

Activating the Three Pillars of Growth: Sales, Referrals, and COIs

How to leverage three key drivers of business development

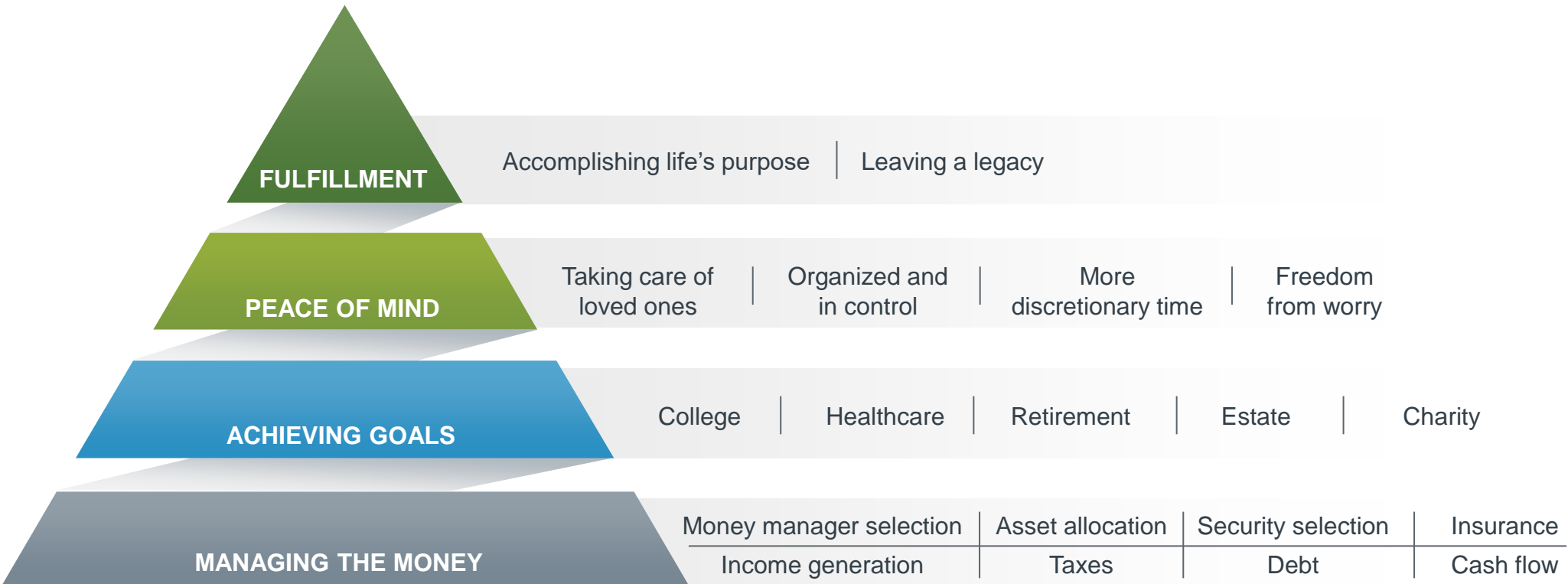
Month DD, YYYY

Fidelity Speaker Name
Speaker Title

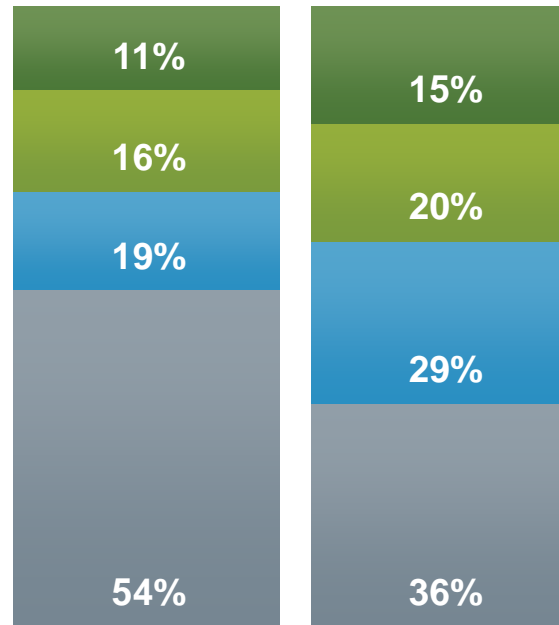
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Fidelity Speaker Name
Speaker Title

Advice Value Stack®



What Services Do Investors Value From an Advisor?



Boomers &
Greatest
Generation

Gen X/Y/Z¹

Gen X/Y/Z investors: Did You Know?

73% would like their **financial advisor² to provide comprehensive services** (vs. 30% of boomers+)³

64% would like to **consolidate more assets with their primary advisor** (vs. 21% of boomers+)³

They are focused on **optimizing savings** so they can retire early and pursue passions

Source: 2021 Fidelity Investor Insights Study.

¹ Gen Z includes those born from 1997–2012. This study included only those born from 1997–2000 or those who were at least 21 in 2021. This group was included with millennials and Gen X/Y for analysis.

² Definition of Advisor: When we refer to the term “paid financial advisor,” we mean someone who is paid fees and/or commissions for providing financial and investment advice (for example, a broker at an investment firm or an advisor in the trust department at your bank).

³ “Boomers+” includes baby boomers and the greatest generation.

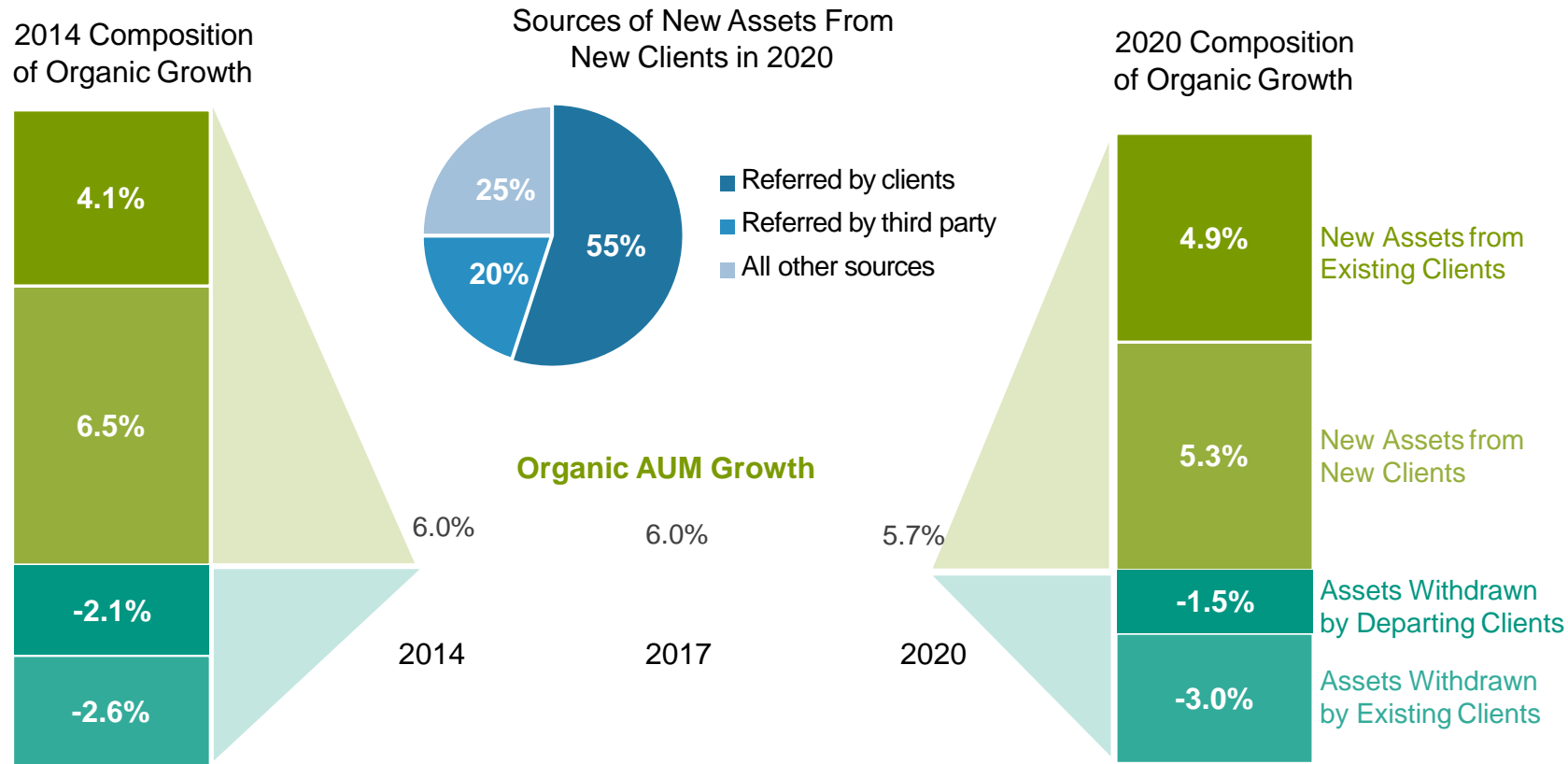
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Strategy and Growth: Composition of Organic AUM Growth

The composition and sources of organic growth has been stable over time

CONTRIBUTORS TO ORGANIC AUM GROWTH

(Excludes market appreciation and M&A activity)



