

Transformative Business Solutions for Wealth Managers and Financial Advisors

In today's fast-paced financial services landscape, practice management and business development are essential for purposeful growth. Our consultants act as an extension of your team, helping you navigate strategic change amidst increasing competition and evolving business forces. Our aim is to help you maximize value by unlocking sustainable growth opportunities and empower you to succeed in an environment defined by the ongoing acceleration of change.

Practice Strategy

Business solutions centered on advisory practice growth, including: strategic planning, efficiency and scale, leadership development and teaming strategies.

Strategic Planning	Strategic planning is essential for businesses seeking a competitive edge and sustained growth. Centering our approach around an action-oriented process helps provide the clarity needed to make better-informed decisions. Focusing on four foundational pillars — strategy, structure, process, and people — positions your business to fuel growth and attain meaningful gains in efficiency.
People Power	Teams can offer scale and specialization, helping to enhance the advisor-client relationship and client satisfaction scores. The shift towards a team-based model underscores the significance of nurturing and developing individuals to enhance their productivity and enable growth. Success hinges on three things: <ul style="list-style-type: none"> • Aligning your team's structure and team members' skill sets with practice objectives • Cultivating a shared vision for growth • Creating a team that is greater than the sum of its parts
Succession Planning	Succession planning transcends retirement considerations. It's a fundamental aspect of the practice strategy, requiring a deliberate approach and ample time. The current market offers options from internal succession to sales, mergers, or some combination. This flexibility also gives advisors the ability to adapt their succession strategy as their practice evolves. Evaluating the various paths to succession and setting clear goals ensures a focused approach to executing a successful transition of the business.
Outsourcing for Efficiency and Scale	Centralized portfolio management options are integral to scaling your business, creating investment structure efficiency, addressing capacity issues, and facilitating growth. Today's model marketplace provides flexible outsourcing approaches, enabling advisory practices to tailor models to their investment philosophy or specific client needs. The most effective outsourcing approaches prioritize the client experience and change management as essential to long-term success.

Investor Strategy

Client enablement solutions centered on acquisition and retention encompass relationship development, investor behavior, and service excellence for both advised and retail investor segments.

Influential Investor Segments	<p>The industry is in a state of transformation, marked by innovation and demographic shifts. As wealth gets redistributed and investor characteristics evolve, new standards for advice and investment products emerge. Key influential investor segments include the Hybrid Affluent, Gen X, Millennials, and Women.</p> <p>To engage and retain these investors, wealth managers must deeply understand the financial management preferences and goals of these investors. This know-how is essential to successful practice repositioning, resource allocation, and service model reimagination. From initial contact to execution of the financial plan, the investor's experience must be intuitive and valuable, aiming to inspire client delight.</p>
Client Coaching	Helping investors better protect their wealth hinges on bolstering their resilience, enabling them to avoid costly mistakes and withstand market shocks. Behavioral coaching focused on investor resilience emphasizes adaptability over staying the course. Despite a well-crafted long-term financial plan, changing circumstances and apprehension may prompt an investor to make portfolio changes that hinder progress toward their goals. Greater self-awareness empowers them to help mitigate the effects of emotion-driven or subconscious behaviors.
Client Education and Enablement	<p>In today's competitive environment, client-advisor interactions shape satisfaction and retention, emphasizing the importance of prioritizing the client experience. Empowering individuals with financial literacy and experiential learning is essential to fostering investors' independence and confidence in managing their wealth.</p> <p>State Street Global Advisors offers curated and compiled content covering a wide range of topics, including: understanding one's money mindset, conducting meaningful money talks, and building financial resilience to guide effective decision-making. These resources are available in diverse formats, including: online articles, quizzes, worksheets, and tailored experiences like speaking engagements. All are designed to help enhance client engagement while highlighting the value of holistic wealth management.</p>

Our Team and Process

The Practice Management Consulting team at State Street Global Advisors offers research-based strategies tailored to address the pivotal challenges confronting today's wealth managers and financial advisors. As thought leaders, problem solvers, and educators, we apply valuable firsthand knowledge and experience across all facets of the industry to help financial professionals cultivate sustainable business value.

