

## Program Summary

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Advisor: Jon Theriault

### Respondent Breakdown

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|                            |     |                                   |     |
|----------------------------|-----|-----------------------------------|-----|
| Number of surveys sent:    | 162 | Response rate:                    | 57% |
| Number of surveys returned |     | Percent of client names provided: | 86% |
| Top clients:               | 19  |                                   |     |
| Regular clients:           | 73  |                                   |     |
| Total                      | 92  |                                   |     |

## Drive Client Engagement

Advisor: Jon Theriault

A primary objective for most advisors is ensuring that their clients are satisfied and, ultimately, loyal. Engagement is driven by many aspects of the relationship, however this first section of your report looks at two primary drivers: how you are doing and what is most important to your clients. The former will tell you if you need to make any changes in the way you deliver service to your clients and the latter will help you focus your time and energy on high value activities and ensure that you are excelling in those things that are most important to your clients.

### Client Satisfaction Overall

#### With your financial advisor

|                        |                       | All Clients | Top Clients |
|------------------------|-----------------------|-------------|-------------|
| <b>Average</b>         |                       | 5.0         | 4.9         |
| <b>Response Detail</b> | Very Satisfied        | 95%         | 87%         |
|                        | Somewhat Satisfied    | 5%          | 13%         |
|                        | Neutral               | 0%          | 0%          |
|                        | Somewhat Dissatisfied | 0%          | 0%          |
|                        | Very Dissatisfied     | 0%          | 0%          |

**100% of your clients are somewhat or very satisfied with the overall relationship .**  
**0% of your clients are somewhat or very satisfied with the overall relationship .**

Overall satisfaction is an important metric to track over time, providing a general sense of the strength of client relationships. It is equally important, however to focus on more specific aspects of service to understand if there are areas for improvement or underlying concerns with service. Positive news can be shared with prospects and centers of influence, as well as being used to reinforce relationships with your existing clients. On your dashboard (under Step 1), you'll find sample follow-up letters for clients and centers of influence; this one small step will help you leverage your investment of time, money and effort in this process.

### Client Satisfaction: Specific Drivers

The following section shows your performance ratings on specific service dimensions, but also helps you understand what is important to your clients. Your performance on each individual dimension is shown in the 'satisfaction' column. In the 'importance' column, you will find your clients' assessment of the importance of that factor in their relationship with a financial advisor.

The Satisfaction Gap: This number is a convenient way of looking at the difference between your performance on a specific service dimension and the importance your clients place on that dimension. Your goal is to ensure that you receive the highest scores in the areas of most importance to your clients. If the average score for importance is higher than the average score for performance, then you will see a negative number. A negative number means that there is a gap between how well you are performing on a dimension that is very important to your clients. A positive number means that you are over-performing on a specific dimension. To calculate the satisfaction gap, we simply subtract the average importance score from the average satisfaction score.

On the following pages, we highlight any gaps of -0.4 or larger to help you prioritize your responses to the survey. You are best to focus on those aspects of client service that your clients consider most important. If you score poorly on a dimension that is not considered important to your clients, then this is less of a concern.

**My advisor adds value above and beyond investment performance.**

| Satisfaction              |                   | Importance |                      |      |
|---------------------------|-------------------|------------|----------------------|------|
| <b>Average: All</b>       |                   | 4.9        |                      | 4.8  |
| <b>Average: Top</b>       |                   | 4.9        |                      | 4.6  |
| <b>All Clients</b>        | Strongly Agree    | 92%        | Critical             | 79%  |
|                           | Somewhat Agree    | 5%         | Somewhat Important   | 21%  |
|                           | Neutral           | 0%         | Neutral              | 0%   |
|                           | Somewhat Disagree | 0%         | Not Very Important   | 0%   |
|                           | Strongly Disagree | 0%         | Not at all Important | 0%   |
|                           | I Don't Know      | 2%         | -                    | -    |
| <b>Top Two Boxes: All</b> |                   | 97%        |                      | 100% |
| <b>Top Two Boxes: Top</b> |                   | 90%        |                      | 100% |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | 0.2                               |
| <b>Summary:</b>          | Meeting or exceeding expectations |

