

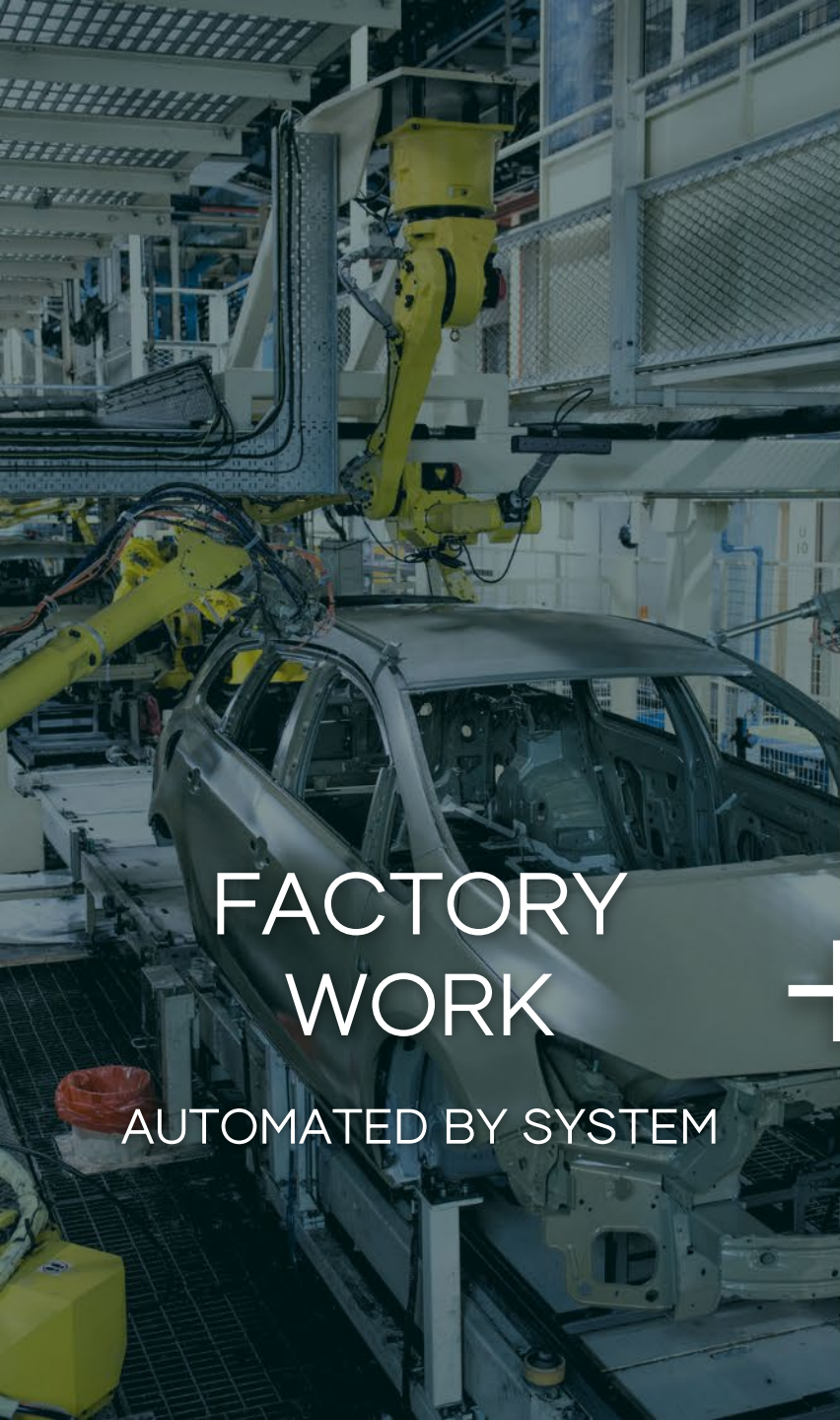
5-STAR Service Model

STANDARDIZING THE PROCESS
TO SPECIALIZE THE EXPERIENCE

CFP® CREDIT Approved

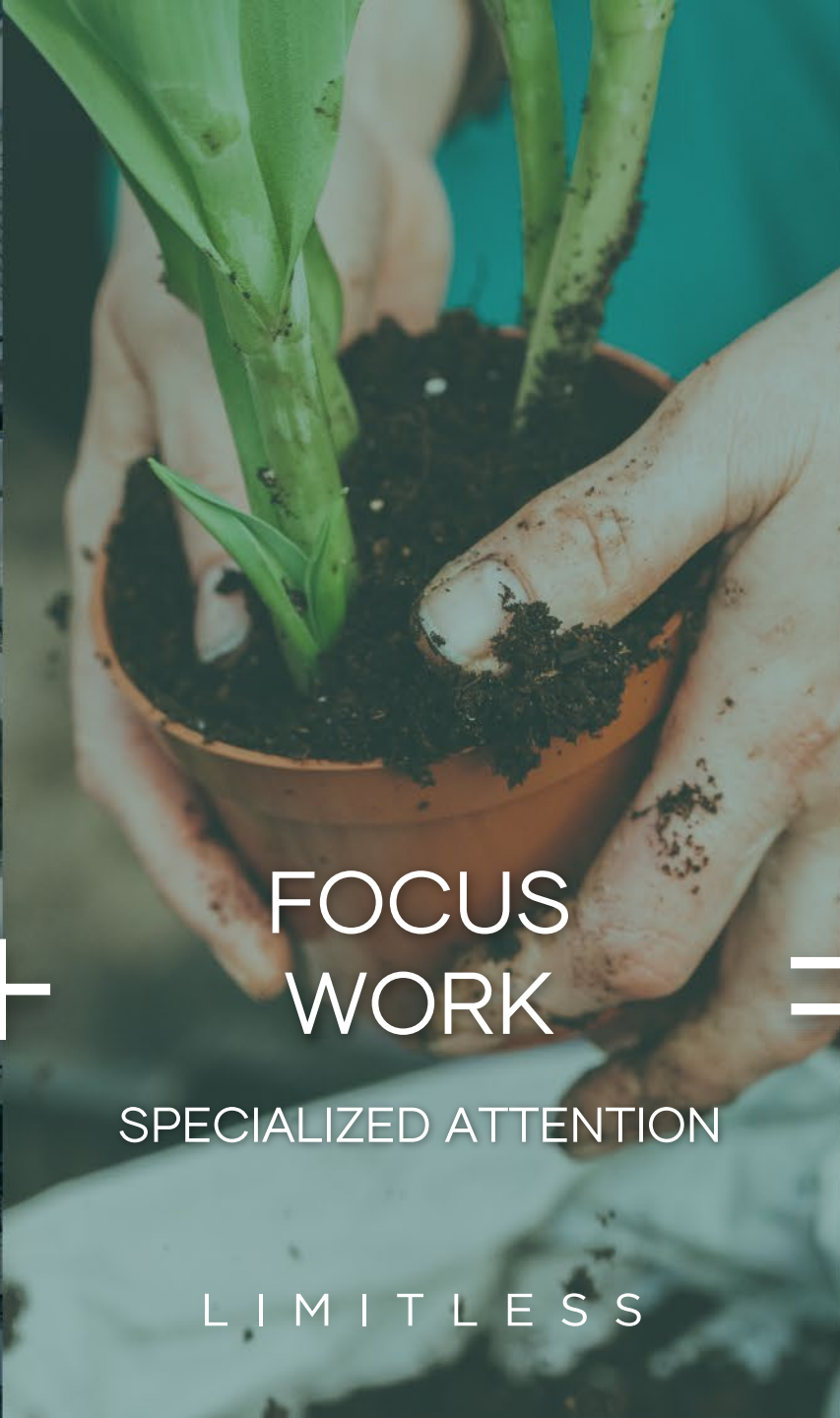


THE
SERVICE
SYNDROME



FACTORY
WORK

AUTOMATED BY SYSTEM



FOCUS
WORK

SPECIALIZED ATTENTION

L I M I T L E S S



5-STAR
SERVICE MODEL

hyper-specialized
hyper-efficient



HELLO

my name is

Covering the Cost
of "C" Clients but
Don't Know It

STEP 1 CALCULATE

- 1 AVERAGE ADVISOR HOURS BY SEGMENT
- 2 TOTAL CLIENT ADVISOR-TIME NEEDS

- Estimate profitability by segment
- Project advisor time needed to service client base
- Highlight capacity and efficiency concerns

Where is all your time going?

Client Model Time Calculator

Section 1: Use this simple table to calculate your client hours by segment to help you design a client model that aligns with your goals.

ROT* goal *ROT = Return On Time
(Advisor revenue-producing hours ONLY)

Total work hours / year

Percentage (%) of time spent on clients

Total client hours available each year

Current client hours commitments

Available client hours remaining

Section 2: Do some simple math and complete the table below to calculate Advisor time by segment and for the client base.

Tier	# Clients	# Client Meetings / Year	Total Advisor Hours / Mtg	Total Advisor Hours / Client	Total Advisor Hours / Tier	NOTES
Tier 1 (example)	10	4	4	16	160	

Calculating Advisor Client Time:

Section 3: Calculate the average Advisor time per client to input into the table in Section 2. If you have more than one segment and/or Advisor time varies by segment, simply repeat this exercise for each segment and input that number for each segment in the table above.

ADVISOR

Meeting Prep Time (Per Meeting)

Meeting Time (Per Meeting)

Meeting Follow-Up (Summary + Actions) +

Total Advisor Time / Client

Section 4: Now, assess the impact of your current client model on your revenue, time, productivity, staffing, profits and satisfaction. Note key take-aways for reference when designing your Client Service Model to align with your goals.



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STEP 2 ANALYZE



FIT



PROFITABILITY



REVENUE



CAPACITY

