

nuveen

A TIAA Company

Building a better retirement practice: Adapt and accelerate

Workbook: From theory to practice



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Introduction

Plan sponsor and participant needs are evolving. Increasing expectations of personalization and improved outcomes, on top of comprehensive retirement reform and a global pandemic, have redefined the rules of engagement.

Utilize this workbook as a guide to assist you in identifying key areas to adapt and accelerate your retirement practice.

1. Your internal assessment

Take a moment to assess your practice as it exists today. Fill in each box with a few of your practice's current strengths, weaknesses, opportunities and threats.

 **STRENGTHS**

- What do you do better than most?
- Why do your clients work with you?
- What would your competitors say about you?

 **OPPORTUNITIES**

- Are you engaged with technological advances?
- Are you leveraging COIs?
- Do you have a referral network?
- Can you create efficiencies?

 **WEAKNESSES**

- Is your prospecting strategy working?
- When do your competitors win?
- Do you have the right team in place?

 **THREATS**

- Is the competition increasing?
- Are you challenged with revenue growth?
- Are the demands for specialization high?
- Do you have human capital management problems?
- Are your clients heavily concentrated?

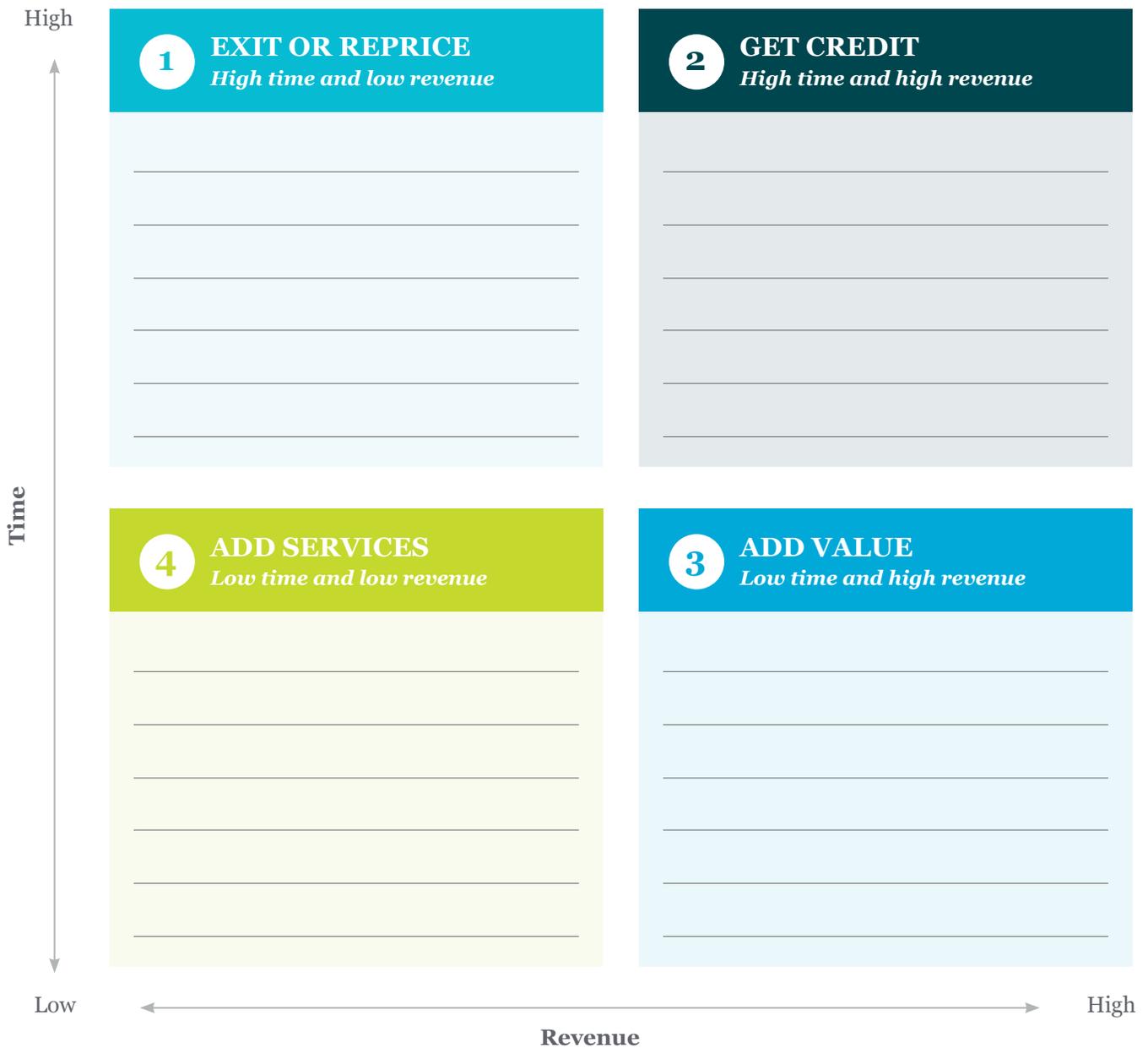
2. Defining your team

As you assess the allocation of resources, it is important to think broadly about the support available that would enable you to deliver a highly personalized experience. Consider who within or outside your practice could fulfill the roles below, as applicable.

CORE TEAM MEMBERS	CENTERS OF INFLUENCE	NON TRADITIONAL
Financial planner	CPA/accountant	Investment wholesaler
Investment analyst	Attorney	Recordkeeper wholesaler
Employee education	Benefits consultant	Financial wellness provider
Business development	ERISA specialist	Human resources consultant
Marketing	TPA (third-party administrator)	Other
Human resources	Other	Other
Administrative	Other	Other

3. Analyzing your current business

Having a good understanding of your current book of business and per plan profitability allows you to better assess and refine your service model, cost structure and prospecting efforts. Start by filling out the boxes with your plan sponsor clients based on the revenue they bring in versus the time that it takes to service them.



4. Defining your ideal client

