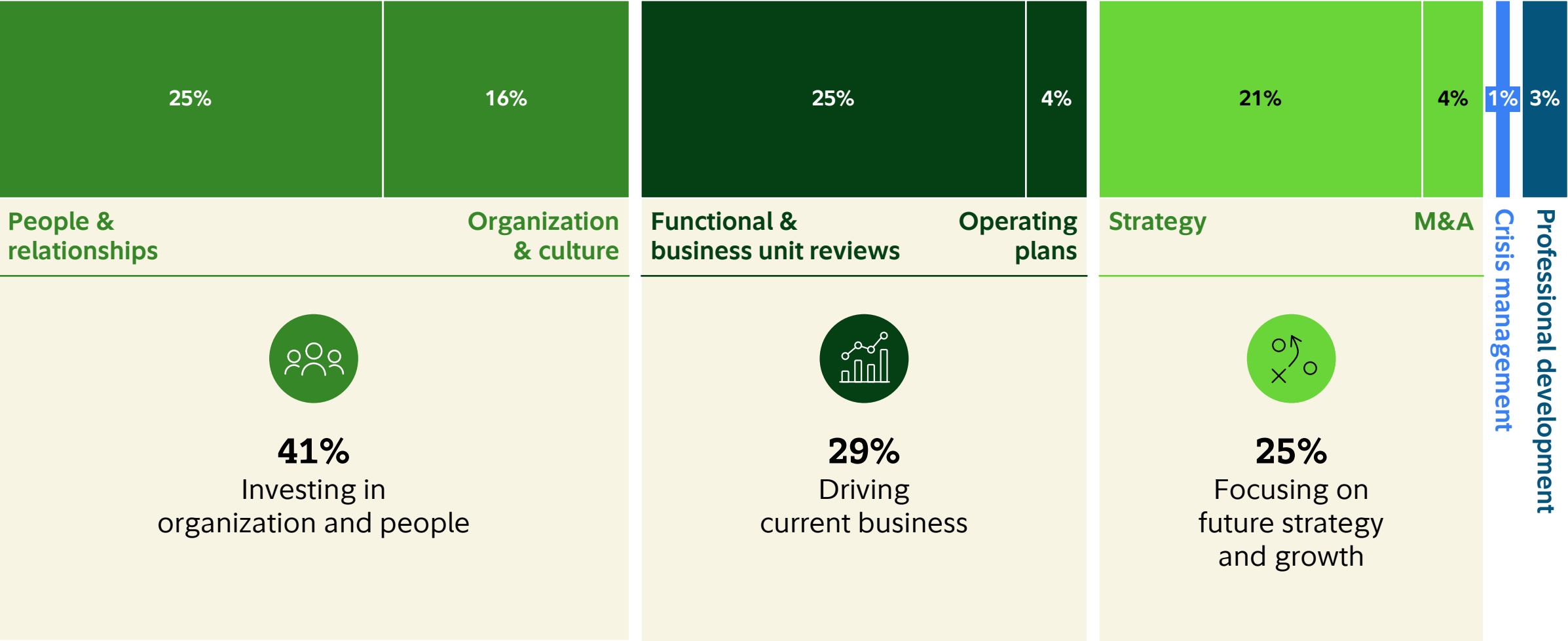


**Business
development,
marketing,
and PR**



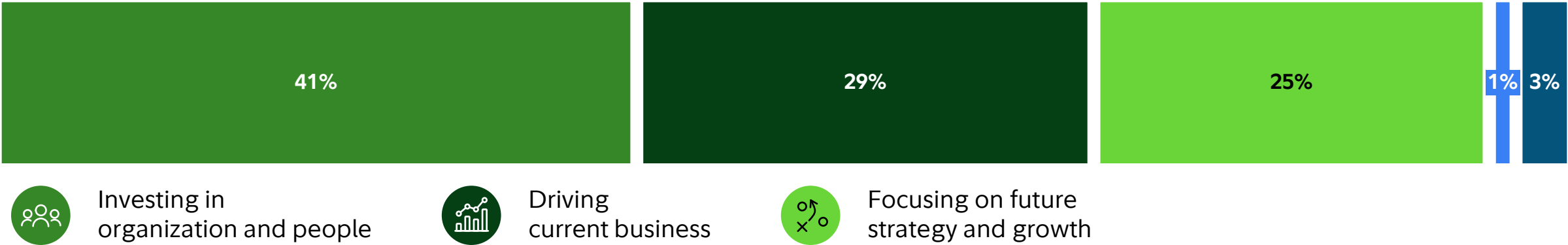
**HNW
or UHNW
capabilities/
services**

How the average CEO spends their time



Opportunities to optimize your time

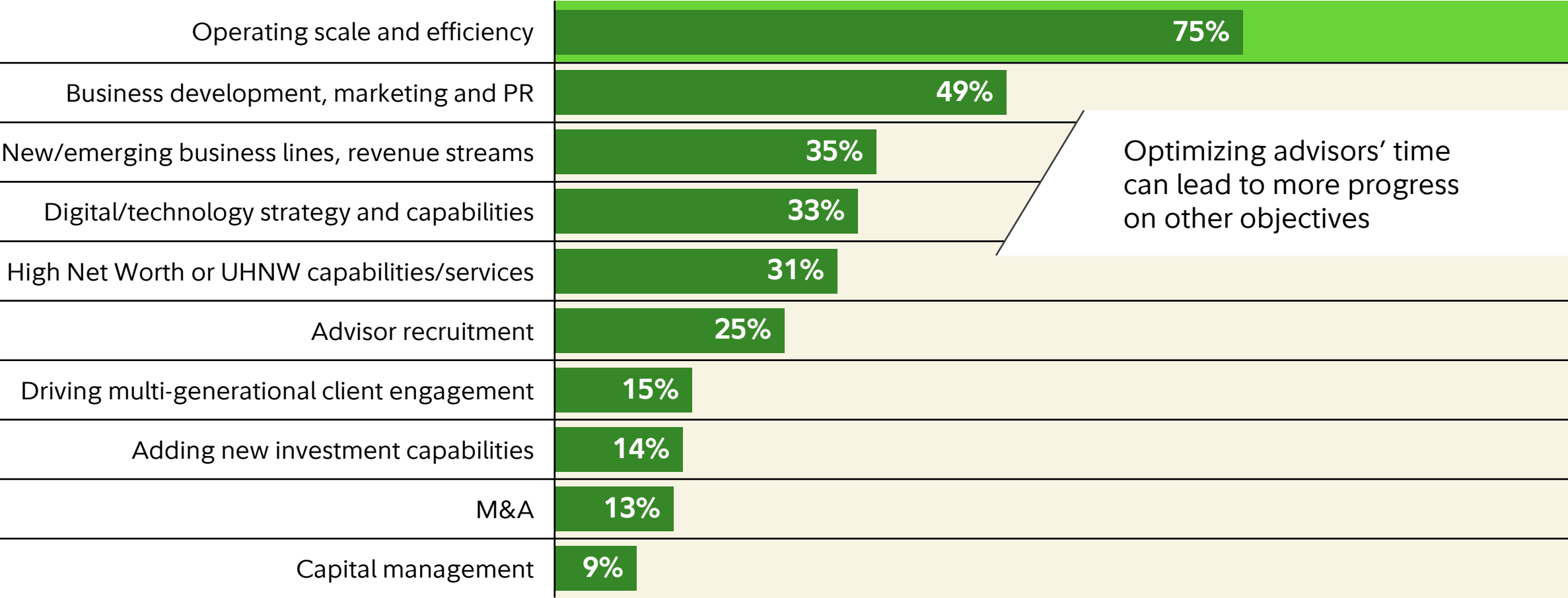