- Estimate profitability by segment.
- Project cumulative client advisor-time needs
- Highlight capacity and efficiency concerns

The CLIENT BASE & PROFITABILITY ANALYSIS tool is used to assess the relationship between revenue, services, profitability, and capacity.

Analysis Input:

Tier	Tier Name	Average Revenue	Current Number	New * Per Yr	Adv Hrs /Yr	Staff Hrs /Yr	Expenses & Weighting Methods	
1	Tier 1 Name	\$12,000	4	3	8	16	Expenses	\$126,000
2	Tier 2 Name	\$5,000	13	8	10	8		
3	Tier 3 Name	\$1,200	45	0	9	6		
4	Tier 4 Name	\$ 500	56	0	4	5		
							Weighting method for assigning expenses to clients:	
							Revenue	
							Avg. Hours per Client	

Advisor Roster and Annual Capacity Hours

Advisor Name	Hrs	Advisor Name	Hrs	Advisor Name	Hrs
Rico Suave	1,800	Name 4	0	Name 7	0
Jane Doe	1,400	Name 5	0	Name 8	0
Name 3	0	Name 6	0	Name 9	0

Profit Calculat:

Tier	Revenue	Overhead	Profit	Profit Per Client
1	\$ 48,000	\$ 31,015	\$ 16,985 /	\$ 4,246 Per Client
2	\$ 65,000	\$ 42,000	\$ 23,000 /	\$ 1,769 Per Client
3	\$ 54,000	\$ 34,892	\$ 19,108 /	\$ 425 Per Client
4	\$ 28,000	\$ 18,092	\$ 9,908 /	\$ 177 Per Client
Firm Totals	\$ 195,000	\$ 126,000	\$ 69,000 /	\$ 585 Per Client

Future Projection: Growth trends are based upon client growth per tier. Total Available Adviser (ADV) capacity = 3200 HOURS /YR

Tier	# of Client	Year 1				Year 3				Year 5					
		ADV Capact	ADV Hours	Staff Hours	Profit (\$)	ADV Capact	ADV Hours	Staff Hours	Profit (\$)	ADV Capact	ADV Hours	Staff Hours	Profit (\$)		
1	4	1%	32	64	\$ 16,985	10	3%	80	160	\$ 76,427	16	4%	128	256	\$ 143,519
2	13	4%	130	104	\$ 23,000	29	9%	230	232	\$ 92,349	45	14%	450	360	\$ 168,186
3	45	13%	405	270	\$ 19,108	45	13%	405	270	\$ 34,392	45	13%	405	270	\$ 40,365
4	56	7%	224	280	\$ 9,908	56	7%	224	280	\$ 17,833	56	7%	224	280	\$ 20,930
OTA	118	25%	791	718	\$ 69,000	140	31%	999	942	\$ 221,000	162	38%	1207	1166	\$ 373,000

CLIENT POPULATION (YEAR 1)

CLIENT PROFIT (YEAR 1)

ADVISER HOURS (YEAR 1)

When the vision is clear, the decisions are easy

STEP 3 ASSESS



SEGMENTATION CHANGES



FEE CHANGES



REVENUE IMPACTS

The CLIENT SEGMENTATION & FEE ANALYSIS tool allows you to Monte Carlo how segmentation and fees would impact revenue.