**My advisor gives me peace of mind.**

| Satisfaction              |                   | Importance |                      |      |
|---------------------------|-------------------|------------|----------------------|------|
| <b>Average: All</b>       |                   | 4.9        |                      | 4.9  |
| <b>Average: Top</b>       |                   | 4.8        |                      | 4.8  |
| <b>All Clients</b>        | Strongly Agree    | 86%        | Critical             | 91%  |
|                           | Somewhat Agree    | 14%        | Somewhat Important   | 9%   |
|                           | Neutral           | 0%         | Neutral              | 0%   |
|                           | Somewhat Disagree | 0%         | Not Very Important   | 0%   |
|                           | Strongly Disagree | 0%         | Not at all Important | 0%   |
|                           | I Don't Know      | 0%         | -                    | -    |
| <b>Top Two Boxes: All</b> |                   | 100%       |                      | 100% |
| <b>Top Two Boxes: Top</b> |                   | 100%       |                      | 100% |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | -0.1                              |
| <b>Summary:</b>          | Meeting or exceeding expectations |

**My advisor takes a proactive approach to managing our relationship.**

| Satisfaction              |                   | Importance |                      |      |
|---------------------------|-------------------|------------|----------------------|------|
| <b>Average: All</b>       |                   | 4.9        |                      | 4.8  |
| <b>Average: Top</b>       |                   | 4.8        |                      | 4.8  |
| <b>All Clients</b>        | Strongly Agree    | 88%        | Critical             | 77%  |
|                           | Somewhat Agree    | 9%         | Somewhat Important   | 22%  |
|                           | Neutral           | 2%         | Neutral              | 1%   |
|                           | Somewhat Disagree | 0%         | Not Very Important   | 0%   |
|                           | Strongly Disagree | 0%         | Not at all Important | 0%   |
|                           | I Don't Know      | 1%         | -                    | -    |
| <b>Top Two Boxes: All</b> |                   | 97%        |                      | 99%  |
| <b>Top Two Boxes: Top</b> |                   | 89%        |                      | 100% |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | 0.1                               |
| <b>Summary:</b>          | Meeting or exceeding expectations |

**I have a strong personal relationship with my advisor; he or she cares about more than my investments.**

| Satisfaction              |                   | Importance |                      |     |
|---------------------------|-------------------|------------|----------------------|-----|
| <b>Average: All</b>       |                   | 4.8        |                      | 4.6 |
| <b>Average: Top</b>       |                   | 4.8        |                      | 4.4 |
| <b>All Clients</b>        | Strongly Agree    | 82%        | Critical             | 60% |
|                           | Somewhat Agree    | 14%        | Somewhat Important   | 37% |
|                           | Neutral           | 3%         | Neutral              | 3%  |
|                           | Somewhat Disagree | 0%         | Not Very Important   | 0%  |
|                           | Strongly Disagree | 0%         | Not at all Important | 0%  |
|                           | I Don't Know      | 0%         | -                    | -   |
| <b>Top Two Boxes: All</b> |                   | 96%        |                      | 97% |
| <b>Top Two Boxes: Top</b> |                   | 94%        |                      | 94% |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | 0.2                               |
| <b>Summary:</b>          | Meeting or exceeding expectations |

**My advisor takes the time to understand my financial needs and concerns.**

| Satisfaction              |                   | Importance |                      |      |
|---------------------------|-------------------|------------|----------------------|------|
| <b>Average: All</b>       |                   | 4.9        |                      | 5.0  |
| <b>Average: Top</b>       |                   | 4.8        |                      | 4.8  |
| <b>All Clients</b>        | Strongly Agree    | 92%        | Critical             | 96%  |
|                           | Somewhat Agree    | 7%         | Somewhat Important   | 4%   |
|                           | Neutral           | 1%         | Neutral              | 0%   |
|                           | Somewhat Disagree | 0%         | Not Very Important   | 0%   |
|                           | Strongly Disagree | 0%         | Not at all Important | 0%   |
|                           | I Don't Know      | 0%         | -                    | -    |
| <b>Top Two Boxes: All</b> |                   | 99%        |                      | 100% |
| <b>Top Two Boxes: Top</b> |                   | 100%       |                      | 100% |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | 0                                 |
| <b>Summary:</b>          | Meeting or exceeding expectations |

