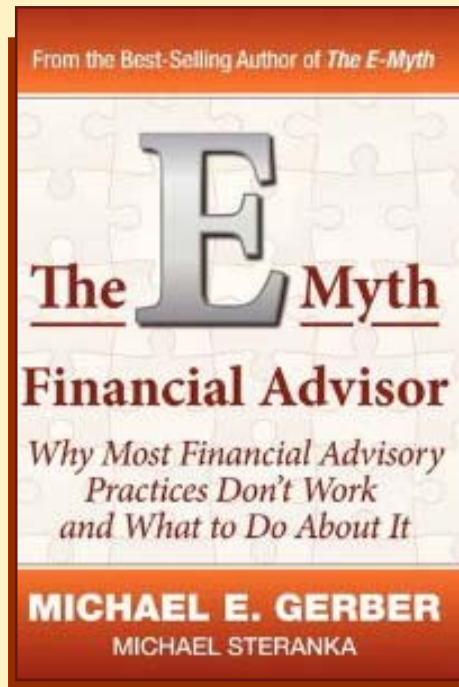
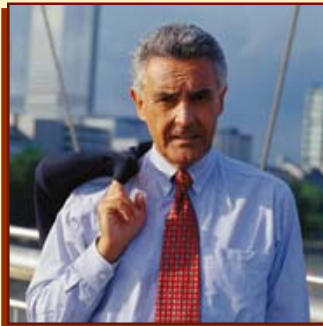


THE FINANCIAL — ADVISOR — GROWTH SYSTEM

A Profitable Approach to Financial Advisor Marketing,
Sales, Management and Business-Building



BY **MIKE STERANKA**

COAUTHOR OF **THE E-MYTH FINANCIAL ADVISOR**

INTRODUCTION

On August 22, 2011, the Federal Reserve Bank of San Francisco issued a report entitled *Boomer Retirement Could Slow U.S. Economy*. Among other details, the Reserve Bank concluded that the sheer demographic trend of Baby Boomers retiring will actually force these same retirees out of equity markets.

“To finance retirement,” the report said, “they are likely to sell off acquired assets, especially risky equities.”

Real stock prices will likely decline until 2021, it said, not to return to 2010 levels until 2027—based upon historical patterns which the researchers modeled. **In other words, billions of dollars will be flowing out of the stock market and into other investments.**

To top advisors in the financial industry, this report was nothing short of earth-shattering. In fact, when one of the largest districts of the Federal Reserve released this conclusion, I urged every producer in my exclusive coaching program to take notice. As I’m now urging you.

Why?

Because, regardless of the products you sell, you should realize that billions in invested principle will be changing hands soon—and millions of clients will be choosing new advisors.

You need to be ready to capture this business—and become one of those chosen advisors.

This *Financial Advisor Growth System* report is designed to ensure you are. In fact, over the next several pages, I’d like to detail exactly what you need to put in place in order to turn your financial advisory *practice* into an financial advisory *business*. I want to help you establish systems that will ensure you see more prospects, write more contracts, and pull in more premiums and commissions than ever before.

BEFORE I GO MUCH FURTHER, I’D LIKE TO INTRODUCE MYSELF...

My name is Mike Steranka. And for the past several years, I’ve been guiding producers from across America through the process of building their financial advisory business through effective prospecting systems, proven marketing strategies and easy-to-implement administrative procedures.

These same systems have helped me generate about \$200 million in production over the last six years—including being on track to generate another \$33 million or so in 2011.

What’s my story?

I started at New York Life. Having been in retail management before that, I knew I didn’t want to go back, so I made up my mind to be a success. If my quota was to make ten appointments a week, I would aim for twenty. I told myself that if I failed, I would quit—not entirely convinced that I was cut out for this work.

Did I have the will to succeed? Oh, yeah.

And with that will, I generated an average of 16 appointments a week that first month—64 appointments in all! At one point, I even made \$5,000 from just four hours of work—selling eight out of the eight people I talked to.

I was hooked.

In fact, I thought, *Holy smokes! It’s not that hard.* And I never looked back.

After 20 years in this business, you could say I've become a top producer. But more importantly for you, I've become a seasoned veteran of how financial advisory businesses make money. Several months ago, Michael Gerber—the legendary business authority and founder of the *E-myth* series of books—contacted me about writing a book with him. He recognized that I had developed a working model that virtually every financial advisor could follow.