Client Segmentation & Fee Analysis Results



LIMITLESS

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This tool is designed to help you analyze and segment your current client base. The below summarizes your segmentation and fee analysis results based upon your inputs. It summarizes current value, new value and the delta (or difference) between these values. If you input your current fee schedule then the delta should be zero or negligible. If you input a new fee schedule the delta will show you the change to revenue, fees and segmentation. In order to assess the impact of changing the annual financial planning fee, input the new fee for each client.

EDIT CELLS WITH BLUE TEXT, all other cells are formulas.

To prevent possible issues in calculating formulas this worksheet is protected. To customize the tool or add additional analysis, simply unprotect the sheet by selecting 'unprotect sheet' under the Review menu.

Segmentation Results

The below chart summarizes the results between your current model and the new model. The fee schedule being used in the model is shown to the right.

Segmentation	Minimum Revenue	Current Segmentation					New Segmentation					Fee Schedule	
		# of Clients	% of Clients	Total Revenue	% of Revenue	Avg Revenue per Client	# of Clients	% of Clients	Total Revenue	% of Revenue	Avg Revenue per Client	AUM Fee Schedule (BPS)	AUM (P-)
A	\$ 15,000	1	1%	\$ 17,486	4%	\$ 17,486	1	1%	\$ 19,486	3%	\$ 19,486	75	\$ 3,000,000
B	\$ 10,000	6	6%	\$ 70,433	15%	\$ 11,739	6	6%	\$ 77,886	14%	\$ 12,981	75	\$ 1,000,000
C	\$ 5,000	27	27%	\$ 205,035	43%	\$ 7,594	27	27%	\$ 171,744	31%	\$ 6,361	100	\$ 500,000
D	\$ 2,500	37	37%	\$ 136,084	28%	\$ 3,678	37	37%	\$ 209,403	37%	\$ 5,660	105	\$ 250,000
X	\$ 1,000	26	26%	\$ 47,025	10%	\$ 1,809	26	26%	\$ 69,968	12%	\$ 2,691	115	\$ -
Z	\$ -	3	3%	\$ 2,885	1%	\$ 962	3	3%	\$ 13,687	2%	\$ 4,562	0	\$ -
TOTALS		100	100%	\$ 478,948	100%	\$ 4,789	100	100%	\$ 562,174	100%	\$ 5,622		

Client by Client Results

The below chart summarizes the changes on a client-by-client basis. Be sure to input a new annual financial planning fee to assess the impact of making changing to your financial planning fee

TOTALS	Asset Management Revenue				AUM Fees (BPS)			Annual Planning Retainer Revenue & Fees			Total Revenue		
	AUM	CURRENT	NEW	DELTA	CURRENT	NEW	DELTA	CURRENT	NEW	DELTA	CURRENT	NEW	DELTA
TOTALS	\$ 39,916,572	\$ 327,948	\$ 374,674	\$ 46,726	82	94	12	\$ 151,000	\$ 187,500	\$ 36,500	\$ 478,948	\$ 562,174	\$ 83,226
Client	AUM	Current AUM Revenue	New AUM Revenue	Delta AUM Revenue	Current Avg BPS	New Avg BPS	Delta Avg BPS	Current FP Revenue	Input New FP Reven	FP Revenue Delta	Current Total Revenue	New Total Revenue	Delta Total Revenue
Client 1	\$ 1,831,508	\$ 14,486	\$ 14,486	\$ -	75	75	0	\$ 3,000	\$ 5,000	\$ 2,000	\$ 17,486	\$ 19,486	\$ 2,000
Client 2	\$ 1,825,029	\$ 13,688	\$ 13,688	\$ -	75	75	0	\$ 1,000	\$ 2,500	\$ 1,500	\$ 14,688	\$ 16,188	\$ 1,500
Client 3	\$ 1,530,329	\$ 11,477	\$ 11,477	\$ -	75	75	0	\$ 1,000	\$ 2,500	\$ 1,500	\$ 12,477	\$ 13,977	\$ 1,500
Client 4	\$ 1,523,595	\$ 11,427	\$ 11,427	\$ -	75	75	0	\$ -	\$ -	\$ -	\$ 11,427	\$ 11,427	\$ -
Client 5	\$ 1,380,085	\$ 10,351	\$ 10,351	\$ -	75	75	0	\$ -	\$ -	\$ -	\$ 10,351	\$ 10,351	\$ -
Client 6	\$ 1,244,197	\$ 9,331	\$ 9,331	\$ -	75	75	0	\$ -	\$ -	\$ -	\$ 9,331	\$ 9,331	\$ -
Client 7	\$ 1,225,202	\$ 9,189	\$ 9,189	\$ -	75	75	0	\$ -	\$ -	\$ -	\$ 9,189	\$ 9,189	\$ -
Client 8	\$ 1,206,338	\$ 9,048	\$ 9,048	\$ -	75	75	0	\$ -	\$ -	\$ -	\$ 9,048	\$ 9,048	\$ -
Client 9	\$ 1,180,838	\$ 8,856	\$ 8,856	\$ -	75	75	0	\$ 2,000	\$ 5,000	\$ 3,000	\$ 10,856	\$ 13,856	\$ 3,000
Client 10	\$ 1,089,291	\$ 8,170	\$ 8,170	\$ -	75	75	0	\$ 1,000	\$ 2,500	\$ 1,500	\$ 9,170	\$ 10,670	\$ 1,500

SERVICE TRANSITIONS

Introduce and invite to participate in new firm services.

FEE INCREASES

Share fee increase with clients to promote sustainable business.

CLIENT TRANSITIONS

Transition away clients who are no longer a fit for services, fees or alignment.

SEE RIGHT-SIZING CLIENT BASE LESSON

The best way to make money is to not lose big chunks of it

STEP 4 DEFINE



SEGMENTATION



SERVICE TIERS



SERVICES

Client Services Overview

No individual or family is quite the same, and neither should their financial plan. We believe in identifying and servicing your specific needs and goals rather than delivering a "one-size fits all" solution. No matter what type of client you become, we're here to help you achieve your goals.

PLANNER CLIENT

Ready to clarify, simplify, and organize your entire financial life? Planner Clients want a holistic approach to defining goals, making informed decisions, and building a well-thought-out and integrated strategic plan to reach those goals.

Their goal is to delegate financial planning to someone with the foundation of ongoing review and work, providing additional time to concentrate on personal life and family.

All-inclusive financial services provide the Planner Client with comprehensive advice, including an integrated plan and investment management services through a fee-based investment account. Ongoing investment and management guidance and implementation.

INVESTOR CLIENT

If you want to delegate investment decisions to a disciplined advisor who has the knowledge, experience and resources to perform ongoing investment research and analysis in their best interest.

Investor clients view professional management as a way to accomplish financial goals while freeing up valued personal time.

