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NETWORKING WITH PEERS

RESEARCHING VENDOR OPTIONS

ACCESSING CUSTODIANS' RESOURCES

The **RIA**
Landscape

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Publisher's Letter



Whether you are considering launching an RIA firm, have already made the transition or are looking to break away, you recognize that the RIA model is unique and provides your clients with a very different type of advisor/client relationship. Much has already been written about fiduciary standards, but the RIA model has the best prospects of restoring investor confidence. Of course starting any new venture, or trying to grow an existing business, has many challenges. Our **RIA Services Resource Guide** is written to help you navigate this dynamic terrain. In the pages ahead, we look at current best practices and offer advice on how to network with your peers. We provide you with a directory of vendor options and offer guidance on how to best access custodians' resources to help you make more informed decisions about your future. We even give you expert tips on how to create a team-oriented culture within your practice.

As the RIA model continues to accelerate, look to *Financial Planning* to be your resource and help you cultivate and grow your business. Thank you for reading our first guide exclusively focused on the needs of the RIA market. We look forward to bringing you additional tools and information in future publications.

Sincerely,

Tim Whiting
Publisher

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RIAs ARE PARTNERING WITH CUSTODIANS AND VENDORS
AND NETWORKING WITH PEERS TO HELP GROW THEIR BUSINESS.

The RIA *Landscape*

As markets continue to recover, registered investment advisors face a number of challenges. For many advisors, maintaining their focus on growth, restoring investor confidence and increasing operational efficiency are top priorities. To achieve these goals, RIAs are leveraging resources offered by their custodians, as well as exploring solutions from independent vendors and consultants. Advisors are also networking with their peers to share information, ideas and best practices. While the solutions they choose often vary, many advisors agree that a new financial landscape requires a new approach to take their business to the next level of growth.

Improving Efficiency

“Successful advisors today are crafting strategies that will work in both lean and robust times,” says Bernie Clark, head of Schwab Advisor Services. “Many advisors we work with are coming out of this difficult market environment stronger than before.” Clark notes that advisors are taking a closer look at every aspect of the way they run their business. “Growth and efficiency are key objectives for most advisors,” he says. “Efficiency is especially important as advisors seek to engage clients and prospects in more face-to-face settings.” He believes that advisors are looking to their custodians for tools and resources designed to help maximize operational efficiency so they can spend more time with clients.

