



dynamicDIRECTIONS®
Building a Better Life and Practice for Financial Advisors

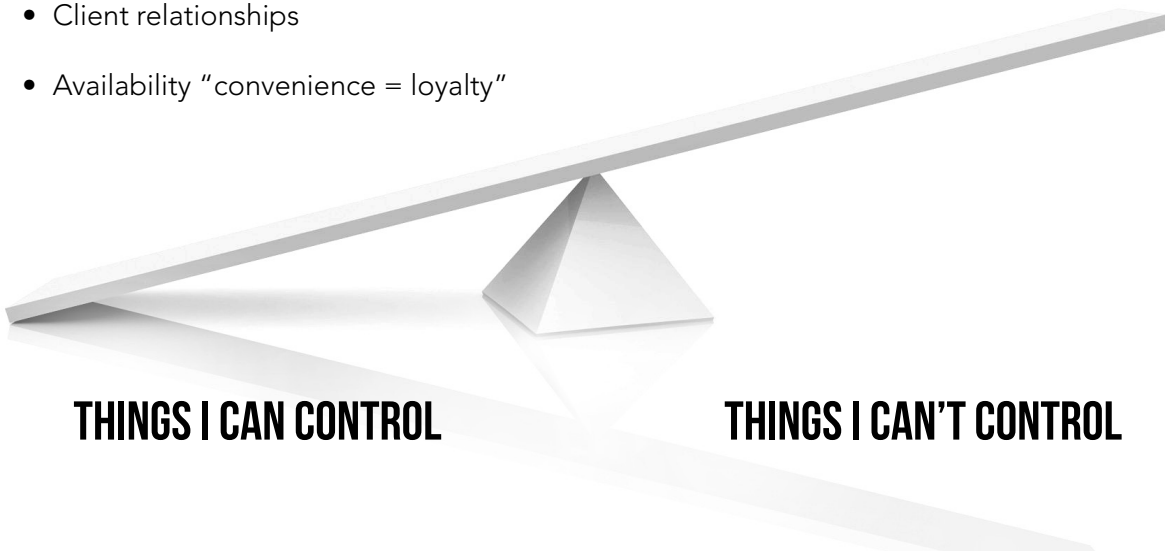
BUILDING A ROBUST CLIENT EXPERIENCE



Most studies concerning client retention in the financial services industry indicate that the number one reason clients leave their advisor is because they feel ignored.

Why do good clients leave?

- Client experience
- Client contact frequency and timeliness
- Setting context for market performance
- Client relationships
- Availability “convenience = loyalty”
- Market performance
- Client death



THINGS I CAN CONTROL

THINGS I CAN'T CONTROL

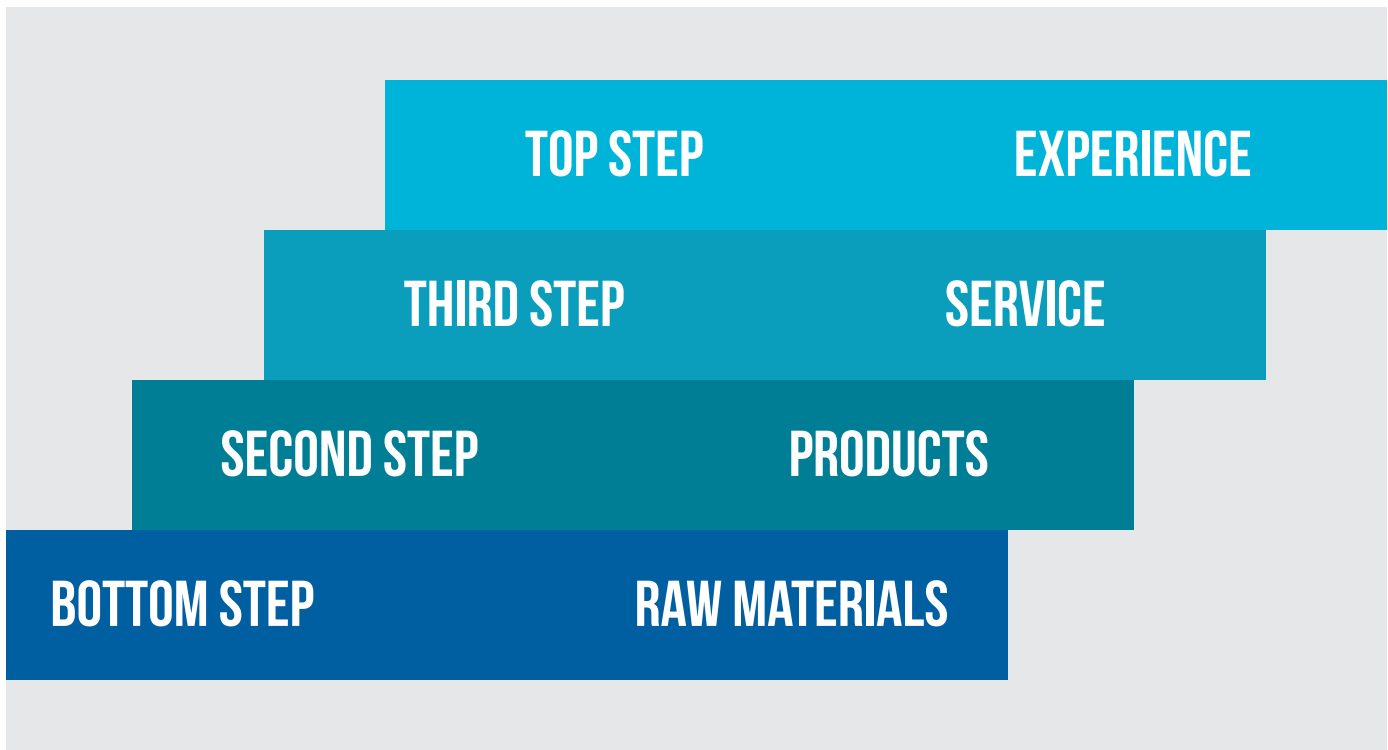
A proactive approach using a Client Experience Timeline helps prevent the loss of clients by using pre-planned communications for each interaction, which builds greater loyalty within a client base.