Surge-Focused Client Service Calendar

January - March	June - December
<ul style="list-style-type: none"> Tax Projections And Tax Return Review First Quarter Estimated Tax Payments Preparation For Strategic Planning Meeting Season Funding Of Retirement Accounts And Potential Roth Conversions New Clients 	<ul style="list-style-type: none"> Follow Up On Action Items From Strategic Planning Meetings Mini-Surge Client Meetings Estimated Tax Payments Roth Conversion Analysis And Implementation Charitable Giving Analysis And Implementation

Your Client Experience

Onboarding: Advisor for what's next.

Strategy Development

Strategy Consultation

Implementation: A plan for what's next.

Initial Consultation	Financial Goals Consultation	Strategy Development	Strategy Consultation
Got to know us, our services, and our process. We'll show you how we all meet your needs.	Bring clarity to your financial goals and identify how your money can help you achieve them.	Our team meets initially to collaborate, develop, and present our recommendations.	Our team meets initially to collaborate, develop, and present our recommendations.
January and February: Meet with your advisor to discuss your financial goals and objectives. Cash flow planning consultation. Estate planning consultation.	March and April: Meet with your advisor to discuss your financial goals and objectives. Quarterly guidance newsletter.	May and June: Meet with your advisor to discuss your financial goals and objectives. Quarterly guidance newsletter.	July and August: Meet with your advisor to discuss your financial goals and objectives. Quarterly guidance newsletter.
September and October: Meet with your advisor to discuss your financial goals and objectives. Quarterly guidance newsletter.	November and December: Meet with your advisor to discuss your financial goals and objectives. Quarterly guidance newsletter.	January and February: Meet with your advisor to discuss your financial goals and objectives. Quarterly guidance newsletter.	March and April: Meet with your advisor to discuss your financial goals and objectives. Quarterly guidance newsletter.

Our Client Service Calendar

JANUARY - JUNE	JULY - DECEMBER
<ul style="list-style-type: none"> Financial Plan review (Update goals, action items, and projections) Balance sheet update (includes budget & debt review) Credit Score check Download and review social security statement Weekly Newsletter Investments Review Rebalance 401k + Investment accounts (Includes 529 + ISA) Quarterly Market commentary Insurance Policy review/check-in (PNC, Health Life, DL, LTC) IRA + ISA contribution check-in Tax return review Review tax withholdings and adjust w/e 	<ul style="list-style-type: none"> Goal progress update Financial Aid applications/FAFSA Reaffirm student loans Review Credit Cards for optimal bonus/rewards Client education/appreciation event Open enrollment (Employer + Medicare) Weekly newsletter Rebalance 401k + Investment accounts (includes 529 + HSA) Quarterly Market commentary Mid year cash flow check in Private plan review/check-in (update beneficiaries) EOY Tax planning review + projections

Cash Flow Planning
 Investment Management
 Risk Management
 Tax Planning
 Financial Planning
 Estate Planning

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Client Services List: Sample



LIMITLESS

Service Tiers	Tier 1	Tier 2	Tier 3	Tier 4
Review Meetings, Calls & Adviser Access				
In-Person Meeting	2x/yr	1x/yr	n/a	n/a
Phone Meeting	n/a	n/a	1x/yr	n/a
Just Because Calls	2x/yr	1x/yr	n/a	n/a
Offer for Review Meeting	n/a	n/a	n/a	1x/yr
Additional Access (turn around, add'l mtg request)	Priority	Standard	Standard	n/a
Service Based				
Goals-Based Planning Light	n/a	n/a	Yes	Yes
Financial Plan Development	Yes	Yes	Yes	n/a
Financial Plan Updates	1x/yr	EO Year	n/a	n/a
Investment Objective Confirmation	1x/yr	1x/yr	1x/yr	1x/yr
Investment Risk Tolerance Review	1x/yr	1x/yr	1x/yr	1x/yr
Systematic Portfolio Review	Qtrly	Qtrly	Qtrly	Qtrly
401k Review	1x/yr	1x/yr	1x/yr	1x/yr
Cash Flow / Budget Review	2x/yr	1x/yr	1x/yr	1x/yr
Liabilities Analysis	1x/yr	1x/yr	1x/yr	1x/yr
Education Funding Review	1x/yr	1x/yr	1x/yr	1x/yr
Social Security Analysis	1x/yr	1x/yr	1x/yr	1x/yr
Beneficiary Review	2x/yr	1x/yr	1x/yr	1x/yr
Power of Attorney Review	5 yr cycle	5 yr cycle	5 yr cycle	NA
Life Insurance Review	5 yr cycle	5 yr cycle	5 yr cycle	NA
Long Term Care Review	5 Yr cycle	5 yr cycle	5 yr cycle	NA
P&C Insurance Review	5 yr cycle	5 yr cycle	5 yr cycle	NA
Estate Plan Review	5 yr cycle	5 yr cycle	5 yr cycle	NA
Year end Tax Planning	1x/yr Q4	1x/yr Q4	1x/yr Email	1x/yr Email
Stock Option Analysis	As needed	As needed	If needed, hrlly	If needed, hrlly
Charitable Gifting Strategies	As needed	As needed	n/a	n/a
Coordinate mtg with CPA or Atty	As needed	1x/yr	n/a	n/a
Relationship Building				
Relationship Exception for Small Client	Yes	n/a	n/a	n/a
Personal Lunch/Dinner	2x/yr	1x/yr	EO Yr	Case by case
Special Event (Marketing)	2x/yr	3 yr cycle	n/a	n/a
Holiday gift (Marketing)	Yes	Case by case	n/a	n/a
Christmas Party (Marketing)	Yes	Yes	Yes	n/a
Birthday Call (Marketing)	Yes	Yes	n/a	n/a
Birthday Card (Marketing)	Yes	Yes	Yes	n/a

Areas or topics that display as x/yr are typically aligned with meeting preparation and review. For clients with multiple meetings per year, topics may be spread across meetings. Cycle indicates that the area or topic will be re-reviewed in depth on the defined frequency, these may come up sooner than the defined frequency and would be addressed at that time.

SEGMENTS

WEALTH PLANNER

PORTFOLIO PLANNER

PROJECT PLANNER

GOALS

Seek to clarify, simplify, and organize their entire financial life

Seek professional expertise to align their investment strategy with their financial goals

Seek targeted solutions to specific goals or situations

SERVICES

Integrated plan and investment management covering all aspects of their financial life

Ongoing investment management guidance and implementation

Guidance and advice related to their specific concern

MINIMUMS & FEES

Minimum: \$1M AUM
Asset fees + planning retainer

Minimum: \$1M AUM
Asset fees

Minimum
\$2,000 fee, \$375/hr

TIERS

Niche Client
Building Wealth
\$250,000 / \$2,500 min.