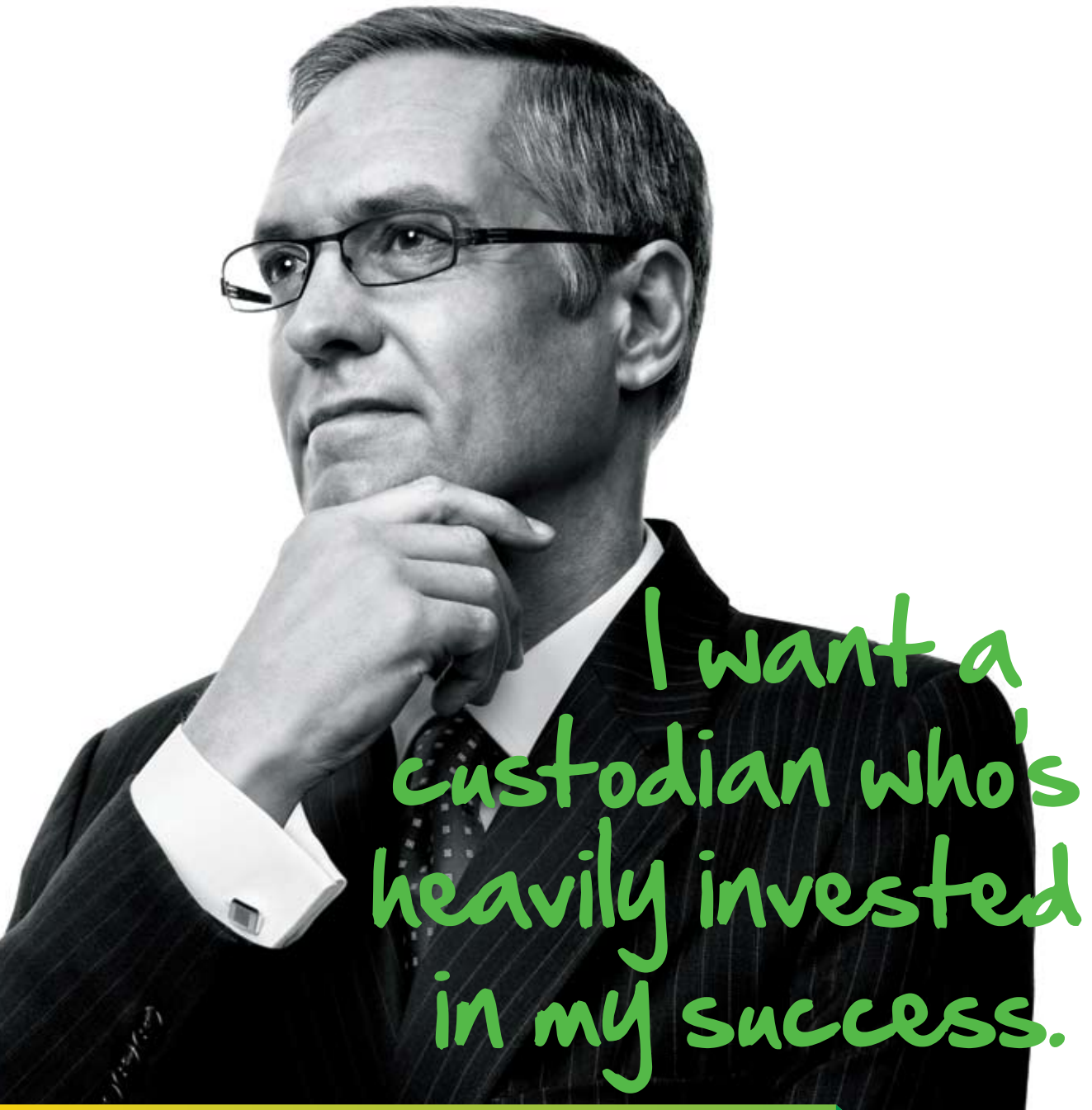


**“SUCCESSFUL ADVISORS
TODAY ARE CRAFTING
STRATEGIES THAT WILL
WORK IN BOTH LEAN
AND ROBUST TIMES.”**

**BERNIE CLARK,
SCHWAB ADVISOR SERVICES**

“Advisors are building more intimate client relationships, taking more time to talk with and educate their clients,” says Clark. Reviewing and reshaping retirement plans with clients is also an area that requires time and attention, he notes. “There was a time not long ago when employers were worried about the exodus of baby boomers from the workforce,” he says. “While the baby boomers aren’t going anywhere, we feel there’s going to be an extension of the workforce and the earning power for many people in the boomer generation.” For advisors, this means spending more time discussing long-term objectives with clients. Clark adds that many advisors are also working with their clients’ children to help build intergenerational business relationships and establish a deeper level of trust.

Frank Maiorano, president of Trust Company of America, agrees that advisors are looking for ways to increase both growth and efficiency. “The whole game has changed for 2010,” says Maiorano. “Following the market crisis, many advisors are generating less revenue while needing to spend more time talking with clients.” In addition to managing money and building relationships, he adds, advisors face a broad range of technology choices, including client relationship management and rebalancing software and reconciliation tools. “An advisor with \$150 million in assets doesn’t want to have 15 people in the back office,” he says. “So they have to figure out a way to scale and run their business as efficiently as possible.” From technology to general practice management tools, Maiorano notes that many advisors are trying to make the most of their relationships with their custodians. “Advisors are reevaluating the cost and the systems involved with how they do business,” he concludes.



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Restoring Investor Confidence

Steve Schueth, president of First Affirmative Financial Network, believes that a major challenge facing RIAs today is a general erosion of trust in the financial system. “The Madoff and similar scandals, the apparent lack of oversight in the industry and high unemployment have created a severe trust issue as investors look toward Wall Street,” notes Schueth. “The markets are starting to recover but America hasn’t fully recovered yet, causing some people to lose faith in the system.” He believes the solution for advisors is developing deeper relationships with clients. “It’s important to communicate and connect with clients on a heart-to-heart level as opposed to a head-to-head level,” he says. For example, Schueth recommends talking with clients about the type of world they want to live in and leave to their grandchildren. “When you talk with people about their values, you build trust,” he says.



STARTING AN

Advisor Study Group

Membership in advisor study groups is often established by invitation only. If you’re looking to join an existing group, stay in touch with key members. Even if the group doesn’t have an immediate opening, they may decide to bring in new members as existing members retire or stop participating. In addition, talk with your custodian, vendors you know and your peers about study groups that may be meeting in your local area.

If you can’t find a group that’s a good fit for your needs or if none of the groups in your area have open slots, consider starting your own group. Here are some tips for getting one started.