**My advisor puts the needs of me and my family first when making recommendations regarding our plan or portfolio.**

| Satisfaction              |                   | Importance |                      |      |
|---------------------------|-------------------|------------|----------------------|------|
| <b>Average: All</b>       |                   | 4.9        |                      | 4.9  |
| <b>Average: Top</b>       |                   | 4.9        |                      | 4.8  |
| <b>All Clients</b>        | Strongly Agree    | 91%        | Critical             | 93%  |
|                           | Somewhat Agree    | 8%         | Somewhat Important   | 7%   |
|                           | Neutral           | 1%         | Neutral              | 0%   |
|                           | Somewhat Disagree | 0%         | Not Very Important   | 0%   |
|                           | Strongly Disagree | 0%         | Not at all Important | 0%   |
|                           | I Don't Know      | 0%         | -                    | -    |
| <b>Top Two Boxes: All</b> |                   | 99%        |                      | 100% |
| <b>Top Two Boxes: Top</b> |                   | 100%       |                      | 100% |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | 0                                 |
| <b>Summary:</b>          | Meeting or exceeding expectations |

The overall performance of my managed investment portfolio meets my expectations.

| Satisfaction              |                   | Importance |                      |      |
|---------------------------|-------------------|------------|----------------------|------|
| <b>Average: All</b>       |                   | 4.8        |                      | 4.9  |
| <b>Average: Top</b>       |                   | 4.7        |                      | 4.8  |
| <b>All Clients</b>        | Strongly Agree    | 85%        | Critical             | 89%  |
|                           | Somewhat Agree    | 11%        | Somewhat Important   | 10%  |
|                           | Neutral           | 3%         | Neutral              | 1%   |
|                           | Somewhat Disagree | 0%         | Not Very Important   | 0%   |
|                           | Strongly Disagree | 0%         | Not at all Important | 0%   |
|                           | I Don't Know      | 1%         | -                    | -    |
| <b>Top Two Boxes: All</b> |                   | 96%        |                      | 99%  |
| <b>Top Two Boxes: Top</b> |                   | 90%        |                      | 100% |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | -0.1                              |
| <b>Summary:</b>          | Meeting or exceeding expectations |

The frequency with which my advisor contacts me meets my needs.

| Satisfaction              |                   | Importance |                      |     |
|---------------------------|-------------------|------------|----------------------|-----|
| <b>Average: All</b>       |                   | 4.8        |                      | 4.3 |
| <b>Average: Top</b>       |                   | 4.8        |                      | 4.2 |
| <b>All Clients</b>        | Strongly Agree    | 84%        | Critical             | 34% |
|                           | Somewhat Agree    | 12%        | Somewhat Important   | 57% |
|                           | Neutral           | 3%         | Neutral              | 9%  |
|                           | Somewhat Disagree | 0%         | Not Very Important   | 0%  |
|                           | Strongly Disagree | 0%         | Not at all Important | 0%  |
|                           | I Don't Know      | 0%         | -                    | -   |
| <b>Top Two Boxes: All</b> |                   | 96%        |                      | 91% |
| <b>Top Two Boxes: Top</b> |                   | 95%        |                      | 90% |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | 0.6                               |
| <b>Summary:</b>          | Meeting or exceeding expectations |

**I am confident in the skills of my advisor's team/assistant.**

| Satisfaction              |                   | Importance |                      |
|---------------------------|-------------------|------------|----------------------|
| <b>Average: All</b>       |                   | 4.9        | 4.8                  |
| <b>Average: Top</b>       |                   | 4.9        | 4.6                  |
| <b>All Clients</b>        | Strongly Agree    | 89%        | Critical             |
|                           | Somewhat Agree    | 9%         | Somewhat Important   |
|                           | Neutral           | 1%         | Neutral              |
|                           | Somewhat Disagree | 0%         | Not Very Important   |
|                           | Strongly Disagree | 0%         | Not at all Important |
|                           | I Don't Know      | 1%         | -                    |
| <b>Top Two Boxes: All</b> |                   | 98%        | 99%                  |
| <b>Top Two Boxes: Top</b> |                   | 100%       | 95%                  |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | 0.1                               |
| <b>Summary:</b>          | Meeting or exceeding expectations |