Aside from preventing the exit of Top Shelf Clients and cementing an existing relationship, the additional benefits of installing a Client Experience Timeline include:

- Defines and interprets the value that you offer to clients based on how you want the clients to feel as a result of doing business with you
- Exploits your strengths vs. competitor weaknesses
- Reduces the chances of falling into the commoditization trap
- Generates memorable moments for the clients
- Sets expectations for you, your team, and your clients
- Provides a predictable and consistent experience for your clients
- Provides a daily plan of action for you and your team to follow

The Experience Ladder

In the book The Experience Economy, the authors discuss the Experience Ladder.



On the bottom step are Raw Materials, represented by the substances provided by the earth or that are man-made to build Products. Steel, aluminum, wood, and plastic are some examples of raw materials. The next step on the ladder is Products. Products cannot be made without Raw Materials. For example, your vehicle is made up by thousands of parts. Those parts are created by combinations of various raw materials. Next on the ladder is Service. Service can be attached to the Products or sold alone. Why do clients want advisors to help them plan their future and manage their money? These services represent a set of activities that clients do not want to perform for themselves. As another example, when your vehicle needs an oil change,

most people take the car to the dealership or service station rather than performing the task on for themselves.

At the top of the ladder is the Experience you provide your customers. The Experience represents the feeling your packaged products and services provide which distinguish your company from competitors. Staging an Experience helps advisors elude the trap of commoditization. If differentiation disappears and margins tighten, suddenly the customer focuses solely on price. Do you want to survive in the world of low cost providers? Absolutely not! Clients will pay a premium for a valuable Experience filled with substance and meaningful activities.

Value Interpretation

It's important that you master the skills of interpreting the value you offer to clients. It's irresponsible for you to leave value interpretation up to the client – it's your responsibility to interpret the value. In order to master the value, you must first document the value you provide for clients as a result of doing business with you.

My coach and mentor, Dr. Nido Qubein, taught me years ago that we must describe the way you want clients to feel as a result of doing business with you. Dr. Qubein calls this the “Product of the Product.”

Maya Angelou wrote, “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Here are examples of how successful financial advisors make their clients feel as a result of doing business with them:

- Confident about the advice they receive
- Secure in their financial future
- Connected to their clients
- Clients feel understood
- Relaxed
- Genuinely cared for
- Unique
- Special (upscale service like the Ritz-Carlton provides)
- Wowed
- Extremely satisfied



Danny Meyer, the author of *Setting the Table* and one of the top restaurateurs in the United States, says it's very simple. It's applying the golden rule and the rules of serving others that people don't know but will appreciate. Understanding the distinction between hospitality and service should be at the foundation of your success – just as Meyer does with his restaurants. Meyer says service is the technical delivery of a product and hospitality is how the delivery of that product makes the recipient feel.

Setting The Table

NEW YORK TIMES BESTSELLER

Setting the Table

The Transforming Power of
Hospitality in Business



DANNY MEYER

“This is the most important business book of our time.”

–Jim Cramer

“When you are seated at the precise time of your reservation at the exact table and with the waiter you requested, that is a reflection of good service. When the right food is delivered to the right person at the right temperature at the right time – that’s service. When you see a member of the waitstaff decanting a bottle of wine with care and grace, that’s service. When your empty plate is cleared from the table in a graceful manner, that too is service. When, in answer to your question, the waiter can explain the nuances of the wines on our list, that’s service. But hospitality, which distinguishes most restaurants – and ultimately any business – is the sum of all the thoughtful, caring, gracious things a staff does to make the customer feel they are on their side when you are dining with Danny Meyer restaurants.”

When the right food is delivered to the right person at the right temperature at the right time – that’s service.

Danny Meyer

Setting The Table

EXERCISE

Write down one person who generates a positive feeling when you interact with them. Summarize that feeling in three words or less.

EXERCISE

Circle the top three emotions you want your clients feel as a result of doing business with you (the Product of the Product). Then, underline the bottom three feelings you don't want your clients to feel as a result of doing business with you.

