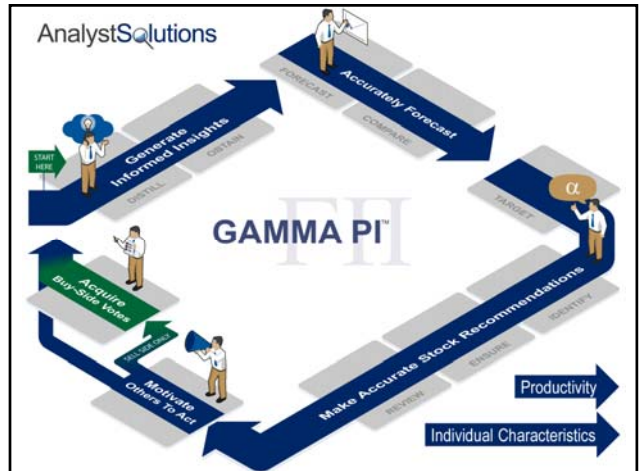


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Pre-Work Exercises

Pre-work Exercises:

- “Rank Your Ability”
- “How Does Your Future Look?”
- “Circle the Symbols”
- “Ski Vacation”



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OPENING CASE

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Key Elements of Great Stock Pickers


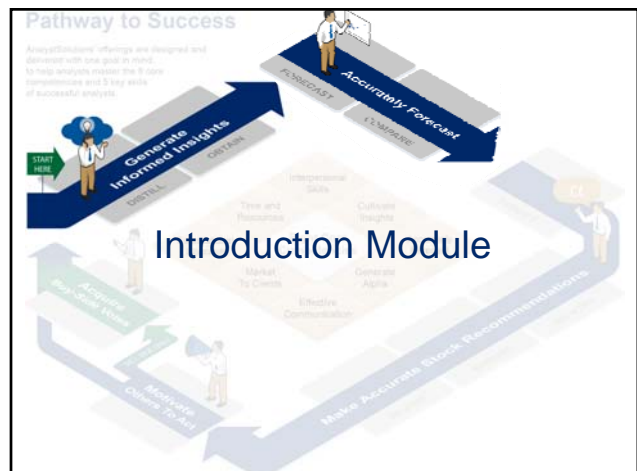
- Dispassionate -- Namely, they don't allow non-relevant factors to cloud their judgment
- Stick to their discipline and strategy over the long-term
- Self-aware of where they have expertise and where they don't

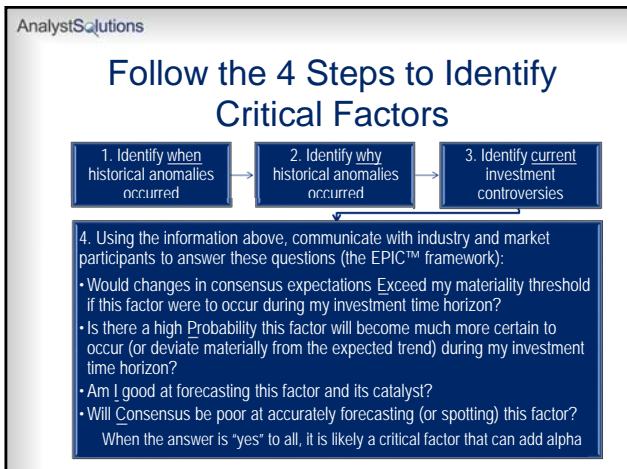
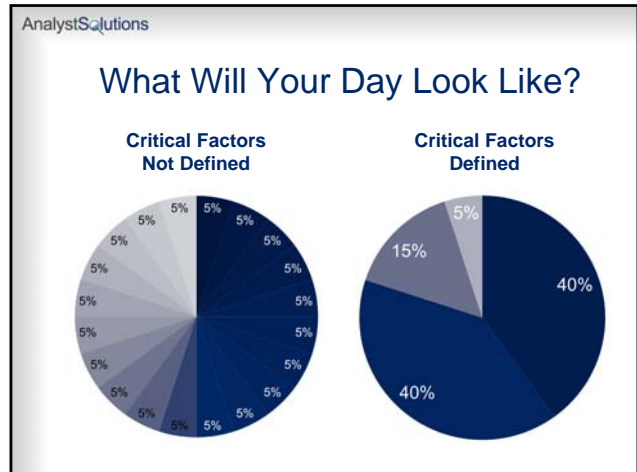
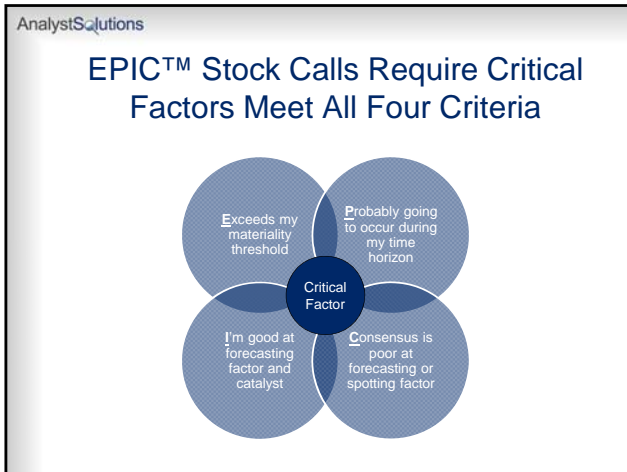


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Greatest Challenges to Stock Picking

1. All of the information needed to make a perfect stock call is rarely available
2. Analysts need to balance relative urgency with the need for thorough research that produces unique insights
3. There isn't always a great stock-picking opportunity in an analyst's space
4. Some factors that move stocks can't be forecast
5. Many analysts are so overworked that they don't have time to find unique insight
6. Emotions cloud clear thinking, often causing an analyst to make the wrong decision



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Example Critical Factors

Factors for: FedEx in the 2005-2006 time period, ranked by "Total" column

Factor	Exceeds my materiality threshold of 10%	Probably going to occur during my time horizon	I'm good at forecasting the factor and catalyst	Consensus is poor at forecasting or spotting factor	Total
Improved network efficiency	4	4	4	5	17
Change in ability to collect fuel surcharge	4	4	4	4	16
Change in ground package growth	3	4	4	4	15
Acquisitions	5	3	2	5	15
Growth in Asia-Pacific	2	2	4	3	11
Purchase of new aircraft	1	4	4	2	11
Change in purchased transportation cost trends	1	2	2	4	9
Change in depreciation rate	1	2	2	4	9
Major weather disruptions	2	3	2	2	9

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Key elements to ensure you are prepared to ENTER™ the investment debate...

- E** • Expectational
- N** • Novel
- T** • Thorough
- E** • Examinable
- R** • Revealing

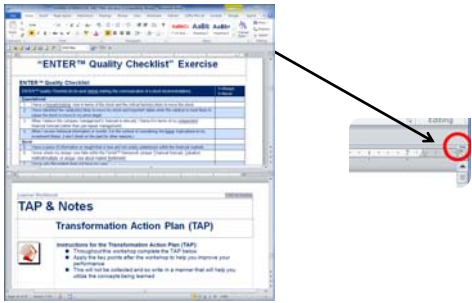


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EXERCISE: “ENTER™ QUALITY CHECKLIST”

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Split Your Screen if Using Electronic Version



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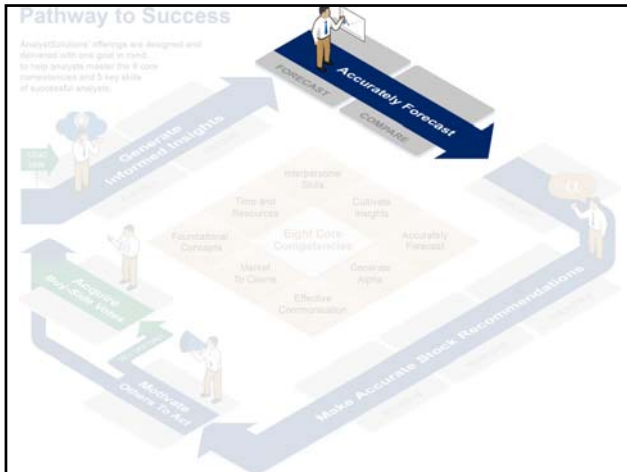
Complete Your TAP