**My calls and e-mails are returned promptly.**

| Satisfaction              |                   | Importance |                      |
|---------------------------|-------------------|------------|----------------------|
| <b>Average: All</b>       |                   | 5.0        | 4.5                  |
| <b>Average: Top</b>       |                   | 4.9        | 4.5                  |
| <b>All Clients</b>        | Strongly Agree    | 98%        | Critical             |
|                           | Somewhat Agree    | 1%         | Somewhat Important   |
|                           | Neutral           | 1%         | Neutral              |
|                           | Somewhat Disagree | 0%         | Not Very Important   |
|                           | Strongly Disagree | 0%         | Not at all Important |
|                           | I Don't Know      | 0%         | -                    |
| <b>Top Two Boxes: All</b> |                   | 99%        | 99%                  |
| <b>Top Two Boxes: Top</b> |                   | 95%        | 100%                 |

|                          |                                   |
|--------------------------|-----------------------------------|
| <b>Satisfaction Gap:</b> | 0.4                               |
| <b>Summary:</b>          | Meeting or exceeding expectations |

**What Clients Value: Summary**

Satisfaction gaps, as noted earlier, are those service dimensions that are -0.4 or greater. You should pay particular attention to these gaps if they are among the things that your clients said were most important to them (above). Given limited resources, it is most important for you to excel on those things that are most important to your clients. It may not be necessary (or advisable) to exceed expectations on those things that are not as important to your clients. The table below shows the service dimensions that received the highest importance ratings from your clients. Any satisfaction gaps on these dimensions are a priority.

Top 'relationship factors' for your clients and gaps:

| Service Dimension  | Satisfaction Gap |
|--|------------------|
| My advisor takes the time to understand my financial needs and concerns. | 0                |

|  |      |
|--|------|
| My advisor puts the needs of me and my family first when making recommendations regarding our plan or portfolio. | 0    |
| My advisor gives me peace of mind.   | -0.1 |
| The overall performance of my managed investment portfolio meets my expectations.                                | -0.1 |

### Clients At Risk

The other side of client satisfaction is client risk. We consider a client at risk if he or she has rated your overall level of service as neutral or less. If a client is not at least somewhat satisfied, overall, then the relationship is at risk.

**0% of your clients rated overall service as neutral or lower.**

**0% of your clients rated overall service as neutral or lower.**

### TAKE ACTION

1. Your personalized meeting plans show client satisfaction ratings so that you can address any concerns or specifically target any clients at risk.
2. You can run a list of clients who are identified as being at risk and use that as the basis for follow-up outside of a review meeting.
3. The 'First Steps' course on the dashboard is designed to help you look at client satisfaction and determine if any changes are necessary. Any changes that are identified can be included in a follow-up letter that we suggest you send to all clients, not just those who responded. In so doing, you can share the 'good news' with all clients but also let clients know that you listened and are making changes accordingly.



## Structure a Meaningful Client Service Plan

Advisor: Jon Theriault

Every advisor faces the challenge of delivering a level of service that is both meaningful for clients and profitable for the business. While there is no necessary contradiction between the two, it all starts with a clear understanding of exactly what your clients expect, in order to assess your current service delivery plan and, in some individual cases, to actively manage expectations.

### General Communications

Please rate the following communications (or activities), that you receive from your advisor, in terms of their value to you.

|                                 | Face-to-face<br>review<br>meeting | Telephone<br>review<br>meeting | Performance<br>reporting | Bi-annual RS<br>Crum<br>Financial<br>Newsletter | RS Crum<br>Client Portal |
|---------------------------------|-----------------------------------|--------------------------------|--------------------------|---|--------------------------|
| <b>Average Score (out of 4)</b> | 3.8                               | 3.6                            | 3.8                      | 3.3   | 3.4                      |
| <b>Breakdown</b>                |                                   |                                |                          |   |                          |
| Very Valuable                   | 76%                               | 64%                            | 82%                      | 40%   | 45%                      |
| Somewhat Valuable               | 18%                               | 28%                            | 17%                      | 50%   | 32%                      |
| Of Little Value                 | 2%                                | 4%                             | 0%                       | 7%  | 9%                       |
| Not at all Valuable             | 0%                                | 0%                             | 0%                       | 0%  | 2%                       |
| I Don't Know                    | 4%                                | 3%                             | 1%                       | 3%  | 13%                      |

Use the value ratings provided by your clients to assess your current communications strategy. In general, clients tend to place the highest value on 'core' communications, such as client reviews and performance reporting. Beyond those communications, educational activities tend to receive higher value ratings than client appreciation and websites. Note that we ask clients what they 'value' in this question, which impacts the results. They may 'like' client appreciation, but they ultimately value the review and reporting process.