Excited	Accomplished	Clever	Nervous
Elated	Brave	Bold	Uneasy
Terrific	Lively	Mischievous	Shaken
Energized	Secure	Exuberant	Guarded
Loved	Successful	Apathetic	Swamped
Justified	Assertive	Weak	Shy
Valued	Capable	Checked-Out	Timid
Gratified	Qualified	Empty	Devastated
Encouraged	Self-Reliant	Fatigued	Helpless
Optimistic	Strong	Exhausted	Burdened
Proud	Together	Weary	Sorrowful
Relieved	Alert	Overwhelmed	Deserted
Assured	Stimulated	Hopeless	Unappreciated
Determined	Admired	Wounded	Distant
Grateful	Genuine	Depressed	Disillusioned
Content	Honest	Defeated	Alienated
Glad	Competent	Rejected	Desperate
Hopeful	Intense	Humble	Appalled
Alive	Effective	Unwanted	Doubtful
Appreciated	Delighted	Disappointed	Perplexed
Confident	Impatient	Inadequate	Concerned
Respected	Curious	Isolated	Unsure
Admired	Eager	Regretful	Full
Fulfilled	Dynamic	Slighted	Of
Content	Forceful	Fearful	Dread
Relaxed	Daring	Panicky	Vulnerable
Flattered	Patient	Afraid	Stunned

PROMISE VS. GOAL

Your desired client experience is the heart of your brand, which is a guarantee of a specific experience (promise) each client will receive that is consistent with how you want them to feel (Product of the Product) as a result of doing business with you.

A promise to a client is more powerful than a goal because guarantees them certain results. Your goal is to bring clients a good return on their financial investments, but you cannot guarantee that will happen (there are actually laws specifically against this kind of guarantee).

You can, however, promise that your clients will receive a great experience in your office because how you treat them is entirely under your control. Even if you make a mistake with them, you can turn that mistake into a positive experience based on how you handle the problem (see the recovery gifts section later in this workbook).

Here are a few examples of promises that bring powerful results:



1 High Point University

Every student receives an extraordinary education in an inspiring environment with caring people.



2 Dynamic Directions Promise

Every entrepreneur builds an extraordinary life and business in an innovative culture with compassionate thought leaders.



3 Rise Private Wealth Management Promise

We give you financial advice that brings you confidence, simplicity and success.

EXERCISE

Write out your promise by incorporating the emotions you want your clients to feel as a result of doing business with you.

Hershey vs. Godiva

For \$30, you can get six pounds of Hersheys and 7.2 ounces of Godiva (691% less chocolate for the same price). Why is this?

The answer lies in the difference in perception between the two brands. You can get Hershey anywhere – it's located in just about every grocery and convenience store in America. If you want Godiva, you have to seek it out. Godiva has stores strategically placed in markets and locations where you must search out and locate their stores.

Are you a
Hershey or
a Godiva?

QUESTION

If you are a Hershey, you are an “information utility” easily found, in less demand, often used and discarded.

If you are a Godiva, you're a “knowledge reservoir”, a source of wisdom, and indispensable – leaving your clients hungry for more.

With the promises you make and the impressions you leave, strive to be a Godiva.

[\(Click here to see our Hershey vs. Godiva white paper for much more on how to put this idea into practice.\)](#)



Impression Management



One way to build your status as a Godiva is to make sure your clients and potential clients get the right impression even when they walk into your office. Here are a few ways to do that:

- Flat screen television in the lobby (i.e. Travel Channel, Food Network, Fine Living)
- Menu of drinks and snacks out front
- Digital photo frames with client pictures rotating
- Name-brand snacks and drinks
- Drinks served in branded non-plastic mugs/cups
- Menu of events out front for clients to re-view and give feedback
- Attractive smell in the office
- Fresh-cut flowers
- Small refrigerator under front reception desk for client drinks
- Real art work - no posters
- Remove all clutter that is visible to the clients
- No plastic garbage cans - use metal
- Clean factory environment
- Clean service vehicles
- Employees dress professionally

EXERCISE

List five steps you can take right now to enhance your office space and make a stronger impact and better impression for your clients and prospects.

1. _____
2. _____
3. _____
4. _____
5. _____



Kodak Moments

An Experience engages customers and allows the advisor to connect with the client on a personal level, thus generating memorable moments. Think in terms of trying to create “Kodak Moments” in your practice.

Pictures evoke emotion. If you provide “Kodak Moments”, you are creating individual moments your clients will remember in the album of their minds. These are instances that the customer will repeatedly recall with satisfaction and fondness. One of the primary reasons people take photos is to show them to others. If you take pictures of your clients with you at an event and send the photograph in an

elegant frame, the clients are likely to display that image somewhere in their office or home. The memento will generate questions about the who, what, and when of the event. Without even being present, you have created a buzz point, and enhanced your overall magnetism.

No two individuals will have the same Experience. The guidelines for delivering an

Experience may be identical. However, the personalized interactions and the client’s pre-existing state of mind prevent Experience duplication.

In a day and age where products and services rarely fall into a specialized niche without any competition, the Experience your practice provides can set you apart from others. The Experience identifies your

practice as different and better from your competitors. Anyone can say their service is different or “excellent” but “excellent” and true “service” are rarely defined. What does excellent mean? What does service mean? In order to stand out from the crowd and deliver a magnetic value proposition to attract and maintain the affluent, the Experience you strive to provide must be well

articulated and not reek of generalities.

The Experience you provide must be emotional. The goal is to reach the right side of clients’ brains. The right side of the brain is considered the creative and emotional bank of your brain. You leverage the right brain to dream, conceptualize, provoke emotion, and stimulate

creativity. Studies show the majority of buying decisions are made by the right brain and then justified by the left side of the brain (the more practical and logical part of your internal computer.) You first want to pinpoint how you want your clients to feel in your Experience (i.e. safe, confident in the advice, comfortable.) Then, create the steps and dialogue to execute.

EXERCISE

What activities can you begin taking pictures of clients/prospects?