Section 1

Transformation Action Plan (TAP)

Instructions for the Transformation Action Plan (TAP):

- Throughout this workshop complete the TAP below
- Apply the key points after the workshop to help you improve your performance
- This will not be collected and so write in a manner that will help you utilize the concepts being learned



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Price Target in Its Simplest Terms

Forward-looking
financial
forecast at a
point in time

X

Valuation
multiple

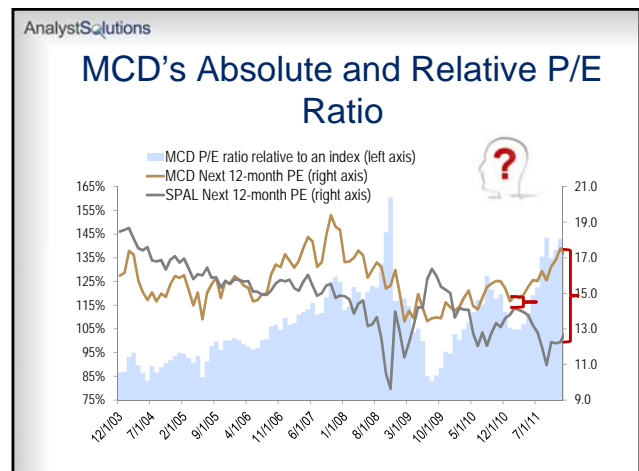
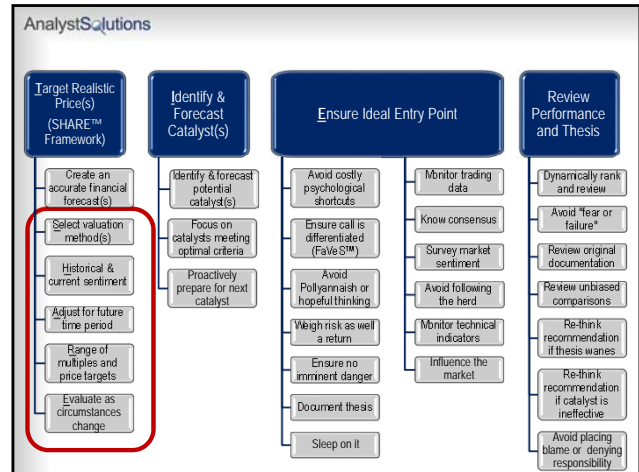
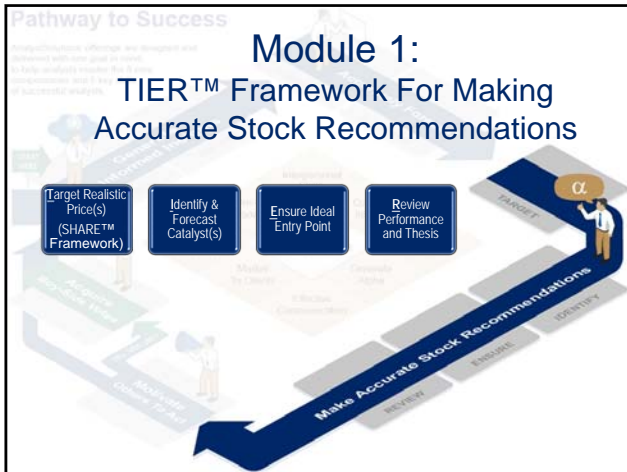
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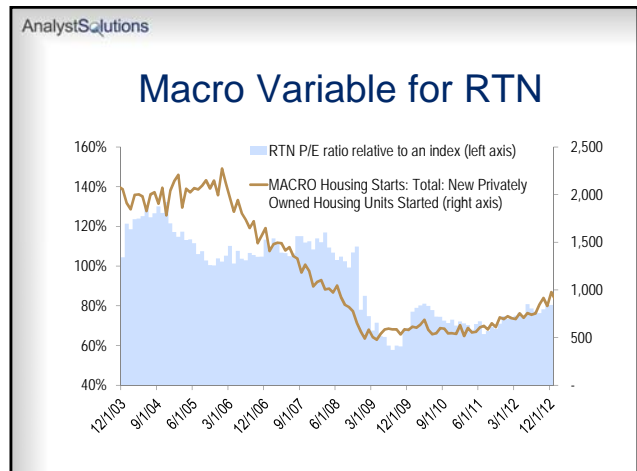
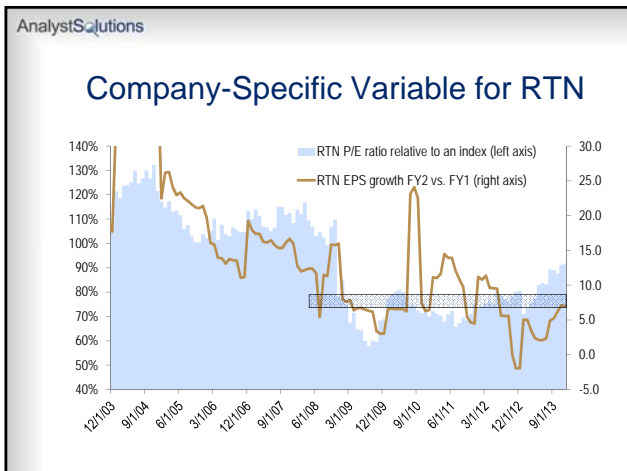
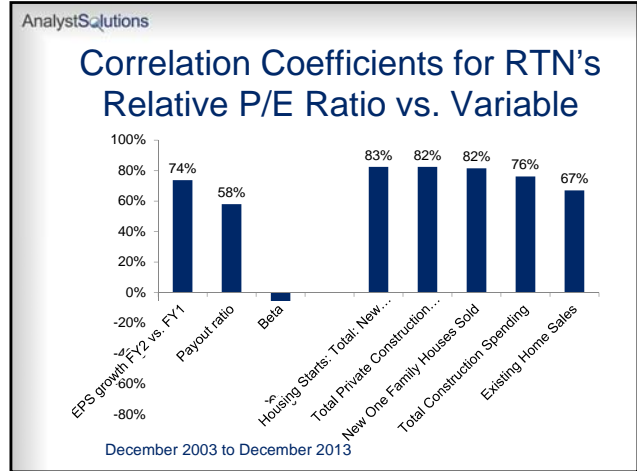
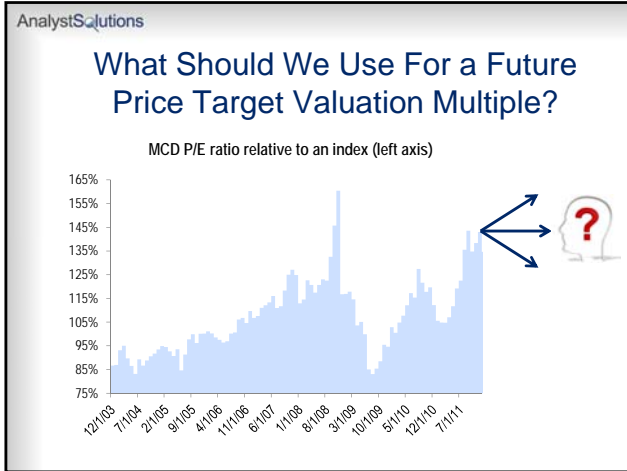
Stress Test Your Forecast