- Tell everyone you know in your professional network about the type of group you’d like to start
- Look for like-minded professionals who are willing to openly share their ideas and fully participate in the group
- Find people who manage similar-sized firms or firms with similar objectives—your firms don’t have to be identical but do need some commonalities to generate relevant discussions
- Create an agenda for all meetings—invite participants to suggest discussion topics and presenters in advance of your meetings
- Share responsibilities—take turns coordinating meetings and suggesting topics

Tom Bradley, president of TD AMERITRADE Institutional, sees a similar need for advisors to increase communication with clients. “Over the past two years, investors have started asking more questions and advisors need to have more answers,” he observes. He says that one question investors may be asking more frequently in the current market environment is about the strength and stability of their advisors’ custodians. “Prior to our recent market crisis, the role of the custodian was rarely discussed with investors,” says Bradley. “It’s a competitive advantage for advisors to talk with their clients about the RIA model and how it has a built-in system of checks and balances,” he adds. For example, clients who hire an RIA receive statements from both their custodian and advisory firm, verifying that their assets are being invested according to their personal investment parameters. “RIAs are increasingly emphasizing their fiduciary approach with investors, which helps to differentiate their firms from many of the Wall Street companies that have generated negative headlines on the evening news.”

Networking With Peers

As advisors look for ways to strengthen their practice, a key resource can be other advisors who have a similar type of practice or business model. Jim Berliner, president of Westmount Asset Management, has been participating in an advisor study group called the Advisor Forum for more than 13 years. “The Advisor Forum is a tremendous group of RIAs from around the country who meet regularly to discuss issues, challenges and opportunities facing our firms,” he says. He adds that the study group, which currently has about 15 active members, has been a valuable resource in helping him manage his practice. “People in the group are very generous in sharing their best ideas,” he says. “Whether we’re discussing technology, compliance or investment strategies, our members tend to talk very openly and freely, which makes them a terrific resource,” he adds. Berliner notes that group members also share financial information with each other to help benchmark themselves and gain a better understanding of each other’s firms.

Rachel Buie, a compliance officer for True North Advisors, recently helped launch a compliance roundtable group in her local area to foster a dialogue among other compliance professionals. "I wanted to meet people locally in the Dallas/Fort Worth area, so I contacted the National Society of Compliance Professionals and asked if they had a roundtable group in Dallas," says Buie. "It turned out they didn't, so I offered to help start one." The group now meets once a quarter and attracts about 25 people per session. "We represent a broad and diverse range of professionals, including compliance officers from asset managers, broker-dealers and investment advisors," she notes.

In Buie's view, having a small, local group allows people to exchange ideas more easily. She continues, "At a national conference, you might be sitting in a room with 200 people, but at our functions, it's more comfortable for some people to ask questions and participate." Buie, who has been a compliance officer for about three years, really values being able to discuss key issues with her peers. "While compliance is still a relatively young profession, some of our members have been working in compliance for more than 20 years," she says. "It's wonderful to be able to tap into the expertise of others and benefit from their deep industry knowledge."



"IT'S A COMPETITIVE ADVANTAGE FOR ADVISORS TO TALK WITH THEIR CLIENTS ABOUT THE RIA MODEL AND HOW IT HAS A BUILT-IN SYSTEM OF CHECKS AND BALANCES."

**TOM BRADLEY,
TD AMERITRADE INSTITUTIONAL**

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Talking With Industry Experts

Vendors and consultants can also be a terrific resource for advisors as they explore best practice ideas for their firm. “If you’re an advisor, it may be natural to think, ‘I don’t want to buy anything right now, so I don’t want to talk with vendors,’” says Caroline Austin, senior vice president of First Southwest Co. “However, talking with experts can be a great way to stay current with the industry because many of these vendors and consultants—whether it’s technology, compliance or human resources—are out in the field talking with advisors every day,” she adds. Austin suggests that advisors consider taking a few minutes to talk with industry specialists as their schedules permit, especially when they’re at conferences or somewhere that vendors and consultants may be exhibiting. “Ask them what’s new, what’s different and what they’re hearing from other advisors,” she says. “To stay current, advisors need to be out, about and connected,” she concludes. “This means talking with your peers, vendors, consultants and other custodians, including ones you may not be currently working with.”



“TALKING WITH EXPERTS CAN BE A GREAT WAY TO STAY CURRENT WITH THE INDUSTRY BECAUSE MANY OF THESE VENDORS AND CONSULTANTS ARE OUT IN THE FIELD TALKING WITH ADVISORS EVERY DAY.”
CAROLINE AUSTIN,
FIRST SOUTHWEST CO.

Making Prudent Adjustments

According to Doug Dannemiller, senior analyst for Aite Group, who studies trends in the wealth management industry, while advisors continue to look for ways to improve their business, many are making small adjustments rather than large changes. “Investors were clearly shaken by the bear market and require more communication from their advisors,” he says. “While the new ‘normal’ has investors skittish, the challenges facing advisors remain largely the same as they always have,” he adds. In his view, the name of the game for advisors is still attracting and retaining client assets. “In our research, we haven’t seen any dramatic shifts from advisors in terms of investment solutions,” he says. “The advisors we surveyed are largely using the same investment tools and products that they have in prior years.”