Today, *The E-myth Financial Advisor* is one of the most practical and popular books in our industry—giving financial professionals a road map to growing their business. My personal view about why the book has become so popular is that most advisors today simply don't have it easy—especially in the early years of their career. We know, for example, that about 95% of new recruits in the financial services industry are washed out in the first three years, which is why top companies often ask their best producers to share what's working.

I am one of those producers often asked to share information at FMO conferences—something I'm happy to do. **After all, it's only logical that better management, better marketing, better client service and greater attention to long-term clients lifts the industry for all of us.**

Of course, once I began speaking at industry conferences, an inevitable stream of producers quietly began asking me how I run my business. Many of them asked me to coach them on the systems and strategies I use. As a result, I started working with nearly a dozen advisors representing every kind of product and representing most of the major FMOs.

In the first few months of this experiment, the results have been astounding.

One producer resulted in \$2.7 million of assets...both FIA's and managed accounts. He completed his first public seminar mailing and registered 130 attendees. He got 35 first visits, all extremely qualified people—and was already booked up for the next month. In six weeks, he brought in about \$3 million of fixed, including a couple of insurance policies and over \$2 million of managed money. That's over \$5 million in just six weeks. He told me his average case is about \$500,000 or \$600,000. Still others are seeing major increases in the number of prospects they see and the amount of business they write.

Over 12 intensive months, I'm downloading my entire career's worth of knowledge to these folks, then systematically teaching them the *business* of the financial advisory business.

And while I'm happy to work with other advisors (including you), the reality is that I can't coach everyone. I still have a business that operates every day and I'm unrelenting about my free time and my family life.

Still, I couldn't get over the results these producers were seeing. Their results convinced me to distribute information about my systems to producers like you who could use the systems to find more qualified prospects, sit down with more serious investors, write more six-figure contracts, earn more renewal income, retain more clients, and grow your own personal net worth as a successful, confident and respected financial advisor.

This report is about those systems.

DO YOU OWN A FINANCIAL ADVISORY PRACTICE OR A FINANCIAL ADVISORY BUSINESS?

Because many financial advisors are never taught to think like entrepreneurs, their companies usually become dependent on them—the owner. They must make daily decisions, handle paperwork,

manage marketing and see clients. Their ability to grow is limited. This type of company—which is formed around a solo entrepreneur—is known as a *practice*.

But a *financial advisory business*, on the other hand, is run by others. It has reliable systems in place—systems that any financial advisor can learn to use. When you carefully develop and establish these systems, your financial services business will be prepared to grow. By creating a systematic business that duplicates your strengths, the business will no longer demand your presence; it will merely need your *guidance*.

SYSTEMS THAT GROW FINANCIAL ADVISORY BUSINESSES

One of the fastest ways to transform your financial advisor *practice* into an efficiently run, well marketed, well managed *financial advisory business* is to establish a set of systems that are easy to understand and even easier to manage—once they are in place.

Even establishing just one or two of the following could double your income, triple your time off and make your financial advisory business an enjoyable occupation again.

What are these systems that lead to success?

Your Marketing System—The producers I talk to at FMO conferences realize that the industry has permanently changed. They know they need a different approach to attracting prospective clients and doing marketing. And while it was easy to get a little complacent during the "boom times," they realize they need to quickly re-focus—not just on running the day-to-day business—but on creating the most important element...prospects.

Most advisors I talk to simply need to be in front of more people—qualified people.

In fact, it's the #1 challenge for most advisors. So how can you overcome this deficiency in your own company? Start by identifying your ideal type of client—by demographics, income, age, investment goals and the like—so you know who to target in your marketing and advertising efforts. Then? Once you identify your ideal customer type, your marketing system is the process you'll use to reach them and convince them to book an appointment. In fact, a robust marketing system will help you relentlessly recruit those ideal prospects as clients.

This system includes your annual calendar of marketing campaigns, your advertising, your seminar scripts, direct mail, Internet lead generation and so on. I've compiled a comprehensive archive of marketing tools we've used successfully over the years. Some we re-use constantly, others only periodically. But our marketing system (which producers get through my coaching program) generates a steady stream of appointments for me and the other advisors in my business.

We shoot for a 10x return on our marketing dollars. That's what we consider a success. Sometimes even a 3x, 5x or 7x return can be wildly successful if the return is quick, easy and measurable.

What kinds of strategies do we use to get this kinds of ROI?