Building a Client Experience Timeline helps you articulate your value proposition and unique differential advantages.

For instance, when you are speaking to a potential client, you might ask the following questions:

“How comfortable are you with your current advisor when he:

- Pre-sets your quarterly meetings for the year?
- Sends detailed follow up letters after each meeting outlining what was discussed?
- Sends you your follow up items?
- Sends you his/her follow up items?
- Contacts you regularly about your investment updates/changes even if there is nothing to sell?
- Shows you appreciation with scheduled edutainment events?”

Client Experience Timeline

The vast majority of your competitors are not providing the package of services represented in the previous questions. Most clients will respond by saying, "I am not comfortable because my current advisor is not doing anything you just discussed." Even if your competitors are providing bits and pieces of what you offer, their experience is likely to be random and lacking a cohesively packaged experience.

By developing a well-thought-out Client Experience Timeline, you are ensuring that each Top Shelf Client is receiving a predictable experience from you. This predictable experience enhances your magnetism toward the Top Shelf Clients you want to attract. Why? Your existing clients can articulate the experience you offer to their network of friends, family, and colleagues more precisely due to the fact that the experience has proved consistent and reliable.

From an operational standpoint, the Client Experience Timeline sets the expectation of what your team will provide, who will accomplish the task, and by what date, by when and by whom. It is essential your practice develops the necessary steps and tasks to properly execute the timeline.

Much like the audience of a theatrical production should never see what goes on backstage or in between scenes, the show your practice puts on should flow effortlessly and execute flawlessly. It will be obvious to the client that hard work and preparation took place, but all they will actually witness is the finished product.

Your Client Experience Timeline will virtually become a manual for your team to follow in their daily work. By designating tasks, who performs the task, and by when, your practice is developing an internal check list that will ensure business is executed with great consistency and always delivers on the promise you have made to your Top Shelf Clients.

Top Shelf Client Experience

Timeline Instructions

Let's build the experience for the clients you want to work with and duplicate – your Top Shelf Clients.



“Successful companies create experiences that engage customers in an inherently personal way. Every business is a stage, and companies must design memorable events for which they charge admission. These experiences create memorable - and lasting - impressions that ultimately create transformations within individuals. Goods and services are no longer enough. Experiences are the foundation for future economic growth.”

– *The Experience Economy*

NUMBER OF MEETINGS

It is important you choose the number of meetings per year for your Top Shelf Clients. It may be that two, three or four meetings will be adequate to deliver the face to face experience you desire for your clients. Within your Top Shelf Client base it is best to determine on a case-by-case basis the number of meetings necessary for each client. Review your entire client base and set the number of meetings, then use the Client Contact System to mark the meeting schedule for each client.

WHEN TO HOLD MEETINGS

Choose what months you want to hold meetings with your Top Shelf Clients. Steer your clients to these specific months. Why pick the specific months in advance? Primarily, you and your team will be more focused if Top Shelf Client meetings are conducted one right after another. You will establish a “groove” where peak performance is more likely to occur as you and your team are devoted to satisfying a client with very high expectations.

Additionally, from a planning standpoint you will be able to sync your personal time off, educational offerings and other practice activities in conjunction with the meetings you want to host most. From a preparation and follow-up perspective, this allows you to spread your meeting work out, compound the work over a short period of time, or build a mix of both time frames.

This type of planning allows you to assess the capacity of your team to conduct a certain amount of meetings within a particular time frame. For example, if you only employ one full-time team member, you may find it more efficient to spread the appointments out over a longer period of time to reduce the bottlenecks that are likely to occur in trying to build your calendar with several appointments over a short period of time.

Do you have enough employees on YOUR team to ensure that your own staff is not overburdened by trying to conduct daily activities in addition to meeting preparation and follow up? Loading up your office with too many appointments at once without the proper number of team members to support your flow of work increases the risk of not meeting the expectations of your Top Shelf Clients.

Once your meeting months are chosen, you can select the best route to fill up the chosen times. One option is to review past meeting times for

your clients (days of the week and time of the day) and send out a letter to announce your new meeting schedule and place the meeting dates in the letter with a request to contact you if the dates will not work. Another option is to have the same team member who would send the letters and leverage the same message over the phone. A third alternative would be to schedule the review meetings directly after the next client review session. Choose which method will work best for you, but remember you may find a combination of the methods to work.

MEETING MONTHS FOR TOP SHELF CLIENTS:

MONTH	CHECK "X" FOR TOP SHELF CLIENT MONTH
January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	

Client Meetings

Predetermine the meeting agenda and theme for each meeting. Your agenda should cover all of the meaningful topics that interest and impact your Top Shelf Clients.

The agenda should ensure all of the tactical and below the line items are covered in the meeting.

By determining a different theme for each meeting, you are keeping the sessions fresh. It is easy to fall into a rut of providing the same presentation and agenda with each meeting. This appearance of spontaneity to the client makes the experience richer in substance.

The themes can be related to a certain strategy and/or product. For example, your theme for the second meeting could be the suggestion of long-term care insurance for all existing clients over the age of 50. A team member would screen for all clients over age 50 the month prior to the upcoming scheduled meetings. The team member could send a long-term care brochure two weeks prior to the upcoming meeting stating the benefits of implementing a long-term care protection plan with a personal note containing thirsty wording. You would help your team member systemize the entire positioning process. At the meeting, a long-term care proposal should be ready to use in a conversation with

the clients. At the point in the meeting that seems to be appropriate, you should present the solution.