Niche Client
Executive Wealth
\$750,000 / \$7,500 min.

Niche Client
Business Wealth
\$2M+ / \$15,000 min.

Niche Client
Retirement Wealth
\$750,000 / \$7,500 min.

SPECIALIZED TIERS



BY CLIENT, BY TIER

ALL CLIENTS, BY AGENDA

ALL SPECIALS, BY TYPE/TIER

SPECIALS, BY TYPE/TIER

ALL CLIENTS, BY TIER

ALL CLIENTS

Systematize
Specialize
Scale

Specialize
STANDARDIZE

LEVELS OF SYSTEMIZATION

BEGINNER (Y1)

- Model Meetings
- Client Meeting Surges

INTERMEDIATE (Y2+)

- Systematize Service Model
- Value-Adds in Meetings

ADVANCED (Y2+)

- Services Delivered in Person and via Automated Workflows
- Annual Calendar Schedule
- Planning Modules and Value-Adds Delivered on Timeline
- Specialized Workflows for Specialized Segments



A wooden water wheel is positioned in a stream, surrounded by lush green foliage. The entire scene is overlaid with a semi-transparent blue-green filter. The water wheel is the central focus, with its spokes and rim clearly visible. The stream flows from the background towards the foreground, reflecting the surrounding greenery.

Scaling Up
WATERS DOWN

STEP 5 LAUNCH



FEE INCREASES



TRANSITIONS



SERVICE MODELS

MAKE CHANGES BY...

- Standardizing minimums and fees
- Creating service standards
- Defining a consistent process & schedule
- Systematizing proactive planning
- Cultivating a system for consistent, credible connection with clients
- Adding specialized services
- Utilizing value-adds



Client Communication & Transition Tracker

Instructions: Use this worksheet to develop and customize your client communication and transition plan. This can be used for multiple types of client communications and transitions such as fees changes, segment/service level changes and adviser transitions. Feel free to add and remove columns to needed to track your specific plan.

Transition Group	Description	Transition Options	Transition Start Date	Communication Type		
				Letter	Call	Me
Group 1	No changes for them	n/a	4/30/2018	Yes, general letter	n/a	
Group 2	Moving up a service tier	n/a	4/30/2018	Yes, improved services letter	n/a	
Group 3	Transition out	Meet min level of service / fees or rec'd new adviser	6/30/2018	Yes, new services letter	No	
Group 4	Moving down a service tier	Increase service/fee or stay at new model or rec'd new	8/31/2018	Yes, new services letter	Yes	
Group 5						
Group 6						
Group 7						
Group 8						

Client Name	Current Model (Segment/Fee/Adv)	New Model (Segment/Fee/Adv)	Exception: Y or No?	Transition Group	Transition Letter Send Date	Transition Letter Status	Tran
Jane Doe	B Client	B Client	n/a	Group 1	n/a	n/a	
John Smith	C Client	B Client	Yes -	Group 2	3/1/2018	Sent	Ca
Bob Thorton	D Client	D Client or Out	n/a	Group 3	7/1/2018	Sent	Ca
Lily Tamis	C Client	D Client or Out	n/a	Group 4	5/1/2018	Sent	

Client TERMINATION LETTER

Hello <Client Name>,

At <Firm Name>, we are dedicated to helping clients improve their lives by working toward their true financial and life purpose. Over the years, I have found that we do our best work with <insert niche> who need complex wealth management. After much consideration, I've made an important decision to tailor the firm's <services / fee schedule> going forward to suit the unique needs and challenges facing this group.

With this in mind, along with the many changes that have recently occurred in the market and at my firm, I have reviewed all of my client relationships. I have reluctantly concluded that I am no longer able to serve you in the way you most need. My role has always been to provide you with advice that ensures your goals are being met. At this time, I believe the best way to do that is to resign your account and ensure you have an adviser who is an ideal fit for your needs.

As such, this communication serves as the <30 day> written notice outlined in our <advisory/financial planning> agreement. As a gesture of goodwill, we will continue to manage your accounts through the end of <2nd Quarter> and you won't be charged a financial planning fee for the <3rd Quarter>.

I understand any anxiety that you may feel upon hearing this news and want to ensure you that I am fully invested in finding you a financial adviser that will better align with your personal goals and current needs. I am happy to make introductions to a local financial adviser who I feel is ideally suited to serve you. I can also send you information about <Custodian/BD in-house advisers, or the great, economical team of Certified Financial Planners (CFP) employed by Vanguard>.

Please know that I would be happy to make this transition easy and work with the adviser you choose to facilitate a seamless transfer of your accounts. Should you not have a decision by <date>, I will send information on how you can work directly with <Custodian or appropriate firm>.

Thank you for your past business and support, I wish you and best wishes for your continued happiness and success.

In your service,
<Adviser Name>

SEE RIGHT-SIZING CLIENT BASE LESSON



SERVICE TRANSITIONS

Introduce and invite to participate in new firm services



FEE INCREASES

Share fee increases with clients to promote sustainable business



CLIENT TRANSITIONS

Transition away clients who are no longer a fit for services, fees, or alignment

Your Job Is to OFFER. Their Job Is to CHOOSE.

"We are taking steps to clarify the role our firm plays in your financial life and the way we work to serve you in meeting your financial goals. I'm excited to share that we've made improvements to our service offering so that we provide a level of support designed to help you meet those goals. Going forward, we have three levels of engagement, which you can choose from depending on what best suits your needs..."





SAMPLES

CLIENT-FACING DELIVERABLES



YOUR LOGO
HERE

Client Services Overview

No individual or family is quite the same, and neither should their financial plan. We believe in identifying and servicing your specific needs and goals rather than delivering a "one-size fits all" solution. No matter what type of client you become, we're here to help you achieve your goals.



PLANNER CLIENT

Ready to clarify, simplify, and organize your entire financial life? Planner Clients want a holistic approach to defining goals, making informed decisions, and building a well thought-out and maintained strategic plan to reach those goals.

Their goal is to delegate financial planning to remove the burden of ongoing worry and work, providing additional time to concentrate on personal life and family.

All-inclusive financial services provide the Planner Client with comprehensive advice, including an integrated plan and investment management covering all aspects of their financial life. This may include:

- Wealth generation and growth
- Wealth protection and tax management
- Life-long and posterity wealth management

Minimum \$1M AUM, annual planning \$2,500 - \$10,000 based on situation and complexity, plus investment management fees (see Investment Fee Schedule for details).