### Client Communications Opportunity

Recognizing that clients have diverse needs and interests, it's not surprising that different clients find different communications helpful. As a result, many advisors are moving toward a more customized client communications plan for their clients. In this scenario, clients would be offered a menu of communications from which they select those they find of interest. As a result, clients feel that you are focused on their specific needs and your overall communication RS costs are reduced.

### Direct Contact

In a 12-month period, how often do you expect to meet (either face-to-face or by telephone), to discuss your portfolio or financial plan?

| Number of reviews/year | All Clients | Top Clients |
|------------------------|-------------|-------------|
| 0                      | 1%          | 0%          |
| 1                      | 16%         | 32%         |
| 2                      | 24%         | 32%         |
| 3                      | 16%         | 5%          |
| 4                      | 18%         | 16%         |
| 5+                     | 24%         | 16%         |

Your clients, on average, would like **3.1** reviews per year.

Your top clients would like **2.5** reviews per year.

However, you should be somewhat cautious in focusing on 'averages', because the level of sophistication will clearly drive individual expectations. It is important to understand what service level is appropriate, given the value of the client.

In the last 12 months, how often did you meet with your advisor (either face-to-face or by telephone) to discuss your portfolio or financial plan?

| Number of reviews/year | All Clients | Top Clients |
|------------------------|-------------|-------------|
| 0                      | 1%          | 5%          |
| 1                      | 12%         | 32%         |
| 2                      | 21%         | 26%         |
| 3                      | 18%         | 11%         |
| 4                      | 15%         | 0%          |
| 5+                     | 33%         | 26%         |

Your clients, on average, received **3.3** reviews per year.

Your top clients, on average, received **2.5** reviews per year.

### TAKE ACTION

Your personalized meeting plans will highlight the level of contact that your clients expect, giving you an opportunity to either validate those expectations or manage them directly during your next client review.

## Streamline Service Delivery

Advisor: Jon Theriault

There are many ways in which you can streamline service delivery in order to enhance practice efficiencies. While the process starts with a clear segmentation of your clients, it can also include utilizing more efficient delivery methods, like the telephone or web-based meetings, and delegating some client contact, where appropriate.

### How would you prefer to receive written communications from your advisor?

|               |     |
|---------------|-----|
| By mail       | 12% |
| By e-mail     | 62% |
| No preference | 26% |

88% of your clients are comfortable with e-mail

### Are you comfortable discussing your portfolio or financial plan with another advisor on the team, other than the primary advisor?

|              | All Clients | Top Clients |
|--------------|-------------|-------------|
| Yes          | 55%         | 37%         |
| No           | 18%         | 26%         |
| I Don't Know | 26%         | 37%         |

Consider the percentage of your clients who are comfortable working with other team members as an indicator of how well you have positioned a team approach. If the number is low, this may negatively impact overall efficiency.

### TAKE ACTION

On the dashboard you'll find a course specifically focused on using your client feedback to improve efficiencies. The course will look at how you can streamline client service using such things as telephone reviews and delegation, as well as other ideas to help you focus your time more effectively.

## Increase Client Revenue

Advisor: Jon Theriault

The vast majority of advisors say that they do not feel they are getting full value out of the businesses that they have created and the relationships they have established. Unlocking value is, of course, driven in part by operating efficiently, but also by ensuring that you have capitalized on the untapped revenue opportunities among your existing clients.