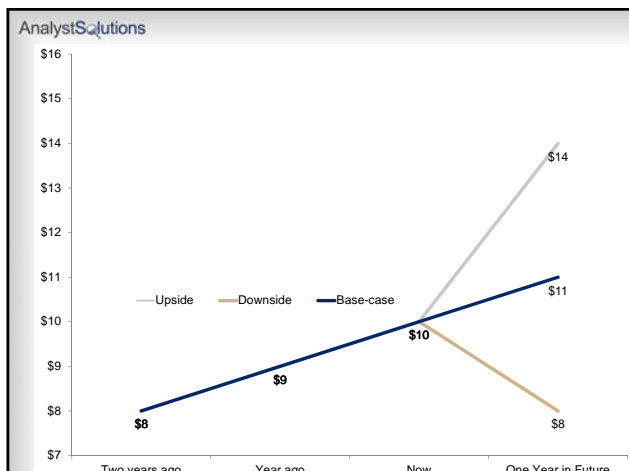
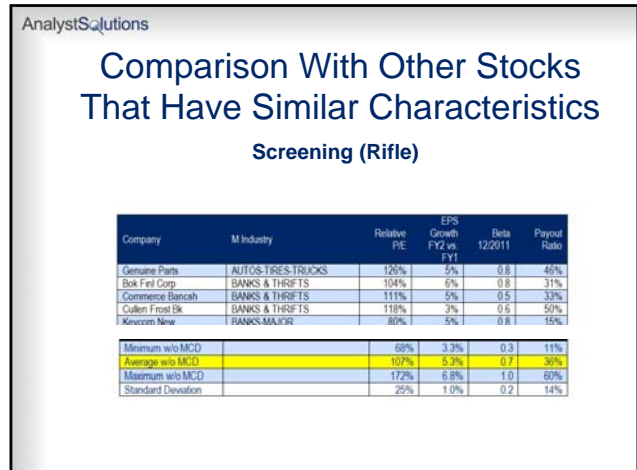
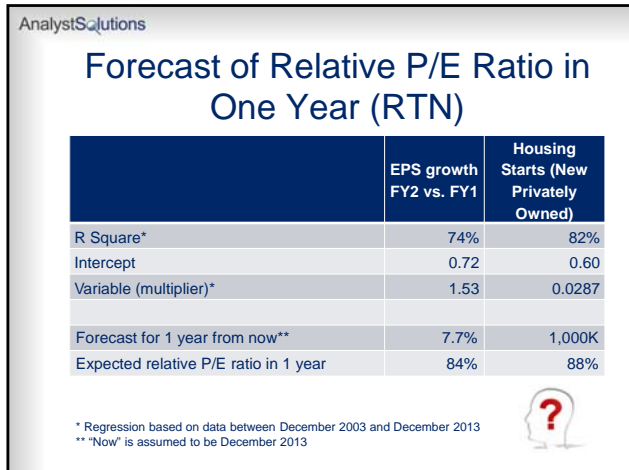
- Develop base-case, upside and downside scenarios for the 1-4 critical factors most likely to move your stocks
- Assign quantitative metrics for each
- Assign probabilities

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EXERCISE: STRESS TEST YOUR FORECAST







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Opening Case Examples We Covered in this Module

- Best Practices by Pablo and David:**
 - Pablo breaks down the potential upside into the two key components: the *forecast* or *valuation*
 - Pablo wants to explore what could go wrong
- Bad Practices by David:**
 - Doesn't have a price target or range of targets
 - Doesn't know why some analysts value the stock with a PEG ratio while others use P/E ratio
 - Doesn't know if the stock has seen an expanding P/E in the past
 - Hasn't considered what could go wrong with his call

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Target Realistic Price(s) DRCs

Detailed Reference Card (DRC)

Best Practices for Making Accurate Stock Recommendations

Procedures for Target Realistic Price(s) (Step 1 of TIER™ which includes the SHARE™ framework):

- Create an accurate financial forecast(s)
- Select valuation method(s)

Conduct research to develop informed insights about the few critical factors most likely to move a stock following the SHARE™ quality framework (discussed in Chapters 8 and 23 of Best Practices for Equity Research-Analysts) to derive a base-case financial forecast more accurate than consensus. Create possible upside and downside forecasts to stress test the base-case scenario.

Detailed Reference Card (DRC)

Best Practices for Making Accurate Stock Recommendations

Perspectives for Target Realistic Price(s) (Step 1 of TIER™)

Momentum stocks can defy rational valuations. Rapidly growing stocks (in a technology era) often valued by momentum players, and can defy rational valuation levels and approaching share.

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Complete Your TAP

Section 2

Transformation Action Plan (TAP)

Instructions for the Transformation Action Plan (TAP):

- Throughout this workshop complete the TAP below
- Apply the key points after the workshop to help you improve your performance
- This will not be collected and so write in a manner that will help you utilize the concepts being learned

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Test Your TIER™ Knowledge

- T**_____ realistic price(s)
- I**dentify & forecast catalyst(s)
- E**nsure ideal entry point
- R**eview performance and thesis

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Module 2

Target Realistic Price(s) (SHARE™ Framework)	Identify & Forecast Catalyst(s)	Ensure Ideal Entry Point	Review Performance and Thesis
<ul style="list-style-type: none"> Create an accurate financial forecast(s) Select valuation method(s) Historical & current sentiment Adjust for future time period Range of multiples and price targets Evaluate as circumstances change 	<ul style="list-style-type: none"> Identify & forecast potential catalyst(s) Focus on catalysts meeting optimal criteria Proactively prepare for next catalyst 	<ul style="list-style-type: none"> Avoid costly psychological shortcuts Ensure call is differentiated (FABE S™) Avoid Pollyannaish or hopeful thinking Weight risk as well a return Ensure no imminent danger Document thesis Sleep on it 	<ul style="list-style-type: none"> Monitor trading data Know consensus Survey market sentiment Avoid following the herd Monitor technical indicators Influence the market
			<ul style="list-style-type: none"> Dynamically rank and review Avoid "fear or failure" Review original documentation Review unbiased comparisons Re-think recommendation if thesis wanes Re-think recommendation if catalyst is ineffective Avoid placing blame or denying responsibility

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Identify & Forecast Catalysts

Markets can remain irrational a lot longer than you and I can remain solvent

– John Maynard Keynes
Among the most noted 20th century economists

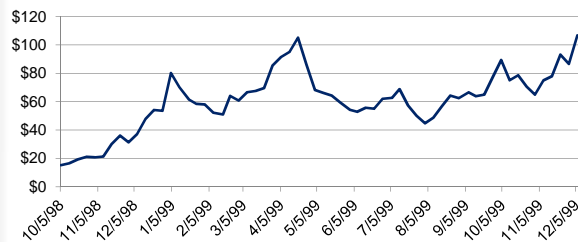
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Disagreement over AMZN

- In late 1998, Jonathan Cohen, then Merrill Lynch's head Internet analyst, publicly disagreed with Henry Blodget, then CIBC Oppenheimer analyst, about Amazon's valuation:
 - Cohen's price target: \$8 (\$50 pre-splits)
 - Blodget's price target: \$66 (\$400 pre-splits)
- Who was right?

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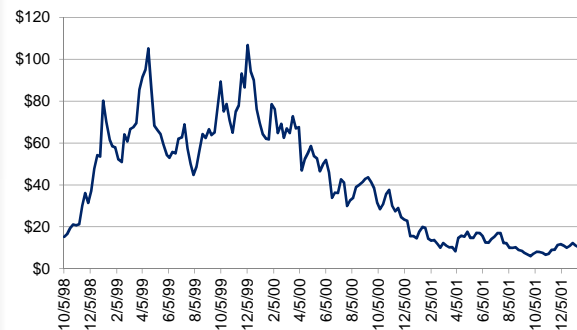
AMZN Stock Price



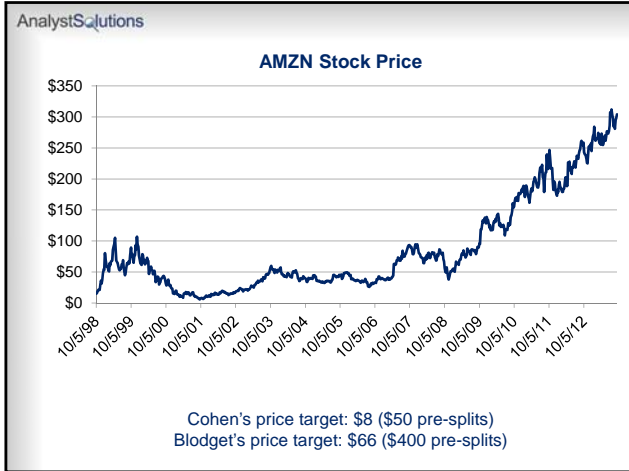
Cohen's price target: \$8 (\$50 pre-splits)
Blodget's price target: \$66 (\$400 pre-splits)

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AMZN Stock Price




Cohen's price target: \$8 (\$50 pre-splits)
Blodget's price target: \$66 (\$400 pre-splits)



Elements of a Catalyst


- Be more specific than simply the company is going to "beat" or "fall short" of the market's expectations
- Specify how future consensus earnings or cash flow will be impacted, specifically changes to these areas:
 - Pricing
 - Volume
 - Costs
 - Margins
 - Free cash flow
 - Returns
 - EPS growth rate







Examples of Catalysts

The company's...

