



CRM as Total Firm Technology:

Realized Benefits and ROI for Financial Advisors

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Introduction – Growing Profitably

At nearly \$2 trillion in assets managed for high net worth investors, independent financial advisors are rapidly evolving from a small and emerging component of the financial advice landscape into arguably one of the most important and influential segments. Recent industry studies are predicting further accelerated growth, with a more than three-fold increase for advisory firms over the next 5 years¹.

In addition to this current and projected growth, many advisors are reporting that client demands have increased, creating increased complexity of service delivery. For many advisors who are positioning themselves as financial planning firms or wealth managers, the nature of their business is necessitating a broader service offering, providing, on average, upwards of 10 distinct services beyond the historical core service of investment advice².

A common underpinning in the industry is that inherent to the delivery of financial advice is the reliance upon staff to manually provide service and operate the firm. In other words, advisory businesses have historically not scaled leaving many advisors wrestling with ways they can continue to manage their growth in a profitable way without just “throwing another body” at the problem.

As this issue becomes rapidly more and more important due to the coming growth wave and the growing shortage of professional talent experienced in the advisory industry, our research has shown that leading firms are looking to and leveraging technology to streamline their operations and make themselves “ruthlessly efficient” as a powerful solution.

By doing so, these fast growers and highly profitable firms are taking a systematic approach to building an efficient foundation for growth. One commonality that we have seen in these leading firms is an innovative approach to using Client Relationship Management (CRM) Technology to manage not only clients, but also the business as a whole. These innovative firms are extending traditional CRM to become “Total Firm” technology. This approach to technology has provided some very tangible and valuable benefits including business intelligence, back-office efficiencies, client service efficiencies, and compliance and legal efficiencies as well as increased business value.

These firms are reporting very strong evidence of the realized benefits and specific return on investment (ROI); however, until this study, there has been no formal analysis to quantify those savings and efficiencies to provide the evidence for why financial advisors need to re-think their approach to building and managing their firms.

Given these industry trends, *CRM Software* in partnership with *Nexus Strategy, LLC*, a leading consulting firm to the financial advisor industry, is pleased to introduce this first in a series of industry white papers that provide technology insight and guidance to help financial advisors continue to manage their firms effectively and thrive from the incredible opportunities on the horizon.

ROI from Total Firm Technology

Business Intelligence

Strategic ability to view, manage and efficiently allocate firm operational and service resources

Back Office Efficiencies

Cost savings and ability to grow firm on existing infrastructure

Client Service Efficiencies

Cost savings and ability to enhance, segment and deliver a broader and higher level of service on existing infrastructure

Compliance and Legal

Efficiencies Lower business risk and enjoy cost savings by more easily meeting compliance regulations and protecting the firm from potential liability

Increased Business Value

Higher multiples and premiums from systematized businesses

By extending CRM with additional features and functionality to also keep track and manage operational tasks, the firm now has a view of not only clients but also the workflow and back-office.

By querying the database, a “dashboard” for the firm is available to provide a strategic view of firm operations. This ability to see how client service is being delivered by each type of person in the firm (back-office, professional and Principal) provides the key business intelligence to be able to optimally allocate resources and make the most out of staff.

To show the impact of this business intelligence on optimally allocating resources, consider that for firms that do not optimize CRM technology, the average Principal spends 35% of their time on client service, 12% of their time on operations and 12% of their time on business development. However, for those firms who have adopted this technology, they are able to reduce their amount of time spent on operations to 7%, and increase the amount of time they spend on client service to 38% and time spent on business development to 16%³.