Our process is deeply collaborative, ensuring alignment with your business priorities. By staying abreast of trends and changes, we provide actionable insights into the preferences and behavior of consumers, intermediaries, and investors, empowering you to make informed decisions and seize emerging opportunities.

Best in Class

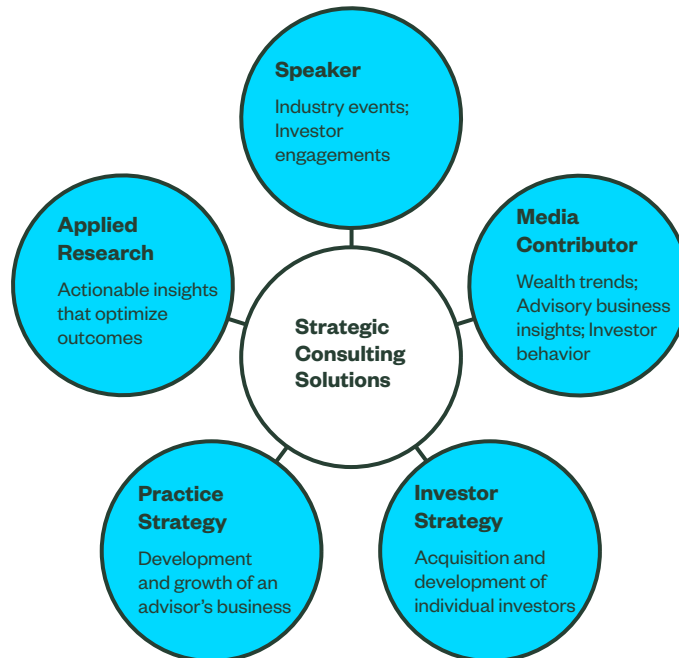
- Setting industry standards with expertise in strategy, business optimization, and client experience
- **8** industry awards¹

Applied Research

- Data to insights, insights to action for enhanced outcomes
- **16** primary studies² on business practices, product trends, and investor behavior

Optimized Solutions

- Strategic planning
- Leadership development and teaming strategies
- Scale and efficiency
- Client acquisition/retention
- Behavioral finance
- The client experience



Endnotes

- 1 As of September 2021: (7) Wealthies from Wealthmanagement.com Industry Awards for outstanding achievement in Thought Leadership and Advisor Education, Client Experience Initiative, Corporate Social Responsibility, and Socially Responsible Investing/Impact Investing for the following programs: *Addressing the Value Equation*; *The Impact of Aging on Financial Decisions*; *Aim Higher: Aligning Investments to Client Values and Mission*; *Closing the Gender Gap of Advice*; *Model Portfolios and The Client Experience*; *Using Behavioral Coaching to Build Investor Resilience*; *Into the Mainstream: A Turning Point for ESG*. (1) Luminary from ThinkAdvisor for best-in-class in Thought Leadership and Education Products, Programs and Services for the following program: *Using Behavioral Coaching to Build Investor Resilience*.
- 2 As of March 2024, a comprehensive series of primary research studies employing applied research methodologies covers the following subject matter: advisory value, client experience and fee comprehension; generational wealth management; strategic philanthropy; cognitive decline and financial decision-making; influential investor segments (women, millennials, hybrid investors, Gen X, HENRYs); women in financial advice; behavioral finance; consumer sentiment, purpose, and behavior in wealth management; investment solutions (ETFs, Gold, ESG, Model Portfolios); inflation.