- Volume/pricing/new orders for a specific product or region will be better/worse than expected
- Market share will accelerate or decelerate more than expected
- Costs for a specific line item are going to be higher/lower than expected



Identifying & Forecasting Catalyst(s)

		Catalyst	
		Doesn't Occur (or occurs late)	Occurs on time
Stock Movement	Stock call generates alpha	 Right for the wrong reasons (aka Lucky)	 Great call! You're following best practices
	Stock call doesn't generate alpha	 Poor analysis or thesis failed to play out	 Poor assessment of catalyst's impact

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What Makes a Catalyst High Quality?




- Pertains to a critical factor that is material enough to move the stock
- Likely to occur during the investment time horizon
- Not currently appreciated by the market
- Can be forecast with some level of certainty

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Proactively Prepare (for yourself and those who rely on you)

- When an event is target-rich for catalysts and has a level of predictability, analysts should put the date in their calendars
- Predict a view about the event especially if it's likely to include a catalyst that impacts a stock recommendation
- Be mindful that a company can be impacted by announcements that come from events held by its competitors



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Target-Rich Catalyst Events

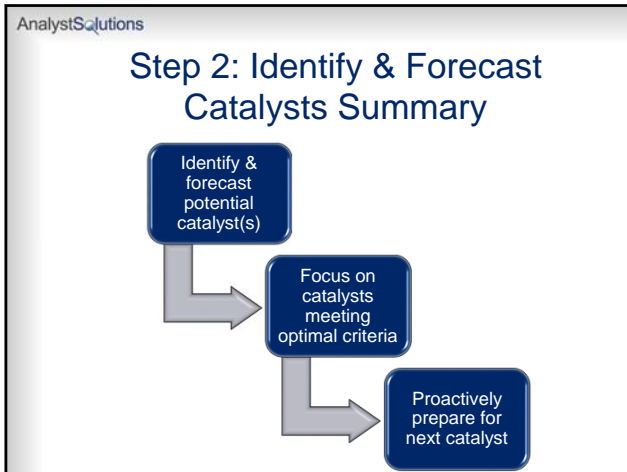
Some of the more common places to expect catalysts include:

- Company-sponsored analyst meetings and calls
- Earnings releases
- The company's annual pricing, volume, or earnings guidance or projection
- Deadlines for new legislation, regulations, or court case outcomes
- Prescheduled announcements by the company's customers, competitors, or suppliers
- New product releases or significant product extensions
- Interim sales data, for the company or the sector
- Non-deal investor roadshows



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EXERCISE: "IDENTIFY THE CATALYST"



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Identify & Forecast Catalyst(s) DRCs

Detailed Reference Card (DRC)

Best Practices for Making Accurate Stock Recommendations

Procedures for Identify & Forecast Catalyst(s) (Step 2 of TIER™):

Identify and forecast potential catalysts that would need to occur in order for the stock to reach your target valuation. Be specific by reviewing the stock earnings or cash flow impact in areas such as:

- Pricing
- Volume
- Costs
- Margins
- Free cash flow

Detailed Reference Card (DRC)

Best Practices for Making Accurate Stock Recommendations

Perspectives for Identify & Forecast Catalyst(s) (Step 2 of TIER™):

Ensure your catalyst has a defined timetable. Predict the catalyst before recommending a stock, or suffer the risk noted by John Maynard Keynes when he said, "Markets can remain..."

- AnalystSolutions
- ## Opening Case Examples We Covered in this Module
- Best Practices by Pablo and David:
 - Pablo is trying to ascertain the catalyst that will move the stock (i.e. the date of the new products being released)
 - Pablo wants to explore what could go wrong (negative catalyst)
 - Bad Practices by David:
 - Doesn't know when the new products will be released, which is the catalyst for his stock call
 - Doesn't seem to be concerned by the company's potential for falling short of the current quarterly consensus estimates (negative catalyst)

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Complete Your TAP

Section 3


Transformation Action Plan (TAP)


Instructions for the Transformation Action Plan (TAP):


- Throughout this workshop complete the TAP below
- Apply the key points after the workshop to help you improve your performance
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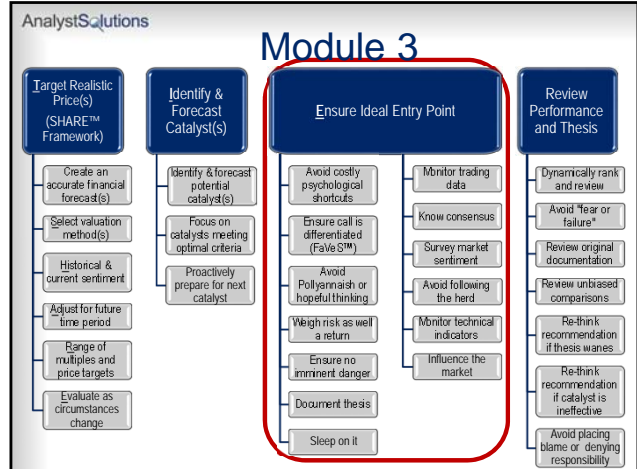
Test Your TIER™ Knowledge

 _____ r _____ price(s)

 _____ & forecast c _____ (s)

 **E**nsure ideal entry point



 **R**eview performance and thesis



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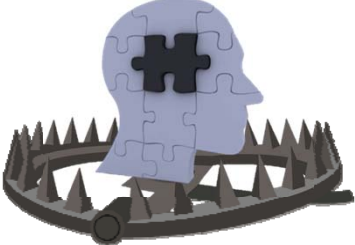
Step 3A of TIER™: Ensure Ideal Entry Point

Part A: Validate Your View **Part B: Assess and Influence the Market's View**

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Avoid Mind Traps



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FIND THE F's EXERCISE

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Heuristics Mind Trap

- Problem: Blindly relying on or over-using mental shortcuts ("rules of thumb") to make investment decisions without checking to ensure they are reliably accurate
- Manifestation:
 - You rarely use rigorous valuation techniques
 - You blindly rely on heuristics without checking the underlying reasoning



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Avoid Heuristics Mind Trap

- Make sure that any heuristics you use come from proven facts or historic trends
- If someone tells you to follow a "simple rule" in forecasting or valuation, test it with historical analysis before applying it



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LIST OF NAMES EXERCISE

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Familiarity Bias Mind Trap

- Problem: preferring stocks you're familiar with over those you're less familiar with
- Manifestation:
 - You spend more time researching companies that are easy to follow than those more difficult to follow
 - When asked for a stock recommendation, you offer the one you know the best rather than the one with the best risk/return potential



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Avoid Familiarity Bias Mind Trap

- Don't make a suboptimal recommendation just because you know the stock better than the proposed alternatives
- Ensure there are no "forgotten" stocks in your assigned universe by setting aside time to ensure you are well-versed on all them (even the more complicated ones)

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Avoid Recency Bias

- Avoid making recommendations where the stimulus is primarily based on a recent meeting or call with company management, especially if it's initiated by the company
- Don't ignore (or fail to research) a stock's critical factors of the past as they often come back and become the critical factors that move the stock in the future



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HOW DO YOU DIFFER?