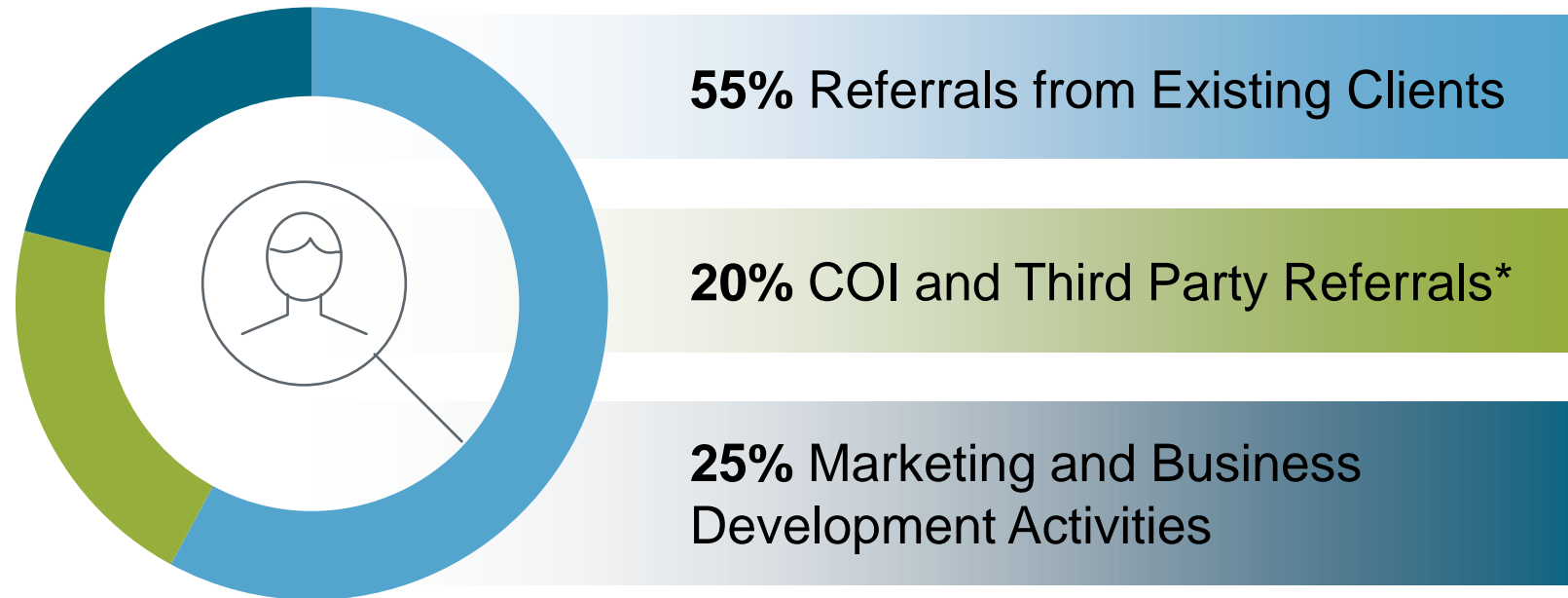
Insights

- Median organic AUM growth remains strong at 5.7%.
- Over time, the composition of organic growth has shifted from a majority of new assets coming from new clients to an even split between new and existing clients. Firms have also benefited from a decrease in withdrawals.
- The top sources of new assets were generally on trend, with 55% from existing client referrals, 20% from third-party referrals, and the remaining 25% from all other sources, including business development and marketing activities. While this is directionally in line with previous years, new AUM attributable to client referrals was up 8 percentage points between 2019 and 2020. Surprisingly, the total set of client referrals were made by just 5% of all clients.

Please note that 2014 composition figures do not sum to 6% due to rounding.

Source: 2021 Fidelity RIA Benchmarking Study. For institutional use.

Where Do New Clients Come From?



* Third party referrals = custodian referral programs.

Source: 2021 Fidelity RIA Benchmarking Study.

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Our Agenda



**Creating a
High-Impact Sales
Process**



**Turning Client
Engagement into
Client Referrals**



**Harnessing the
Power of Centers
of Influence (COIs)**



Creating a High-Impact Sales Process

Understanding the elements of an impactful sales plan and prospect experience

Elements of a High-Impact Sales Plan



Why Having Goals Is Important to the Sales Process

A survey of Harvard MBA graduates, found that:



Source: McCormack, Mark H. 1984. *What they don't teach you at Harvard Business School*. Toronto: Bantam Books.

Set SMART Goals

SMART



Specific



Measurable



Achievable



Relevant



Time-bound

Examples of SMART goals:

BEFORE

AFTER

Deepen share of the entrepreneur market



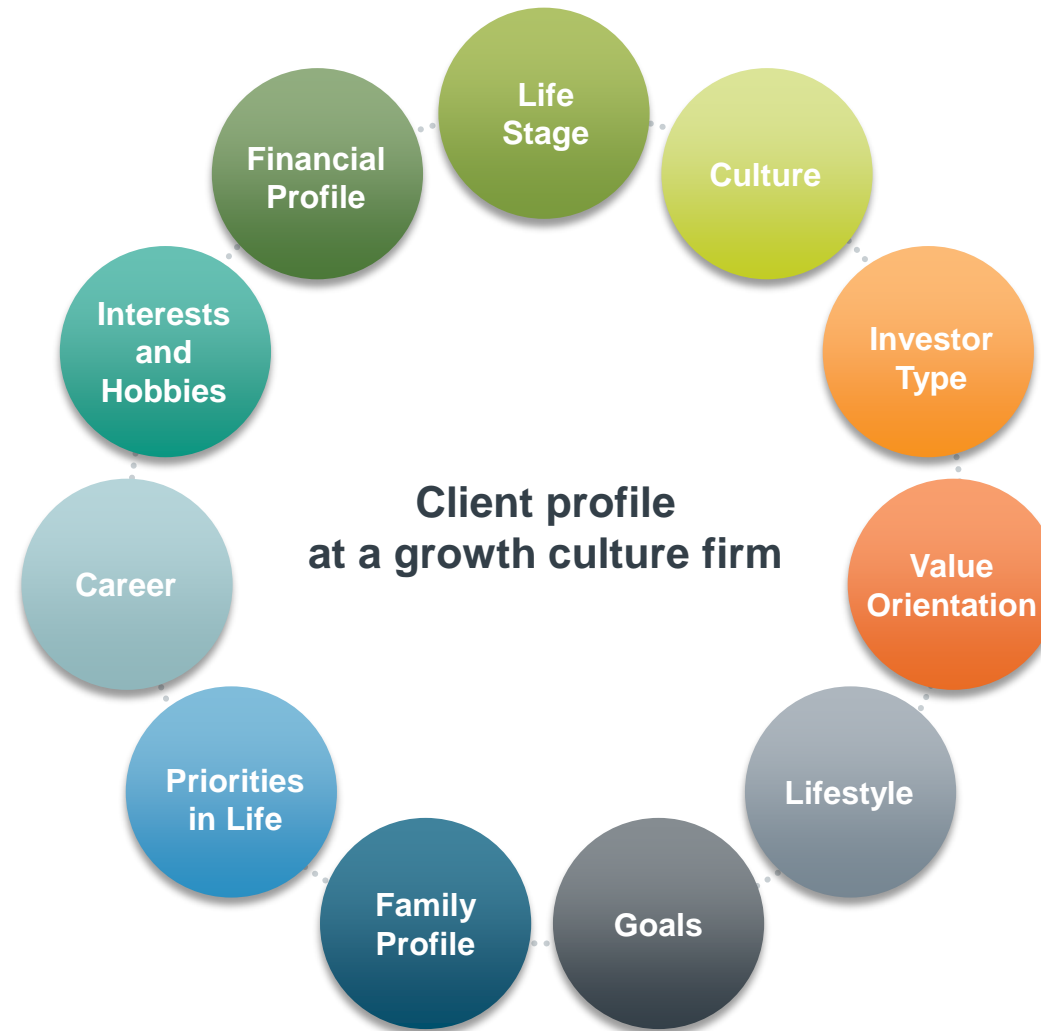
Onboard 5 new entrepreneurs in the next 12 months.

Raise awareness of our generational wealth planning expertise



Gain 15 new leads from generational wealth planning events, digital advertising, and case studies over the next 6 months.

Define Your Ideal Client Profile



Deepening Prospect Relationships



Creating a High-Impact Sales Process



In addition to questions about finance and investing, **you can differentiate by asking more meaningful questions.**

What worries do you have right now?

How do you and your spouse make big decisions?

How do you like to communicate with your advisor?

What was the experience of your previous advisor?

Document a Comprehensive View of Your Target



Business owners in their mid 50s to early 60s interested in an exit or succession.

- Unsure of the right time and how to exit
- Likes to be in control
- Desires more community involvement



High-income mid-career professionals struggling to balance saving and investing.

- Looking for holistic planning services
- Likes to delegate
- Appreciates online communication and service

Learn about your prospects

Social Media Profiles

- Interests
- Job history
- Family ties
- Education
- Community involvement and associations

Search Engines

- News on prospect or their employer (professional biography, current role, and tenure at the company)
- What others have to say about them
- Developments in their community

Taking the time to understand individual prospects helps you determine how your services will be relevant to them and find commonalities that can help you relate on a personal level.

A Niche Target: OmniStar's Dentistry Focus



Webinars and Events

OmniStar Beacon Podcast

Provides strategies, tactics, and **insights** for clinical practices.

Videos

Wealth planning for medical professionals: "Give Your Financials a Wellness Check"

Social Publishing

Blog Content

Topics relevant to target: "How to Get More Positive Reviews and **Become the Most Popular Dentist in Town**"

Collateral

Outlines OmniStar solutions that can help **optimize dental practices**

Newsletters



Screenshots are for illustrative purposes only.

Source: OmiStar Financial Group. OmiStar is a third party firm unaffiliated with Fidelity Investments.

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Strengthen and Test Your Story

A strong story **speaks directly to your ideal targets.**



WHY you do
what you do



WHO you
do it for



WHAT you do to
address client needs



HOW clients benefit by
working with your firm

Ask clients, COIs, friends, and family if they
can identify the **WHY, WHO, WHAT** and **HOW** in your message.

Create a Versatile Library of Firm Stories



Creating a High-Impact Sales Process

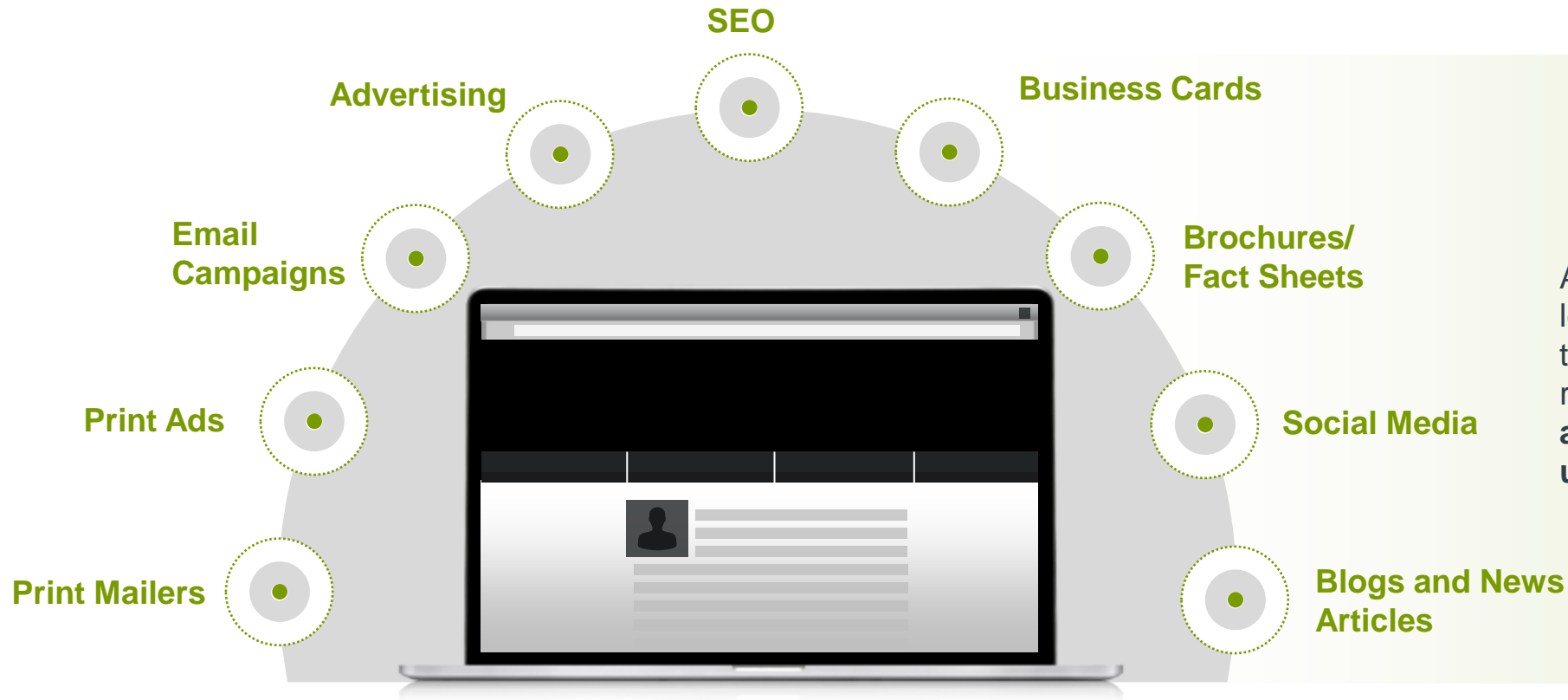


Build up your
collection



Pick the **right story**
for the right client

Find the Right Mix of Channels and Tactics



Almost 75% of advisors who leveraged a multichannel approach to prospecting during the pandemic reported average or better results, **almost 3X the rate of those who used email alone.**¹

Subject to rules and regulations applicable to your firm.