In this section, we will take a look at your existing business in order to better define your ideal client profile. List your top 5 plans (however you define that), and answer the corresponding questions.

Plan name	What makes this a top relationship?	How did you acquire this plan?	Why do you think this client works with you?	What does this plan have in common with your other top tier plans?
<i>Ex: Z Business 401(k) Plan</i>	<i>Utilizes multiple services making them a highly profitable relationship.</i>	<i>Referral from an existing client.</i>	<i>I have a deep knowledge of handling complex issues specific to small professional services business owners.</i>	<i>Small business owner. Professional services.</i>
1				
2				
3				
4				
5				

Thinking about your top plans. What were some commonalities that you found? Take a moment to consider those characteristics that may be helpful in defining a profile of your target market. Then identify ways to proactively build your prospecting pipeline.

PROFILE OF MY TARGET MARKET	PLANS THAT I ALREADY HAVE IN THIS MARKET
<p><i>Ex: High net worth small business owners</i></p> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>

I will proactively target this market by:

STRATEGY	ACTION	NEXT STEPS
<p>Referrals/ relationships</p> <p>The easiest way to gain new business is through referrals. Leverage your existing relationships to drive your pipeline.</p>	<p>Would the clients you listed above be willing to connect you to others?</p> <p>Don't forget about personal relationships that you may have in your target market.</p>	
<p>Networking and Seminars</p> <p>Cultivating networking relationships is highly valuable as each could recommend you to many potential clients.</p>	<p>What other professionals do you know that could connect you with your target market?</p> <p>Host joint seminars targeting your market on an educational topic.</p>	
<p>Industry Associations</p> <p>By joining special interest groups, you will gain industry contacts and may find opportunities to position yourself as a specialist.</p>	<p>Do some research to find local organizations that may support the market you are targeting (ex: local SHRM chapters, small business owners association).</p>	

Additional ideas I have for prospecting

5. Refining your value proposition

This exercise will help you refine your mission statement to clearly articulate the value that you bring to your target market. This should serve as the foundational positioning for understanding what your practice is, what services it provides and which clients it serves.