Harvard Business Review CEO study¹



Wealth Management Leader Study²

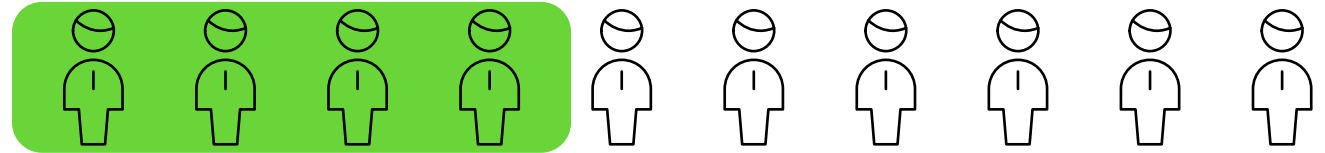


Where are leaders investing their time for growth?



Use proven practices to optimize your time

4 in 10 leaders are not carefully managing their time¹



Focusing on your comparative advantage²

Identify things you do better than everyone → Devote as much time as possible to them

Creating a personal agenda³

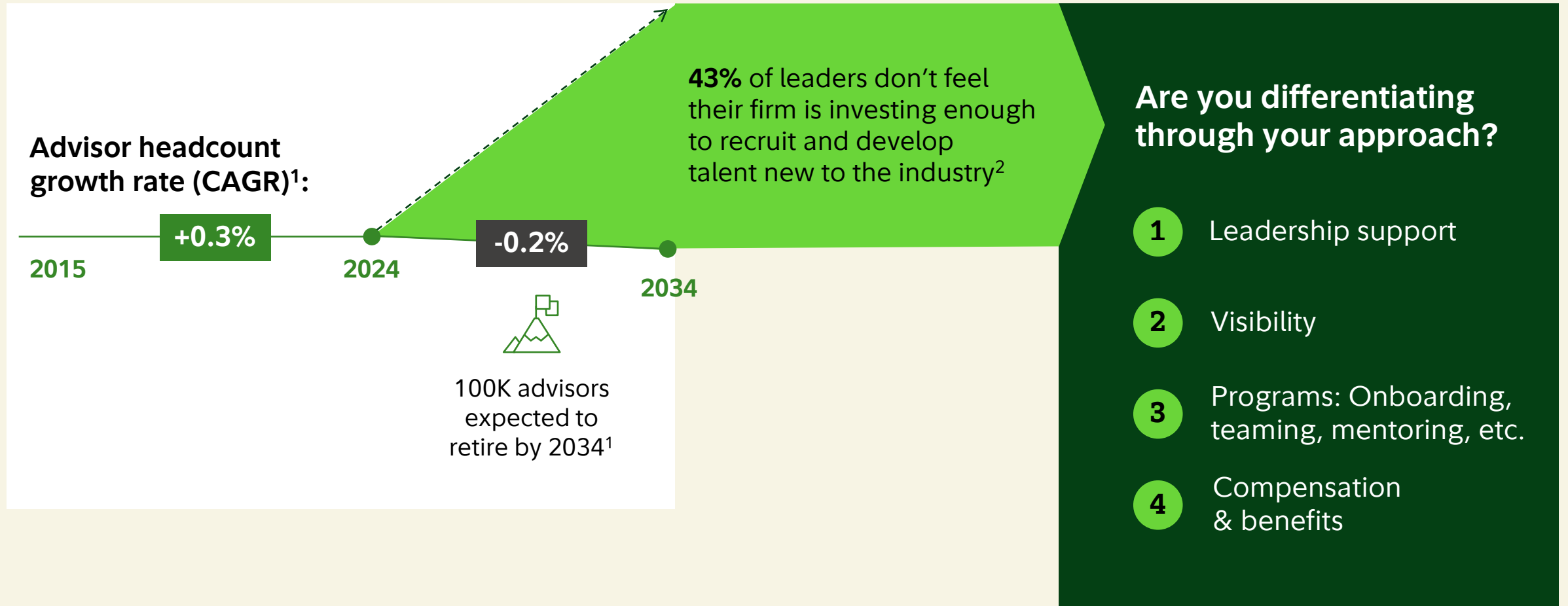
Set quarterly priorities → Share with your team → Reflect post-quarter