¹ 2020 Fidelity Financial Advisor Community—May COVID Crisis Study. See methodology in Important Information section.

Leveraging LinkedIn



Creating a High-Impact Sales Process



First Impressions

You only get one chance to make a good first impression: Professional headshot, cover story video, unique banner/logo, value prop prominently displayed, etc.



Stay Active

Intentional timing, link to firm website, like and comment on client posts, etc.



Share

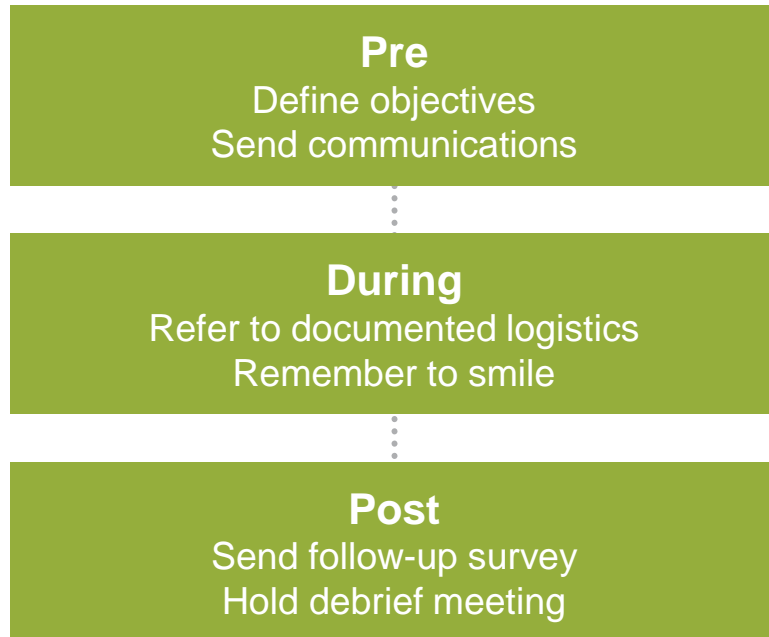
Regularly sharing and posting content and even personal updates can help you to stay in front of your clients



Track

Virtual Events Have Stepped into the Spotlight

In-Person Best Practices Still Apply!



Examples Event Topics

Non-Financial Education iPod/iPad tips and tricks Cyber fraud prevention	Financial Education Social security basics Taxes for small businesses
Social Fitness training tips Discussion with a nutritionist	Current Environment Safe travel during the pandemic Virtual learning considerations

Virtual Best Practices

- Have designated tech support available for attendees
- Leverage tools like polls, chat, breakout rooms, and reactions
- Remind attendees to register and login with the same email
- For highly interactive events, have 10 or less attendees/breakout room participants

Themes and Ideas to Consider for a Timely Event

Host a Health Care-Related Event:

- Partner with local Alzheimer's chapter
- Health & wellness event with a fitness professional

Host a Cyber Fraud-Related Event:

- Cyber security workshop
- Navigating social media privacy

Introduce Financial Literacy to Kids:

- Create plans with parents
- Host budgeting workshop

Mitigating Risks for Small Business Owners:

- Cyber fraud training
- Employee benefits that can help during the pandemic

Charitable Action:

- Philanthropic tax strategies
- How to engage with non-profits (outside of giving)

Media Mavens: Abound Wealth Case Study



Networks

Works closely with charities like Autism Tennessee.

Social Media

Facebook, YouTube, and Twitter

Articles

Frequent posts on personal finance and investing topics

Webinars and Events



Videos

YouTube Channel videos with over 4.6 million views

Multiple Points of Contact

Phone, email, electronic form

Podcasts

Weekly "Money Guy Show" podcast on personal finance

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Measure and Track Your Goals

EXAMPLE OF HOW TO MEASURE YOUR GOALS	1 YEAR RESULTS	
	GOAL	ACTUAL
Prospect Webinar Attendees	100	80
Client Referrals	80	60
Qualified Referrals and Webinar Attendees	60	40
Total New Clients	50	35
Net New Assets Generated from Referrals and Webinar	\$2.0M	\$1.5M

Additional Opportunities for Goal Tracking

- Email opens and click-through rates
- Digital media clicks and interactions
- Event attendance
- Survey feedback
- Referrals (by client, COI, and others)
- Lead sources
- Interactions and new accounts with next generation clients
- Reasons for winning or losing business

Putting It All Together: Elements of a Sales Plan



Goals	Target Market	Messaging	Tactics	Timing and Measurement
Specific, measurable, actionable, attainable, and time-bound.	Documentation of detailed client profiles.	The unique positing you'll put into market.	Tools or channels you'll use to reach your target markets.	A calendar of tactics you will use, and specific KPIs to track.
Examples				
<ul style="list-style-type: none"> Onboard 5 new entrepreneurs in the next 12 months. 	<ul style="list-style-type: none"> Technology entrepreneurs who are facing a future liquidity event. 	<ul style="list-style-type: none"> Highlight to target market your capabilities around risk management, stock options, and tax considerations. 	<ul style="list-style-type: none"> Use targeted digital ads linking to case studies on tax planning for entrepreneurs. Hold a roundtable event for prospects with accountants (COIs) and post-liquidity entrepreneurs as speakers. Monthly newsletter recapping learnings from roundtables and case studies. 	<ul style="list-style-type: none"> Run digital ads for next six months and measure number of contacts converted to prospects Total leads acquired from next month's roundtable event Number of leads that come in from COIs and existing clients each quarter Total clicks from prospects on the monthly newsletter

Sourcing New Prospects in a Virtual World



Creating a High-Impact Sales Process

Know Where to Look

- Alumni, special interest, and professional networks
- Events and hashtags
- Your peers' networks

Proactively Communicate

- Initiate and reciprocate interactions
- Use paid direct messaging
- Follow up with relevant content

Help Prospects Find You

- Engage with current topics
- Check your website's SEO "health"
- Tie your offering to the current environment



**Online networks
are a powerful
prospecting tool**

Break



Turning Client Engagement into Referrals

Transform your client engagement model into a referral pipeline

Common Perceived Barriers to Referral Tactics

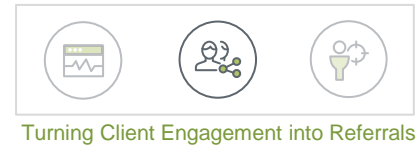
"I don't have enough time to fit in a new ask."

"I don't want to offend or bother my clients."

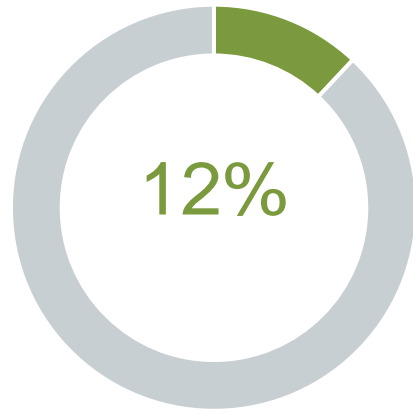
"I find it hard to communicate my value proposition to clients."

"I'm afraid that clients will reject my request."

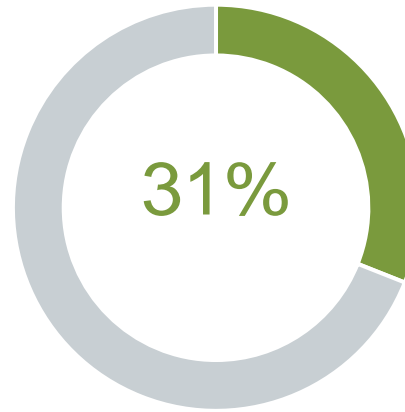
Referrals Could Have the Biggest Impact on Your Growth



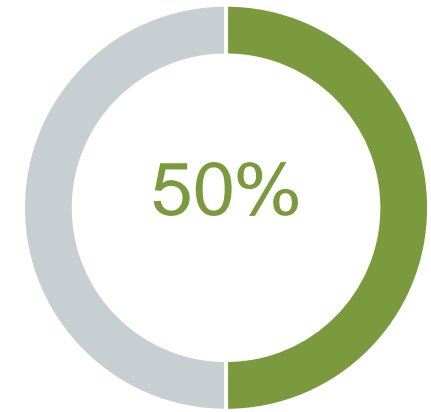
Circumstances that Led to Client Referrals



Advisor asked for a name



Friend described a financial challenge



Friend asked for a recommendation

Source: The 2019 High-Net-Worth Investor Study, Investments and Wealth Institute

Q: What were the circumstances when providing the last referral?