Although he hasn’t seen any quantum leaps in the way advisors manage their practice following the market crisis, Dannemiller notes that advisors nonetheless continue to look for ways to create more efficiency in their operations. “As they grow in size, RIAs tend to look more widely at different resources available in the marketplace because they can afford to and they have the ability to look for best-of-breed solutions, efficiencies and things that support their uniqueness,” he says. “Smaller RIAs often need to lean heavily on their custodians for support because they don’t have the infrastructure or staff to pull things together from multiple vendors,” he adds.

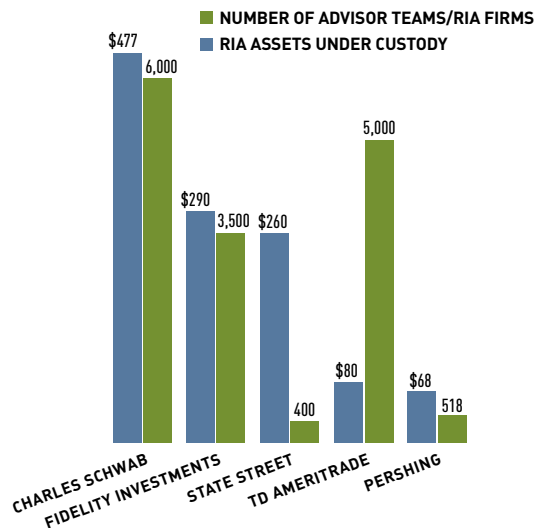
Breaking Away

For his part, Greg Vigrass, president of Folio Institutional, continues to see a lot of activity among breakaway brokers—top producers leaving wirehouses to establish their own firms or join an existing independent firm. “For wirehouse advisors who are considering going independent, getting help and support from compliance and registration consultants is the number one request we get,” he says. As a custodian, Folio Institutional maintains relationships with a number of compliance and registration consulting firms, as well as other outside resources, such as turnkey asset management providers (TAMPs). “The breakaway broker phenomenon may not be as large as some project, but it still presents a tremendous recruiting opportunity for existing independent advisory firms who are looking to add experienced advisors to their firms,” he concludes.

Clark at Schwab Advisor Services notes that of the 172 advisors who went independent in 2009 with the help of Schwab’s team, about 40% chose to join existing independent advisory firms. “Within the wirehouse model, advisors are typically captive to the products sold by those firms,” he says. “For advisors looking for broader investment choices and more freedom to serve their clients in the way they feel is best, many are increasingly looking to the independent model,” he notes.

CLIENT ASSETS AND ADVISOR FIRMS WITH LEADING RIA CUSTODIANS

(US\$ BILLIONS, NUMBER OF TEAMS, END OF 2008)



SOURCE: NEW REALITIES IN WEALTH MANAGEMENT: READY FOR THE SEA CHANGE? JULY 2009, AITE GROUP

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“THE BREAKAWAY BROKER PHENOMENON MAY NOT BE AS LARGE AS SOME PROJECT, BUT IT STILL PRESENTS A TREMENDOUS RECRUITING OPPORTUNITY FOR EXISTING INDEPENDENT ADVISORY FIRMS WHO ARE LOOKING TO ADD EXPERIENCED ADVISORS TO THEIR FIRMS.”

**GREG VIGRASS,
FOLIO INSTITUTIONAL**

“By joining an existing firm, advisors going independent don’t have to build a new company from the ground up—they can simply plug into an infrastructure and support system that already exist.” To help breakaway brokers and any RIAs using Schwab’s custodial platform make the most of their practice, Schwab hosts more than 400 educational and networking events a year for advisors, Clark adds.

Bradley notes that TD AMERITRADE Institutional is seeing a similar trend with breakaway brokers joining existing firms. “Our AdvisorLink program helps match wirehouse advisors with an existing independent firm,” he says. “For advisors with less than \$100 million in assets under management, joining an existing firm can be a terrific alternative to establishing their own RIA.” Adding to this trend, many existing RIAs are looking at creating succession plans for their firms. Bradley notes that bringing in new partners can be part of a natural progression. “Having an internal succession plan—as opposed to selling your firm to an outside party—can help ensure continuity of client relationships when a senior partner decides to retire,” he says.

Looking Ahead

With more resources to choose from than ever before, RIAs today have a tremendous opportunity to build a practice that best suits their needs and the needs of their clients. Reflecting the broad diversity of RIAs across the country, there are several appealing choices when it comes to identifying the right custodians, vendors and business solutions. “In selecting custodians, RIAs are typically concerned about ease of doing business and price—the typical concerns they might have with any service provider,” notes Scott Smith, an analyst for Cerulli Associates covering the RIA marketplace. “What’s often most important is finding the right relationship with custodians and other business partners—advisors want to be the right size fish in the right size pond,” he adds. ■





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Mitchell D. Eichen – CEO & Chief Wealth Strategist
The MDE Group, Inc., Morristown, NJ