Another example of a theme could be as broad as an overall tax check-up. You could prepare an oral presentation covering updated tax law changes that can be customized to each client based on their situation. Your team can also prepare the client's non-qualified accounts, realized gains/losses, unrealized gains/losses and an embedded capital gains report on mutual funds showing the estimated capital gains distribution. The overall tax theme builds a platform to offer pro-active tax advice to discuss with the client and the client's accountant.

AGENDA ITEMS	MEETING THEMES
<ul style="list-style-type: none"> • Financial Plan • Insurance Re-projections • Investment Updates • Performance Comparisons • Employee Benefit Changes • Beneficiary and Ownership Check Ups • Clients Agenda for the Meeting (based on prior meeting notes and/or pre-call to the client) • Independent Goal Checks (i.e. client's main focus is retirement) 	<ul style="list-style-type: none"> • Life Insurance Strategy Campaign • Disability Insurance Campaign • Long-term Care Insurance Campaign • Benefit Assessment and Enrollment • Incorporate a new investment strategy/product • 529 Plan Campaign • Will and Trust Check Up • Overall Estate Planning Check Up • Yearend tax update and strategy • Retirement Plan Check (i.e. contribution limits, fund suggestions for their 401(k))

See Page 27 for sample meeting agendas.

As evidenced by the example themes, meetings that present connected ideas will typically generate additional opportunities to capture revenue for your practice while providing meaningful solutions for your clients. And, just because there is not a theme around a certain product or strategy doesn't mean your firm should neglect producing a proposal to satisfy a client need. A themed approach allows you to present a

product and/or strategy differently than in the past with the objective of breaking through client resistance by delivering another approach.

You may find it effective to incorporate multiple themes for different sets of clients. Depending on the capacity of your team to execute preparation and follow-up, you could employ a long-term care campaign for your older clients, a

529 campaign for your younger clients with children and a tax planning theme for all of your clients – it's up to you.

Implementing a theme approach places you in a position to deliver advice in a strategic and thoughtfully considered manner, thus moving the needle away from reactive service and more toward proactive guidance.



What themes will you use for each scheduled review meeting?

MEETING	THEMES
First Quarter	1. 2. 3.
Second Quarter	1. 2. 3.
Third Quarter	1. 2. 3.
Fourth Quarter	1. 2. 3.

CLIENT MEETING PREPARATION AND FOLLOW UP

In order to systemize your preparation and follow up for each client meeting, it is critical to list all of the tasks involved, task deadlines and who will execute each task. See the example on page 25 and then enter your process on the next two pages.

CLIENT APPRECIATION EVENT



From your Magnetic Marketing Plan, insert the events in the months into the timeline you plan to hold each event. Attach your Event Planning Check List in the month before and after each event to review who does what by when.

(See sample timeline on page 30)

CLIENT EVENT SCHEDULE



The Client Event Schedule will be attached to your Client Experience Letter (see below). The Client Event Schedule lists the expectations of your clients. It directs them as to whom to bring to each event, the number of clients and guests that can attend, dates/time and location of each event, and a compelling message describing the event. When you write these letters, place yourself in the role of a creative advertiser. The goal is to produce copy that sells out each event. If your strengths rest elsewhere, find a capable team member or outsource this critical task to a professional for optimal results.

Once you mail the Client Event Schedule, you will need to add this topic (Client Event Schedule) to your meeting agendas. You are now in charge of filling each open spot at each event with the clients you want to duplicate – your face-to-face meetings are a great place to do this.

(See sample Client Event Schedule on page 32)

CLIENT EXPERIENCE LETTER



The Client Experience Letter outlines what your Top Shelf Clients expect from you over a certain period of time (i.e. calendar year). In order to construct this letter, you will extract the external parts (what the clients will see) from your Client Experience Timeline. This letter spells out the expectations for you and your team to deliver to your Top Shelf Clients. These expectations give you, your team and your Top Shelf Clients a way to formally measure your relationship and the promises you make on your end. This should include everything you plan to provide in order for you to leverage the concept of “surprise and delight” with clients.

(See sample Client Experience Letter on page 34)

CLIENT TOUCHES BETWEEN SCHEDULED MEETINGS



Affluent, discerning clients desire more contact and communications. Given the higher revenue per client typically associated with the Top Shelf Clients, this extra contact is well worth the additional planning and execution.

In order to deepen your connection with Top Shelf Clients, you should keep the client experience alive by staying in touch between scheduled review meetings. Here are some good ways to let these clients know you are thinking about them:

- “How are you doing?” Value calls performed by another team member
- Market Outlook by approved research provider
- An article about the non-financial side of retirement
- Books on planning the non-financial side of retirement
- A client-approved investment report on a selected investment
- A brochure/letter outlining a new service and/or product

On a more customized level, you can deliver specific articles, books and/or small gifts on specific items of interest for a select few of your Top Shelf Clients. For example, if you know your client is planning a trip to New York City and enjoys fine dining experiences, you could research the best places to eat in New York City through a source like Zagats (www.zagats.com) and send your clients the recommendations.

OTHER GIFT IDEAS



Show clients they're appreciated by giving them gifts with sincerity - a handwritten note is a simple gesture that goes a long way.

Personalize gifts whenever possible to make them more meaningful. Find a gift source that will allow you to add monograms, names and logos to your gift items.