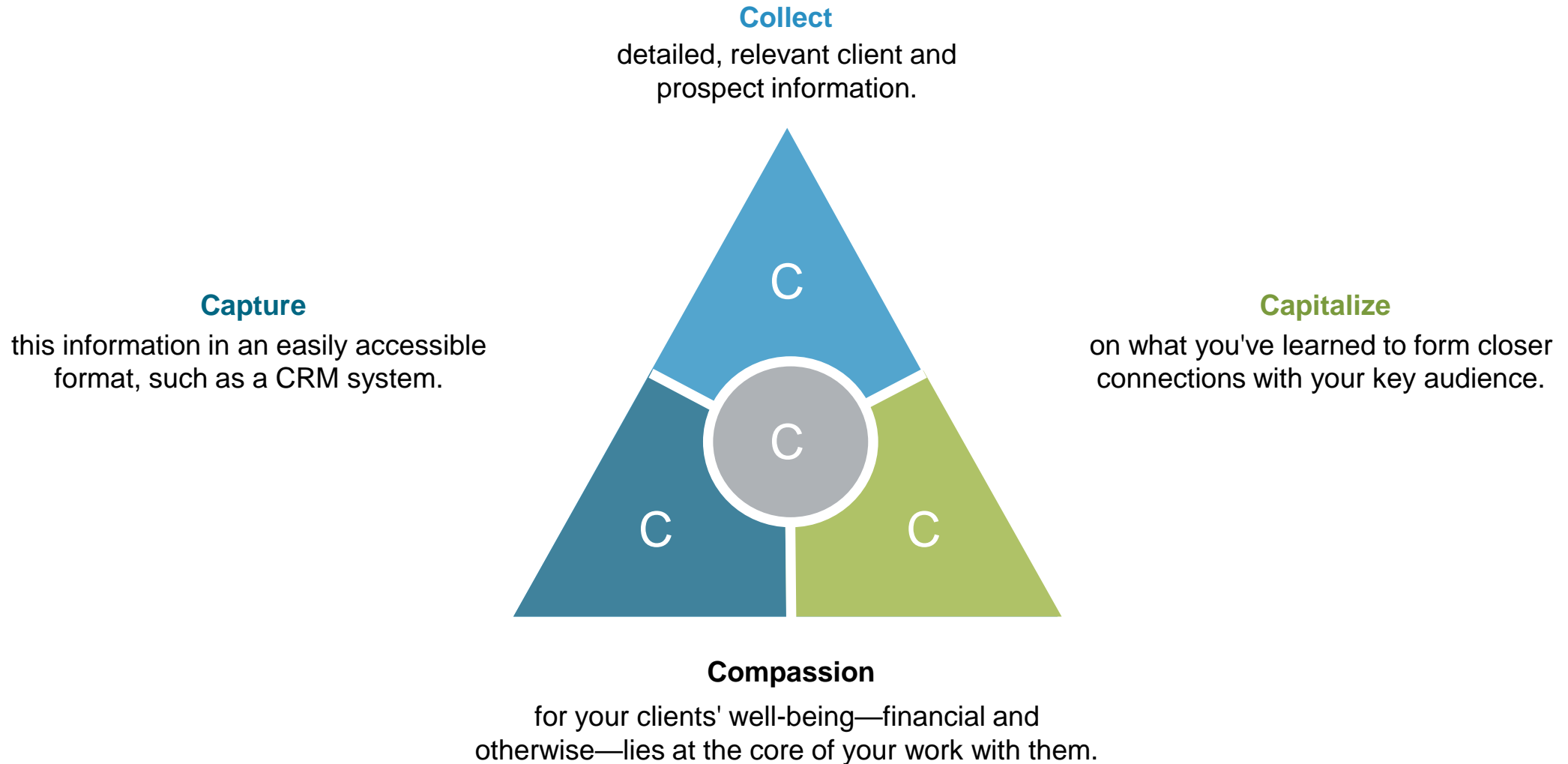
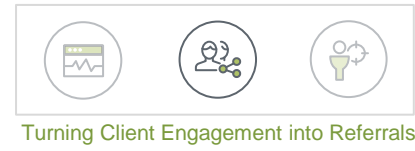
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How Do You Ask for Referrals without Asking?

Build the Relationship	Communicate Your Value	Ask for Feedback
<ul style="list-style-type: none">• Focus on commonalities• Take a genuine interest in them• Engage outside of meetings	<ul style="list-style-type: none">• Explain your passion for your role• Show how you add value for them• Share how you've helped others	<ul style="list-style-type: none">• Ask why they chose to trust you• Ask if they are satisfied• Ask how to improve

Build a referral pipeline by **creating an exceptional client experience**, not by making an ask.

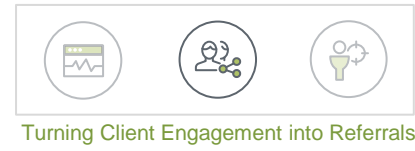
Build the Relationship: The Four Cs of Client Engagement



Build the Relationship: Collect Information to Capitalize on

Family	Occupation	Community	Recreation	Other
<ul style="list-style-type: none">• Pet names and birthdays• Sports played by children and grandchildren• Sibling information	<ul style="list-style-type: none">• Employment status• Annual income• Industry/Employer• Businesses owned	<ul style="list-style-type: none">• Places of worship• Causes/nonprofits• Alma maters• Board membership	<ul style="list-style-type: none">• Hobbies• Stress relievers• Favorite sports teams• Musical interests• Travel interests	<ul style="list-style-type: none">• CPAs or attorneys• Trustees• Investible assets• Property information

Be Creative in How You Engage



Achievement



Autonomy



Challenge



Competition



Excellence



Value Card Sorting Game: Have clients sort cards to identify values.

Not Important

Somewhat
Important

Important

Very Important

Most Important

Capitalize on What You Know

EXAMPLES AND CAPITALIZING ON CLIENT DETAILS



Book Basket: Provide books relevant to a client's recent life event, upcoming trip, or personal interests.



Recognize Veterans: Send cards to veteran clients on Veterans Day, thanking them for their service.



Birthday: Send a card, dessert, or other recognition of the client's birthday.



Food & Beverage: Have a client's favorite food or drink available at meetings.



Travel Kit: Include magazines, puzzles, books, snacks.



Hotel Gift Basket: Deliver a gift basket to client's hotel during a lengthy trip.



Charitable Donation: Donate to a favorite cause on behalf of your client.



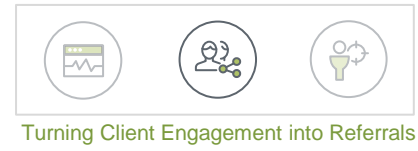
Curate Your Space: Make a work space available to clients and inviting for spouses/adult children.



Compassion: Hosting an event for widows on Valentine's Day.

Please consult your firm's gift and entertainment policy.

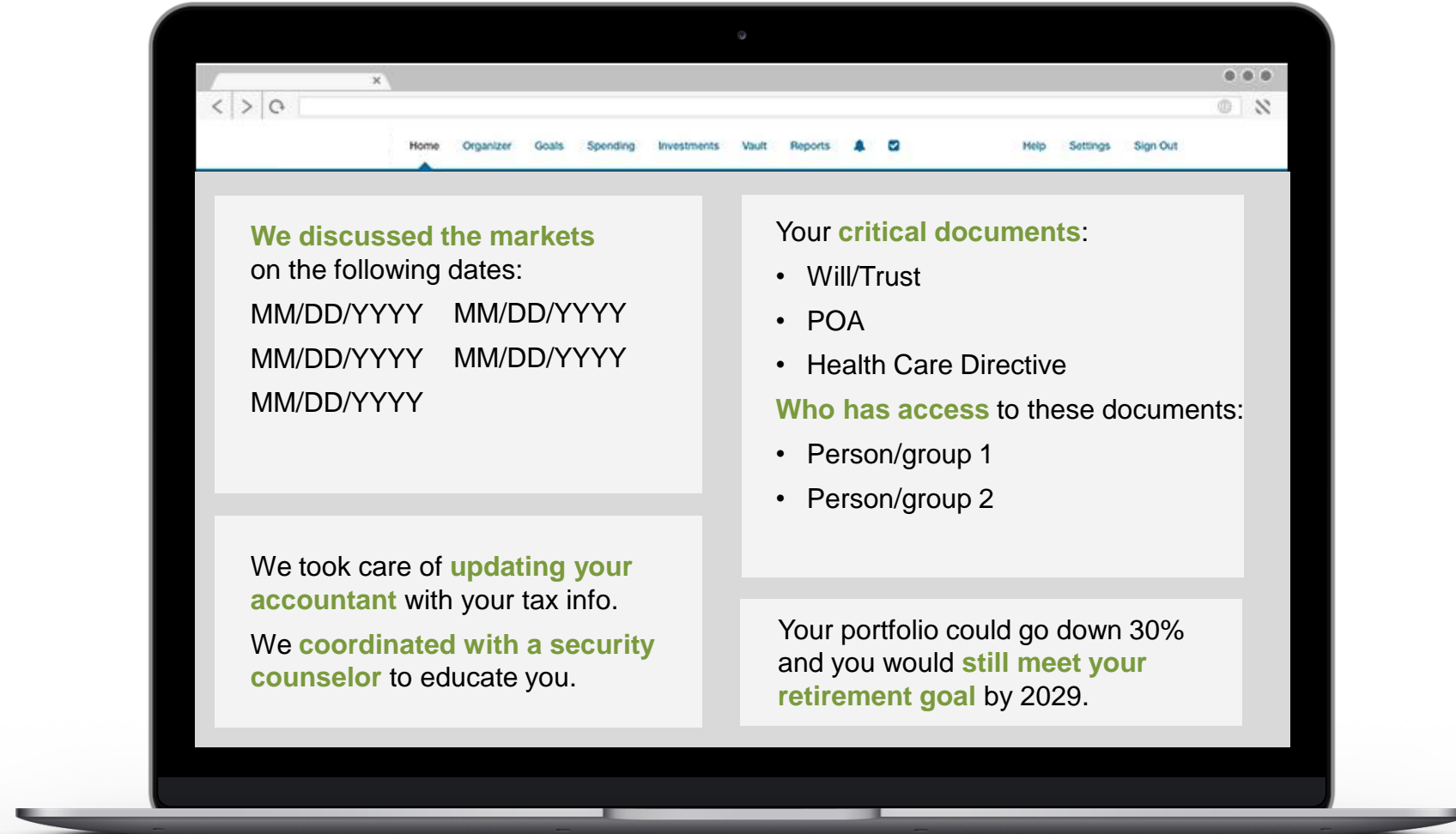
Communicate Your Value: Demonstrate it Clearly and Often



Clients should:

- ✓ Be able to repeat your story
- ✓ Know your target market
- ✓ Have concrete examples of how they are helped