This reduction in operational focus for Principals translates into significant opportunities to ensure that the right people are working on the right tasks, increasing the capacity of the firm for not only handling higher volumes on fewer staff, but also for freeing up the valuable business development resources of Principals to continue to grow the firm. This fact is evidenced by looking at the key ratio of revenue per total staff. For firms who have embraced technology, they are able to leverage their firms to handle \$256,000 in revenue per total staff vs. a range of \$100,000 – \$189,000 per total staff for all other firms based on firm size. (See Table 1.0)

Business Intelligence – “The Firm View”

In other industries, specific software has been developed to manage the key drivers of the business. For example, manufacturers’ innovations in supply chain management software have completely changed the way manufacturers operate, due to the tremendous efficiencies created through a complete view of their supply chain, allowing them to identify opportunities to outsource activities to low-cost providers, optimally allocate resources, monitor shipments and deliveries and streamline operations in the most efficient way.

In the investment advisor Industry, technology breakthroughs in the way firms have managed service delivery and firm management have increased over time, however, many have been focused on parts of the process and not on the whole. Examples include the increased power and flexibility for creating dynamic investment and financial plans as well as the many innovations around integrating account activity downloads from custodians and broker-dealers into portfolio accounting and management software.

Our research shows that leading firms are now leveraging CRM to provide a “Firm View” for business and client management. Because clients are the key driver in financial advisor businesses, it is essential to be able to measure, manage and keep track of all client activity. CRM by its nature is a central repository and database for all client metrics which can be queried to generate actionable information.

This 360 degree view of the clients provides many benefits and efficiencies, including the ability to slice and dice client data. An example of a key revenue-generating benefit is the ability to produce reports on demand to understand the source of new clients, which can help maximize referral opportunities. Key questions such as, “Which clients are referring the most business? Which accountants and attorneys are referring or not referring?” are easily answered which allows the firm to focus efforts on nurturing those sources that are delivering and re-engaging those that aren’t. Without this understanding of the source of clients, this type of strategic activity isn’t possible.

Junxure Sample Companyssssss

File View My Pending Actions Last 20 Contacts Last 20 Actions Development Help

People Letters Reports Database Tools System Setup Maintain System Development

Report Wizard Reports List Actions Dashboard Actions Report Wizard Custom Queries

Refresh

Last backup: 9/20/2007 2:23 AM
14 days since last backup

Contact CRM Support immediately!
(866) 276-8665

Logged on as Friedman, Greg Your SupportID is 565 Outlook Add-in Status: Connected Your Last backup was 9/20/2007 2:23 AM

Actions Dashboard Print Grid

Clients - 211 Clients with Actions

ID	ClientName	# Pending
2	@@@@@ @@@@@	7
1	Abbate Ernestina	2
1	Abbot Mohsen	3
1	Acocella Tulio	1
1	Alterman Jennie	4
1	Anderson Allen	173
2	Anderson Bryanzasdasd	69
2	Anderson Carly	69

Employees - 16 Employees with Actions

Employee	# Pending
	113
	7
	1052
<Client>	9
Bagtas-Maristela	298
Angie Hannan	214
Danyell Bjornstad	3
Greg Friedman	588

Processes - 31 Processes with Actions

Process Name	# Pending
	254
Account Administration	110
Capital Needs Model	1540
Deliverable	1
Deposits/Withdrawals/D...	418
Education	15
Estate Planning	2
Exchange of building	1
Financial Planning	37

Process - 7 Open Education Processes (Only viewing actions for clients that you are allowed to see) - 4 records.

Drag a column header here to group by that column.

Client	Date Enter	Type	Note
Anderson Allen	04/09/2007	Letter	Another Hit and Run
Anderson Allen	09/05/2007	Service	1. Step one
Lamarve Sanford	09/19/2007	Service	1. Step one
Anderson Allen	09/28/2007	Service	1. Step one

TABLE 1.0

Firm Size AUM	Less than \$50 mm	\$50-\$100 mm	\$100-\$250 mm	\$250 - \$500 mm	\$500 mm - 1 billion	Best Managed Firms*
Revenue per Total staff	\$100k	\$150k	\$180k	\$176k	\$189k	\$256k

*See appendix for definitions.