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Ensure a Differentiated Stock Call with a Superior FaVeS™ Insight

- Forecast**
 - Financial forecast superior to the market (used at least 85%)
- Valuation**
 - Valuation methodology or valuation multiple superior to the market
- Sentiment**
 - Forecast of short-term investor sentiment superior to the market

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Ensure a Differentiated Stock Call with a Superior FaVeS™ Insight


- Forecast
 - Financial forecast superior to the market (used at least 85%)
- Valuation**
 - Valuation methodology or valuation multiple superior to the market
- Sentiment
 - Forecast of short-term investor sentiment superior to the market

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Use “Change in Valuation” Sparingly

Stock recommendations tend to fail when they are based solely on the analyst's expectations that:

- The stock's valuation multiple will be re-rated (void of an impending financial forecast change); or
- The market will change its preferred valuation methodology



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Ensure a Differentiated Stock Call with a Superior FaVeS™ Insight

- Forecast
 - Financial forecast superior to the market (used at least 85%)
- Valuation
 - Valuation methodology or valuation multiple superior to the market
- Sentiment**
 - Forecast of short-term investor sentiment superior to the market

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The "S" in FaVeS Framework

- Sentiment: Forecast of short-term investor sentiment superior to the market (most difficult to do)
- Assumes no immediate justifiable change to financial forecast or valuation method/multiple



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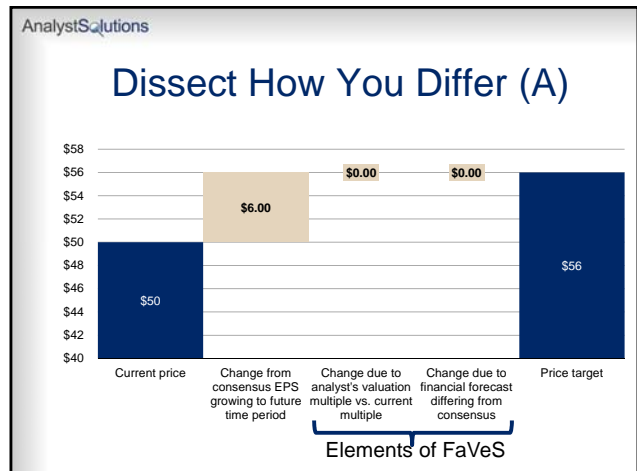
Forecasting a Change in the Short-term Market *Sentiment*

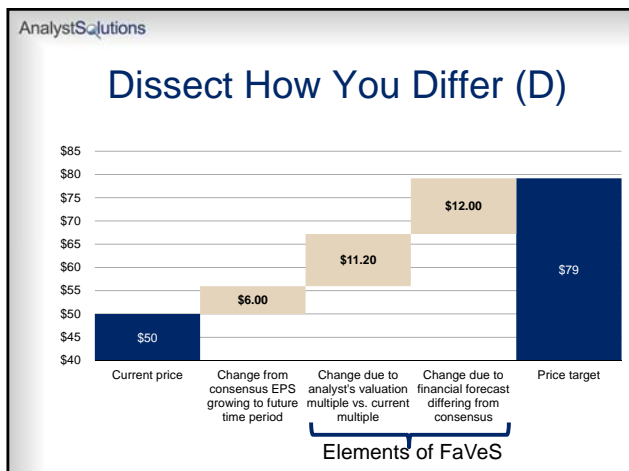
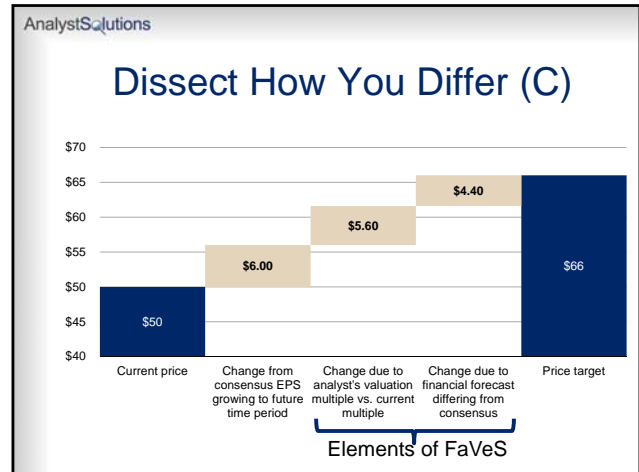
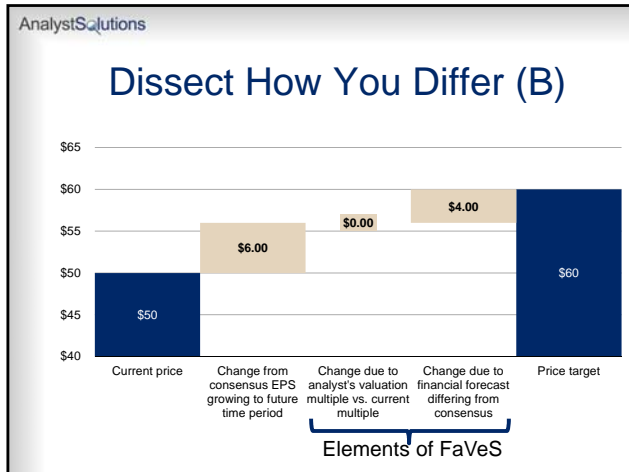
- This is about forecasting a change in short-term sentiment *well before* there is a change in the forecast
- Toughest among the three elements of the FaVeS™ framework
- Examples include:
 - Potential change in the senior management
 - The company is likely to be a takeover candidate or is likely to take over another company
 - Market is over-reacting to immaterial noise

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Quantify "How Do You Differ?"

	Scenario			
	A	B	C	D
1. Current data				
Current stock price	\$50.00	\$50.00	\$50.00	\$50.00
Next 12-month ("NTM") consensus EPS forecast at present (we call this "Year 1")	\$5.00	\$5.00	\$5.00	\$5.00
Stock's current valuation multiple based on Year 1 EPS	10.0	10.0	10.0	10.0
Current market multiple	15.0	15.0	15.0	15.0
Stock's current premium or discount to the market multiple	-33%	-33%	-33%	-33%
2. Change from consensus EPS between Year 1 and Year 2				
NTM consensus in Year 2 (i.e. forecast at beginning of Year 2 for Year 2)	\$5.60	\$5.60	\$5.60	\$5.60
Difference between Year 2 and Year 1 consensus forecasts	12%	12%	12%	12%
Item #2 above is due to passage of time while #3 and #4 below are influenced by the analyst				
3. Change due to analyst's financial forecast differing from consensus				
Analyst's NTM EPS forecast in one year (i.e. forecast for Year 2)	\$5.60	\$6.00	\$6.00	\$6.60
Premium or discount of analyst's EPS estimate in Year 2 compared to consensus*	0%	7%	7%	18%
4. Change due to analyst's future valuation multiple differing from current multiple				
Analyst's estimate of market multiple at beginning of Year 2 (typically keep same as present)	15.0	15.0	15.0	15.0
Analyst's estimate of stock's premium or discount to market multiple at beginning of Year 2	-33%	-33%	-27%	-20%
Valuation multiple used for price target at beginning of Year 2	10.0	10.0	11.0	12.0
Difference between analyst's future multiple and stock's current multiple				
5. Price target				
Change from current price	\$6.00	\$60.00	\$65.70	\$79.20
	12%	20%	31%	58%





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“HOW DO YOU DIFFER?” EXERCISE

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Forecasting Financial Results that Differ from Consensus

- Start by assuming you're wrong
- Ensure that the "differentiated" element of a forecast is concentrated in an area of expertise or has been thoroughly researched
- Forecast an upside, downside and base-case scenario before making a big stock call to stress test your thesis



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"RANK YOUR ABILITY" EXERCISE