Ranked by *Barron's* magazine¹ as a top RIA firm in 2007, 2008, and 2009

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EMPOWERING YOUR

Employees

QUESTIONS FOR KEVIN MYEROFF



KEVIN MYEROFF IS PRESIDENT AND CEO OF NCA FINANCIAL PLANNERS, AN INDEPENDENT ADVISORY FIRM BASED IN CLEVELAND. WITH 25 EMPLOYEES, INCLUDING ITS PARTNERS AND EXECUTIVES, THE FIRM CURRENTLY MANAGES MORE THAN \$1 BILLION IN ASSETS FOR ITS CLIENTS. WE RECENTLY SAT DOWN WITH MR. MYEROFF TO LEARN MORE ABOUT HIS APPROACH TO BUILDING A TEAM-ORIENTED CULTURE WITHIN HIS FIRM.

How did your firm get started?

We opened our doors on January 1, 1983. Prior to that, I spent three years in public accounting with a firm that is now part of Ernst & Young. My father and I went into business together as financial planners before the term financial planners even really existed. We wanted to help people put their kids through school, save for retirement and manage their money wisely along the way. In the early days, it was just me, my father and a secretary. Since then we've grown quite a bit. My dad retired a decade ago and I now have two other partners and 22 employees.

What was your biggest challenge in terms of growing your team?

The biggest challenge was hiring my first para-planner. At the time, I was making about \$30,000 a year and I had to pay my new employee \$25,000. However, we really had no choice but to expand our team. I was getting new clients through referrals and I wasn't responding to people quickly enough.

It was a leap of faith that if we added employees, our client base would grow. When I added our first para-planner, we went from making \$30,000 to more than \$100,000 in that year. And every time I've added people, we've grown. This was 25 years ago. The first para-planner I hired is now one of my partners.

How do you know you need to add people?

I believe that clients deserve a call back on the day they leave a message. If you reach a point where you can't return a call to a client in a timely manner, it means you need to add more staff. Managing money is a commodity. In the end, what we really have to offer is service. And if we're going to offer service, we need the right staff to do that. In the old days, we would wait until we had a problem and fix it by adding people. Now we're being more proactive—adding capacity now for future growth. We're expanding our office and hiring more people. This way we'll have the capacity to serve new clients and give all of our clients the ultimate client experience.

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The big three custodians have trillions of dollars in assets under custody. Trust has billions. But look a little closer and you'll see that our average client is actually far larger than the industry average. In fact, we attract some of the most successful advisors in the industry. With our scalable trading technology and one-on-one service, they're able to better serve existing clients, and attract new ones. This extreme level of attention and high-efficiency trading helps them—and their clients—get much, much bigger.

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and our clients—
become very big fish."*

RICK PETERBOK &

JOANNE WOITESHEK

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How do you build employee morale?

If you want to create a workplace that's enjoyable, it needs to be a career and not a job. In order to have a career, there has to be a path. With a job you just show up, you put in your hours and you get paid. And that's not fun to do for a living. What is fun is to have a career and see what the possibilities are. At our firm, we have financial planning assistants, para-planners, junior financial planners, senior financial planners and partners. If you really enjoy one of these positions, it can be a lifelong position for you. We support you and value your contribution. If you want to move up, you can take on new responsibilities and grow with the firm.

How do you foster a sense of teamwork?

We've created an environment that rewards participation and sharing as opposed to competition. Sometimes in a large office, there may be several teams that end up competing with each other. If one team brings in a great new account, the other teams are jealous. In our firm, we base part of your bonus on cooperating with others, helping each other out and getting

along. The bonus is also based in part on how the firm does as a whole. So if one team has a great account come in, the other teams are excited because they're going to share that success.

How do you stay ahead of the curve?

The time to tackle new initiatives is now, when things are going great. When it comes to committing money to marketing, technology and people, you want to make those investments ahead of a problem. We want to implement solutions when things are good, because we can't afford to wait until things go bad.

What is the key to good communication with employees?


I think it's important for everyone on the team to understand the big picture. As a business owner, it's your responsibility to tell your team members what the big picture is. For example, if an employee doesn't fully understand their role, I try to help them understand how their actions are helping the firm and helping clients. When your team members understand the big picture, they feel more like a part of the firm and tend to enjoy their jobs a lot more.

SETTING *Expectations*

To help set clear expectations, Myeroff has created a friendly checklist for his team members. The firm reviews the list at least once a year, as a team.

1. Expect your integrity to be beyond reproach.
2. Expect you to treat your colleagues with respect.
3. Expect you to take ownership of company or client issues.
4. Expect you to take your clients' phone calls, and to return client calls within 24 hours.
5. Expect you to complete work when promised to a client, or to contact client to extend the due date.
6. Expect you to contact clients that have expressed (written or verbal) dissatisfaction with you or our organization on the day a complaint is received.
7. Expect you to feel empowered to make decisions within your job responsibilities.
8. Expect you to dress and act professionally when representing NCA.
9. Expect you to never be a "victim of the circumstances."
10. Expect you to hold your colleagues accountable for items 1-9.