Business Intelligence Summary

Firm View

Client Potential

Consistent Service Delivery

Optimal Resource Allocation

Cost Savings

Increased Capacity

Back-Office Efficiencies

With the key business intelligence that comes from total firm technology, many back-office efficiencies can be gained. One key area that this type of technology systematizes is in the office workflow or the sequence and order of tasks and events that are required to provide excellent client service. By having a systematized workflow, firms have the ability to provide a consistent level of service and a monitoring system to ensure that nothing falls through the cracks.

By utilizing a “Grid View” of all pending tasks, the firm has a flexible approach for establishing and managing back office tasks. The operations manager or firm Principal has the ability to see at a glance, all pending tasks for clients, what’s been completed, and what’s left to be done. From this, the manager or Principal can electronically delegate tasks and track to see if and when they were done as well as the ability to easily reassign tasks due to unexpected absences or termination of an employee. By having documented notes for each client, other team members are able to access those and reply to client questions if that staff person is not available, providing “on demand” response that is not dependent on a specific client manager or advisor being there to take the call.

Additional flexibility and workflow streamlining can be gained through advanced features such as “nested sequences” that trigger additional tasks once the preceding task is completed.

This holistic approach to tracking and managing tasks facilitates one of the most important and powerful applications of being able to track employee activity, such as where staff spends their time, on what tasks, which clients and for how long. By being able to track this, firm management is then able to ensure that the right employees are spending their time on the right activities, ensuring the highest and best use of resources.

An example of how firms are using this intelligence is identifying opportunities for delegating tasks from high paid staff to lower paid staff. Consider one firm’s experience with the task of scanning in documents into the firm’s document management system. By querying the database, the firm was able to see that \$30 per hour staffers collectively were spending 25 hours per week on this manual task. To become more cost efficient, the firm created a part-time, 25 hour per week, \$10 per hour position to batch process scanning, saving the firm over \$25,000 per year and increasing capacity by 1,300

hours per year of high dollar talent to spend their time on value-added tasks such as client service and business development.

Additional key efficiencies are gained through not having to generate, maintain and update the multiple lists and spreadsheets that are needed for various tasks and analyses, such as keeping track of which states clients live in to ensure that state regulatory findings are up to date and accurate, or which securities client’s hold that require some sort of action, etc.

As you can imagine, many such lists and spreadsheets can exist in a firm, often with multiple people creating, managing and updating their own version. The existence of multiple task lists creates opportunities for things to become overlooked, or fall through the cracks, opening up the firm for client complaints. Additionally, managing these multiple lists and spreadsheets takes up valuable time, increasing inefficiencies and work loads.

The central database, querying and report generating ability of CRM technology eliminates the need for these one-off lists to keep track of tasks, effectively making it a “spreadsheet killer”.

By streamlining the many back-office tasks and ensuring that resources are being allocated in the optimal manner leads to substantial savings in the back office. On average, for those firms who have embraced CRM technology they are reporting that they can handle similar volumes as larger firms, however with fewer people, typically reducing their back office staff by 1 – 3 people, which can equate to upwards of \$100,000 in annual savings.

For many firms, they do not choose to eliminate staff, rather they are able to grow on existing infrastructure and continue to add new services to broaden their appeal to affluent investors and attract and retain new clients, handling an additional 11% more in AUM per total staff. (see table 2.0)

Junxure - [Contacts - Allen Anderson *CLIENT*] - 1187

View Last 20 | HARD CLOSE | Add Action | Pending Actions | Client To Do's

Search | A B C D E F G H I J K L M N O P Q R S T U V W X Y Z | All

Last Name: Anderson | First: Allen | Mi: J. | Nickname: AJ | Salut: Mr. | Birthday: 04/30/1929 | 78.4 | Blist:

Spouse Last: SLName143 | First: Samanthakak | Mi: F.A. | Nickname: Sam | Salut: Ms. | Birthday: 08/27/2006 | 1.1 | Blist:

Dashboard: Contact Info | Personal Info | Profile | Actions | Associates | Accounts / Assets | Insurance | Cashflow | Documents | Estate | Financial Planning

Select Visible Tabs | Reset Dock Manager

Actions | Search Actions | Show Actions: Pending

All Actions - 1029 records.