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Overconfidence Mind Trap

- Problem: assuming you're smarter than everyone else, which prevents you from exploring the real risks or reasons that a stock is not currently at your price target
- Manifestation:
 - You often put too much confidence in yourself
 - After string of success, you think you can't lose
 - You tend not to properly assess the downside or risk of an investment



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Avoid Overconfidence Mind Trap

- Remind yourself that no professional investor is right 100% of the time
- Require yourself to fully understand the other side of the trade before making a recommendation
- Ask a trusted colleague or investment committee to scrutinize your thesis
- Any time you think "I can't lose", think through the downside or risks of the investment

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“HOW DOES YOUR FUTURE LOOK?” EXERCISE

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Optimism Bias Mind Trap

- Problem: being too optimistic about your stock's valuation and future earnings potential
- Manifestation:
 - You assume nothing will go wrong
 - You overlook, or fail to investigate, risks of prospective investments
 - You set price targets based on valuations well above historical markers
 - You spend more time thinking of potential gains than weighing potential losses



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Avoid Optimism Bias Mind Trap

- Research history of your companies and industries (growth rates and multiples). If your forecast is well above historical trends, explain a sound reason for doing so
- Spend as much time identifying risks as opportunities (assume something will go wrong)
- Seek to share your investment thesis with a trusted colleague or investment committee

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Avoid Self-Attribution Bias


- After a big win, review documents you wrote when you recommended the stock to see if your thesis played out or another factor was involved
- When you have a stock loss, ask yourself two questions before blaming others or saying “That couldn't have been foreseen”:
 - Did anyone else see it coming?
 - What might have been done to detect the surprise earlier?
- Examine constructive criticism or negative feedback to the same degree you internalize positive feedback and praise

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Resist Predetermining the Rating


Will reduce:
CONFIRMATION BIAS,
which, if unchecked, can lead to:

- Seeking only information to confirm your thesis
- Summarily rejecting information that refutes your thesis



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Conviction Should Equate to Probability



- When you differ materially from consensus, focus on developing greater conviction
- Conviction usually increases when you dig deeper into the assumptions by conducting more thorough research

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Weigh Risk as Well as Return

Ensure the risk-adjusted return to the price target is better than alternative investments in the assigned universe


		Returns	
		Low	High
Risk	High	Often the result of poor research -- not identifying the true risks	Exciting, but most PMS don't like to be here
	Low	Tough to add value	Best stock calls -- usually require thorough research

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Ensure No Imminent Danger

Don't get hit by these freight trains:

- Current quarter's consensus expectations are opposite your long-term view
- A large class of investors are still exiting (growth investors selling after a stock appears to be moving into the maturity phase)
- The current economic cycle appears to be reaching its end
- A large management lock-up is about to expire...




Twitter shares tumble 14% as lock-up period expires
REUTERS

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Document Your Thesis


Can help reduce these types of mind traps:

- Loss aversion
- Sunk cost
- Momentum
- Self-attribution



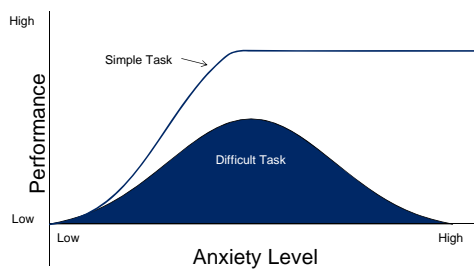
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Sleep On It



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Yerkes-Dodson Law



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Opening Case Examples Covered in 3A of this Module

- **Best Practices by Pablo and David:**
 - David is aware of how his estimate compares to consensus
 - Pablo is looking for imminent risks such as a potential disappointment in the current quarter
 - Pablo is questioning if David has selective memory, where he revises history to meet his needs
- **Bad Practices by David:**
 - Says he's been wanting to "upgrade SBUX for years" suggesting he has a pre-existing bias that could be clouding his view (aka "Confirmation Bias")
 - Is relying on a basic rule of thumb (heuristic) in terms of buying the stock late in the year to get upside by February, which he doesn't appear to have validated
 - Hasn't considered what could go wrong with his call
 - Doesn't seem to be concerned by the company's potential for falling short of the current quarterly consensus estimates
 - Dismisses prior bad calls to things that were a surprise to everyone even though a sell-side firm had correctly made an accurate call on one of the stocks

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Ensure Ideal Entry Point DRC

Detailed Reference Card (DRC)

Best Practices for Making Accurate Stock Recommendations


Procedures for Ensure Ideal Entry Point (Step 3A of TIER™), Validate Your View

Resist predetermining the rating	Avoid confirmation bias by writing until all (or most) of the research has been done before considering the rating. Deciding the rating early in the process will bias future research towards discovering insights that support the view and away from those that conflict with it.
Validate	If a ratings change is based on heuristics (e.g. rules of thumb), such as "ideal entry"

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Step 3B of TIER™: Ensure Ideal Entry Point

Part A: Validate Your View Part B: Assess and Influence the Market's View



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Monitor Trading Data

Monitor trading data to understand the motivations of the current stock holders

- Short interest
- Company insider buying and selling
- Changes in the types of investors who own the stock (e.g. value, GARP, growth, momentum)
- Movement of stock compared to company's debt yield or CDS spreads


Holder Name	Investment Style	Market Value (\$)	Change
BlackRock	Value	108,102,000	101,123
Wellington	Value	107,500,000	101,123
Capital Group	Value	25,262,742	28,418
Investment Company of America	Value	102,400,000	101,123
State Street	Value	102,400,000	101,123
Bank of America	Value	102,400,000	101,123
JP Morgan Chase	Value	102,400,000	101,123
Goldman Sachs	Value	102,400,000	101,123

Holder Name	Buy/Sell	Market Value (\$)	Change
BlackRock	Buy	108,102,000	101,123
Wellington	Buy	107,500,000	101,123
Capital Group	Buy	25,262,742	28,418
Investment Company of America	Buy	102,400,000	101,123
State Street	Buy	102,400,000	101,123
Bank of America	Buy	102,400,000	101,123
JP Morgan Chase	Buy	102,400,000	101,123
Goldman Sachs	Buy	102,400,000	101,123

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Know "Consensus" For the Stock

- How many analysts comprise the consensus?
- Where is the "informed consensus"?
- How do their views differ from the broader consensus?
- Are the estimates stale?
- Are there any disagreements about what's in the number?



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Survey Market Sentiment

Speak with market participants:


- Experienced buy-side analysts or PMs who currently own or have owned the stock in the fund
- Sell-side salespeople who have interest in the stock
- Sell-side traders who trade the stock
- The company's investor relations contact
- Sell-side analysts (if you're a buy-side analyst)




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Ask About...

- Biggest investor concerns (may or may not be critical factors)
- Expectations that are above or below the published consensus
- The names and types of stocks receiving the most/least attention (where is everyone spending their time and what's being ignored?)
- General view toward the market (bullish or bearish) and risk (risk-on or risk-off)



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Assessing the Market's Risk Appetite

The market's relative appetite for risk can be gauged by monitoring:

- Treasury yields
- Size of the deal calendar
- VIX
- Recent stock performance of:
 - Weak companies versus stable companies
 - Emerging markets versus developed markets
 - Small cap versus large cap



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Review QRC

Quick Reference Card (QRC)

Information Sources Pros and Cons


Source for Information	Pros	Cons	Confirm or Refute Historical Factors*	Assess New or Emerging Critical Factors	Assess Market Psych.
Buy-side analyst, or portfolio manager (as source for buy-)	Best place to gauge	May not be representative of			

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Complete Your TAP

Section 4

Transformation Action Plan (TAP)



Instructions for the Transformation Action Plan (TAP):

- Throughout this workshop complete the TAP below
- Apply the key points after the workshop to help you improve your performance
- This will not be collected and so write in a manner that will help you utilize the concepts being learned


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“CIRCLE THE SYMBOLS” EXERCISE