ssga.com

Marketing communication

State Street Global Advisors Worldwide Entities

Australia: State Street Global Advisors, Australia, Limited (ABN 42 003 914 225) is the holder of an Australian Financial Services License (AFSL Number 238276). Registered office: Level 14, 420 George Street, Sydney, NSW 2000, Australia. T: +612 9240-7600. F: +612 9240-7611. **Belgium:** State Street Global Advisors Belgium, Chaussée de La Hulpe 185, 1170 Brussels, Belgium. T: +32 2 663 2036. State Street Global Advisors Belgium is a branch office of State Street Global Advisors Europe Limited, registered in Ireland with company number 49934, authorised and regulated by the Central Bank of Ireland, and whose registered office is at 78 Sir John Rogerson's Quay, Dublin 2. **Canada:** State Street Global Advisors, Ltd., 1981 McGill College Avenue, Suite 500, Montreal, Qc, H3A 3A8, T: +514 282 2400 and 30 Adelaide Street East Suite 800, Toronto, Ontario M5C 3G6. T: +647 775 5900. **Dubai:** State Street Global Advisors Limited, DIFC branch is regulated by the Dubai Financial Services Authority (DFSA). This document is intended for Professional Clients or Market Counterparties only as defined by the

DFSA and no other person should act upon it. State Street Global Advisors Limited, DIFC Branch, OT 01-39, 1st Floor, Central Park Towers, DIFC, P.O. Box 507448, Dubai, United Arab Emirates. Regulated by the DFSA. Telephone: +971 4 871 9100. **France:** State Street Global Advisors Europe Limited, France Branch ("State Street Global Advisors France") is a branch of State Street Global Advisors Europe Limited, registered in Ireland with company number 49934, authorised and regulated by the Central Bank of Ireland, and whose registered office is at 78 Sir John Rogerson's Quay, Dublin 2. State Street Global Advisors France is registered in France with company number RCS Nanterre 899 183 289, and its office is located at Coeur Défense – Tour A – La Défense 4, 33e étage, 100, Esplanade du Général de Gaulle, 92 931 Paris La Défense Cedex, France. T: +33 1 44 45 40 00. F: +33 1 44 45 41 92. **Germany:** State Street Global Advisors Europe Limited, Branch in Germany, Brienner Strasse 59, D-80333 Munich, Germany ("State Street Global Advisors Germany"). T: +49 (0)89 55878 400. State Street Global Advisors Germany is a branch of State Street Global Advisors Europe Limited, registered in Ireland with company number 49934, authorised and regulated by the Central Bank of Ireland, and whose registered office is at 78 Sir John Rogerson's Quay, Dublin 2. **Hong Kong:** State Street Global Advisors Asia Limited, 68/F,

Two International Finance Centre, 8 Finance Street, Central, Hong Kong. T: +852 2103-0288. F: +852 2103-0200. **Ireland:** State Street Global Advisors Europe Limited is regulated by the Central Bank of Ireland. Registered office address 78 Sir John Rogerson's Quay, Dublin 2. Registered Number: 49934. T: +353 (0)1 776 3000. F: +353 (0)1 776 3300. **Italy:** State Street Global Advisors Europe Limited, Italy Branch ("State Street Global Advisors Italy") is a branch of State Street Global Advisors Europe Limited, registered in Ireland with company number 49934, authorised and regulated by the Central Bank of Ireland, and whose registered office is at 78 Sir John Rogerson's Quay, Dublin 2. State Street Global Advisors Italy is registered in Italy with company number 11871450968 – REA: 2628603 and VAT number 11871450968, and its office is located at Via Ferrante Aporti, 10 - 20125 Milan, Italy. T: +39 02 32066 100. F: +39 02 32066 155. **Japan:** State Street Global Advisors (Japan) Co., Ltd., Toranomon Hills Mori Tower 25F 1-23-1 Toranomon, Minato-ku, Tokyo 105-6325 Japan. T: +81-3-4530-7380. Financial Instruments Business Operator, Kanto Local Financial Bureau (Kinsho #345), Membership: Japan Investment Advisers Association, The Investment Trust Association, Japan, Japan Securities Dealers' Association. **Netherlands:** State Street Global Advisors Netherlands, Apollo Building 7th floor, Herikerbergweg 29, 1101 CN Amsterdam,