INVESTOR CLIENT

If you want to delegate investment decisions to a disciplined advisor who has the knowledge, experience and resources to perform ongoing investment research and analysis in their best interest.

Investor clients view professional management as a way to accomplish financial goals while freeing up valued personal time.

Investment management services through a fee-based investment account. Ongoing investment and management guidance and implementation, including a qualitative discussion about risk tolerance and long-term goals.

Clients experience support and communication as it relates to investment management.

Minimum \$1M AUM, fees range from .60% to 1.14% annually (see Investment Fee Schedule for details). Financial planning services are not included but may be added if needed.



SITUATIONAL CLIENT

On a select basis, we may work with clients to address specific needs and situational issues that may arise, such as:

- 401(k) Rollovers
- Establishing IRAs/Roth IRAs
- Life insurance planning
- Long-term care insurance needs
- Disability insurance needs
- Saving/investing

Services provided in alignment with client's limited needs, usually addressing a specific issue or situation.

Hourly fees: \$250 per hour
Minimum of \$2,000, project fees by quote, engagement ends at completion of project.

Prosperous Planner™	Prosperous Investor™	Prosperous Collaborator™
<p>Client Goals: The Prosperous Planner™ has a compelling desire to better understand and organize their financial life so that it can be coordinated and planned in a thoughtful manner. The Prosperous Planner™ believes in established goals and a well-thought-out and maintained strategic plan to reach those goals.</p> <p>Planner clients want to delegate financial analysis and decision making to Herr Capital Management, LLC, to remove the burden of ongoing worry and work, providing additional time to concentrate on personal life and family.</p>	<p>Client Goals: The Prosperous Investor™ wants to delegate investment decisions to a disciplined advisor who has the knowledge, experience and resources to perform ongoing investment research and analysis in their best interest.</p> <p>Investor clients view professional management as a way to accomplish financial goals while freeing up valued personal time.</p>	<p>Client Goals: The Prosperous Collaborator™ wishes to address specific financial issues, such as:</p> <ul style="list-style-type: none"> • 401(k) Rollovers • Establishing IRAs/Roth IRAs • Life Insurance planning • Long term care insurance needs • Disability insurance needs • Saving/investing for children <p>Collaborator clients have identified a specific need or product and want guidance on the most appropriate solutions for their situation and goals.</p>
<p>The Prosperous Planner™ sees the value in a comprehensive financial plan, and will follow the Prosperity Path™ client experience in full. We will review and plan all financial issues relating to:</p> <ol style="list-style-type: none"> 1) Creation and growth of wealth. 2) Protection and preservation of wealth. 3) The distribution of wealth during life in the most tax advantageous way. 4) The distribution of wealth after death in the most tax advantageous way. 	<p>The Prosperous Investor™ is a client who seeks only investment management services through a fee-based investment account. This client would experience the Prosperity Path™ only as it relates to investment management. During the initial phases of the cycle, a qualitative discussion takes place as a function of obtaining risk tolerance parameters. We will follow the Prosperity Path™ cycle to implement and maintain client investments.</p>	<p>The Prosperous Collaborator™ is a client who has limited needs and/or needs solutions to single issues. This client's initial review will follow the first steps of the Prosperity Path™. However, we would not engage in a secondary qualitative discussion except to the extent dictated by the project.</p>
<p>Minimum annual fee is [REDACTED] and increases based upon situation and complexity. We do our best work with a client who earns \$150,000+ household income. Additional charges apply for specialized planning needs such as stock options. Engagement is for 12 months and is renewed annually.</p>	<p>Minimum Investable Assets: \$100,000</p> <p>Fees (annual):</p> <ul style="list-style-type: none"> \$100 to \$250k: [REDACTED] \$250 to \$500k: [REDACTED] \$500 to \$750k: [REDACTED] \$750k - \$1M: [REDACTED] \$1M to \$1.5M: [REDACTED] \$1.5M to \$2M: [REDACTED] Over \$2M: [REDACTED] <p>We do our best work with accounts greater than \$500,000. Related account minimum is \$50,000.</p>	<p>Hourly Fees: Planner: [REDACTED] Administrative: [REDACTED]</p> <p>Project Fees: By quote</p> <p>Product Sales: Fees are NOT charged on top of commissioned product sales. Financial products will be chosen based on client needs. Engagement ends at completion of project/sale.</p>

Client Service Model

for Intel Employees



Ongoing Financial Planning



LIFE EVENTS

- Retirement Transition Planning
- Relocation Assessment
- Job Offer Assessment
- Estate Planning Objectives & Execution
- Any \$ related question



INVESTMENT MANAGEMENT

- Diversified
- Low Cost
- Proactive Tax Management
- Pursuing Higher Expected Returns



Annual Financial Planning Service Calendar With Important Dates

2023 CALENDAR

HERITAGE FINANCIAL STRATEGIES

February: 12th Investment Annual Conference, 13th Second Saturday Virtual Divorce Workshop, 15th First Draft of 1099's available, 20th Presidents Day.

March: 6th-10th Financial Planning Client Reviews, 13th Second Saturday Virtual Divorce Workshop, 13th-17th Spring Break (Scottsdale, Mesa, Tempe, Highways, Chandler & Gilbert), 15th Final 1099's available, 20th-24th Spring Break (Highway, Chandler, Gilbert), 30th and 31st Office closed for Staff Development.

April: 6th Second Saturday Virtual Divorce Workshop, 10th-14th Financial Planning Client Reviews, 17th-19th Memorial Day, 19th-21st Office closed for Staff Development.

May: 1st-5th Quarterly Investment Strategy Review, 12th Second Saturday Virtual Divorce Workshop, 29th Memorial Day, 31st 1099's available for the 1041 conversion.

June: 10th Second Saturday Virtual Divorce Workshop, 12th-13th Investment Only Client Reviews, 19th Juneteenth.

July: 4th Independence Day, 6th Second Saturday Virtual Divorce Workshop.