### Additional Services

**Which, if any, of the following would you be interested in learning more about from your advisor? If you are not familiar with the concept, simply select 'I don't know'.**

|  | Yes | No  | I Don't Know | Cross-selling opportunities * | Ranking |
|--|-----|-----|--------------|-------------------------------|---------|
| Family wealth counseling                     | 50% | 38% | 12%          | 62%                           | 1       |
| Estate planning                              | 54% | 39% | 7%           | 61%                           | 2       |
| Retirement planning                          | 56% | 41% | 3%           | 59%                           | 3       |
| Risk management (insurance)                  | 40% | 50% | 10%          | 50%                           | 4       |
| Life planning, counseling                    | 35% | 51% | 15%          | 49%                           | 5       |
| Planning your legacy using charitable giving | 17% | 72% | 11%          | 28%                           | 6       |
| Business owner succession planning           | 13% | 78% | 9%           | 22%                           | 7       |
| Planning for the needs of aging parents      | 14% | 82% | 3%           | 18%                           | 8       |

\* % yes and I don't know

This table highlights potential opportunity among your existing clients, either to enhance awareness of existing services or to cross-sell additional services. Note that clients are identified as targets if they have responded "yes" or "I don't know". An 'I don't know' response reflects the confusion in the minds of many clients about the meaning and benefits of some products and services and could indicate that clients need additional information to make an informed decision.

### The Client Marketing Opportunity:

Based on the information in the previous table and the responses to the questions below, you are in a better position to effectively market to your clients. This information can be used in several different ways:

**Focus your client communications:** You can target the information you send to clients to focus specifically on their needs.

**Client Marketing Campaigns:** You can run targeted client marketing campaigns to introduce the right clients to the right products and services. Based on the information provided by your clients, the best opportunities for quarterly marketing campaigns are:

1. Family wealth counseling
2. Estate planning
3. Retirement planning
4. Risk management (insurance)

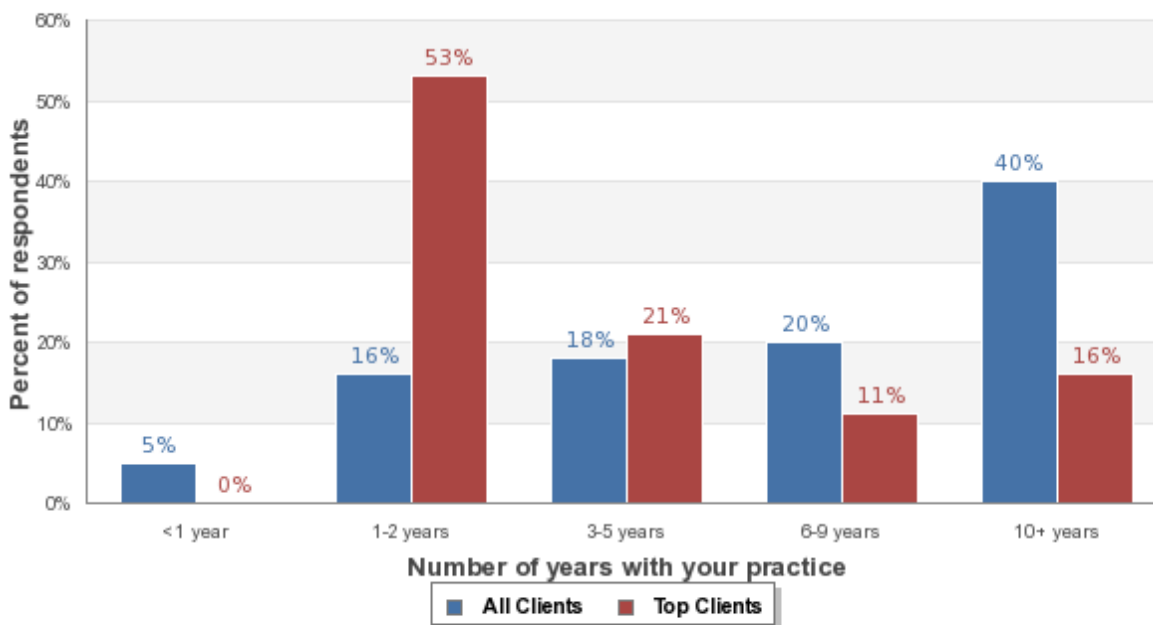
**Focus your client meetings:** You are in a better position to focus in on key opportunities for individual clients, based on the information they have provided in this survey. We recommend that you contact individual clients to discuss their specific interests. You can use the Target Lists by Opportunity for this purpose or, alternatively, your meeting planner tool for individual clients.