Don't only send gifts at major holidays, when clients are inundated with other gifts and yours might not get noticed. Send a “just because” gift that has an element of surprise for some true wow.

You don't have to break the bank purchasing client gifts, but keep in mind that your top-shelf clients probably have top-shelf taste. Segment them out so you can splurge on high-end gifts where appropriate.

[Click here for an example of gifts from a recent D2 WOW Handbook.](#)

Ongoing Touches

Aside from the client meetings, events and pre-planned customer touches, it is important to systemize regular contact through other avenues of communication.

For example, you may want to send out birthday cards to your Top Shelf Clients. In order to execute this strategy, a team member would screen for birthdays coming up for the next month, have birthday cards pre-signed by the advisor (and possibly the entire team) and then mail the cards five days before the clients' birthdays.

You should also incorporate giving gifts to your clients to celebrate special moments and to reward positive behavior related to their financial situation and yours (i.e. making introductions for you). For instance, you could send a predetermined gift to a client that sends you an introduction that converts to a client.

As you decide on sending gifts, think in terms of systemization by sending the same gift for the same

occasion and the same behavior you want to reward. Empower one of your team members to pick a couple of vendors to determine a packaged gift so all you have to do is provide the personalized message for the gift and the address to the vendor.

For instance, one financial advisor struck an alliance with a gift basket company to send out a packaged gift when a prospect converts to a client. The first package was customized by the advisor and then the gift basket company developed a check list of items that belongs in all future gift baskets. When a new client came on board with the advisor, a designated team member would instruct the gift basket company where to send the package. Make sure to provide a card to be attached to the gift.

CREATING WOW

The following represents some suggestions for Ongoing Touches:

- ➔ Anniversary Gifts based on their tenure as a client (i.e. 1, 3, 5, and 10-year anniversary gifts)
- ➔ Holiday cards/gifts for Thanksgiving, Easter, Memorial Day, etc.
- ➔ Articles/Books on specific universal topics related to clients (i.e. travel, reducing stress, parenting)
- ➔ Birthday lunches/dinners for Top Shelf Clients
- ➔ Wedding Anniversary Cards
- ➔ An initial gift for becoming clients
- ➔ A gift for referral generation and referral conversion to clients

EXERCISE

PROCESS:
ONGOING TOUCHES

STEPS:

PROCESS MEASUREMENT

OWNER	DESIRED OUTPUT	SPEED	PRODUCTIVITY	QUALITY

PROCESS:
GIFTS

STEPS:

PROCESS MEASUREMENT

OWNER	DESIRED OUTPUT	SPEED	PRODUCTIVITY	QUALITY

RECOVERY GIFTS



Despite all of your best intentions, you will sometimes make mistakes with clients – an appointment may be scheduled incorrectly, someone may miss a meeting or forget a task, or a hundred other things may happen. When you or someone in your office does make a mistake, this is an excellent opportunity to gain even more trust with your clients.

Simply acknowledge and own the mistake to your client, apologize, correct the mistake and then follow-up with a recovery gift. For example, if your scheduler has the wrong time for a review meeting and this results in a missed appointment, send a handwritten note to the client that says something like, “I apologize for our mistake in scheduling your meeting. We value you as a friend and a client – please enjoy some Starbucks on us! Apologies again for the inconvenience – I’ll see you at our next meeting!” (insert the date of the new meeting) and include a \$5 or \$10 gift card to Starbucks.

This simple gesture will gain you much goodwill with your clients, who may then repeat the story to their friends, building your reputation among potential clients. It doesn’t have to be Starbucks – make sure the gift is appropriate to the client.

SUMMARY



Transfer all of your completed questions and exercises to your Client Experience Timeline for each month and begin executing! (*Refer to pages 30 and 31*) You should also schedule routine follow-up meetings with your team to monitor the execution of your Client Experience Timeline, as well as explore greater efficiencies and additional methods of enhancement. Another helpful hint is to transfer your scheduled tasks from the Client Experience Timeline onto your client contact system and calendar to serve as reminders.

Your Client Experience Timeline becomes a wedge between you and the competition. Use its components as a part of your Value Proposition as you interpret the value you offer to your existing clients and potential clients.

ADDITIONAL REFERENCES



Pine, Joseph B., and James H. Gilmore. *The Experience Economy: Work Is Theatre & Every Business a Stage*. Boston: Harvard Business School Press, 1999.

Meyer, Danny. *Setting The Table*. New York: HarperCollins Publishers. 2006.

The following is a list of procedures relating to client meetings. Please review the list to see who is assigned to each task:

Sample Procedures

PROCESS	TEAM MEMBER
New Accounts	
Deposits	
Incoming Checks	
Transfers	
Money Movement	
Estate Settlements	
SPO/BA Set up and changes	
Misc. -- account upgrades, additional account features, margin, options, address changes, beneficiary changes, change in ownership	
Follow up with client on paperwork they have not returned to us	
Life Insurance	
What else?	

Meeting Prep

Advisors will need to complete ALL client prep worksheets either the Friday before or Monday morning, so all parties can complete their client prep on Monday for the week.

In addition, the below team members will continue to be responsible for the following tasks (this is just an example):



The image shows a person's hands typing on a laptop keyboard. In the foreground, there is a spiral-bound notebook. The background is blurred, showing what appears to be an office setting.