¹ The 2025 Fidelity Wealth Management Leader Study

² Harvard Business Review, "Leaders Shouldn't Try To Do It All," A.G. Lafley and Roger L. Martin, Jan. – Feb. 2025

³ Harvard Business Review, "How CEOs Manage Time," Michael E. Porter and Nitin Nohria, Jul. - Aug. 2018

Fill the pipeline with talent new to the industry



¹ Exhibit from "The looming advisor shortage in US wealth management", February 2025, McKinsey & Company, www.mckinsey.com. Copyright (c) 2025 McKinsey & Company. All rights reserved. Reprinted by permission.

² The 2025 Fidelity Wealth Management Leader Study

Align incentives for advisors & non-advisors



Almost 2 out of 3 advisors
have equity or equivalent in firm

These advisors are:

- ✓ More likely to feel loyal to their firm
- ✓ More likely to be satisfied with job
- ✓ Growing faster than peers

The 2025 Fidelity Advisor Insights Study



1 in 2 leaders

Don't feel their firm is aligning performance with goals via equity or equivalent for staff/associates¹

Firms with broad employee ownership are^{2,3}:

- ✓ More productive
- ✓ Growing faster
- ✓ Experiencing less turnover

¹ The 2025 Fidelity Wealth Management Leader Study

² Harvard Business Review, "The Big Benefits of Employee Ownership," Thomas Dudley and Ethan Rouen, May 13, 2021

³ Rosen, C et al. (2022). "The Decision-Maker's Guide to Equity Compensation, 3rd Ed." NCEO.

Develop your culture playbook



“Ignore the scoreboards, don't worry about winning. Just focus on doing your job, at the highest level. Every single play. Wins will follow.”

Nick Saban

Playbook practices:



Establish values that
are authentic to you
and your team



Intentionally bring
values to life every day



Be the standard bearer
for your values

Maximizing time as leaders

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t))$$

Who

Your people
and organization

What

New talent
Long-term incentives
Culture

How

Personal agenda
Comparative
advantage

The Time-Value Equation

**Realized
value**

in a month, a quarter, or a year

=

$$\sum_t f(\mathbf{Who}(t), \mathbf{What}(t), \mathbf{How}(t))$$

“

**Reflection is the basis for all growth
and change.**

Dr. Timothy Habbershon

Managing Director, Fidelity Center for Family Engagement

Actions to be a steward of time

01

Make multi-generational engagement a reality before you run out of time

02

Create more time for advisors to focus on growth

03

Make early investments in talent and culture that will grow over time

04

Be ruthlessly intentional about your time – with a clear agenda, focused on your strengths

Resources



Featured studies

- 1.The 2025 Fidelity Investor Insights Study was conducted during the period February 7 through February 25, 2025. It surveyed a total of 2,018 investors, including 998 Millionaires and 1,215 investors with advisors. The study was conducted via an online survey, with the sample provided by an independent firm not affiliated with Fidelity. Respondents were screened for a minimum level of \$50K in investable assets (excluding retirement assets and primary residence), with additional quotas by age and affluence levels.
- 2.The 2025 Fidelity Wealth Management Leader Study was conducted between February 3, 2025 and March 19, 2025. The study was administered online by an independent third-party not affiliated with Fidelity. A total of 115 surveys were completed by leaders (CEO, President, etc.) of intermediary wealth management firms.
- 3.The 2025 Fidelity Advisor Insights Study was an online blind survey (Fidelity not identified) and was fielded during the period February 18 through February 26, 2025. Participants included 479 advisors who manage or advise upon client assets either individually or as a team, and work primarily with individual investors. Advisor firm types included a mix of banks, independent broker-dealers, insurance companies, regional broker-dealers, RIAs, and national brokerage firms (commonly referred to as wirehouses), with findings weighted to reflect industry composition. The study was conducted by an independent firm not affiliated with Fidelity Investments.
- 4.Fidelity Participant and Plan Sponsor Survey, The Evolving Landscape of Retirement research was conducted from May 31 through July 2, 2024. A total of 10,517 employees and retirees were surveyed, all of whom have or had an employer-sponsored retirement savings plan. A total of 1,001 HR professionals directly involved in workforce strategy, talent acquisition, and knowledgeable about the company's benefits strategy and workforce strategy were also surveyed. The study was conducted via an online survey, with the sample provided by CMI, a third-party firm not affiliated with Fidelity. Reported base sizes are unweighted.
- 5.Analysis of 450+ firms on the Fidelity platform with \$1B+ in AUM, as of Dec. 2024.