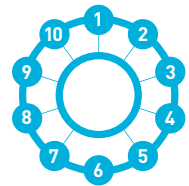




Take Steps to Empower Your Fiduciary Process

OUR 10 STEP PROCESS HELPS YOU EXECUTE YOUR DUTIES AND IDENTIFY OPPORTUNITIES

Fiduciary standards for advisors and broker-dealers are under scrutiny. More importantly, there is an increasing demand by clients for fiduciary reform.



These standards govern almost every aspect of your interactions with clients, including disclosures that relate to:

- Suitability of investment recommendations
- Compensation structures
- Potential conflicts of interest
- Documentation of due diligence and other actions

Investnet's 10-step integrated process helps manage all of these responsibilities with accuracy and efficiency. In fact, a recent study* demonstrated that using an integrated technology process can actually reduce time spent on compliance and administration by 30%.

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ENVESTNET®



Resources FOR RIAs



COMPLIANCE CONSULTANTS

Advanced Regulatory Compliance

advreg.com

Specializes in investment advisor registrations, mock audits, annual reviews, due diligence/verifications, compliance support and consultations for practices ranging from startup to multimillion.

AdvisorAssist

advisorassist.com

Provided by MainStay Consulting Group, this organization focuses on initial setup to ongoing strategic operational and regulatory support. Has the ability to incubate firm to minimize downtime.

BackOffice Alliance

backofficealliance.com

Provides IARD administration, assistance with Form ADV filings, policy and procedure reviews, annual reviews, technical infrastructure assessment and anti-money laundering procedures.

Easy RIA

easy-ria.com

Assists startups with registration and formation of properly functioning compliance departments.

Fiduciary Foresight

fiduciaryforesight.com

Services include regulatory risk assessments, conflict of interest assessments, Reg R training, Reg 9 compliance, fraud investigation assistance, trust policy reviews, bank fiduciary exam preparation and securities audits.

Financial Registrations

financialregistrations.com

Specializes in comprehensive registration and compliance management services for FINRA member broker-dealers and SEC and state-registered investment advisors. Assists with CMA filings, litigation, regulatory investigations and other compliance services.

Lexington Compliance

lexcompliance.com

Offers tiered pricing services for separately managed account firms needing compliance email support, to large organizations seeking to outsource their compliance departments.

MarketCounsel

marketcounsel.com

Offers three main platforms: RIA Incubator, to assist startups; RIA Institute for Compliance Management, a member-based program for vigorous compliance initiation; and Custom Consulting Platform, which provides audit and verification litigation support.

National Compliance Consultants

bd-ria-consulting.com

Services include: state registrations, Form ADV amendments, wrap agreement disclosures, general compliance, financial statement preparation, assistance with buying and selling broker-dealers, continuing education, compliant disclosure filings and on-site compliance reviews.

National Compliance Services

ncsonline.com

Customizable Compliance Assistant Program services include: IARD service bureau, Form ADV filing and review, liaison between federal/state regulators and broker-dealers or custodians, notice filings, compliance alerts, review of marketing and advertising materials and email retention software.

National Regulatory Services

nrs-inc.com

Provides compliance services to broker-dealers, hedge funds, investment advisors, investment companies and insurance companies. Provides certification of Investment Adviser Certified Compliance Professional and software and web-based compliance solutions.

RIA in a Box

riainabox.com

Services include state/SEC filings, tailored contracts, tailored policies and procedures manuals, mock audits and in-depth CCO training. Clients eligible for a 20% discount on their E&O insurance.

RIA Compliance Consultants

ria-compliance-consultants.com

Compliance services for RIAs include: Form ADV, client brochure, wrap brochure, solicitor arrangements, IARD service bureau and investment advisor registration renewals.

SEC Compliance Consultants

seccc.com

Services include compliance consulting, hedge fund operational due diligence and expert training.

Securities Compliance Advisors

secadvisors.com

Provides compliance and registration services to new and existing broker-dealers, investment advisors, hedge funds and private equity.

Strategic Compliance Concepts

compliancemaze.com

Services range from one-time projects to ongoing compliance, and include: compliance coaching, RIA registrations, IARD, due diligence for M&A, updates and review of Forms ADV and BD, branch audits, Form 1017 and expert witness.

Taurus Compliance Consulting

tauruscompliance.com

Provides tailored compliance services to firms ranging from one-person retail broker-dealers to full-scale, multi-registered representative broker-dealers. Offerings include: FINRA mock exam, SOX audit and IT consulting.

TURNKEY ASSET MANAGEMENT PROGRAMS

Bennington Asset Management

bamria.com

Provides web-based wealth management solutions with a focus on planning for healthcare costs to investment advisors and financial institutions.