◆ **Advertising**—Through testing over many years, we've discovered that display advertising (another word for the full-page, half-page and fractional-page ads in newspapers and magazines) is a superb method of generating client prospects. We started with small ads and worked our way up to full-color ads in leading, area publications that are read by our ideal client prospects. We discovered that, unlike the "credibility" ads that so many producers run, focusing instead on benefits to the

potential client—plus adding a call to action to schedule an appointment—led to far greater responses in much less time.

◆ **Direct Mail**—Our direct-mail campaigns are designed to do one thing only: Generate an in-person appointment by a qualified investor. To do this, we use a number of campaigns that entice letter recipients to call and schedule. In the past, among many other strategies, we've used ethical bribes and invitations to special events featuring well known speakers. Some are fold-over "self mailers." Others are letters in a uniquely addressed envelope. And just one type of mailer that prompted recipients to call in and claim a complimentary gift card at their first appointment, generated \$624,000 in business from just \$4,797 in costs—for a whopping 940% return on expenditure!

◆ **Client Referrals**—Over the course of my career, I've received at least \$100 million in referrals from clients. And each year we receive \$7 million to \$15 million in referral business. This is quite frankly the easiest and best return on investment (ROI) that you will ever receive, yet so many financial advisors just don't seek referrals from clients! This is baffling, particularly when it's so easy.

What are some client-referral approaches that work well?

Step 1: List your top 30 clients.

Step 2: Set up a special dinner for these clients at a nice restaurant, preferably one with a private room.

Step 3: If you invite 30 households you will probably get 20 or more to attend. This might cost about \$1,000 but you will get some of the best referrals of your life.

Step 4: Do NOT do a SALES presentation or SEMINAR.

Step 5: Just be yourself and tell them how blessed you are to be a planner with so many nice clients. Talk for 5-10 minutes and tell your story.

Step 6: Give them a referral sheet near the end of your talk. Perhaps your staff could hand these out before you finish delivering this script:

"I've assembled you here tonight to say thank you for your business, but also to point out that we would appreciate personal introductions to some of the folks you know. If someone comes to mind right now, great! Just jot it down. If not, don't worry because sometime in the next 60 to 90 days, you'll run across someone you want to introduce me to and I want to be there to help them -- the same way I helped you.

"When that happens, feel free to give me a call with their name and some information about them and I'd be glad to be of help.

"Sandy, my assistant, will collect these when you are finished, and again I just wanted to say thank you. Thank you very much."

Client dinners like this one (among many other systems and strategies) are what catapulted my financial advisory business to **\$200 million in production in just six years**. Not only that, but a great referral plan on top of our strong marketing plan generates over \$30 million a year in new sales—with me working *just 12 days a month*.

In fact, client referrals are so important to the growth of your business, that I put the strategy above (along with other successful campaigns) in the very first module I'll share with you as a new coaching client of mine. I call the module my *Ultimate Referral Guide*. And when I suggest that you talk about your story at the client dinner above, what do I mean?

Tell prospects:

- Why you got into the business
- When you got into the business
- Your passion or desire to help people
- The challenges that come with being in business
- The sense of achievement when your planning advice saves lives or families

Do NOT include:

- How great you are
- Your sales figures
- Your achievements financially, or anything else that is self-promoting

What's another strategy that works? Well, we use something every month in my business to get second- and third-generation referrals. We call it the Referral Tree. The Referral Tree helps you **identify people who are client advocates** or people who refer like crazy. For example, I have one client who loves to pre-sell me to his friends—then lightheartedly says he's done all the hard work, so all I have to do is not blow it and I will pick up a nice client.

These client advocates are folks whom I like to reward as much as possible with my time or special perks like tickets to a ball game or the theatre. I have a client who said he would refer me to a friend with \$350,000 to invest. He also mentioned that he's a Baltimore Ravens fan, but lamented that he doesn't see as many games as he would like. I told him he needed to make the introduction quickly because I had two tickets for an upcoming game with his name on them. He's referred at least one person a year—and has happily attended at least one ball game a year for four years.

Client advocates also expect you to follow-up with them about their friends and colleagues, so if you want more client referrals from these superstars—following up with the advocate is key.

If a client entrusted you with a good friend or colleague, he wants to know. Call and tell them how the meeting went. You don't have to talk specifics (nor should you), but you can talk in generalities. Client advocates, true advocates, will go out of their way to help you bring someone new into the firm.