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Momentum Bias Mind Trap

- Problem: assuming recent trends will continue, even if historical evidence and metrics suggest they are unsustainable
- Manifestation:
 - You assume growth will continue just because a large number of investors are drawing the same conclusion
 - You chase stocks that have already rallied
 - You ignore historical valuation parameters to “make the call work”



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Avoid Momentum Bias Mind Trap

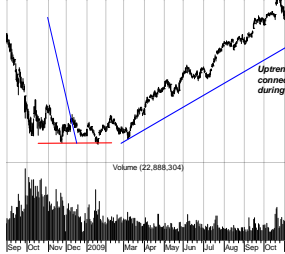
- If you’ve missed a substantial move in a stock, be hesitant to chase it such as jumping on the bandwagon. If you’re in the same trade as everyone else, ask “Who’s going to take the other side of the trade when I want to get out?”
- Research history for your companies and industries, specifically, the growth rates and valuation multiples. If your price target relies on one or both being well outside historical trends, make sure you have a sound reason for doing so.
- When making a change to your thesis, ask where you are in the “greed vs. fear” spectrum compared with consensus. If you’re in the same place, you may be following the herd.
- When markets appear to be moving too far too fast for irrational reasons (not based on fundamentals), consider the contrarian view

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Monitor Technical Indicators

Monitor technical indicators


- Assesses the collective wisdom (including emotions) towards a stock based on:
 - Price
 - Volume
- Seeking trends (technical indicators will not predict inflection points)
 - Uptrend
 - Downtrend
 - Support
 - Resistance
- Don't let technicals bias your fundamental work



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Influence the Market

In order to get the consensus' thinking to come around to the analyst's out-of-consensus view:



- If allowed by their firm, buy-side analysts should inform the most influential sell-side analysts of their thesis, but only after the buy-side analyst's firm has built a position in the stock
- Sell-side analysts publish their view and influence key market participants

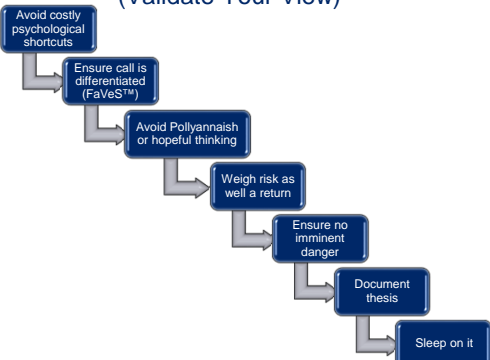
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Opening Case Examples We Covered in 3B of this Module

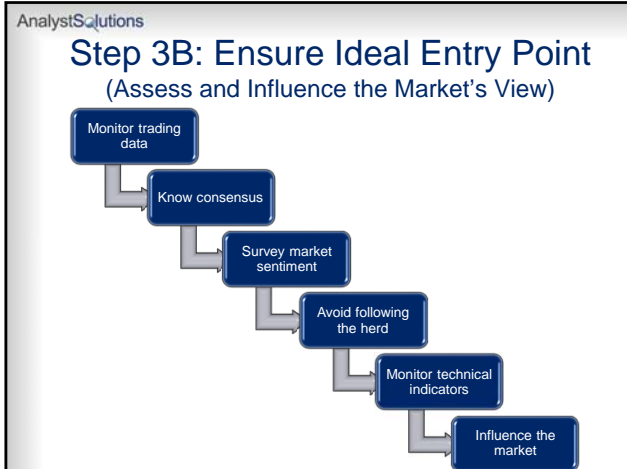
- Best Practices by Pablo and David:**
 - David is aware of how his estimate compares to consensus
- Bad Practices by David:**
 - Doesn't know why some analysts value the stock with a PEG ratio while others use P/E ratio
 - Doesn't seem to be concerned with the amount of stock owned by management

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Step 3A: Ensure Ideal Entry Point (Validate Your View)



- Avoid costly psychological shortcuts
- Ensure call is differentiated (FaVeS™)
- Avoid Pollyannaish or hopeful thinking
- Weigh risk as well as a return
- Ensure no imminent danger
- Document thesis
- Sleep on it



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Ensure Ideal Entry Point DRCs

Detailed Reference Card (DRC)

Best Practices for Making Accurate Stock Recommendations

Procedures for Ensure Ideal Entry Point (Step 3B of TIER™), Assess and Influence the Market's View

<p>Monitor trading data</p> <ul style="list-style-type: none"> Monitor trading data to understand the motivations of the current stock holders Changes in the types of investors who own the stock (e.g. value, GARP, growth, momentum) Short interest Company insider buying and selling Movement of stock compared to company's debt yield or CDS spreads 	<p>Know consensus</p> <ul style="list-style-type: none"> Analyze the consensus estimate, specifically determining: <ul style="list-style-type: none"> How many analysts comprise "consensus" (more than 1 or 2 in outer years?) Are their estimates disparate or similar? Are any estimates stale?
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Complete Your TAP

Section 5

Transformation Action Plan (TAP)

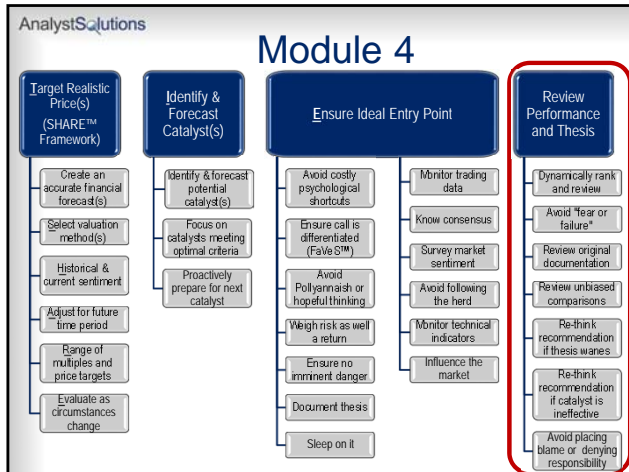
Instructions for the Transformation Action Plan (TAP):

- Throughout this workshop complete the TAP below
- Apply the key points after the workshop to help you improve your performance
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Test Your TIER™ Knowledge

	_____ r _____ p _____ (s)
	_____ & f _____ c _____ (s)
	E _____ ideal _____ point
	R _____ review performance and thesis



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Dynamically Rank and Review

All analysts have comp tables, but does yours:


- Updates stock prices automatically (via a feed to third-party service)
- Updates your forecast estimates (e.g. EPS, CFPS, BV, etc.) automatically from your models
- Includes consensus estimates which are automatically updated (via a feed to third-party service)
- Highlights when your financial forecasts differ materially from consensus
- For stocks you're recommending, shows how much future valuation multiple differs from the current multiple
- For stocks you're recommending, includes upside/downside returns to your target prices
- For stocks you're recommending, includes a column for you to adjust upside/downside for risk/probability
- Includes ranges of historical forward relative valuation (e.g. relative P/E)
- Includes current relative valuation to the market (e.g. relative P/E)
- Include relative valuation metrics (e.g. P/E) for stocks in other sectors with similar prospects
- Includes how your recommendations have performed since the last rating change relative to your universe of stocks and the overall market

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Complete Your TAP

Section 6

Transformation Action Plan (TAP)



Instructions for the Transformation Action Plan (TAP):

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Best Practices for Building a Comp Table

Quick Reference Card (QRC)

Best Practices for Building a Comp Table

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Review Valuations Regularly

Look at the valuation levels of your stocks regularly, preferably on a daily basis, but no less frequent than weekly.