Brinker Capital

brinkercapital.com

Offers customized investment management services to financial advisors on behalf of their clients, which include high-net-worth individuals, employers, institutions, endowments and foundations.

Buckingham Asset Management

investmentadvisornow.com

Fee-only RIA offering investment management to individuals, businesses, trusts and retirement plans. Investment philosophy is based on Model Portfolio Theory and Efficient Markets Hypothesis.

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have never felt so listened to. I have a real voice here and it makes a huge difference.”

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TURNKEY ASSET MANAGEMENT PROGRAMS

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BX Asset Management

bxassetmanagement.com

Offers bundled investment solutions based on mutual funds, ETFs, best-in-breed SMAs and alternative investments. Can assist with client profiling, asset allocation, rebalancing and portfolio monitoring.

Investnet

investnet.com

Provides access to top-flight asset managers, rigorous research on managers, research on market and topical issues and creates tailored portfolio solutions for advisors.

Eqis Capital

eqiscapital.com

Offers portfolios designed to maximize the risk-adjusted rate of return utilizing ETFs, SMAs and UMAs. All investment programs include a client acquisition system, free CRM, asset allocation design, investment proposal creation and other services.

FundQuest

fundquest.com

Offers a web-based open-architecture investment platform with sales and back-office operations and technology support for RIAs, broker-dealers, banks, insurance companies and wealth managers.

Genworth Financial Wealth Management

genworthwealth.com

Provides a fee-based investment management platform that offers CRM tools, practice management programs and custodial services. Open-architecture platform allows access to institutional-quality investment management firms and flexible investment solutions.

Legend Advisory Corp.

legendadvisorycorp.com

Offers a selection of asset management programs and proprietary quantitative research based on a proactive, artificial intelligence-based investment discipline.

Lindner Capital Advisors

lcaus.com

Fee-based investment advisor that applies Modern Portfolio Theory to asset management. Extensive diversification and asset class coverage in portfolios.

Lockwood Advisors

lockwoodadvisors.com

Provides managed account programs to financial institutions and RIAs. Offers access to several fee-based solutions, which include: SMAs, advisor-directed mutual fund/ETF wrap portfolios, discretionary UMA and discretionary mutual fund/ETF wrap portfolios.

Oakview Capital Management

oakviewcapitalmanagement.com

RIA firm with a focus on five main areas: wealth management, 401(k) plans, insurance, proprietary research and international advisory services. Portfolios are constructed on multi-asset class model.

PNC Managed Investments

pncmi.com

Provides a web-based platform, which allows firms to deliver private-label managed investment solutions. Offers scalable managed accounts, SMAs, mutual fund wrap accounts, multi-strategy models, ETFs, and designated trading and custodial services.

Prudential Financial

prudential.com

Offers a comprehensive investment management program with a network of affiliated and unaffiliated managers across a spectrum of asset classes delivered in SMAs and diversified multi-strategy portfolios.

Russell Investment Group

russell.com

Provides a multi-manager investment process coupled with continuous, in-depth investment manager research from the creators of the Russell indexes.

Sawtooth Asset Management

sawtootham.com

Offers strategic asset allocation and dynamic investment management designed to preserve capital in down markets while providing lower risk and potentially higher investment returns.

SEI Investments

seic.com

Provides various portfolio structures, which include: multi-manager, style-specific mutual funds, fund of funds, diversified mutual fund models, tax-managed mutual fund models, separate accounts and separate accounts with tax-managed overlay.

Symmetry Partners

symmetrypartners.com

Offers diversified strategies that emphasize passive investing, low portfolio turnover, low fees and tax management. Offerings include "style-consistent funds."

CONSULTING/SOFTWARE FIRMS

ActiFi

actifi.com

Provides enterprise-level practice management software that helps advisors with: business model transitions; process and workflow mapping and implementation; client prospecting and servicing; strategic planning; and marketing.

Advice Dynamics Partners

advisedynamicspartners.com

Full-service M&A consultancy that focuses on middle-market financial advisory firms. Services include crafting strategies, uncovering targets, due diligence, valuation work, quarterbacking negotiations, architecting transactions and optimizing post-merger integration.

AdvisorBenchmarking

advisorbenchmarking.com

Online tool that helps advisors assess how their practice compares with peers in order to gain market intelligence. Provided free of charge on website.

Advisor Growth Strategies

advisorgrowthllc.com

Offers customized solutions for wealth management firms seeking to aggressively grow their business. Has RIA industry expertise in practice management, strategic planning and economic modeling and affiliation models.

Advisor Impact

advisorimpact.com

Provides training to help advisors and accountants evaluate and improve client profitability with the company's flagship program, ClientAudit, an outsourced client feedback program.