## TAKE ACTION

1. Your personalized meeting plans will identify which opportunities are of interest to your clients so that you can follow-up directly at your next client review.
2. You can run target lists of clients who have expressed an interest in each cross-selling opportunity.
3. On the dashboard, you'll find a course specifically focused on using your client feedback to increase revenue. In addition to looking at share of wallet, the course will address capitalizing on the cross-selling opportunities identified above.

While you are thinking about client feedback in the context of increased revenue, you may also want to consider the general pattern of growth in your business by focusing on client tenure.

### How many years have you been a client of RS Crum?



This graph is designed to highlight two trends in your business. Look first to the overall pattern, which is typically skewed to the right and suggests you are keeping your longer-term clients. If you see a drop off, this may be problematic. Look also at the percentage of clients added within the last three years and compare that against your business development goals to ensure you are on track. A high percentage of long-term and loyal clients and a consistent percentage of clients being added to the business will positively impact the value of the business.

## Increase Referrals

Advisor: Jon Theriault

While most advisors indicate that referrals are the best source of new business, many also recognize that they are not capitalizing on the potential referral opportunity that exists in most businesses. Identifying the clients who are comfortable providing referrals is a good place to start.

### Client Referrals

**I would recommend the services of my financial advisor to family, friends and colleagues.**

|                           |                   | All Clients | Top Clients |
|---------------------------|-------------------|-------------|-------------|
| <b>Your average score</b> |                   | 5.0         | 4.9         |
| <b>Response Detail</b>    | Strongly Agree    | 96%         | 89%         |
|                           | Somewhat Agree    | 4%          | 11%         |
|                           | Neutral           | 0%          | 0%          |
|                           | Somewhat Disagree | 0%          | 0%          |
|                           | Strongly Disagree | 0%          | 0%          |
|                           | I Don't Know      | 0%          | 0%          |

100% of respondents are likely to provide referrals.

However, for the purposes of translating data into action, it is more important to focus on those specific clients who are comfortable. 91 individual clients said they are comfortable providing referrals and should be approached.

**Have you referred anyone to your advisor in the last 12 months?**

|     | All Clients | Top Clients |
|-----|-------------|-------------|
| Yes | 42%         | 28%         |
| No  | 58%         | 72%         |

This question speaks to a potential opportunity to increase referrals simply by focusing on the process. The most engaged clients are those who are satisfied, loyal and provide referrals. The reality is, however, that you may not know when a client provides a referral. Focus in on clients who indicate they have provided a referral, particularly if that referral did not result in an introduction as you may be able to provide some education as to how best to make that introduction. The gap between those who referred and prospects you met suggests that the focus needs to be on the difference between willingness/motivation to refer and action.

### Center of Influence Referrals

**With which, if any, of the following professional advisors do you work? Beside each, indicate your level of satisfaction with your relationship with that individual.**

|  | Insurance agent | Accountant | Estate planning attorney |
|--|-----------------|------------|--------------------------|
| <b>Average Score (out of 5)</b>            | 4.0             | 4.5        | 4.2                      |
| <b>Breakdown</b>                           |                 |            |                          |
| Very Satisfied                             | 27%             | 60%        | 41%                      |
| Somewhat Satisfied                         | 23%             | 18%        | 22%                      |
| Neutral                                    | 16%             | 10%        | 17%                      |
| Somewhat Dissatisfied                      | 5%              | 1%         | 1%                       |
| Very Dissatisfied                          | 1%              | 0%         | 1%                       |
| Not Applicable                             | 28%             | 11%        | 18%                      |
| <b>Difference from your overall rating</b> | -1.0            | -0.4       | -0.7                     |

When reviewing this information, you can assess satisfaction with other professional advisors, identifying clients who are not satisfied

(and who may want a referral to one of your existing centers of influence) and those who are very satisfied (and may represent a source for new centers of influence). Additionally, you may have referred clients to other professionals with whom they indicate they are not satisfied. Clarify this potential issue with your clients.