Provide a formal Statement of Value after each meeting



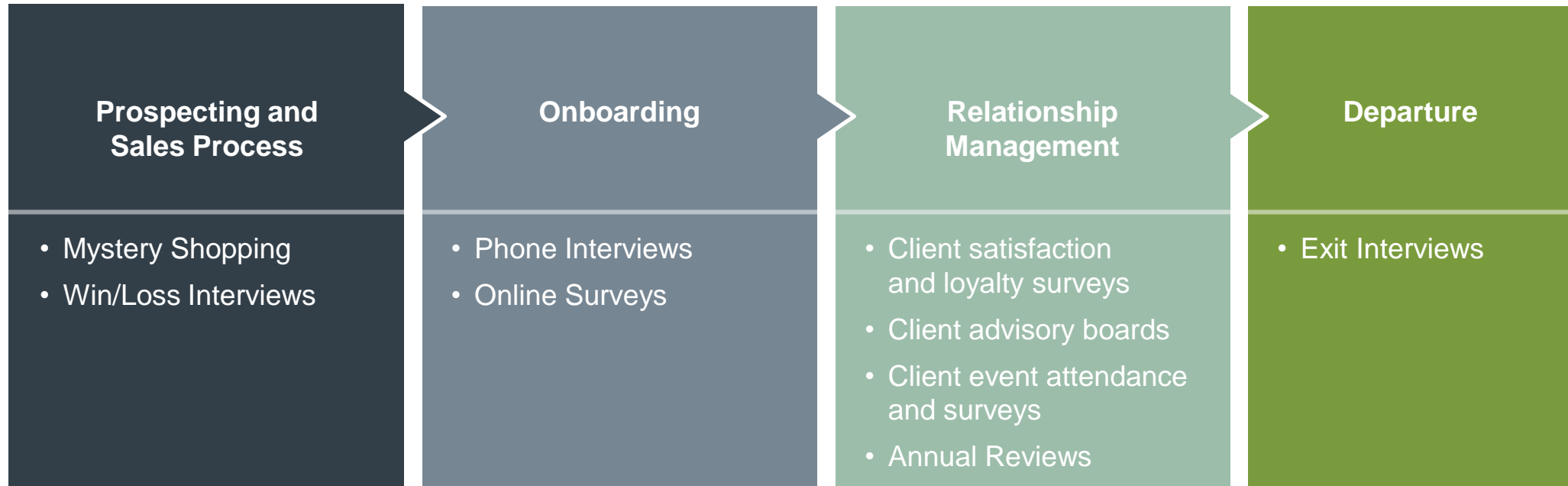
Ask for Feedback: Implement Annual Reviews

ANNUAL REVIEW FORMAT

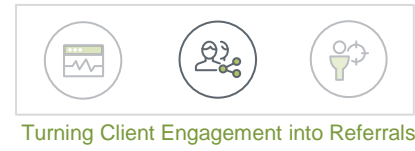
New Developments	Client's Experience	Your Value
<ul style="list-style-type: none">• Life events and new goals• Market and portfolio performance• Alignment of their plan to their goals• Upcoming changes	<ul style="list-style-type: none">• Feedback on interactions• Preferred communication mode and frequency• Awareness of tools• Ease of account access	<ul style="list-style-type: none">• Ask how you could add more value• Emphasize COI connections• Show you understand their priorities• Promote future events

All client interactions are an **opportunity to gather feedback.**

Measure Client Experience throughout the Relationship



Beyond Money Management: Financial Moxie Case Study



Platform

Financial planning dashboard

How-To Videos

10-part demo series for dashboard

Articles

Monthly newsletter on timely topics

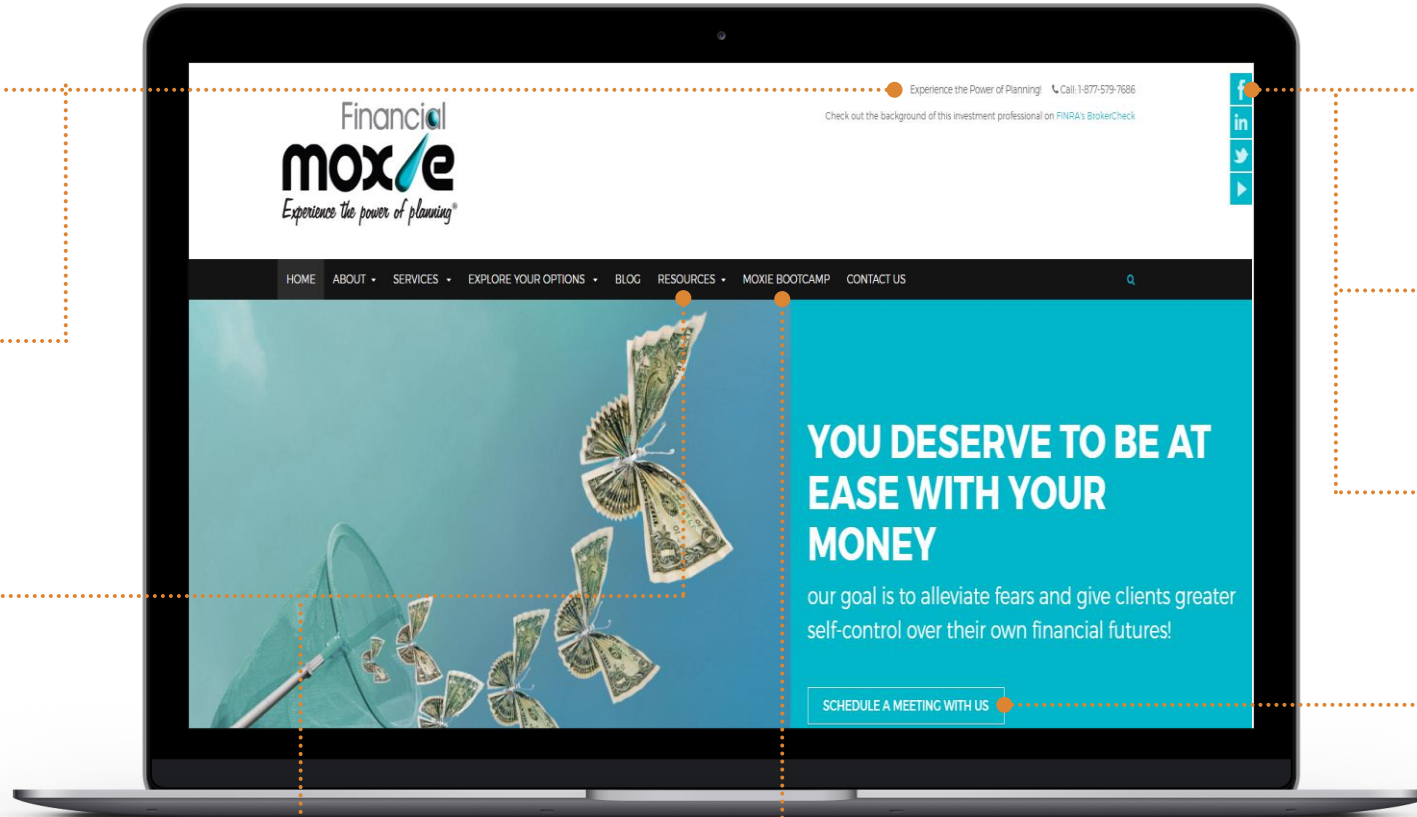
Divorce Moxie

Multi-media resources on divorce planning

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Source: Financial Moxie. Financial Moxie is a third party unaffiliated with Fidelity Investments.

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Social Media

Facebook, LinkedIn, YouTube, and Twitter

Videos

Content focused on financial happiness

Moxie Tribes

Online community of women

Networks

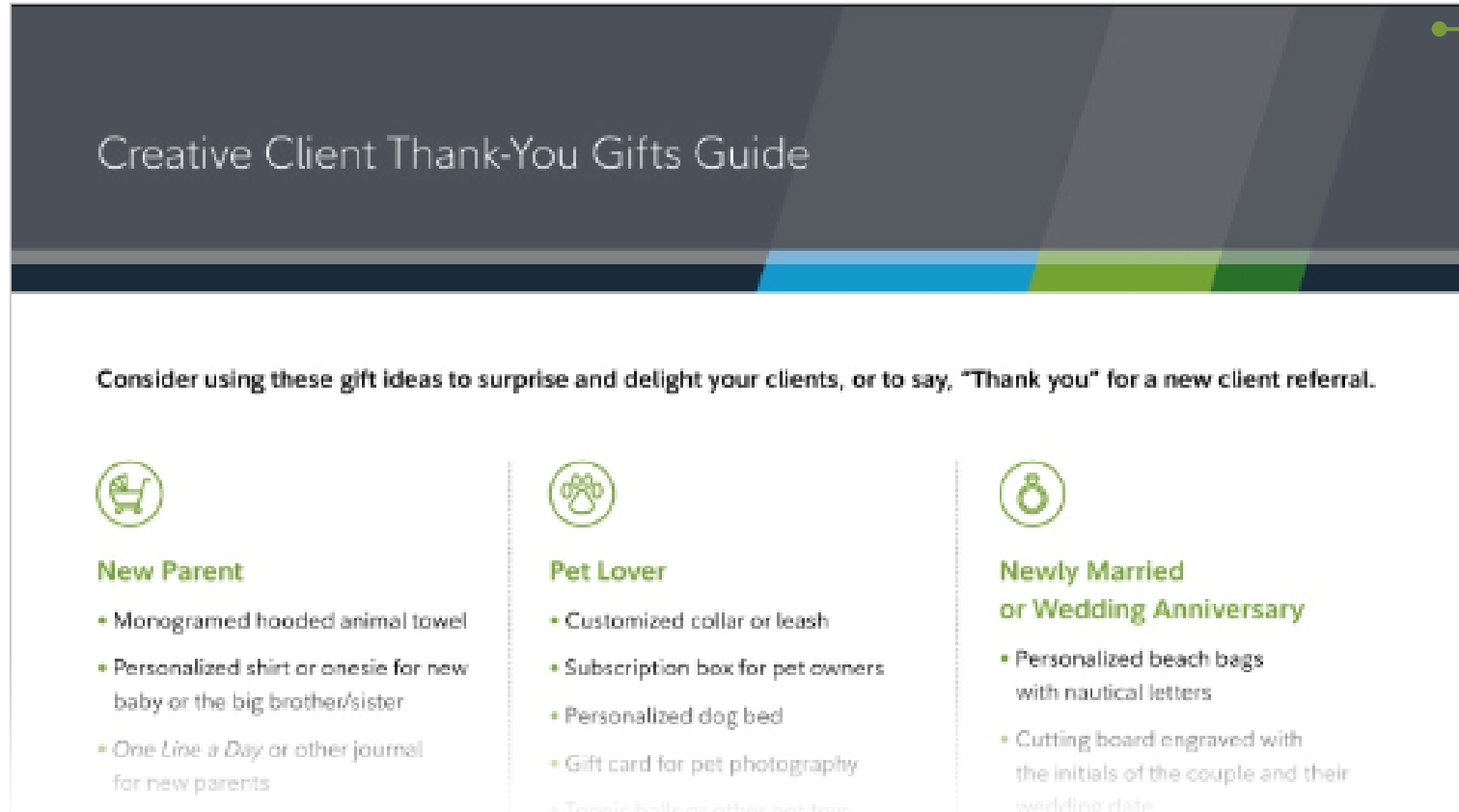
Access to fitness and group fitness classes

Moxie Bootcamp

Help with food, fitness, and finance goals



Resources for Creating an Exceptional Client Experience



Thank You Gift Ideas

Deepening Client Loyalty Guide

Event Best Practices Guide

4Cs to Deepening Client Engagement White paper



Harnessing the Power of Centers of Influence

Fuel your growth strategy with an expanded network

How to Create a COI Network



Consistently develop your network, focusing on a few trusted firms.