Advisory Data Solutions

advisorydatasolutions.com

Data management provider that offers a range of customized, cost-effective solutions for middle- and back-office operations for startups to seasoned companies.

CEG Worldwide

cegworldwide.com

Offers a one-year coaching program for top advisors called Breaking Through, designed for those who want to achieve a major breakthrough in their practice in 12 months.

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CONSULTING/SOFTWARE FIRMS

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Cerulli Associates

cerulli.com

Specializes in asset management and distribution trends worldwide delivered in research publications and events. This research helps financial services firms with strategic positioning and new business development.

Client Advisor Support Solutions

cass-online.com

Offers client service and operational support to investment advisors who want to focus on growing their business, reducing operational expenses and bringing efficiency to their practice.

ClientWise

clientwise.com

Offers a coaching program for financial professionals, which addresses: quality of client and colleague relationships; effectiveness of communications; consistency of execution; quality and efficiency of services; motivation and productivity of staff; and business results.

ECHELON Partners

echelon-group.com

Investment bank and consulting firm that focuses on the wealth and investment management industries. Has expertise in M&A, sales/divestitures, investments, valuations, M&A strategy, new ventures, management buyouts, capital raising, equity sharing and succession planning.

FinBack Advisors

finbackco.com

Handles the challenges of the back-office to become the "virtual chief operating officer" for RIAs, single and multi-family offices and registered representatives seeking independence from wirehouses.

Focus Point Solutions

focuspointsolutions.com

Provides a full-service outsourcing solution to advisors with bundled packages that allow RIAs to be flexible and transparent using nonproprietary systems. Systems are designed to be compatible with any planning process or software.

Fortigent

fortigent.com

Offers wealth management solutions and consulting services to independent advisors, banks, trust companies and break-away brokers who require comprehensive outsourcing capabilities to meet the demands of high-net-worth clients.

FP Transitions

fptransitions.com

Specializes in: practice valuations, continuity planning, benchmarking, strategic consulting, performance coaching, succession planning, entity formation, internal ownership track setup and management and M&A. Operator of an open market for buying and selling financial services practices.

Gladstone Associates

gladstoneta.com

Investment banking firm that focuses exclusively on middle-market independent financial advisory firms such as wealth managers, "hybrid" advisor firms, independent broker-dealers, money managers and family offices.

Moss Adams

mossadams.com

Provides accounting, tax and consulting services to public, private and nonprofit organizations across several industries. Consulting services include: information technology, business planning, M&A, wealth management, corporate finance and valuations.

Money Quotient

moneyquotient.com

Developer of Financial Life Planning tools and training for financial professionals. Has built a process for strengthening client relationships, conducting effective one-on-one meetings and delivering value-added services in order to align a financial plan with clients' life goals.

Pareto Systems

paretosystems.com

A business development consulting firm and online service provider that focuses on business development, practice management and marketing solutions to top financial advisors, entrepreneurs and professionals.

Nexus Strategy

nexus-strategy.com

Offers strategic marketing advice and guidance for the wealth management industry using a best-in-breed network of professionals, industry experts and advisors.

Prima Capital

primacapital.com

Provides investment research, technology and portfolio design to the wealth management and retirement industries. Specializes in due diligence for SMAs, mutual funds, ETFs and alternative investments; asset allocation modeling and portfolio construction; and diversified multi-manager portfolios.

Senior Consultant

srconsultant.com

Investment consultant that helps advisors make sense of six key investment areas: asset study, investment policy, strategic asset allocation, manager selection, performance monitoring and tactical asset allocation.

SunGard Financial

sungard.com

Provides software and technology services for financial services, higher education and the public sector. Specializes in disaster recovery services, managed IT services, information availability and business continuity management software.

Tamarac

tamaracinc.com

Offers Tamarac Advisor, a web-based suite of integrated investment management and business software that automates portfolio rebalancing and trading, performance reporting and CRM. Also offers Tamarac AdvisorServices, which provides a complete outsourced portfolio accounting and investment performance reporting solution run by financial services professionals.

Tiburon Strategic Advisors

tiburonadvisors.com

Provides strategic consulting, market research and other related services to senior executives in the brokerage, investment management, banking and insurance markets.

Total Office

totaloffice.cc

Offers off-site outsourcing of administrative duties including paperwork and web design, allowing advisors to work fewer hours, hire less staff and take on more clients.



If you only had to focus on your clients and referrals, how much would you grow this year?

Join our webinar and learn about Advisor®, the most powerful back-office and technology outsourcing solution available.

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May webinar series: *Running a more efficient practice through integrated technology and services*

- Agenda:**
- Technology requirements of today's RIA
 - Benefits of an outsourced solution
 - Overview of our integrated web-based technologies:
 - Rebalancing and trading
 - Performance reporting
 - Customer relationship management (CRM)
 - Benefits of outsourcing your back-office

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