◆ **Publicity**—My company constantly uses media and publicity strategies to keep the name of the firm in the public eye. I also have my other licensed advisors author their own articles with their own byline so that prospective clients don't feel they need to talk to me personally in order to get experienced help.

◆ **Preview Seminars**—With few exceptions, the top producers in the country regularly use preview seminars to recruit superior quality prospects. My business does, too. When you spend an hour or more educating the prospect about ideal investing options for them—then describe the process you use to insure they get customized advice—it's almost impossible NOT to glean several to *several dozen leads* from that event. Many producers dislike seminars. My firm wouldn't write the kind of business we do without them.

In fact, one tool we use to immediately book appointments from seminars is a take-home kit that I created called “Retire Now.” It includes a book you can put your name and biography on... a workbook and intake questionnaire for first appointments... and a handsome pocket folder with gold lettering and elegant graphics. (My coaching clients can purchase these in quantity to use at their own local seminars, if desired.)

I’ve completely scripted my firm’s seminar and developed all other aspects, too, including the PowerPoint slides, speaker notes, lobby and directional signage, marketing pieces that help fill the room and more. One option, if you prefer not to speak to groups, is to hire another credible person to deliver the program while you answer questions and greet client prospects toward the end of the evening. (If you decide to become a coaching client of mine, be sure to let me know if you’d like to use our preview seminar system. We are happy to extend you that option.)

◆ **Annual Reviews**—One thing that we do to maximize the amount of business we write is to conduct annual reviews of clients. They may need to make a change. They may be seeking to invest more of their portfolio or have received a recent inheritance or retirement bonus. During an annual review, clients will also routinely think of other people they want to refer.

Only by keeping in touch and regularly contacting your clients for these reviews can you truly call annual reviews part of your marketing system. With respect to staffing needs, if you conduct annual reviews and your average ticket is \$200,000 or more, you would likely need to add one staff person for each 100 new clients that you get like this. This is generally in addition to the staff you already have.

◆ **Orphan Cases**—As financial advisors, all of us are naturally in the estate planning business. Yet how many of us fail to plan what will happen to our own clients upon our demise? Clients whose financial advisors pass away are called “orphan cases”—and the potential for picking up these cases *en masse* or through your own good marketing are vast.

◆ **Brochures, Postcards and Other Printed Matter**—One thing I’ve discovered about using any kind of printed material is that the benefits to the potential client, the call-to-action, your credibility points and other copy elements have to be very clear. Too many advisors use “institutional advertising” with beautiful graphics, a few lines of copy, maybe a headline and, of course, their logo. But nowhere do these institutional ads state exactly how the client will benefit once they schedule an appointment or avail themselves of your services.

We “flight check” every printed marketing campaign that goes out to be sure that these benefits are compelling and that a call-to-action is present—that is, exact instructions on how to respond and make an appointment. We make all of our postcards and direct mail pieces available to coaching clients and reveal which vendors we use and continue to have success with.

◆ **Third-Party Tools**—I don’t use many of the marketing campaigns and other monthly “gimmicks” recommended by parent companies to their producers. I’ve found these just didn’t work as well as our own campaigns and promotional pieces for recruiting our ideal client prospect. Some third-party tools that do work well, however, are articles, books and special reports written by other people about trends in the economy or investment world, retirement strategies that work, tax-reduction concepts that are appropriate and legal, and so on.

Your Appointment System—In my company, we write out everything we say to a client—from the time they set an appointment... to the initial greeting... to the topics we discuss at each appointment... and more. When you refer to the same script each time, you can improve upon it and

change it as new dialog begins working better. After years of using this scripted system, we've honed strategies for closing prospects at their very first meeting.

We also spend time breaking down and analyzing each phase. Because you never want to spend money on marketing only to lose the sale due to poor closing skills, I've dedicated a substantial amount of my coaching program to making certain producers do this part of process correctly.

What can make or break a first appointment? My team has identified 25 different variables that could close a sale—or cause the prospect to go home without becoming a client. Things like:

- Do you have a data form for the prospect... and what to do if you don't
- Is their spouse here with them and what to do if he/she is not here
- Asking leading questions to determine what's most important to them as an investor
- Ways to accentuate what they do like and drill down on what they don't like
- Controlling the flow of information
- Discussing your compensation and using this discussion of fees to your advantage
- Staying focused on the goal...The Second Appointment

Again, we've scripted each variable above since it is critical to the overall financial success of the business. We've also created the same checklists for the second, third and fourth appointments—all the way through bindery delivery—which has transformed the production of many advisors in our coaching program.