 TEAM MEMBER 1:	 TEAM MEMBER 2:	 TEAM MEMBER 3:	 FRANCHISE OWNER
<ul style="list-style-type: none">• Check/Mail Log• Complete Paperwork• 401(k)s• Money Movement• Lists (401k Tracking, Check/Mail Log, New Money, Pipeline)	<ul style="list-style-type: none">• Team Member 1's backup• Client Prep• Client Service – activity after appointments• Correspondence• Scheduling• Office Supplies• Name/Address Change	<ul style="list-style-type: none">• Investment research• Trading• Discretionary trading management• Client transactions requiring a license	<ul style="list-style-type: none">• Financial Planning deliverables• Client service for Franchise Owner's book

SAMPLE REVIEW MEETING AGENDA

DATE: _____

CLIENT: _____

_____ Review Meeting _____ Financial Planning Meeting _____ New Client Meeting

Preferred contact phone number: _____

Email Address: _____

Signed up for "My Financial Accounts" Yes _____ No _____

Signed up for "Total View" Yes _____ No _____

Beneficiary info reviewed with client Yes _____ No _____

Bank Instructions _____

1. Financial Planning Established Yes _____ No _____
Fee Quoted: \$ _____ How is fee paid? _____

2. Reviewed Material Events for Municipal Bonds Yes _____ No _____

3. Retirement: When _____ Pension _____
401k _____ SS _____

4. Does client have a Discretionary Account Yes _____ No _____
SPS Fee _____

Managed Account Annual Review _____

5. What questions do you have?

REVIEW MEETING AGENDA CONTINUED

6. Portfolio/Review/Revision/Forecast

Insurance: Outside Ameriprise _____

Benefit Amount: _____ Type: _____

Client Tier _____

Life: _____

DI: _____

LTC: _____

Outside Investments: NQ Accts: _____

Where _____

Stmts Attached Yes/No : Q Accts _____

Where _____

Q Accts: _____

Where _____

7. Referrals from client

Notes:

CLIENT MEETING FOLLOW UP

Franchise Owner:

Financial Planning Information Sent: ___/___/___ Initial: _____

Team Member One:

*Send letter to children

Completed: ___/___/___ Initial: _____

Review Letter Completed on: _____

Team Member Two:

Completed: ___/___/___ Initial: _____

Team Member Three:

Completed: ___/___/___ Initial: _____

Team Member Four:

Completed: ___/___/___ Initial: _____

Client Responsibilities:

CLIENT EXPERIENCE TIMELINE

How do you want to make your client feel as a result of doing business with you? (Refer to page 7)

Client Experience Promise: (Refer to page 8)

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
MEETING THEME												
"TOP SHELF" EVENT (TOP 25-50)												
PREDETERMINED TOUCH												
ONGOING TOUCH												
"TOP SHELF" CLIENT GIFT (TOP 25-50)												
GIFTS (EVERYONE)												

[Click here for an interactive excel spreadsheet.](#)
[Click here for an example Client Experience Timeline.](#)

CLIENT EXPERIENCE TIMELINE

CRITERIA	NUMBER OF PRESET MEETINGS	TYPE OF MEETING (FACE TO FACE, CALL)	VALUE CALLS	NEW CLIENT PACKAGE	CLIENT HITS MILESTONE (\$ LIMIT)	GAVE REFERRAL	REFERRAL CONVERTS TO CLIENT	PERSONAL ACHIEVEMENT (\$ LIMIT)
TOP SHELF								
MID SHELF								
LOWER SHELF								

SAMPLE CLIENT EVENT SCHEDULE

Catalyst Wealth Management 2018 Private Circle* Client Appreciation Event Schedule:

Over the last few years, we have streamlined our operations and educated our team on better ways to serve your life and financial planning needs. I am accepting new clients into our Private Circle Client family. We want to grow with people like you. As you come across friends, colleagues, and family who have similar financial challenges and goals, we ask that you consider bringing them to one of the events listed below.

If you can't make the events, feel free to contact me about who you would like me to meet. We are grateful for the clients we have developed relationships with over the years through client recommendations. We pledge to treat your family, friends, and colleagues with the same respect and professional courtesy you have been receiving. We look forward to sharing our appreciation with you and getting to know your network of friends and family.

If you would like to sign up for one or all of the events, please contact our marketing director, Jane Doe, at 123-456-7899 or office@mail.com. We will be sending out reminders and invitations prior to each event.

Catalyst Wealth Management Movie Night, Tuesday, March 28, 7 p.m. at the Malco Movie Theater

You and your guests will enjoy a movie and complimentary concession pass for popcorn and a drink while we have the whole theater to ourselves. We will give a brief overview of the market prior to the movie. Prizes will be given to movie trivia buffs! We will announce the movie once we get closer to the date. Space is limited to the first 150 clients and friends to sign up.

Picnic at the Nature Conservatory, Wednesday, May 24 from 11 a.m. to 1 p.m. – PRIVATE CIRCLE CLIENTS ONLY

The picnic will include traditional outside barbeque food and a live band. Get ready for a backyard grilling experience with the Rocket Brothers Cooking Team. The live music will lift your spring spirits and get you ready for the hot days of summer. Space is limited to the first 50 clients and friends to sign up. Priority is given to clients who bring guests to this event.