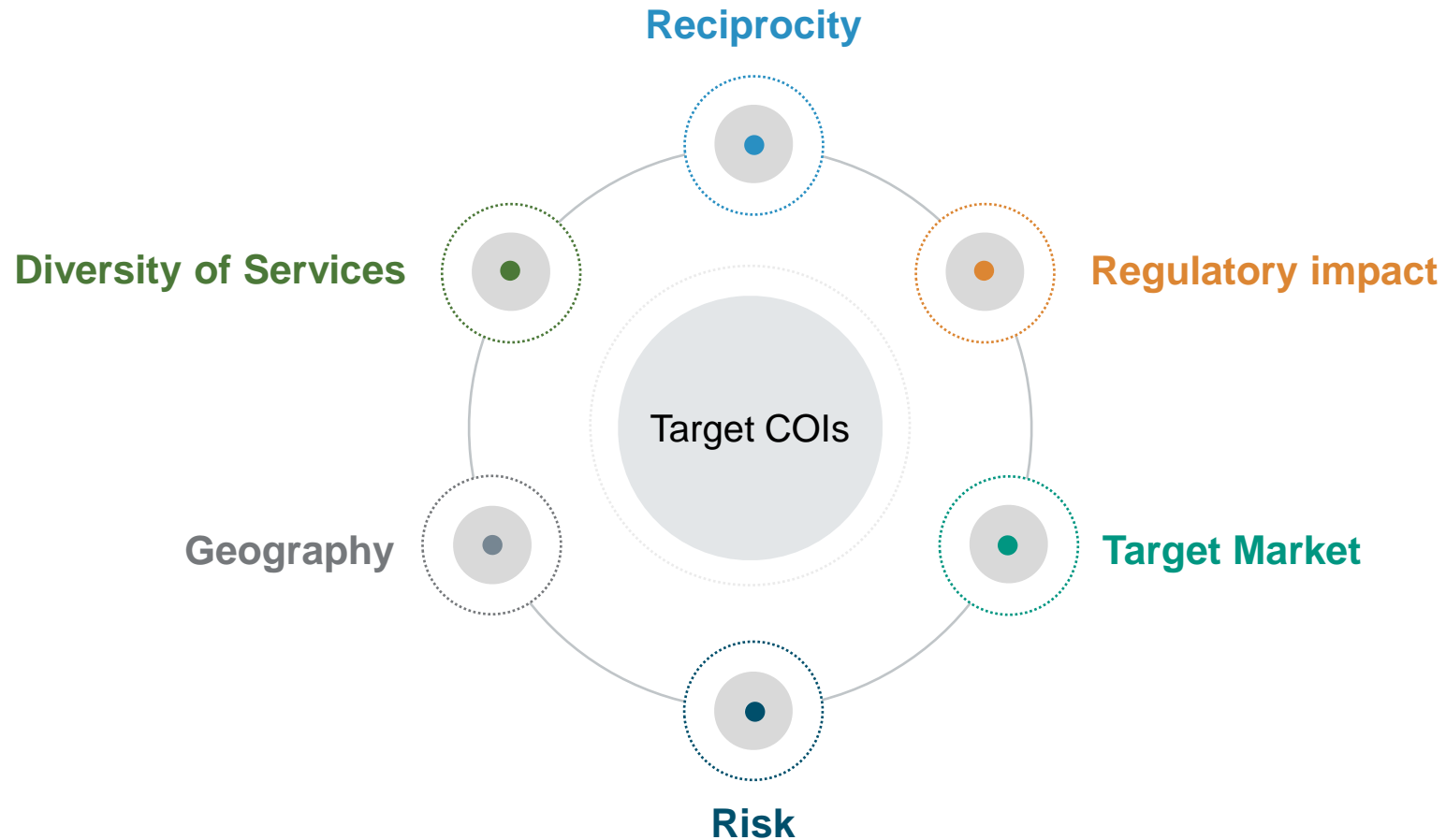
**What and
Who Are COIs?**

**Approach New
COIs with a
Sales Mindset**

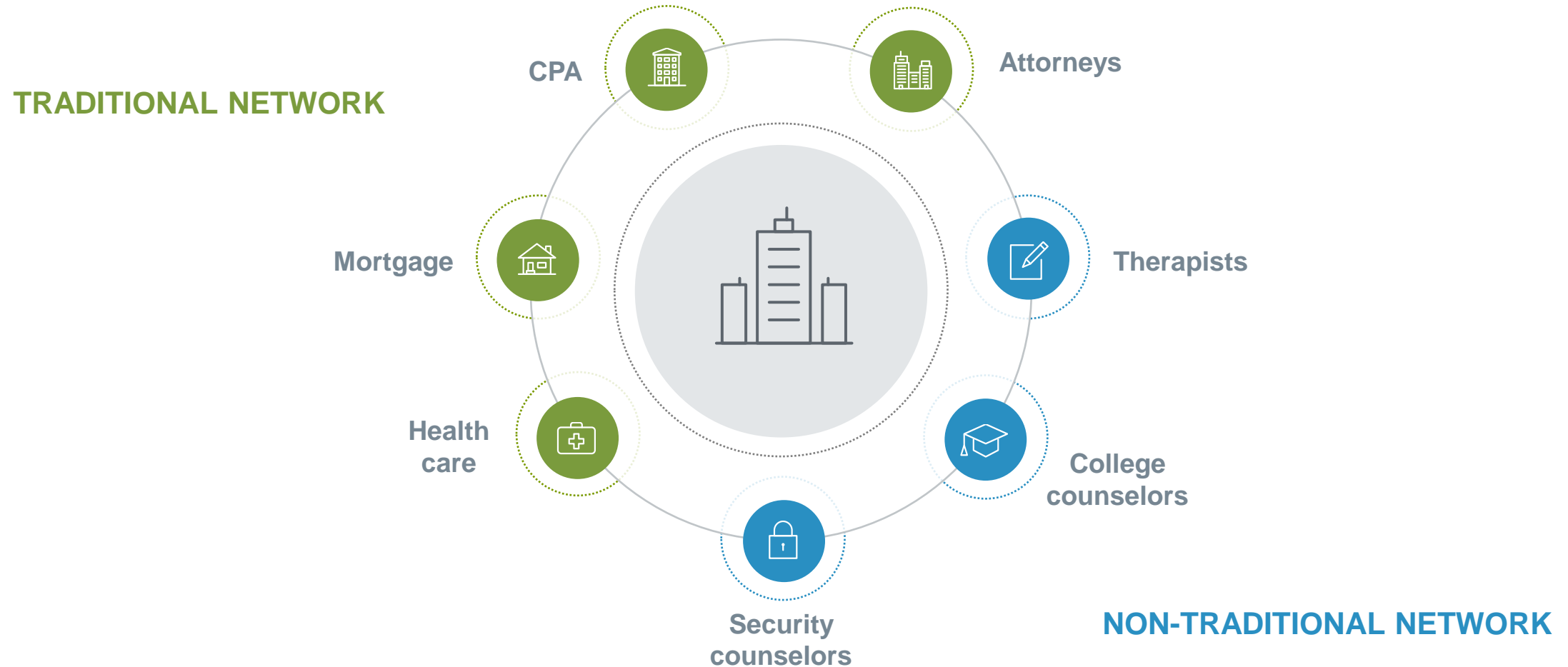
**Develop Strong
Working
Relationships**

Identify Your Potential COIs

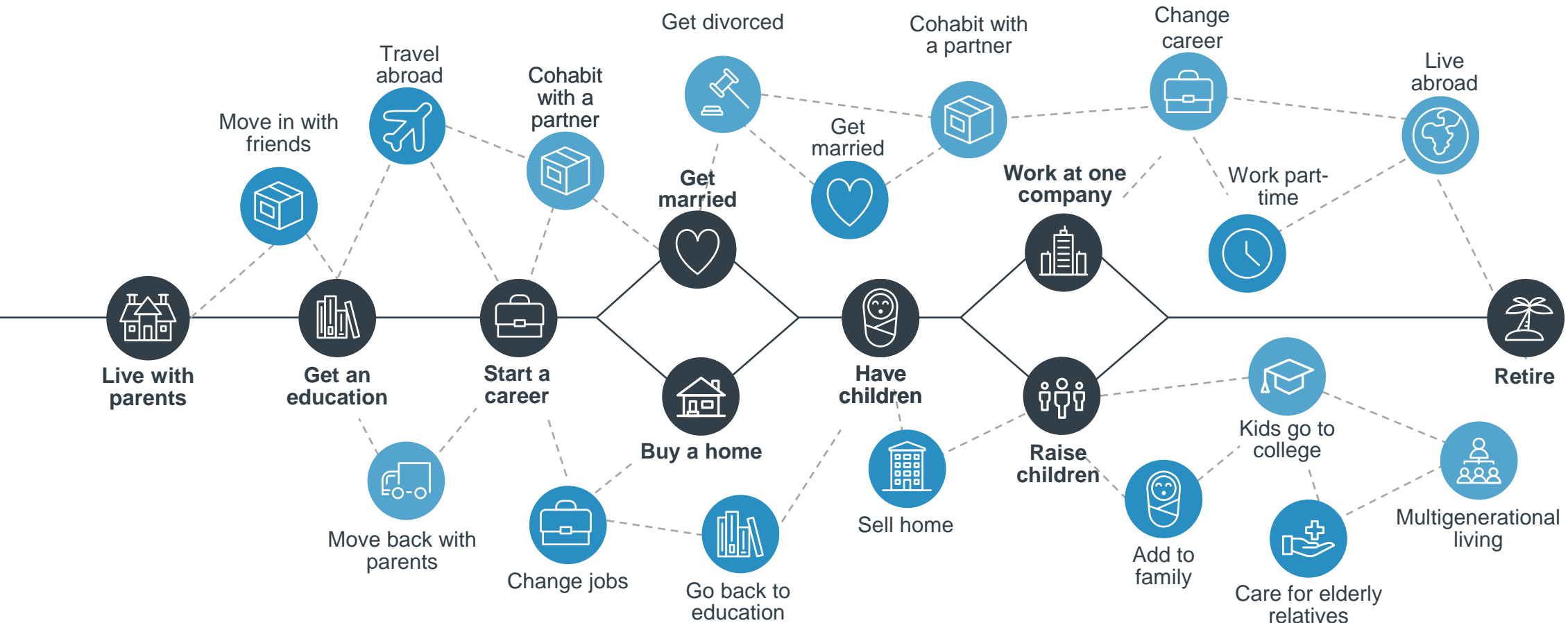
Assess Fit of Provider



What and Who Are COIs?



Life Moments Are Opportunities to Engage







Inspired by The Futures Company, Millennials Monitor Download, 2015.




¹ Fidelity Investments 2016 Life Decisions Research.