Of course, a big part of converting qualified prospects into clients is overcoming their objections. I truly believe that, in the course of my career, I've seen virtually every objection imaginable. Frankly, some I didn't handle so well in the early days, which is why I scripted the most common 65 objections and routinely work on honing answers to them—then training my staff to use these answers effectively.

Client Fulfillment System—Moving money for a client is an involved process. Client fulfillment is the system we use to insure that each step in the delivery process is handled by staff and that every detail is accurate and verified.

Most financial advisory practices have procedures in place—learned from their FMO and tailored to getting paperwork done accurately. However, I recommend taking the additional step of documenting the procedure so that any staff changes in this area are smooth and seamless. Every year, I move between \$30 million and \$60 million into our firm. Applications for life insurance and other processes take even more time. Every step is important... and should be documented.

Client-for-Life Communication System—When you create a system to remain connected to clients and their beneficiaries through annual reviews, newsletters, special events and other methods, you can easily keep relationships going for as long as the client lives. (You may even pave the way for your children to inherit that client one day.)

To help us keep in touch with clients and also generate some very nice referrals as a result, we hold client appreciation events. We do NOT talk business at these events. No sales. They are ONLY open to clients. Naturally when you tell clients "no business," they want to talk business anyway and I generally identify about \$1 million immediately that could be booked. In these cases, I simply tell a staff member that Mr. Smith has \$500,000 he wants to talk about and ask to put him on the schedule right away. But we don't discuss his unique situation at the event.

What kinds of events have worked for us and can work for you?

- Special event at your home or other elegant location
- Casino night
- Christmas brunch

Also, we hold an annual gala where we ONLY invite clients. When you hold an event where there are lots of people and everyone of them is an existing client, it looks really good to your new clients. **In fact, it actually sends your referral rate through the roof**—and causes clients to want to refer others so their friends can join them at these gala events.

Between September and October each year, we map out all of our planned marketing events for the next calendar year so we know exactly which events we'll be doing and why. It's easy to plan these by asking: How many client events do you want to hold? How many seminars do you want to conduct? Are you bringing in any special guest speakers? What budget can you allocate to events if you know it will bring in at least 10x its cost?

Make a good plan and then execute. The results will be stellar.

Residual Income and Found-Money System—Some financial advisors pursue only first-year commissions; others go after residual income. My business does both. Having a system in place that tracks renewals and money you'll acquire when clients retire, inherit or pass away is critical to staying connected—not only to windfall money but also to those clients who can bring you renewal income.

I do semiannual reviews (twice a year) so that clients get a chance to come in and we can revive the relationship on a regular basis.

Strategic Partnership System—Many financial advisors fail to get referrals from other local professionals because they do not have a system in place to actively recruit these referrals or provide suggested dialogs for referrers to use.

Strategic partnerships are formed with other professionals in the community with whom you choose to do business on an ongoing basis. These are people who will help you build your practice through referrals and strategic marketing. But many advisors have trouble dealing with high-end professionals because they will ask you tough questions and challenge your business. They will actually make you stretch, learn and grow.

Why not meet this challenge and get a huge benefit in the process? These professionals, once they are comfortable with you, can give you some of your most valuable personal introductions.

Information Technology System—This system is simple. It's a record of all the IT processes within your business—the passcodes, software and documentation—but also a functioning website that proactively markets your services.

You'd be surprised how many advisors do not have a marketing website for their company. However, with a well designed and well written website, you can provide free downloadable articles and reports (like this one) by putting an opt-in box on your home page, a brief description of the free information and even a tool like TimeTrade that lets your visitors schedule their own phone appointments with your staff prior to booking an in-person appointment.

And, if you are affiliated with a broker dealer, ask for help with marketing via compliance-approved social networking sites such as LinkedIn and Facebook.

Accounting and Forecasting System—Not only is it important to analyze profitability of different marketing or client outreach approaches, it's important to monitor cash-flow and forecast your revenue. When you ask detailed questions about the commission-payment process, you can develop systems within your business that actually shorten the time it takes you to get paid.

In our industry, the average number of days it takes to get paid on an annuity sale is 45 days. But in my company, we sped up that process and shortened the time to just 28 days—a gain of two weeks. I simply asked my employees about the documentation and transaction process.

“What does that operative do?” I asked. “Then what happens? Does it sit on his desk? Is it sent out that day? When it's received, when is it opened by the next person?”