Drag a column header here to group by that column.

ClientActionID	ID	Client	PrimaryAdvisorID	Primary Advisor	Secondary AdvisorID
14822	1187	Anderson Allen	2	Friedman G	10
14837	1187	Anderson Allen	2	Friedman G	10
21284	1187	Anderson Allen	2	Friedman G	10
21407	1187	Anderson Allen	2	Friedman G	10

Notes | Important Info | Billing Note | Account Review Note | Additor

Do not call client after 6:00

Portfolio Info | General | Accounts

Total Assets: \$11,089,081.12
 Total Liabilities: \$1,000,000.00
 Total Insurance: \$5,508.00
 Total Net Worth: \$10,089,081.12

By Account | By Type | By Owners

\$11,083,573.12

Client Info | Addresses | Phones | Emails | Associates

Addresses - 3 records.

Address Type	Add1	Add2	city	state	zip	Prefer
Business	a	b	c	d	e	Dr. an
Business	e	a	b	c	d	
Business	d	e	a	b	c	

	Since Inception	YTD	Last 12 Months	Last 90 Days
Revenue	\$2,570.75	\$0.00	\$0.00	\$0.00
Hours	8210	5.29	6.12	0.67
Expenses	\$217.00	\$0.00	\$0.00	\$0.00
Revenue - Expenses	\$2,353.75	\$0.00	\$0.00	\$0.00
Net \$ / Hr	\$0.29	\$0.00	\$0.00	\$0.00

TABLE 2.0

Size (AUM)	Less than \$50 mm	\$50-\$100 mm	\$100-\$250 mm	\$250 - \$500 mm	\$500 mm - 1 billion	Best Managed Firms*
AUM per Total staff	\$12 mm	\$20 mm	\$27 mm	\$36 mm	\$36 mm	\$40 mm

*See appendix for definitions.

Back Office Efficiencies Summary

- Lower Expenses
- Streamlined Processes
- Workflow Management
- Optimal Task Delegation
- “Spreadsheet Killer”

Client Service Efficiencies Summary

Lower Expenses

Client Segmentation

Optimal Service Delivery

Automating Processes for
Ret Plan Distributions

Automating Client
Communications

Client Data Integration

Client Service Efficiencies

The many back-office and workflow features that CRM provides also can translate into extremely valuable efficiencies in the segmentation and delivery of service to clients. Many advisors use some sort of segmentation scheme to label those clients who are of most value and importance, such as AUM, revenues, profitability, ability to refer, etc, putting them into “A”, “B” and “C” categories.

In order to attract and retain the types of most valued clients, the ability to segment and deliver a higher service level is critical. Examples include added benefits such as more frequent meetings, complementary financial planning services, invitations to special client events, as well as purchased services such as ID theft protection, “Jet med” services for delivering prescription drugs when clients are traveling and other value-added benefits.

CRM technology enables firms to efficiently define, track and provide different levels of client service which can be very important to ensure investments in differentiated services are received by the right clients. Conversely, the ability to understand client value also saves costs and resources for those “C” clients by not “over-servicing” them or providing benefits for which they don’t qualify. Using color coded screens and labels; staff is able to see immediately on the screen what type of client they are working with and to customize their service delivery as appropriate, such as spending more time on “A” clients and accommodating their special requests.

Another key aspect that is becoming increasingly important as clients move towards the “de-accumulation” stage of retirement is in the ability for firms to leverage CRM to monitor, automate and execute upon client specific needs for maintaining enough cash for retirement distributions. Through a reporting capability, alerts can be generated on a daily basis for which clients that will need to execute trades in their portfolio to cover cash withdrawals mandated by minimum distribution requirements or other needs.