Millennials: born 1981–96; Gen X: born 1965–80; Boomers: born 1946–64; Greatest Generation: Born 1928–45

How COIs Can Enrich Client Experience



			
Travel	Education	Divorce	Career Change
<ul style="list-style-type: none"> • Travel agents • Security experts 	<ul style="list-style-type: none"> • School board members • Admissions offices 	<ul style="list-style-type: none"> • Divorce attorneys • Accountant 	<ul style="list-style-type: none"> • Job recruiters • Life coaches

		
Having a Child	Aging Relative	Multigenerational Living
<ul style="list-style-type: none"> • Navigating daycare providers • Finding childcare providers 	<ul style="list-style-type: none"> • Representatives from senior care centers 	<ul style="list-style-type: none"> • Estate attorneys

Approach New COIs with a Sales Mindset



Communicate Your Value Proposition

Identify the value you bring

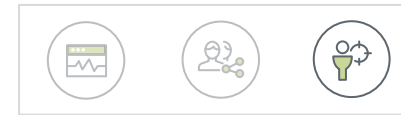
Demonstrate how others have benefited

Show overlap in your target markets

Explain how you can resolve pain points and solve problems

Differentiate your service

Develop Strong Working Relationships with Advisory Boards



Harnessing the Power of Centers of Influence (COIs)

Consider asking COIs to Join Your Advisory Board

- Meet two times a year
- Rotate members every couple of years
- Include 8–12 people
- Collect feedback during meetings
- Consider a third-party facilitator

Advisory Board Agenda

Sample

Welcome Remarks

- Introduction of new council members (if any).
- Follow-up on outstanding items from previous meeting

Lunch

(An opportunity for new members to meet and collaborate with the board.)

Project/Product Presentation/Discussion

How do we successfully transition aging patriarchs/matriarchs to their adult children?

- How do we carefully navigate this sensitive but essential topic?
- Who/what can we leverage to assist us with laying out all the necessary steps of this process?
- What role could any of you play in helping with these important discussions?

Break

Planning Discussion

- What should we continue doing? What should we stop doing?
- Ideal Client Discussion
- Previous Year Client Events & Proposed Client Event for Next Year

Summary and Closing Remarks

Topics for Joint COI Events



Joint Event Possibilities

Celebrate a New Office Opening Accountants, real estate agents	Small Business Retirement Plan Options Accountants, recordkeepers	Managing Increasing Healthcare Costs for Small Business Owners Healthcare brokers
Setting Up Will and Estate Reviews Dual appointment or seminar with estate attorneys	Philanthropic Event Fidelity Charitable, accountants, tax attorneys, nonprofits	Preventing Fraud Cyber Security Providers
College Search Process Admissions office, alumni network, college counselors	Navigating Medicare Healthcare broker, medical experts	Keeping Your New Year's Fitness Resolutions Fitness professional, nutritionist

Leveraging Fidelity's Philanthropic Consultants for You...



Firms that offer charitable planning:



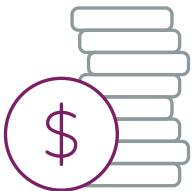
6x Assets

Firms that offer charitable planning had 6x the median assets of those that do not offer charitable planning¹



3x Organic Growth

Firms that offer charitable planning had 3x the organic growth of those that do not offer charitable planning¹

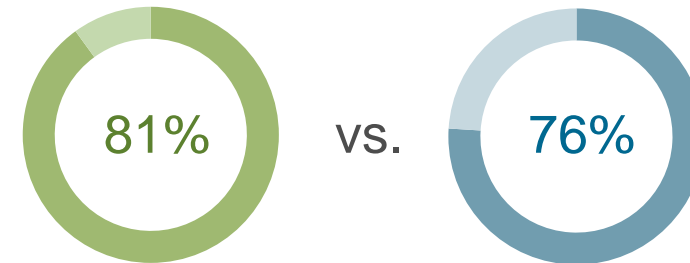


1.3X New Money

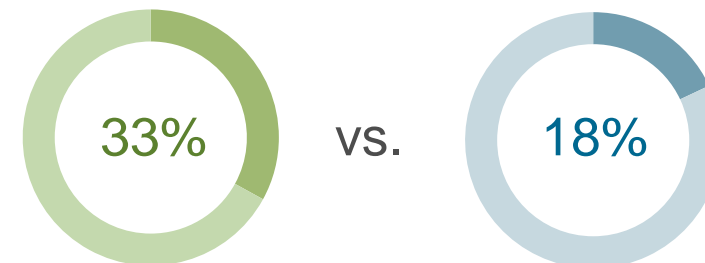
Firms that offer charitable planning had 1.3x the median new money per investor of those that do not offer charitable planning¹

Advisors who offer charitable planning:

Tend to have larger share of wallet²



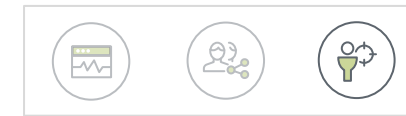
Tend to have a higher proportion of clients with \$1M+ in managed assets



¹ A 2021 FI analysis of 1,200+ RIAs and Family Offices found that those offering charitable planning tended to have significantly greater assets, organic growth and new money.

² The Fidelity Financial Advisor Community Background Survey 2020: The study was an online blind survey (Fidelity not identified) and was fielded during the period October 5th, 2020 through March 4th, 2021. Participants included 859 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

...And Your Clients



Harnessing the Power of Centers
of Influence (COIs)

Clients who receive charitable planning are more loyal and likely to recommend their advisor



7%

HIGHER

Trust my primary financial
advisor to make decisions
that are in my best interest



13%

HIGHER

Demonstrates that he/she is
considering my unique needs/
goals/preferences



27%

HIGHER

Is a multigenerational resource
to my family

Source: The Fidelity Financial Advisor Community Background Survey 2020: The study was an online blind survey (Fidelity not identified) and was fielded during the period October 5th, 2020 through March 4th, 2021. Participants included 859 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.

Leveraging Fidelity's Philanthropic Consultants for Your Clients



BRENT

Started thriving private business

CHALLENGE

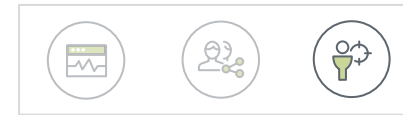
🔍 Brent is interested in selling his **business** but is having difficulty navigating the large wealth-trigger event.

STRATEGY

✓ If Brent is charitably-minded, **a donation of some of the ownership interest provides a tax deduction for the fair market value of the donated interest.**

It also **minimizes capital gains exposure** for the portion donated and sold by the charity, rather than the business owner.

Best Practices for Harnessing the Power of COIs



Harnessing the Power of Centers of Influence (COIs)

Types of COIs

COI and Strategic Alliances Guide

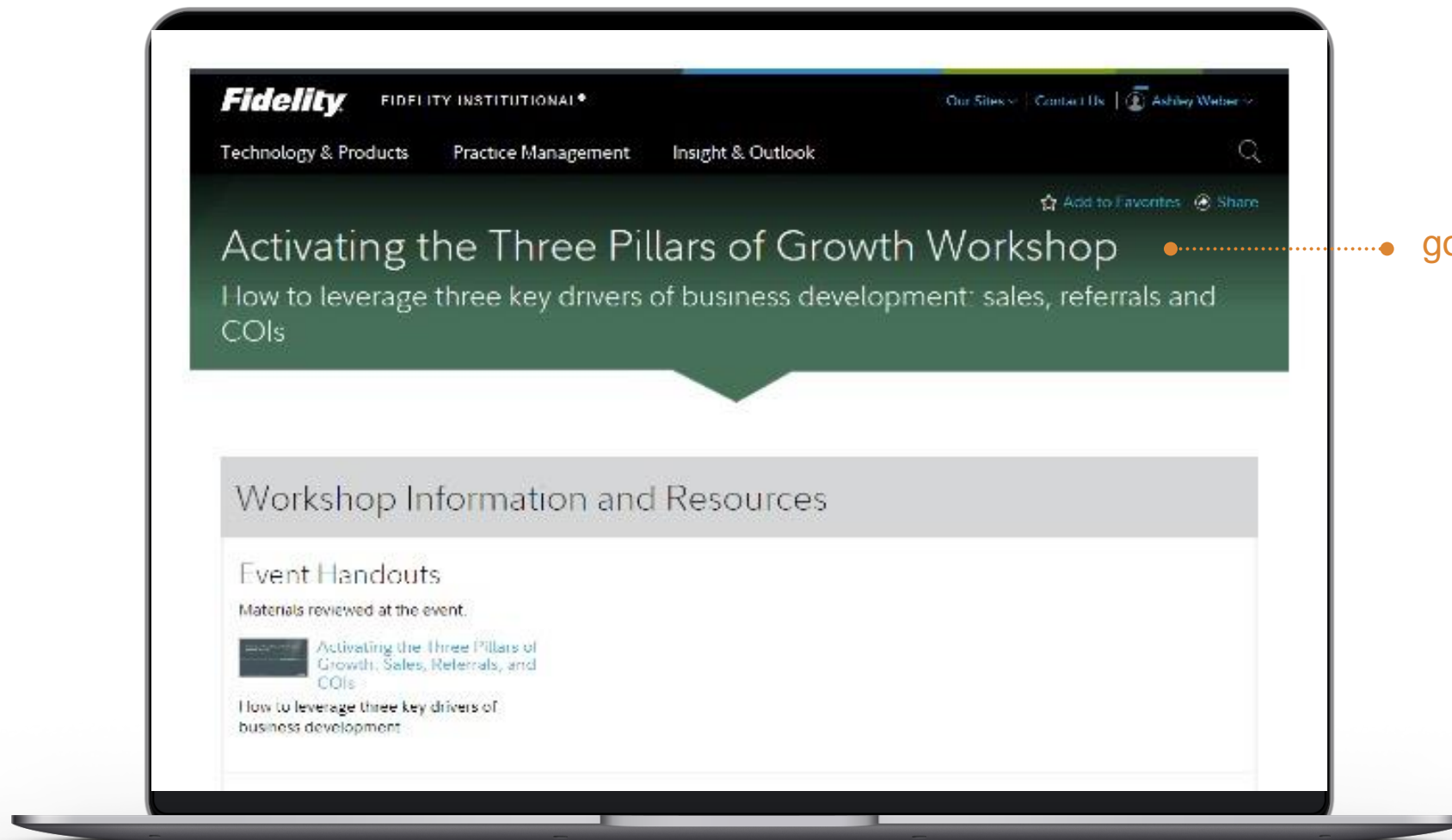
Centers of Influence (COIs) Fact Sheet
A guide to the categories and types of COIs that can help grow your business

Working with COIs is an opportunity to add greater value to your clients and form beneficial partnerships with businesses. Relationships with a diverse set of COIs can help you add greater value to your clients by helping them achieve goals and peace of mind. Consider the following life events, and the type of contacts who could add value through those experiences:

Owning, Buying or Selling Property <ul style="list-style-type: none">• Real estate attorney• Real estate agent• Insurance agent• Tax advisor• Home inspector• Home staging service	Maintaining Physical and Mental Health <ul style="list-style-type: none">• Counselor or therapist• Life coach• Fitness coach• Dietician• Nutritionist• Personal trainer	Providing Elder Care <ul style="list-style-type: none">• Transportation service• Cleaning service• Caregiver• Physical therapist• Personal trainer• Nutritionist• Home accessibility	Preventing Fraud <ul style="list-style-type: none">• Private security company• Credit bureau• Law enforcement agency• Social Security administration• Financial institutions• Cyber security providers
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In Closing

Access Content from Today's Event



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Important Information

2020 Fidelity Financial Advisor Community—May COVID Crisis Study: The study was an online blind survey (Fidelity not identified) and was fielded during the period May 15 through May 21, 2020. Participants included 408 advisors who manage or advise on 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 2018 Fidelity RIA Benchmarking Study was conducted between July 24 and September 24, 2018. 355 firms participated. The 2017 Fidelity RIA Benchmarking Study was conducted between April 19 and June 6, 2017. 408 firms participated. The 2016 Fidelity RIA Benchmarking Study was conducted between April 27 and June 16, 2016. 402 firms participated. The 2015 Fidelity RIA Benchmarking Study was conducted between April 21 and June 15, 2015. 441 firms participated. The 2014 Fidelity RIA Benchmarking Study was conducted between May 6 and June 30, 2014. 411 firms participated. The 2013 Fidelity RIA Benchmarking Study was conducted between May 1 and June 28, 2013. 325 firms participated. The 2012 Fidelity RIA Benchmarking Study was conducted between May 22 and July 30, 2012. 308 firms participated. The 2011 Fidelity RIA Benchmarking Study was conducted between August 1 and September 26, 2011. 375 firms participated. Respondent firms were primarily RIA firms that custody some portion of their assets with Fidelity. Fidelity was identified as the study sponsor. The online surveys were administered by an independent third-party research firm unaffiliated with Fidelity Investments. The terms "RIAs," "RIA firms," and "firms" refer only to those RIA firms that participated in the study. Results may not be representative of the experiences of all firms and are not indicative of future success.

The 2019 Fidelity Financial Advisor Community—Digital Marketing Study was an online blind survey (Fidelity not identified) and was fielded from June 10 through June 24, 2019. Participants included 474 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 2019 Fidelity Investor Insights Study was conducted during the period August 6 through August 26, 2019. It surveyed a total of 2,026 investors, including 1,102 millionaires. The study was conducted via a 25-minute online survey, with the sample provided by Brookmark, a third-party firm not affiliated with Fidelity. Respondents were screened for a minimum level of investable assets (excluding retirement assets and primary residence), age, and income levels.

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Important Information (Continued)

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Appendix

Good, Better, and Best Practices: Business Development Tactics

		
GOOD	BETTER	BEST
<ul style="list-style-type: none">• Managing sales funnel• Knowing your firm story• Multiple client touchpoints	<ul style="list-style-type: none">• Leveraging LinkedIn and other online tools for prospecting• Multiple individuals driving growth• Managing sales funnel with a CRM	<ul style="list-style-type: none">• Presence from advisory boards• Team approach for prospecting• Clients know your firm story• Growth from multiple channels, including COIs
Target Outcome: 2% annual organic growth	Target Outcome: >5% annual organic growth	Target Outcome: >15% annual organic growth

Target outcomes may not be representative of all client experiences.

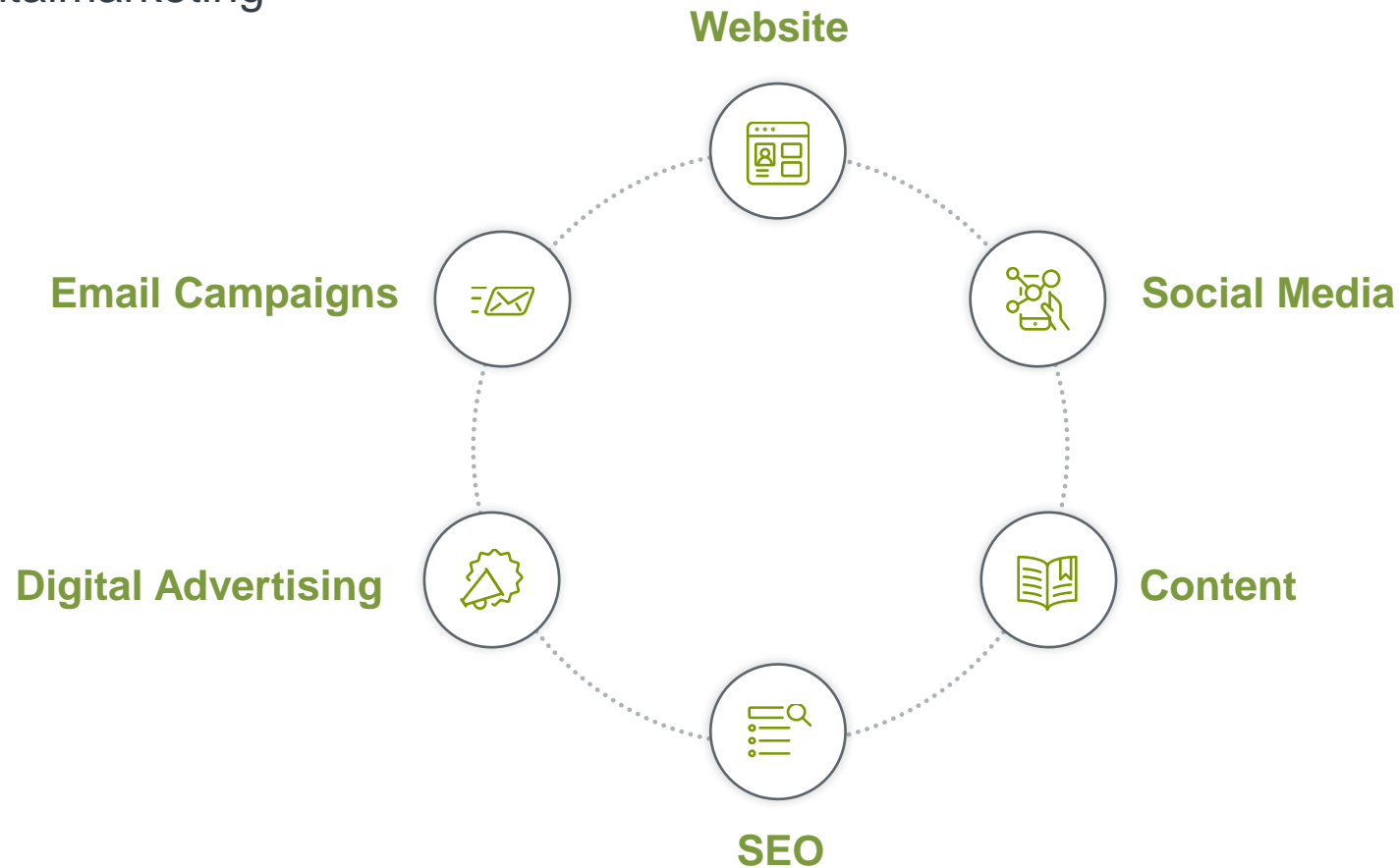
Digital Marketing Is More Important than Ever



Creating a High-Impact Sales Process

Diving into Digital Marketing eBook:

go.fidelity.com/digitalmarketing



Sales and Marketing

Resources for Creating a High-Impact Sales Plan

WORKSHEETS

Name: Business: Date:

Worksheet 1: Why—Your Firm’s Information

As you complete Worksheet 1, keep in mind that it’s not *what* you do, it’s *why* you do what you do.

See how the hypothetical firm Avanzar Wealth Management completed this worksheet in the Appendix.

QUESTIONS	YOUR ANSWERS
Why we were founded and how we live each day	
Why what we do is important	
Why it matters to us	
Our “Why” (Combine the information above)	

12





Creating a Consistent Firm Story for Clients and Prospects

Segmentation for Success White paper

Win/Loss Survey

Mystery Shopping Scorecard

Social Media

 LinkedIn® Stay Connected	 Instagram® Demonstrate Impact	 Twitter® Demonstrate Activity	 Facebook® Be Human
<ul style="list-style-type: none">• Showcase your role and impact at the company• Focus on business or personal successes and industry knowledge	<ul style="list-style-type: none">• Focus on imagery (client events, team outings, charitable events)• Showcase branding and value prop	<ul style="list-style-type: none">• Short, to the point updates on the industry, events, and company• Promote client events• Tag COIs in relevant posts	<ul style="list-style-type: none">• Highlight your impact in the community• Highlight people bringing their whole self to work
Strive for openness and authenticity with your content.			

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Subject to the rules and regulations applicable to your firm.

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Digital Content



Answers questions on your ideal target's mind



Has an established cadence



Integrates with your digital strategy

Content is foundational to your digital marketing strategy.

Exercises

Exercise 1: Meet Your Tablemates!

Share:

- ✓ Your name and your firm’s name
- ✓ AUM and total head count (including owners)
- ✓ Your top areas of opportunity from the Sales Assessment

Building an Action Plan to Help Drive Growth within Your Firm

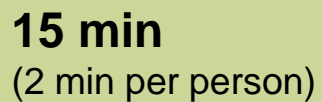
A business development and marketing planning toolkit

Exercise 1

Asses Opportunities for Sales Improvement

A - Not well at all B - Needs improvement C - Very well

	A	B	C
Your value proposition differentiates you from competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your story is easy to tell, and retell, to prospects and your client-facing associates all tell the same story about your firm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You capture family and occupation information, as well as recreational interests to drive follow-up discussions and communications with prospects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You use and communicate a clearly defined sales process specific to your target market(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You confidently move the sales process from one step to the next	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You use a CRM system to track the sales process and capture detailed information for each contact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your visible position within your physical and digital community enables prospects to know you and what you do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You provide forums, educational events, and other opportunities for prospects to learn about you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You update your website with new and interesting material	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expectations and accountabilities for driving new business are clear and established	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appropriate incentives for bringing in new business are built into the compensation structure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time is allocated to new business development versus servicing activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tactics, time frames, budgets, and success measures are defined clearly in a written plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Complete the Elements of Your Sales Plan Worksheet

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15 min
(2 min per person)

Exercise 3: Ideas to Engage Your Existing Clients!

Share:

- ✓ What are three ideas for you to better engage your existing clients?
- ✓ In what ways have you asked for referrals without asking?
- ✓ What is one thing you wish you could do better to engage your existing clients?



15 min
(2 min per person)

Exercise 3 (cont.): Ideas to Engage Your Existing Clients!

Share:

- ✓ Who are three COIs that you feel you need to engage with?
- ✓ What have been the most productive COI relationships and why?
- ✓ What do you struggle with in engaging COIs?