Chicago Cubs Baseball Game, Sunday, July 16 – PRIVATE CIRCLE CLIENTS ONLY

We have secured one of the World Championship Party Rooms for a day game against the Dodgers. A chartered bus will leave at 8:30 a.m. with a game time start of 1:15 p.m. Complimentary food and beverage will be served through out the game. Immediately after the game, the chartered bus will take us home. Along with experiencing our nation's favorite past time, the bus rides will be filled with fun games and entertainment. The space is limited to 18 clients and 18 introductions. Priority is given to clients who bring guests to this event.

Private Shooting Event (Fall of 2018 – Date, time, location will be sent at a later date) – PRIVATE CIRCLE CLIENTS ONLY

Join us for a day of competitive skeet and target shooting. You will be responsible for bringing your own gun. We will be responsible for providing an exciting time, ammunition and prizes for each competition. Further details of the Private Shoot will be announced at a later date. Space will be limited. Priority is given to clients who bring guests to this event.

Catalyst Wealth Management Winter Wonderland night, Thursday, December 14 at 6 p.m. at the Ice Rink.

Chili, hot chocolate, ice skating, presents, and a whole lot of fun will help capture the spirit of Christmas with this event. We have secured the Party Room for the food, drink and Christmas party. If you are interested in ice skating, you will receive a complimentary pass. Space is limited to the first 150 clients and friends to sign up.

**Private Circle –
This is a list of clients who are considered Top Shelf, Current or Potential Advocates,
and Targeted Prospects.*

SAMPLE CLIENT EXPERIENCE LETTER

Dear Private Circle Client:

“The way not to lead a monotonous life is to live for others.” – Fulton J. Sheen

Everything we do at Catalyst Wealth Management has you in mind first – we live for serving your financial and lifetime planning needs. My team is honored to assist you and is committed to building a stronger relationship with you this year. I am writing to inform you of what to expect from the Catalyst Wealth Management team for 2018.

Because you are one of our top clients, you are now considered a part of our Private Circle of Clients. You qualify for our Private Circle of Clients based on the following criteria:

- We consider you a good friend, as well as a great client
- You are receptive to advice
- You take the correct action to meet your goals
- Your level of investments and financial complexity
- You introduce us to potential clients who have similar needs as you

As a result of your Private Circle Client membership, you can expect the following from Catalyst Wealth Management in 2018:

- A minimum of two review appointments
- Detailed summary letters after each meeting
- Invitations to all of our client appreciation events including those scheduled for Private Circle Clients – You! (Private Circle Event attendance is limited and priority is given to clients who bring guests.)
- You will be placed at the front of the line for all service issues
- Preferred access and/or additional meetings as needed to address specific issues when they arise
- Communication from our advisors on the recommendations and updates on your portfolio
- An updated plan outlining the course you want to chart for your financial goals (If they have a financial planning relationship leave this in – if not, take this bullet point out)
- Consultations with your tax or legal advisors as needed through out the year
- A complimentary binder to keep track of all your paperwork from Ameriprise

I value your friendship and the trust you have placed in our team to help you achieve your vision and goals. Our team leader will be setting up the times for your appointments this year if your meetings have yet to be scheduled (if the appointments have been set, please list them and strike the previous sentence and replace it with: Your 2018 appointment schedule is.... (List them)). Don't hesitate to contact us if you have any questions or concerns. My team and I stand ready to help you accomplish huge success in 2018!

Sincerely,

John Jones , CFP™
Private Wealth Advisor

Enc: Relevant Team Member Bio
Private Circle Client Appreciation Event Schedule

SAMPLE CLIENT PREPARATION CHECK LIST

CLIENT:	ADVISOR:
DATE:	TIME:
Quantity	Reports by Team Member One
	AGENDA
	OST Report
	Latest Statement ___ first page only
	Brokerage/SPS Gains/Losses
	Attach latest correspondence and notes
	PMT
	Check for SPS Worksheet
	Other:
	Applications Needed (Team Member Two)
	New Client Kit
	Brokerage NQ
	Brokerage IRA
	SPS NQ
	SPS IRA
	SPS Change of Fee
	Options Agreement
	FAS Agreement
	REIT
	Explanation of Transaction
	BA/SPO Form
	Mutual Fund Redemption
	Transfer Mutual Fund to SPS or Brokerage
	Transfer Form
	Letter to Liquidate (for Transfer)
	SPS Advisor
	Life Insurance
	Disability Insurance
	Long-Term Care
	Fixed Annuity: STATE: _____ TYPE: _____
	Variable Annuity: STATE: _____ TYPE: _____
	Client has 401(k)
	Other _____

	Proposals by Advisor
	Life Insurance: Provide details including client, amount, premium specs, return, pref discounts/smoker
	Life Insurance Reprojection
	Term -
	VUL -
	Succession Select -
	Asset Allocation -
	Investment Policy Statement
	Investment Spreadsheet
	Dollar Amount - FP Fee- Asset Man Fee -
	Risk Tolerance -
	Personalfund.com - asset mgt fee -
	Morningstar Report - entire portfolio
	Morningstar Reports on individual stocks and mutual funds
	S&P Stock/Fund Reports
	Require Minimum Distribution
	Attach rough draft of financial plan
	Attach latest completed financial plan

Whatever success
looks like in your
mind, we can help
you get there.

We are an award-winning coaching and consulting firm specializing in building a better life and practice for financial advisors. We have won Franchise Consultant of the Year at our Broker Dealer three of the last six years, and we work with 75 practices across the country, including members of the Barron's Top 1,200 Advisors.



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