Understanding your clients' primary needs

Looking at top plans on page 5, think about their unique attributes and what needs they may have based upon that.

CHARACTERISTICS	PRIMARY NEEDS
<i>Ex: Professional services, small business owner</i>	<i>Plan design consultation, fiduciary education</i>
<hr/>	<hr/>

Focusing on the benefit

What **unique benefits** would your ideal clients receive from **working with you**? How are you equipped to serve those needs better than another advisor? Take a moment to reflect back on your strengths. Which of those align with the primary needs that you've identified above? Using the space below, translate those strengths into client benefits.

STRENGTH	FEATURE	CLIENT BENEFIT
<i>Ex: Experience with retirement planning</i>	<i>Comprehensive approach to retirement plan analysis</i>	<i>Better decisions leading to achieving retirement plan goals</i>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

Answer the questions below using ‘client benefit’ language to pull together your refined mission statement.

Who are you?

Ex: A team of retirement plan specialists, highly experienced in dealing with the complex needs of business owners.

What do you do?

Ex: We work with clients to establish and achieve their retirement plan goals through objective planning and tailored solutions.

How do you do it?

Ex: We help our clients by having a deep understanding of each company’s situation and the true purpose of their money so that we can craft a plan specifically to achieve their plan goals.

Why do you do it?

Ex: We do it because we care. Our clients come first and we take pride in meeting all of their needs. Our success is not measured in statistics, but rather by our clients’ success in achieving their goals.

For whom you do you it?

Ex: Our services are tailored to busy small business owners who expect excellence and have made a firm commitment to achieving it.

Create your mission statement

Ex: Our mission is to help busy small business owners excel by achieving their plan goals with objective planning and tailored solutions.

6. Enhancing profitability

Having a base estimated hourly rate will enable you to better understand and control your costs, revenue and overall profitability, as well as determine the best allocation of resources across team members. Keep in mind that while an estimated hourly rate is essential for assessing base profitability, it shouldn't necessarily be used for pricing. The value of your time for pricing should be aligned with what the service is worth to the client, not what it costs you to perform.

Estimate hourly rate

1	Hours worked per week	_____	x 52 (weeks per year) =	_____	Annual available hours
2	Vacation days per year	_____	x 8 (hours per day) =	_____	Total vacation hours
3	Sick days per year	_____	x 8 (hours per day) =	_____	Total sick hours
4	Public holidays per year	_____	x 8 (hours per day) =	_____	Total holiday hours
			Add lines 2, 3 and 4	_____	Annual time off hours
5	Annual available hours	_____	Subtract annual time off hours	_____	Annual working hours
6	Revenue target	_____	/ Total working hours =	_____	Your estimated hourly rate

Now, calculate the estimated hourly rate for your core team members. It is important to consider the 'cost to service' for each team member. When aligning your service model in the next section, you'll want to reference this page as you consider who is best to perform each service.

CORE TEAM MEMBERS	ESTIMATED HOURLY RATE
Financial planner	
Investment analyst	
Employee education	
Business development	
Marketing	
Human resources	
Administrative	

***# of hours spent
x estimated hourly rate
= cost to service***

7. Aligning your service model

In the space below, write down the services that you offer and whether they are “core,” i.e., directly related to revenue generation, or “non-core,” i.e., normal business operations. Once completed, plot the number on the grid on the bottom of the page relating to who is responsible for the service. Is it something you own yourself, is it delegated to another team member or is it something that you outsource or leverage a third party for?

Existing services

1 _____	2 _____	3 _____	4 _____	5 _____
6 _____	7 _____	8 _____	9 _____	10 _____

Next, consider the primary needs of the target market that you identified. Are there additional services that you should consider adding to your menu to best support those relationships? Identify areas of potential expansion in the spaces below. Then, consider who will facilitate those services and plot them on the grid.