Turnkey Client Service Calendar

Turnkey Client Service Calendar for Pathfinder

Client Service Calendar 2023 • Expanded

Communication Template	Guides
Jan. + Feb. 15 Ways to Save More in 2023 Start The Year On The Right Foot RMD Management For The Year	What Accounts Should I Consider If I Want to Save More? What Issues Should I Consider at the Start of the Year? What Issues Should I Consider When Reviewing My RMD?
Mar. + Apr. It's Time To Review Your Tax Returns Cash Flow Check Up	As Someone Who is Working, What Issues Should I Consider When Reviewing My Tax Return? or As A Retiree, What Issues Should I Consider When Reviewing My Tax Return? What Issues Should I Consider When Reviewing Cash Flow?
May + Jun. Reviewing An Estate Plan Estate Document Review Beneficiary Review	What Issues Should I Consider Before I Update My Estate Plan? What Issues Should I Consider When Reviewing My Estate Planning Documents? What Issues Should I Consider When Reviewing My Beneficiaries?
July + Aug. Reviewing Investments Goals Assessment Employee Benefit Review	What Issues Should I Consider When Reviewing My Investments? Master List Of Goals What Issues Should I Consider With My Employer-Provided Benefits?
Sept. + Oct. Reviewing Insurance Coverage Open Enrollment Reviewing End Of Year Planning Opportunities	What Issues Should I Consider When Reviewing My Property & Casualty Insurance Policies? or What Issues Should I Consider When Reviewing My Health & Life Insurance Policies? Should I Change my Medicare Coverage During Open Enrollment? What Issues Should I Consider Before the End of the Year?

Sample Annual Client Service Calendar

January	February	March	April	May	June
Annual Performance Report/Review	Update Financial Planning Projections	Quarterly Newsletter	Check-In On Ongoing Financial Planning Tasks	Internal Portfolio Review & Rebalancing Analysis	Annual Insurance/Estate Review
Capital Gains Tax Reporting Summary	Internal Portfolio Review & Rebalancing Analysis	Internal Portfolio Review & Rebalancing Analysis	Prior Quarter Performance Report	Internal Investment Committee Meeting	Quarterly Newsletter
Internal Portfolio Review & Rebalancing Analysis	Internal Investment Committee Meeting	Internal Investment Committee Meeting	Internal Portfolio Review & Rebalancing Analysis	Educational Event On Investments	Internal Portfolio Review & Rebalancing Analysis
Internal Investment Committee Meeting			Internal Investment Committee Meeting		Internal Investment Committee Meeting
July	August	September	October	November	December
Prior Quarter Performance Report	Check-In On Ongoing Financial Planning Tasks	Quarterly Newsletter	Prior Quarter Performance Report	End-Of-Year Tax Planning Meeting	Quarterly Newsletter
Internal Portfolio Review & Rebalancing Analysis	Internal Portfolio Review & Rebalancing Analysis	Internal Portfolio Review & Rebalancing Analysis	Internal Portfolio Review & Rebalancing Analysis	Internal Portfolio Review & Rebalancing Analysis	Internal Portfolio Review & Rebalancing Analysis
Internal Investment Committee Meeting	Internal Investment Committee Meeting	Internal Investment Committee Meeting	Internal Investment Committee Meeting	Internal Investment Committee Meeting	Internal Investment Committee Meeting
Annual Client Appreciation Event			Financial Planning Educational Event		

Freelance Financial Planning Annual Service Calendar

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Catch-Up On Outstanding Tasks	Tax Prep			Investment Reviews	
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Insurance/Estate Reviews		Annual Review Meetings		Open Enrollment/Year-End Tax Planning	

Surge-Focused Client Service Calendar



January - March	June - December
<ul style="list-style-type: none"> Tax Projections And Tax Return Review First Quarter Estimated Tax Payments Preparation For Strategic Planning Meeting Season Funding Of Retirement Accounts And Potential Roth Conversions New Clients 	<ul style="list-style-type: none"> Follow Up On Action Items From Strategic Planning Meetings 'Mini-Surge' Client Meetings Estimated Tax Payments Roth Conversion Analysis And Implementation Charitable Giving Analysis And Implementation Required Minimum Distributions Tax Projections & Updating Withholding Estate Planning Reviews End-Of-Year Firm Newsletter New Clients
April - May	
<ul style="list-style-type: none"> Strategic Planning Meetings For All Clients Newsletter Outlining Key Meeting Takeaways And Deadlines For Remainder Of Year No New Clients But Introductory 	



FINANCIAL PLANNING FORT COLLINS

Your Client Experience

Onboarding: Advice for what's now.

Initial Consultation Get to know us, our services, and our processes. We'll show you how we will meet your needs.	Financial Goals Consultation Bring clarity to your financial goals and identify how your money can reflect your values.	Strategy Development Our team meets internally to collaborate, develop, and prepare our recommendations.	Strategy Consultation We'll discuss our findings and create your financial plan with action items and tasks.
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Implementation: A plan for what's next.

January and February <i>Winter clients:</i> Annual review with your dedicated CFP® pro Cash-flow planning consultations Estate planning consultations	March and April Prior-year income tax preparation Quarterly guidance newsletter	May and June <i>Spring & Summer clients:</i> Annual review with your dedicated CFP® pro Insurance planning consultations Tax planning consultations
July and August Investment planning consultations Cash-flow planning consultations Estate planning consultations	September and October <i>Fall clients:</i> Annual review with your dedicated CFP® pro Quarterly guidance newsletter	November and December Insurance planning and open enrollment consultations Year-end tax planning and projections Charitable giving consultations

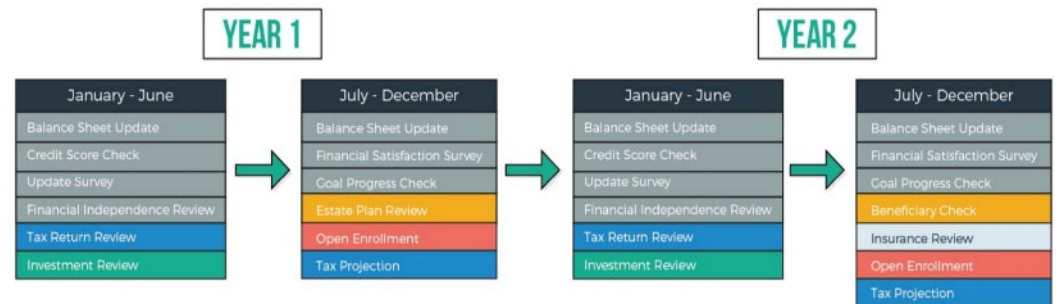
Our Client Service Calendar



JANUARY - JUNE	JULY - DECEMBER
<ul style="list-style-type: none"> Financial Plan review (Update goals, action items, and projections) Balance sheet update (includes budget + debt review) Credit Score check Download and review social security statement Weekly Newsletter Investments Review Rebalance 401k + Investment accounts (includes 529 + HSA) Quarterly Market commentary Insurance Policy review/check-in (P&C, Health, Life, DI, LTC) IRA +HSA contribution check in Tax return review Review tax withholdings and adjust w4 	<ul style="list-style-type: none"> Goal progress update Financial Aid applications/FAFSA Recertify student loans Review Credit Cards for optimal bonuses/rewards Client education/appreciation event Open enrollment (Employer + Medicare) Weekly newsletter Rebalance 401k + Investment accounts (includes 529 + HSA) Quarterly Market commentary Mid year cash flow check in Estate plan review/check-in (update beneficiaries) EOY Tax planning review + projections



BALLAST POINT FINANCIAL PLANNING 2-YEAR CLIENT SERVICE CALENDAR



Client Model Time Calculator

Section 1: Use this simple table to calculate your client hours by segment to help you design a client model that aligns with your goals.