Important disclosures

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The 2024 Fidelity RIA Benchmarking Study was conducted between February 5 and April 19, 2024; 310 firms participated. *The 2023 Fidelity RIA Benchmarking Study was conducted between April 17 and July 4, 2023; 245 firms participated. The 2022 Fidelity RIA Benchmarking Study was conducted between July 19 and September 9, 2022; 219 firms participated. The 2021 Fidelity RIA Benchmarking Study was conducted between March 26 and May 26, 2021; 211 firms participated. The 2020 Fidelity RIA Benchmarking Study was conducted between March 10 and May 20, 2020; 188 firms participated.* The studies were administered online by independent third-party research firms not affiliated with Fidelity. Fidelity was identified as the sponsor of all the studies. The experiences of the RIAs who responded to these studies may not be representative of the experiences of other RIAs and are not an indication of future success.

The 2025 Fidelity Advisor Insights Study was an online blind survey (Fidelity not identified) and was fielded during the period February 18 through February 26, 2025. Participants included 479 advisors who manage or advise upon client assets either individually or as a team, and work primarily with individual investors. Advisor firm types included a mix of banks, independent broker-dealers, insurance companies, regional broker-dealers, RIAs, and national brokerage firms (commonly referred to as wirehouses), with findings weighted to reflect industry composition. The study was conducted by an independent firm not affiliated with Fidelity Investments.

The 2025 Fidelity Investor Insights Study was conducted during the period February 7 through February 25, 2025. It surveyed a total of 2,018 investors, including 998 Millionaires and 1,215 investors with advisors. The study was conducted via an online survey, with the sample provided by an independent firm not affiliated with Fidelity. Respondents were screened for a minimum level of \$50K in investable assets (excluding retirement assets and primary residence), with additional quotas by age and affluence levels.

The 2025 Fidelity Wealth Management Leader Study was conducted between February 3, 2025 and March 19, 2025. The study was administered online by an independent third-party not affiliated with Fidelity. A total of 115 surveys were completed by leaders (CEO, President, etc.) of intermediary wealth management firms.

The 2024 Fidelity Center for Family Engagement: Later-in-Life Conversations Study. This study was commissioned by The Generations ProjectSM, a research and thought leadership initiative sponsored by the Fidelity Center for Family Engagement. The study was conducted December 15, 2023, through January 9, 2024, via an online survey by an independent firm (Fidelity was not identified). A random sample of 784 baby boomers and 755 Generation Xers and millennials with assets ranging from \$500K to \$5M were asked about their views and experiences around later-in-life conversations.

Fidelity Participant and Plan Sponsor Survey, The Evolving Landscape of Retirement research was conducted from May 31 through July 2, 2024. A total of 10,517 employees and retirees were surveyed, all of whom have or had an employer-sponsored retirement savings plan. A total of 1,001 HR professionals directly involved in workforce strategy, talent acquisition, and knowledgeable about the company's benefits strategy and workforce strategy were also surveyed. The study was conducted via an online survey, with the sample provided by CMI, a third-party firm not affiliated with Fidelity. Reported base sizes are unweighted.

Important disclosures (continued)

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