- It can be the catalyst for a ratings change and ensures that current recommendations are consistent with the magnitude of risk-adjusted upside or downside potential
- It helps to prioritize time, namely, to put more effort into places where the most potential alpha exists
- It helps to internalize when stocks are approaching desired price targets, and are thus worthy of a potential ratings change.
- It helps to understand the psychology about stocks, in terms of when certain stocks or subsectors move based on changes in the marketplace or in critical factors

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“SKI VACATION” EXERCISE

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Sunk Cost Mind Trap

- Problem: investing considerable time or capital into a given stock prevents you from looking at it objectively
- Manifestation:
 - You lose objectivity on a stock after making a recommendation
 - You hold on to a stock simply because you have sunk in considerable time or capital



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Avoid the Sunk Cost Mind Trap

- When conducting extensive research on a topic, periodically ask, "What will I do if I discover nothing new?"
- Resist the temptation to make changes to your financial forecasts or valuation multiples to "make it work," in an effort to show more upside/downside than you previously expected
- Be willing to reverse your recommendation when you've made a mistake, or your thesis failed to play out
- Set aside time (once a month or quarter), and ask yourself, "If I switched firms tomorrow, would my initial stock recommendations at the new firm match my current ones?" If not, understand why

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Loss Aversion Mind Trap


- Problem: avoiding selling a stock at a loss
- Manifestation:
 - You are unwilling to admit mistakes
 - For non-performing stocks, you resist reversing your rating or look for new reasons to continue recommending



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Avoid the Loss Aversion Mind Trap

- Ask yourself, "If I switched firms tomorrow, would my initial stock recommendations match my current ones?" If not, understand why
- After beating yourself up over a mistake, embrace it as a valuable lesson learned that will make you a better analyst
- Document thesis and review to keep honest to your original call



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Best Practices for Eliminating Psychological Biases

Quick Reference Card (QRC)

Best Practices for Eliminating Psychological Biases

Bias	Manifestation	Example	Increasing Self-Awareness
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Eliminate Psychological Biases from Your Stock Calls

- Complete thorough research (including valuation analysis) before making a stock recommendation
- Document your thought process (including changes to financial forecast, valuation multiple or method) and review it periodically
- Ask trusted colleagues (or investment committee) to alert you to blind spots in your investment thesis
- Create automatic stop-loss triggers and mechanical sell disciplines
- Accept mistakes as valuable opportunities to learn

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Review Original Documentation

Can be as simple as a few lines found in:

- Spreadsheet
- Report
- Presentation

Helps avoid these biases:

- Loss aversion
- Sunk cost
- Momentum
- Self-attribution




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Review Unbiased Comparisons

Avoid many typical destructive biases, by periodically:

- Conducting blind test
- Asking "If I switched firms tomorrow..."



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Re-think Recommendation If...

Thesis Wanes



Catalyst Is Ineffective




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Avoid Placing Blame or Denying Responsibility

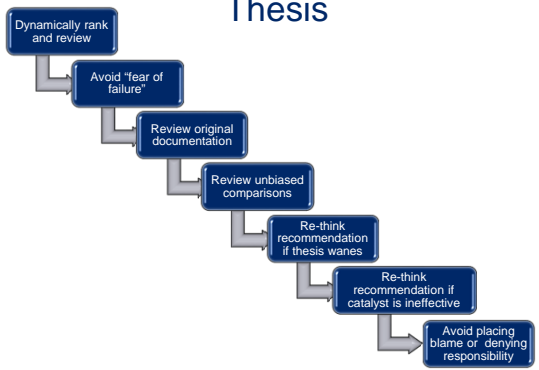
Coping Strategies:

- Accepting responsibility
- Distancing
- Plan-full problem solving
- Positive reappraisal



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Step 4: Review Performance & Thesis



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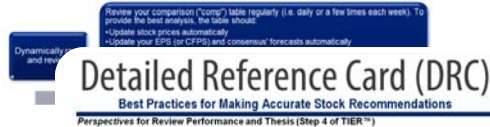
Review Performance & Thesis DRCs

Detailed Reference Card (DRC)

Best Practices for Making Accurate Stock Recommendations

Procedures for Review Performance and Thesis (Step 4 of TIER™)

- Review your comparison ("comp") table regularly (i.e. daily or a few times each week). To provide the best analysis, the table should:
 - Update stock prices automatically
 - Update your EPS (or CFPS) and consensus forecasts automatically



Detailed Reference Card (DRC)

Best Practices for Making Accurate Stock Recommendations

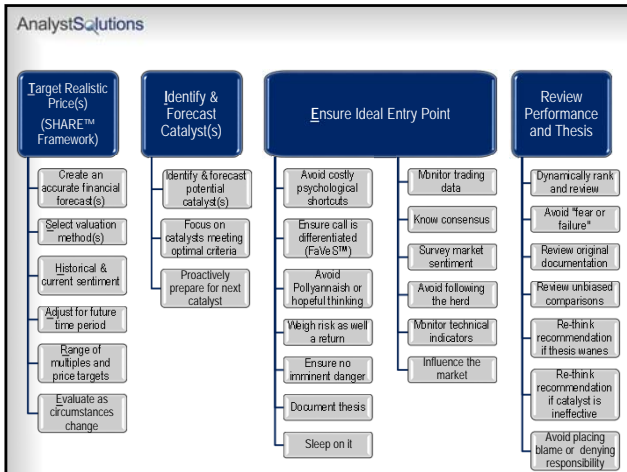
Perspectives for Review Performance and Thesis (Step 4 of TIER™)

Don't mistake good stock picking with the bull market. Always evaluate performance relative to a similar basket of stocks. (This also holds true when the market is bearish.)

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Opening Case Examples Covered in this Module

- **Best Practices by Pablo and David:**
 - Pablo correctly notes that most of the upside in the stock this year has been in line with the market's move
- **Bad Practices by David:**
 - Is impressed the stock has moved 18% this year even though this is likely due to the overall market move
 - Dismisses prior bad calls to things that were a surprise to everyone even though a sell-side firm had correctly made an accurate call on one of the stocks



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Test Your TIER™ Knowledge

T _____ r _____ p _____ (s)

I _____ & f _____ c _____ (s)

E _____ ideal _____ point

R _____ p _____ and t _____

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Checklist DRC

Detailed Reference Card (DRC)

Stock Recommendation Checklist Using the TIER™ System

Step	Question to ask yourself
1. STEP 1 of TIER™: TARGET REALISTIC PRICES	
1.1. Create an accurate financial forecast(s)	<ul style="list-style-type: none"> Have you followed the principles of the ENTER™ quality framework (expectational, novel, thorough, examinable and revealing) in deriving a base-case financial forecast more accurate than consensus? Have you created plausible upside and downside forecasts to stress test the base-case scenario?
1.2. Select optimal valuation method(s)	<ul style="list-style-type: none"> Have you identified the valuation method(s) currently being used for the stock and sector as well as any other methods used in the past? If there was more than one, have you identified: <ul style="list-style-type: none"> The catalyst(s) that caused it to change?

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Review Your TAP

Transformation Action Plan (TAP)

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Follow through by continually practicing these three steps...

Train to Retain **Employ an Action Plan** **Reinforce Knowledge**

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Our Tools

Workshops One-on-one coaching Assessments

Consulting Keynote/offsite presentations

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Workshops that Address Universal Analyst Needs

- CRITICAL FACTORS** Identify & Monitor a Stock's Critical Factors
- Generate Differentiated Insights Through Better Discovery, Questioning and Influencing
- Apply Practical Valuation Techniques For More Accurate Price Targets
- Master the Stock Call Techniques of Highly Experienced Analysts
- Communicate Unique Stock Calls Successfully So Others Take Action
- Maximize Your Time for Alpha Generation

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Best Practices Bulletins

10 Steps for Equity Research Analysts to Perform Better

According to Reuters, one of its sister companies, Lipper, finds that roughly 65% of active large-cap stock funds are lagging their benchmarks year-to-date through late November. Investors are voting with their feet as shown by the \$209 billion of inflows into ETFs through the first 10 months of 2014 vs. only \$36 billion for the...

Portfolio Managers' #1 Frustration With Equity Research Analysts

While I was studying the Japanese language during college, I initially didn't take notice that the word "chigau" (違う) is used to convey both "different" and "wrong." But after moving to Tokyo and learning the importance of conforming to the group, I developed a newfound appreciation for why these two English words require only one...

[Read the Entire Bulletin >](#)

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Questions and Feedback



Info@AnalystSolutions.com

CE Qualified Activity  CFA Institute