ROT* goal *ROT = Return On Time
 (Advisor revenue-producing hours ONLY)
 Total work hours / year
 Percentage (%) of time spent on clients
 Total client hours available each year
 Current client hours commitments
 Available client hours remaining

Section 2: Do some simple math and complete the table below to calculate Advisor time by segment and for the client base.

Tier	# Clients	# Client Meetings / Year	Total Advisor Hours / Mtg	Total Advisor Hours / Client	Total Advisor Hours / Tier	NOTES
Tier 1 (example)	10	4	4	16	160	

Calculating Advisor Client Time:

Section 3: Calculate the average Advisor time per client to input into the table in Section 2: if you have more than one segment and/or Advisor time varies by segment, simply repeat this exercise for each segment and input that number for each segment in the table above.

[ADVISOR]
 Meeting Prep Time (Per Meeting)
 Meeting Time (Per Meeting)
 Meeting Follow-Up (Summary + Actions) +

 Total Advisor Time / Client

Section 4: Now, assess the impact of your current client model on your revenue, time, productivity, staffing, profits and satisfaction. Note key take-aways for reference when designing your Client Service Model to align with your goals.



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EXERCISE

5 STEPS TO A 5-STAR SERVICE MODEL

Client Model Time Calculator

Set up a model to calculate your service assignments to help you design a more efficient and profitable practice.

Inputs include: Total hours, Total revenue, Expenses, and various service categories.

Output: A table showing time allocation for different services and a summary of total time and revenue.

1
CALCULATE
YOUR CLIENT TIME
(FOR CLARITY)

**SERVICE MODEL TRANSITIONS
GUIDEBOOK**

Resources for Transitioning Clients to a New Service Offering

Client Segmentation & Fee Analysis Results

Includes a table with columns for Client ID, Revenue, and Expenses, and a pie chart showing client distribution.

2
ANALYZE
CLIENT BASE
(FOR ALIGNMENT)

Client Segmentation & Fee Analysis Results

Includes a table with columns for Client ID, Revenue, and Expenses, and a pie chart showing client distribution.

3
IDENTIFY
CHANGES AND
TRANSITIONS

Client Services Overview

Client Services List: Sample

Service Type	Tier 1	Tier 2	Tier 3	Tier 4
Review Meetings, Calls & Adviser Access	30/yr	30/yr	n/a	n/a
Phone Meeting	n/a	n/a	30/yr	n/a
3rd Party Call	30/yr	30/yr	n/a	n/a
Call for Follow Meeting	n/a	n/a	n/a	30/yr
Adviser Access from around country	Priority	Standard	Standard	n/a
Financial Planning	n/a	n/a	n/a	Yes
Charitable Planning	n/a	n/a	Yes	Yes
Retirement Plan Development	Yes	Yes	Yes	n/a
Investment Plan Updates	30/yr	EO Year	n/a	n/a
Investment Plan Review	30/yr	30/yr	30/yr	30/yr
Investment Risk Tolerance Review	30/yr	30/yr	30/yr	30/yr
Systematic Portfolio Review	Only	Only	Only	Only
ESOP Review	30/yr	30/yr	30/yr	30/yr
Cost Flow / Budget Review	30/yr	30/yr	30/yr	30/yr
Liquidity Analysis	30/yr	30/yr	30/yr	30/yr
Subsidiary / Holding Review	30/yr	30/yr	30/yr	30/yr
Succession Analysis	30/yr	30/yr	30/yr	30/yr
Retirement Review	30/yr	30/yr	30/yr	30/yr
Power of Attorney Review	30/yr	30/yr	30/yr	30/yr
Life Insurance Review	30/yr	30/yr	30/yr	30/yr
Long Term Care Review	30/yr	30/yr	30/yr	30/yr
ESG / Impact Review	30/yr	30/yr	30/yr	30/yr
Global Tax Review	30/yr	30/yr	30/yr	30/yr
Year-end Tax Planning	30/yr	30/yr	30/yr	30/yr
Trust Administration	As needed	As needed	As needed	As needed
Charitable Gift Strategies	As needed	As needed	n/a	n/a
Coordination with CPA or Att	As needed	As needed	30/yr	n/a
Relationship Exception for Small Client	Yes	n/a	n/a	n/a
Personal Loan/ Credit	30/yr	30/yr	EO Yr	Case by case
Specialized Marketing	30/yr	30/yr	n/a	n/a
Holiday gift Planning	Yes	Case by case	n/a	n/a
Charitable Help / Philanthropy	Yes	Yes	Yes	n/a
Personal Care / Monitoring	Yes	n/a	n/a	n/a
Personal Care / Monitoring	Yes	Yes	Yes	n/a

4
DEFINE
SEGMENTS &
SERVICE TIERS

ON PURPOSE PROJECT PLANNING

Includes a table for project planning with columns for Start, End, Budget, and Top Objectives.

5
LAUNCH
SERVICE MODELS
& TRANSITIONS



DELIVER
DEEPER VALUE,
HYPER-EFFICIENTLY

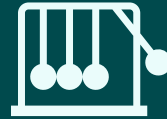
Q&A





WATCH/ READ

- "Building a (Modern) Client Service System Model to Deliver Value More Efficiently, Profitably, and Enjoyably," by S. Bogan
- "Creating Client Service Calendars That Demonstrate Ongoing Advisor Value," by Adam Van Deusen
- "Increasing Financial Planning Efficiency with a Systematized Annual Process," by Kyle Moore
- "Crafting an Annual Client Service Calendar to Illustrate a Financial Planner's Value to Prospective Clients, by M. Kitces
- The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience, Joseph Michelli



APPLY

- Complete the Client Model Time Calculator
- Complete Client Segmentation & Fee Analysis
- Read & apply the 5-Star Service System Guidebook
- Design your 5-Star Service Model
- Read & apply the Service Model Transitions Guidebook
- Read & Apply Fee Transitions Guidebook



ACT

- Launch new Service Model
- Launch changes to:
 - Client types
 - Fees / fee model
 - Minimums
- Plan / launch client transitions
- Update sales and marketing process, campaigns, scripts and deliverables