Netherlands. T: +31 20 7181 000. State Street Global Advisors Netherlands is a branch office of State Street Global Advisors Europe Limited, registered in Ireland with company number 49934, authorised and regulated by the Central Bank of Ireland, and whose registered office is at 78 Sir John Rogerson's Quay, Dublin 2. **Singapore:** State Street Global Advisors Singapore Limited, 168, Robinson Road, #33-01 Capital Tower, Singapore 068912 (Company Reg. No: 200002719D, regulated by the Monetary Authority of Singapore). T: +65 6826-7555. F: +65 6826-7501. **South Africa:** State Street Global Advisors Limited is regulated by the Financial Sector Conduct Authority in South Africa under license number 42670. **Switzerland:** State Street Global Advisors AG, Beethovenstr. 19, CH-8027 Zurich. Registered with the Register of Commerce Zurich CHE-105.078.458. T: +41 (0)44 245 70 00. F: +41 (0)44 245 70 16. **United Kingdom:** State Street Global Advisors Limited. Authorised and regulated by the Financial Conduct Authority. Registered in England. Registered No. 2509928. VAT No. 5776591 81. Registered office: 20 Churchill Place, Canary Wharf, London, E14 5HJ. T: 020 3395 6000. F: 020 3395 6350. **United States:** State Street Global Advisors, 1 Iron Street, Boston, MA 02210-1641. T: +1 617 786 3000.

Important Risk information

The information provided does not constitute investment advice and it should not be relied on as such. It should not be considered a solicitation to buy or an offer to sell a security. It does not take into account any investor's particular investment objectives, strategies, tax status or investment horizon. You should consult your tax and financial advisor.

All material has been obtained from sources believed to be reliable. There is no representation or warranty as to the accuracy of the information and State Street shall have no liability for decisions based on such information.

The information contained in this communication is not a research

recommendation or 'investment research' and is classified as a 'Marketing Communication' in accordance with the Markets in Financial Instruments Directive (2014/65/EU) or applicable Swiss regulation. This means that this marketing communication (a) has not been prepared in accordance with legal requirements designed to promote the independence of investment research (b) is not subject to any prohibition on dealing ahead of the dissemination of investment research.

This communication is directed at professional clients (this includes eligible counterparties as defined by the appropriate EU regulator) who are deemed both knowledgeable and experienced in matters relating to investments. The products and services to which this

communication relates are only available to such persons and persons of any other description (including retail clients) should not rely on this communication.

Investing involves risk including the risk of loss of principal.

The whole or any part of this work may not be reproduced, copied or transmitted or any of its contents disclosed to third parties without SSGA's express written consent.

The S&P 500® Index is a product of S&P Dow Jones Indices LLC or its affiliates ("S&P DJI") and have been licensed for use by State Street Global Advisors. S&P®, SPDR®, S&P 500®, US 500 and the 500 are trademarks of Standard & Poor's Financial Services LLC ("S&P");

Dow Jones® is a registered trademark of Dow Jones Trademark Holdings LLC ("Dow Jones") and has been licensed for use by S&P Dow Jones Indices; and these trademarks have been licensed for use by S&P DJI and sublicensed for certain purposes by State Street Global Advisors. The fund is not sponsored, endorsed, sold or promoted by S&P DJI, Dow Jones, S&P, their respective affiliates, and none of such parties make any representation regarding the advisability of investing in such product(s) nor do they have any liability for any errors, omissions, or interruptions of these indices.

© 2024 State Street Corporation.
All Rights Reserved.
ID2151850-3425738.6.2.GBL.INST 0524
Exp. Date: 03/31/2025