As firms grow and the proportion of clients who need retirement income distribution planning increases, it will become even more critical for advisors to have an automated approach to managing this to continue to profitably grow without adding additional infrastructure.

One of the more powerful applications of CRM is its ability to integrate with other systems such as email, word processing and forms packages, eliminating the redundant tasks of manually entering the same data over and over. An example of how compelling CRM can be is in the process of streamlining the constant need to create targeted client communications, such as updating holders of certain securities of issues or opportunities, and other communications. By querying the CRM database, lists of clients are easily identified and pulled, with their contact information dropped into email or word processing templates.

To see how efficient this process can be, consider one firm’s approach to year-end gifts for clients. Consistent with their segmentation approach, they provide three-different types of gifts for their A, B and C clients. Because of their CRM, they are able to quickly identify and pull the three lists, dropping their information into a pre-set letter template all at the same time sending a file with contact information to an outside vendor for fulfillment. What once took a week or more to accomplish is now completed in a couple of hours.

Compliance and Legal Efficiencies

As the regulatory and legal landscape continues to evolve and become more complex, added burdens are being placed on advisory firms to document that they are compliant and are on the right side of the many rules and regulations. A key aspect of CRM technology is the ability to prove to auditors that you have a process for client management and client suitability. In addition, the existence of CRM in an advisor's process can prove "know your client" compliance issues due to the extensive amount of information that is gathered, maintained and retained on the client throughout the history of the relationship.

A key aspect for how this can create efficiencies and time savings is in response to specific data requests in an audit. Consider the example of how one firm provided detailed information to a request from an auditor who asked about a missing entry in the trade blotter for a transaction. By going back to the CRM activity for that client on that date, the notes section for that client easily explained the reasons why to the satisfaction of the auditor.

While this result could have been achieved through an extensive search of paper files or phone calls, the fact that the advisor was able to retrieve the information in a matter of minutes vs. the many hours required to recreate that information was extremely helpful to the advisor and a matter of comfort for the auditor who was impressed with the ability to respond in such a quick manner.

On the legal front, clearly we are living in a litigious society and this fact has not been lost on this industry. CRM by its nature captures notes from meetings and discussions that show why certain things were done. Additionally, the detailed records of follow up and communications sent create a detailed record and evidence of the firms' actions. This helps protect the firm from liability from unhappy or litigious clients.

Consider the example of how one firm responded in a divorce situation to a threat of litigation from one spouse who maintained that he was not contacted to follow up on action steps to protect his assets in the divorce settlement. By querying the CRM, the advisor was able to very quickly generate a report of the multiple mailings, phone calls and other communications they had delivered that showed quite the opposite. Upon presentation of this organized and detailed information, the client quickly dropped the matter, saving the advisor from having to hire a lawyer and any subsequent legal costs.

Combined with an efficient and robust digital document management system, CRM can be a powerful piece of the compliance process. This "end to end" approach for being able to quickly and easily search, retrieve and produce documents and records of client activity has tremendous cost savings and efficiencies.

According to a recent JD Power study⁴ and an industry white paper from Laserfiche⁵, advisors, on average are spending approximately 7% of revenues on compliance tasks, responsibilities and processes. However, by streamlining this approach with technology, advisors are able to save roughly half of those costs, reducing their compliance costs to 3% of revenues. The annual savings of 4% of revenues for a \$1 million revenue firm, for example, equates to \$40,000 to the bottom line.

Compliance and Legal Efficiencies Summary

Efficiently respond to Audit Requests

Protect Firm from Liability

Streamline Processes

Lower Expenses

Increased Business Value Summary

Higher Premiums

Higher Multiples

Preferred Buy-out Terms

Streamline Due Diligence Process

Increased Business Value

Succession planning has become one of the most important issues facing many advisors today. With roughly half of all advisor Principals over the age of 50 and a median age of 55, retirement planning is a topic that is not only top of mind for clients, but also for advisors themselves. Combined with the strong demand for advisory firms from potential buyers and it is no surprise that this is currently one of the most talked about subjects in the industry.