Potential new services

11 _____	12 _____	13 _____	14 _____	15 _____
----------	----------	----------	----------	----------

<i>Example</i>	Self	Delegate	Outsource
Core	1, 2, 4, 6, 11, 14	3, 9, 10	5
Non-core	7, 8	12	13, 15

	Self	Delegate	Outsource
Core			
Non-core			

Areas to consider reallocating

8. Mapping the client journey

A client journey map is a valuable tool that helps you better understand your clients' experiences with you across all touchpoints. Whether they are interacting with you via social media, email, or other methods, mapping their journey allows you to better tailor the experience to their needs. Review the client experience considerations on the next page. Consider your client's journey and potential ways to enhance the experience through the various communication methods in the space provided.

	STAGE	CLIENT ACTIONS
AWARENESS	INTRODUCTION	Research who provides the service or product that solves the need.
CONSIDERATION	CONTACT	Determine who is best positioned to meet those needs.
DECISION	ONBOARDING	Decision made. Process of transitioning to a client.
	PLANNING	In-depth planning of goals, purpose of the plan and strategies to achieve.
	COMMUNICATION	On-going communications, reporting of outcomes and education. Considering whether they are satisfied with the service.

INTRODUCTION	
<ul style="list-style-type: none"> • Does your refined value proposition speak to the unique needs of your target client? • Is that message consistent through all potential access points (website, social media, employees, etc.)? • Was the information they needed easy to find? 	Action Items
Website	Social Media
Email	Phone
Virtual	In-Person

CONTACT	
<ul style="list-style-type: none"> • How quickly did you respond if they initiated contact? • Did you ask and communicate via their preferred method of communication? • Did you customize the communications with information around your expertise in working with clients <i>like</i> them? 	Action Items
Website	Social Media
Email	Phone
Virtual	In-Person

ON-BOARDING	
<ul style="list-style-type: none"> • Did you provide a welcome package to educate the client on everything they need upfront and reinforce their decision? • Did you provide a clear picture of the transition timeline? • Did you proactively seek feedback and make yourself available for questions? 	Action Items
Website	Social Media
Email	Phone
Virtual	In-Person

PLANNING	
<ul style="list-style-type: none"> • Do you have a deep understanding of what they value and the true “purpose” of their plan? • What are the metrics that matter to them and how often do they expect them? • Are they engaged in the process? • Are there other professionals that should be involved in the process to offer a holistic view (accountant, attorney, financial wellness provider, etc.)? 	Action Items
Website	Social Media
Email	Phone
Virtual	In-Person

COMMUNICATIONS	
<p>When sending out any communication to a client, consider whether it ...</p> <ul style="list-style-type: none"> • Brings value to the client? • Inspires or help them to reach their plan goals? • Reflects their unique needs? • Further binds the relationship? 	Action Items
Website	Social Media
Email	Phone
Virtual	In-Person

9. Accountability tracker

Accountability is essential to any good action plan. This section will help you recognize actionable tasks that you may want to complete to make an impact on your business.

Instructions

Pick one task that you've identified throughout this process that you believe could have the most impact on your business. As a way to help position you for success, Nuveen can help support you in this task by being your accountability partner, if you so choose.

Task	Action you will take	Would you like Nuveen to be your accountability partner?
<i>Ex: Create powerful mission statement</i>	<i>I will gather feedback from our top clients on the key reasons why they chose to work with us.</i>	<input checked="" type="radio"/> Y <input type="radio"/> N

Task	Action you will take	How important is this for you?
<i>Ex: Have a better setup for virtual client meetings</i>	<i>I will purchase new microphone equipment so clients clearly hear what I am saying</i>	1 2 <input checked="" type="radio"/> 3

Most important task

Task	Action you will take	Would you like Nuveen to be your accountability partner?
		Y N

Secondary tasks

Task	Action you will take	How important is this for you?
		1 2 3
		1 2 3
		1 2 3
		1 2 3