Then I formulated a way to tighten the time-frames and get paid sooner. It made all the difference in the early days between having money for my next marketing campaign—and not having money at all.

Staff Management and Accountability System—When you define your business systems with the actual skillset an employee would need to perform individual tasks you've documented, you'll have greater confidence in hiring the right people and managing them based on performance, not personalities.

I put in place procedures for hiring that streamlined the process and also insures that I hire the ideal people for each job. One approach I used, however, that's quite different from most financial advisory practices is really a mindset: The easiest way to manage people is to manage the systems they follow instead. I'll talk more about this in just a moment.

Continuing Education System—Rather than obtaining just the minimum training required for your license, why not establish a schedule of ongoing training that helps you constantly upgrade your business with new systems and processes? Just one new strategy or insight from a coach or consultant might mean hundreds of thousands in extra income or even more time off to enjoy your life. The likelihood, of course, is that you'll get *more than just one idea*.

I've always considered myself a lifelong learner. Over the years, I've paid hundreds of thousands of dollars to receive the best training from the best people. This investment has, in turn, made me millions of dollars. Most organizations only pay for the minimum of training you'll need. Don't let this deter you. Press ahead to the next level—on your own, if necessary.

Ancillary Business Systems—Also known as multiple revenue streams, this system can bring in countless millions in premiums and other revenue. For example, if you focus on managed money, you could bring in an expert to sell life insurance or annuities to your clients—generating an extra \$200,000 to \$1 million a year. Put a system in place to pro-actively seek out and schedule people who specialize in other disciplines.

Multiple revenue streams are everywhere. Even when your practice is multidisciplinary, you'll still have a specialty; something you're best at. Think of it as the lowest-hanging fruit. If you focus on managed money and you're not looking into life insurance or annuities, why not call someone who specializes in those other disciplines? Sometimes it's important to devote your attention to your specialty and bring in people who can help you generate more income in other areas.

MANAGE SYSTEMS, NOT PEOPLE

One major benefit of systems in your business is greater confidence in managing your own staff. People can sometimes be impossible to manage. They bring their private lives to work. They have conflicts with other staff. They need time off. In fact, the entire range of human drama can take place in your office.

Managing systems, on the other hand, lets you focus less on *who* gets things done and more on *how* things get done. Hiring becomes easier since you must merely choose the person (and personality) who can best follow the procedures in the manual. Your staff becomes more accountable. And you can begin to hire and manage based on productivity and progress, instead of emotion or other human factors.

If you have a small practice, your first goal should be to hire an assistant—ideally someone who has a license but who isn't skilled at selling or prefers not to sell. They'll be able to do the paperwork and talk to clients credibly if you are away from the office. Your second hire should be a marketing person who doubles as a receptionist.

You'll find that the single most important step besides marketing in doubling your production is making sure you have adequate staffing and are ready to take the next step beyond doubling.

If you are at \$1 million in gross and want to get to \$2 million in gross, I would begin to think about what you want your staff to look like when you double from \$2 million to \$4 million. Why? Because I want you to think about what your staff and company image will look like when you get to \$4 million. In fact, the decisions you make now will ultimately determine your company's ability to withstand growth later.

The reality is that you will need new or different people to double your business. This does not mean that you have to fire your entire staff. Far from it. But you do want to make sure they are in the right positions—and following the right procedures to help protect and build your business.

One of the procedures we ultimately end up adopting is requiring all of our people to become at least insurance-licensed if not securities-licensed, as well. When you are running a multi-million dollar a year business, you want to have the most efficient and capable staff possible. Also, this will give you some freedom. Your staff can run the business without you.

Of course, they might not be as efficient as you are, but they are still capable of doing most things that you would do—even selling.

THE BEST WAY TO ESTABLISH THESE SYSTEMS IN YOUR BUSINESS

Only with systems in place can you begin to grow in a strategic way. But be aware: Establishing these systems takes time. That's why it is crucial to have a detailed action plan for which systems you'll put in place, who will test and improve the strategies and tasks—and most importantly, who will document how each task is performed.

The big payoff, of course, is that systems allow you to pursue growth opportunities within your current market and beyond. Only then will you be working *on the business*, instead of in it.