One of the key drivers in business value is the ease of transfer of the business to the new owner, whether the sale is external to a third party or internal to existing partners or employees. Because the main asset being purchased in the sale of an advisory business is the good will of the client base, those firms that can demonstrate that they have a good handle on client information, provide excellent service and have a streamlined client service delivery will be more highly valued, due to the lowered risk of client defections during the transition process.

Additionally, firms that have automated processes, flexible infrastructures and that are more profitable accrue higher multiples than those that aren't. CRM, therefore, can play a very pivotal role in increasing business value as it can provide evidence that the firm is organized and can easily be transferred to the new owners. Particularly during the due diligence process, the ability to provide detailed information on the business and clients will go a long way towards providing comfort to the potential buyers, providing the owner with a preferred negotiating position.

Industry experts all agree that these factors are extremely important in the valuation of a business and often assign premiums to firm value based on the existence of this type of technology and will also offer more preferred terms in the form of higher cash down payments, more flexible earn out provisions and other terms.

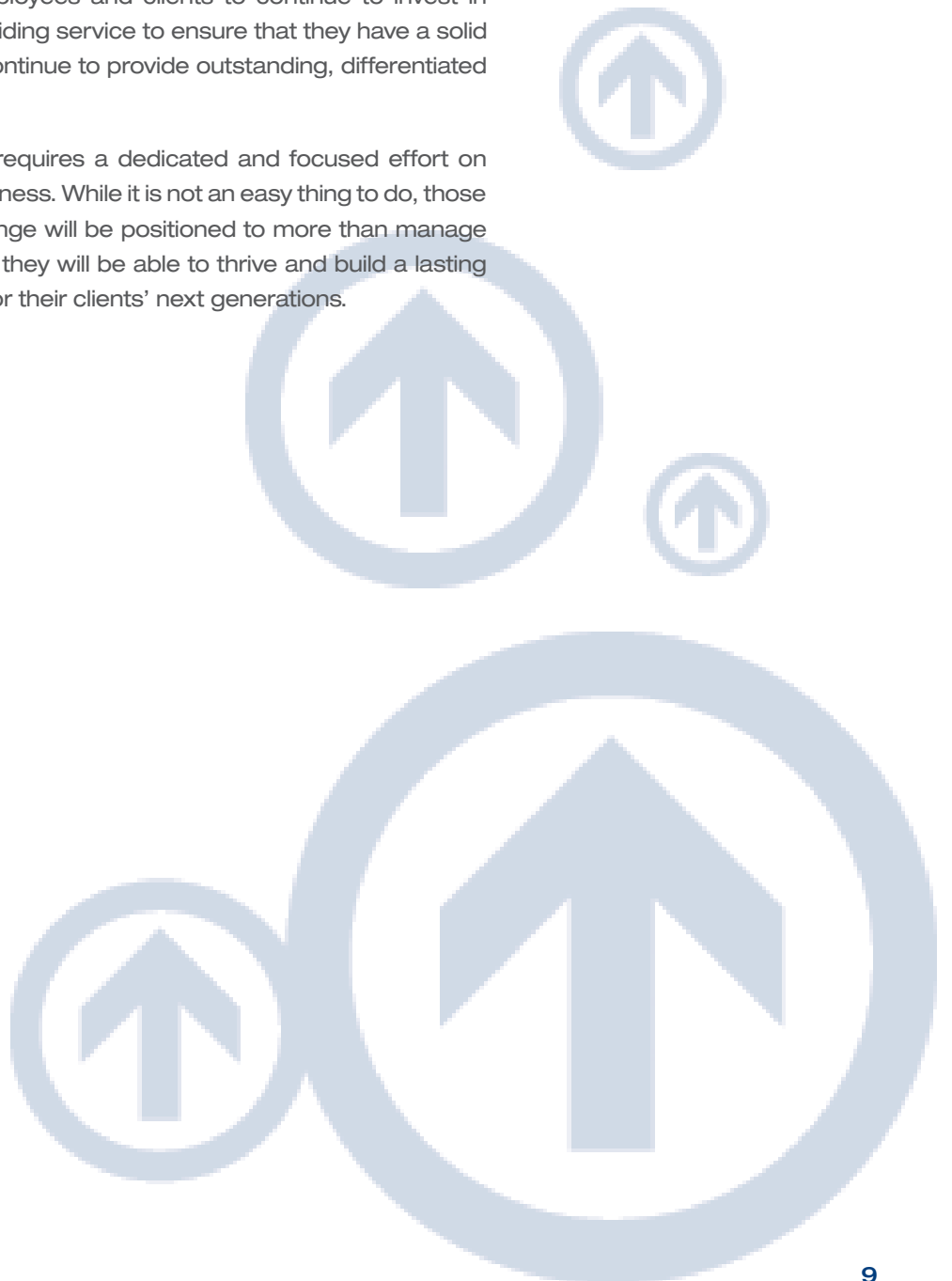
Conclusion

Every advisory firm is different and the actual dollar savings and return on investment for CRM technology will vary. It is clear, however, that extending CRM with back-office and workflow management tools as total firm technology can have a dramatic impact on the ability of advisory firms to grow and scale on existing infrastructure.

This white paper has used a detailed approach to quantifying those savings based on industry benchmarks and specific examples of what advisors are accomplishing today with this innovative technology. By re-thinking the way that advisors have historically leveraged technology, advisors can make a powerful improvement in current income today and increased business value tomorrow.

Advisors owe it to themselves, their employees and clients to continue to invest in infrastructure and learn new ways of providing service to ensure that they have a solid foundation for growth and the ability to continue to provide outstanding, differentiated service to their clients.

Growing profitably in a sustainable way requires a dedicated and focused effort on ways to make a real difference in your business. While it is not an easy thing to do, those savvy advisors who do accept the challenge will be positioned to more than manage the large opportunities coming their way, they will be able to thrive and build a lasting legacy for not only themselves, but also for their clients' next generations.



Appendix

INDUSTRY FINANCIAL PERFORMANCE – MEDIANS

Size (AUM)	Less than \$50 mm	\$50-\$100 mm	\$100-\$250 mm	\$250 - \$500 mm	\$500 mm - 1 billion	Best Managed Firms*
AUM	\$25 mm	\$71 mm	\$144 mm	\$343 mm	\$630 mm	\$600 mm
Revenues	\$210k	\$494k	\$978k	\$1,891k	\$3,112k	\$3,368k
Advisors/Professionals	1	2	3	5	8	6
Back Office Staff	1	2	2	5	10	11
Total Staff	2	4	5	10	18	17
AUM per Total Staff	\$12 mm	\$20 mm	\$27 mm	\$36 mm	\$36 mm	\$40 mm
Revenue per Total Staff	\$100k	\$150k	\$180k	\$176k	\$189k	\$256k

*Best Managed Firms (BMF) are top performing firms in terms of productivity, profitability, and leverage as identified in Schwab Institutional and Moss Adams, LLP benchmarking study of investment advisory firms for the past 5 years. 67% of those BMFs are "wealth managers" offering on average, 10 different services to a majority of their clients via a broad service offering vs. just 2 services for investment managers which make up the balance of BMFs. Thus BMFs are providing a much richer service experience with fewer professional staff. Critical to the ability to accomplish this is the majority of BMFs attesting to using CRM as a critical component of their firm's operational and strategic approach to achieve these efficiencies. Source: "Best Managed Firms: It's About Time – Time management and Organizational Effectiveness study" 2007 by Schwab Institutional and Moss Adams, LLP.