When I work with financial advisors in my coaching program, some of the first challenges I see are a lack of procedures and systems that are designed grow the business. Of course, most every financial

advisory practice has procedures in place for handling client paperwork. But what they haven't done is establish systems and documented procedures that help prevent common challenges like these:

- Not enough people to see and no proven system for generating appointments
- Appointments are not qualified so you spend time with prospects who don't have substantial funds to invest
- There's not enough cash-flow in the business, and what's more, the business does not run without you—preventing you from focusing on growth
- You don't have a scripted sales talk, so prospects take too long to make decisions
- You don't ask for referrals from clients with a proven approach or you don't get referrals from area professionals
- You don't know where to spend marketing dollars, or you're using marketing systems that don't work
- Your staff isn't qualified and your practice lacks systems and documented procedures

If any of these common challenges are present in your practice, I want to invite you to work with me personally over 12 months' time to establish—month after month—the systems you need to become a top producer. I want to reveal the prospecting systems, the marketing campaigns, the referral systems, staff training, client appreciation events, management procedures, scheduling techniques and much more.

Then, I want to walk you through—every month—the exact steps you need to follow to create positive changes in your practice.

I want to make certain that your gross commissions and personal income improves—and that the modest monthly coaching fee I have in mind is literally an after-thought when compared to the substantial additional revenue you are making in your practice.

AMERICANS WILL SOON TRANSFER BILLIONS IN INVESTMENT FUNDS. WILL THEIR NEXT FINANCIAL ADVISOR BE YOU?

Remember the study I talked about at the beginning of this guide? The one called *Boomer Retirement Could Slow U.S. Economy*—from the Federal Reserve Bank of San Francisco? It said that, as Baby Boomers age, demand for risky equities will decrease, making billions of dollars available to annuity, insurance and other fixed-income investments. With planning and systems in place, you could be poised to capture these investment dollars.

If you're ready to uplevel your business to one that is prepared to go after these billions of dollars—a business that is a more focused, more reliable, more self-sustaining machine—I want to invite you to consider joining my current coaching clients in what has turned out to be a landmark program in our industry. It's designed specifically with real-world, proven resources that help you establish systems in your practice and continually bring in qualified prospects you can easily convert into long-term clients.

PREPARE NOW TO CAPTURE THESE BILLIONS OF INVESTMENT DOLLARS

Over 12 intensive months, I'll personally guide you—as part of this unique program—through establishing proven systems in your financial advisory practice via a series of strategic advisory sessions you'll participate in. I'll even invite your staff to listen in, if you wish, so that everyone at your business can hear the same advice, the same way.

Plus, I have some powerful deliverables in store for you:

- **Bi-monthly training and reference manuals** detailing how to set up each important system in your business
- Comprehensive guidance on marketing and referral programs complete with scripts, sample materials and more
- **A complete archive of marketing, advertising, publicity, and other** promotional materials you can emulate
- **An intensive on-site visit to my office** where you can see exactly how we write over \$30 million a year
- A **Custom Office Profile** to help you replicate what you see, back home in your own office
- **Monthly conference calls with me** as you implement what I'll teach you
- Monthly newsletters that bring you **up-to-the-minute strategies** based on current events and industry changes
- **A new, monthly marketing tip** to augment the robust marketing system and sample archive I'll provide

These are PROVEN strategies and easy-to-maintain systems that have worked for me—and are working for others. But best of all, **use them to sign just one new client a month and your entire coaching program cost is more than covered.**

If you're thinking, by the way, that you've "tried" some of the ideas above and they didn't work, I can tell you that lots of financial advisors execute imperfectly—which is why I give you the step-by-step details in the bi-monthly reference binders. For instance:

- If you already have a procedure for first appointments, wait until you see **the exact formula we use that delivers a super high conversion ratio** to the second appointment.
- If you've worked hard on learning to overcome objections and feel you already do a good job of selling, wait until you see **my personal checklist of 65 different objections** plus my advice for overcoming each one.
- If you've ever used referrals from professionals as a source of new-client prospects, you'll discover how to get qualified referrals on a whole new level **using my 15-point checklist.**
- And if you've ever challenged yourself and your team to generate massive amounts of new revenue, **look for my "\$90,000-in-30-Days Formula" that works.**

All combined, this comprehensive coaching program is focused, precise, actionable and respectful of your time and budget.

There's literally no other business-building program for financial advisors that provides this level of detail... or includes the comprehensive worksheets, marketing archives and planning tools it does... or delivers the kind of step-by-step instructions it does to help you implement with confidence.

But best of all, if you diligently apply what I'll teach you to sign just one new client a month, your modest monthly program cost will be more than paid for. Plus, as you'll soon discover, **your financial advisory practice will literally be transformed into a thriving, robust, burgeoning financial advisory business.**

A QUICK SUMMARY OF HOW TO THINK DIFFERENTLY

I hope I've met my goal in this *Financial Advisor Growth System* report of getting you to think differently than you ever have before. I hope I've helped you realize how much bigger and more lucrative your business could be. The truth is you have valuable investment expertise to share—and that knowledge is worth more than you think to a far larger market than you probably ever considered. To recap the principles for building your own thriving financial advisory business:

1. On August 22, 2011, the Federal Reserve Bank of San Francisco issued a report entitled *Boomer Retirement Could Slow U.S. Economy*. Among other details, it concluded that the sheer demographic trend of Baby Boomers retiring will force these same retirees out of equities. In other words, billions of dollars will be flowing out of the stock market and into other investments.
2. Because many financial advisors are never taught to think like entrepreneurs, their companies usually become dependent on them. They must make daily decisions, manage marketing and see clients. This type of company—which is formed around a solo entrepreneur—is known as a *practice*. But a *financial advisory business*, on the other hand, is run by others. It has reliable systems in place that any financial advisor can learn to use.
3. One of the fastest ways to transform your financial advisor *practice* into an efficiently run, well marketed, well managed *financial advisory business* is to establish a set of systems that are easy to understand and even easier to manage—once they are in place.
4. The following systems are hallmarks of a robust thriving financial advisory business:
 - Marketing and advertising
 - Client-for-life communications
 - Strategic partnerships
 - Accounting and forecasting
 - Continuing education
 - Client fulfillment
 - Residual income and found money
 - Information technology
 - Staff management and accountability
 - Ancillary business systems
5. Managing systems, instead of people, lets you focus less on *who* gets things done and more on *how* things get done. Hiring becomes easier since you must merely choose the person (and personality) who can best follow the procedures in the manual. Your staff becomes more accountable. And you can begin to hire and manage based on productivity and progress, instead of emotion or other human factors.
6. When I work with financial advisors in my coaching program, some of the first challenges I see are a lack of procedures and systems that are designed grow the business. Of course, most every financial advisory practice has procedures in place for handling client paperwork. But what they haven't done is establish systems and documented procedures that help prevent common challenges.

7. As Baby Boomers' demand for risky equities decreases, billions of dollars will become available to annuity, insurance and other fixed-income investments. With planning and systems in place, you could be poised to capture these investment dollars.

ESTABLISH THESE STRATEGIES AND START ENJOYING THE BUSINESS GROWTH AND LIFESTYLE YOU'RE ENTITLED TO

I hope this report has given you a lot more to think about than just developing a robust, streamlined and easy-to-manage financial advisory business. Because the truth is, there is so much more you can do with your life once your business is operating at peak performance.

I travel extensively... take Fridays off... own a beautiful home... have a vacation house at the beach... spend quality time with my daughters... can afford to treat my employees well... shop where I want... plus so much more.

You, too, can live the life you define for yourself—instead of being tied to a financial advisory practice that sinks or swims based on whether you produce. Wouldn't it be a luxury to have a *business* instead—one that runs itself with your guidance, but doesn't require your presence? You could pursue hobbies you enjoy... be home more often... afford (both time- and money-wise) several very nice vacations each year... send your kids to the best schools and universities... in fact, anything you can dream up to acquire or do with your new-found cash-flow and spare time.

PLAY A BIGGER GAME NOW AND BE READY FOR THE COMING INVESTMENT RUSH

I'll be releasing more information about my coaching program over the next several days. Space will be limited. But I'll also release additional content including strategy suggestions to help those advisors who may not get the chance to work with me personally—during my coaching program or otherwise.

I can promise you these are not concepts or ideas—but strategies that both myself and others have used to break through to effortless management and business success... strategies that can be used to build a well managed, well marketed financial advisory business.

They are powerful. They will change your way of thinking. But they are also just the tip of the iceberg of what there is to know about running a successful financial advisory business. The rest of the iceberg is my comprehensive coaching program.

I'll be accepting further coaching clients within days, **but to secure your place in advance of that announcement, please call Tara Grier in my office at (443) 308-5216**. Then, keep an eye on your email's inbox because an email from me means more exciting information and greater business success. This next year could be one of the defining moments of your life.

Stay tuned...



Mike Steranka