PRINCIPAL TIME ALLOCATION

Area	Best Managed Firms	All Others
Client Services	38%	35%
Business Management	16%	17%
Portfolio Management	18%	21%
Operations	7%	12%
Business Development	16%	12%
Other	5%	3%

Source: "Best Managed Firms: It's About Time – Time Management and Organizational Effectiveness Study" 2007 by Schwab Institutional and Moss Adams, LLP.

Case Study – Friedman & Associates

Within the Best Managed Firms universe is one firm that has truly embraced the concept of using CRM and workflow management as Total Firm technology. Everything the firm does starts and ends with their technology foundation.

A true wealth manager, Friedman & Associates prides itself on the ability to provide outstanding client service that goes above and beyond the industry standards. Services such as negotiating foreign exchange rates for a client’s Canadian asset sales, searching out veterinary specialists to take care of a client’s aging pet while they travel overseas, and researching and recommending graduation gifts for client relatives is all part of a days work for Friedman & Associates. This attention to client service has paid off in tremendous client loyalty and firm growth.

With this much focus on service, most industry observers would think that the firm’s cost structure would be

higher than the norm. However, Friedman & Associates’ dedication and commitment to leveraging CRM technology has harnessed incredible efficiencies that translate into the ability to provide differentiated service with fewer staff. The return on this investment in total firm technology is the ability to generate an additional \$104,000 in revenue and \$16 million in AUM per total staff vs. firms of similar sizes and an additional \$28,000 in revenue and \$3 million in AUM per total staff vs. the Best Managed Firms.

Firm principal Greg Friedman notes, “Our experience with using technology has completely transformed the way we work with clients, manage our operations and efficiently grow our firm. Without it, we wouldn’t be able to come close to what we do today. We are committed to continuing to push the envelope on technology and hope to be an example for other advisors for what is possible.”

FRIEDMAN ASSOCIATES FINANCIAL PERFORMANCE VS. INDUSTRY BENCHMARKS

	Friedman & Associates	Industry Benchmark for Firms Size of \$100 - \$250 mm	Best Managed Firms
AUM	\$215	\$144 mm	\$600 mm
Revenues	\$1,420k	\$978k	\$3,368k
Advisors	2	3	6
Back Office Staff	3	2	11
Total Staff	5	5	17
AUM per Total Staff	\$43	\$27	\$40
Revenue per Total Staff	\$284k	\$180k	\$256k

ENDNOTES

1. “Uncharted Waters: Navigating the Forces Shaping the Advisory Industry”, Pershing Advisor Solutions / Moss Adams, LLP 2007
- 2 “Best Managed Firms: It’s About Time – Time management and Organizational Effectiveness” Schwab Institutional / Moss Adams, LLP 2007
- 3 “Best Managed Firms: It’s About Time – Time management and Organizational Effectiveness” Schwab Institutional / Moss Adams, LLP 2007
- 4 J.D. Power & Associates 2007 Financial Advisor Satisfaction Study
- 5 ROI for RIAs: The Bottom Line Impact of Digital Document Management Technology for Independent Registered Investment Advisors Laserfishe 2007



About CRM Software

CRM Software is the industry's leading technology provider to the independent investment management industry. Makers of the number one selling CRM specifically designed for independent financial advisors, Junxure, CRM Software is committed to providing comprehensive and innovative solutions to make investment advisors more efficient, grow faster and improve their businesses. Log onto gowithcrm.com to learn more.



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Nexus Strategy is an innovative consulting firm to the wealth management industry. With over 15 years of experience working with leading financial institutions, technology providers and investment advisors, Nexus Strategy is uniquely positioned to bring the latest thinking, creativity, and industry knowledge to solve your toughest challenges. Log onto www.nexus-strategy.com to learn more.



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