

# AnalystSolutions

## Develop and Deploy a Marketing Strategy That Maximizes Wallet Share

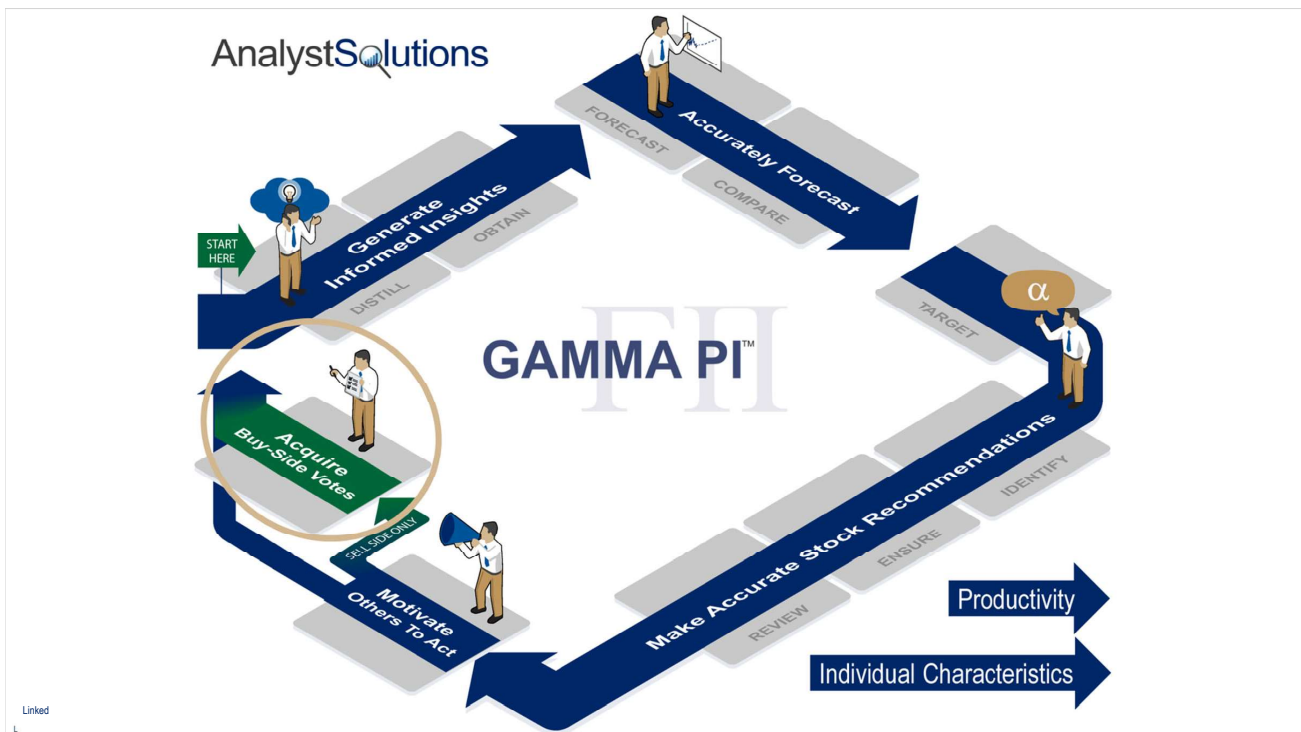
# Drinking from Fire Hose



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# Where Do You Want to Be in a Year?

- Client votes?
- Sales votes?
- Poll rankings?
- Peer recognition?
- Compensation?
- Title?

## Complete Your TAP

### Section 1

#### Transformation Action Plan (TAP)

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**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
-

# Sell-side Marketing Self-Assessment



## Instructions for Sell-side Marketing Self-Assessment:

- Answer the questions as truthfully below as possible (you will not be asked to share your results with anyone)
- For Table 1, respond on a scale of 1 to 5
  - 1 = Never
  - 5 = Always
- For Table 2, respond with the appropriate number
- Wait for instructions to score your results

## Important Characteristics of Sell-side Analysts

### Ranked by the buy-side as important

- Understands key industry factors, including secular changes
- Understands a company's competitive advantages and drivers of growth
- Conveys integrity, professionalism and trust
- Is accessible/responsive
- Provides access to company management
- Provides insightful and accurate written product and financial models
- Provides a sound basis for stock recommendations

### Ranked somewhere near the middle:

- Most calls and visits

### Ranked relatively low:

- Stock selection
- Earnings estimates



# Top 10 Hurdles to Generating Large Client Votes & Commissions

- Not approaching marketing with the same intensity or focus as research
- Not spending enough time marketing (too much on research)
- Not researching in a manner that develops unique insights about critical factors
- Covering too many stocks to add depth to typical buy-side client's efforts
- Lacking a strategy for ensuring there's always new value-added content in the pipeline
- Not communicating in a manner buy-side clients and portfolio managers want to receive (differentiated calls)
- Reluctant to make outgoing calls to clients or leave voicemails
- Not leveraging institutional sales force
- Too many bad stock calls compared to good ones
- Lacking the all-important influencing skills

## BREAD™ Framework



**Build optimal marketing plan**



**Research investment controversies**



**Effectively communicate using ADViCE™**



**Assemble and prioritize client list**



**Develop client relationships with PRACTICE™**

# Module 1



**B**uild optimal marketing plan



**R**esearch investment controversies



**E**ffectively communicate using ADViCE™

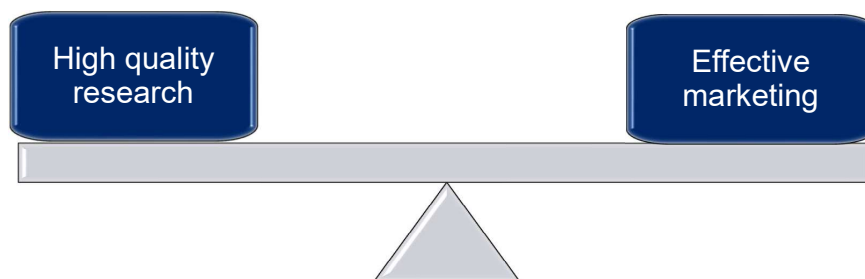


**A**ssemble and prioritize client list

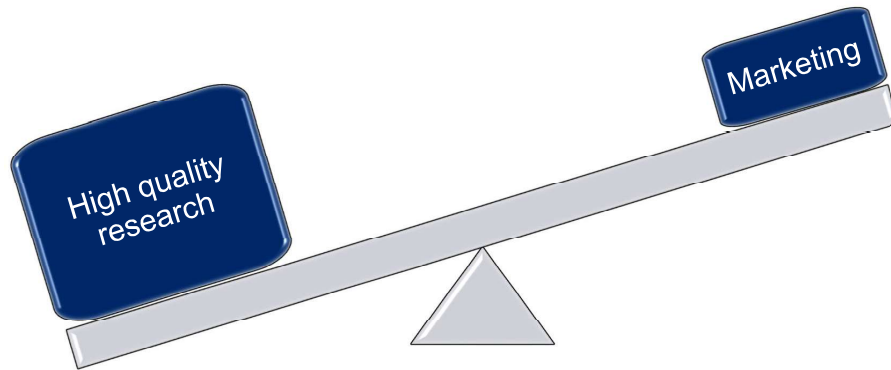


**D**evelop client relationships with PRACTICE™

## Balancing Act



## “Stuck in the Lab”

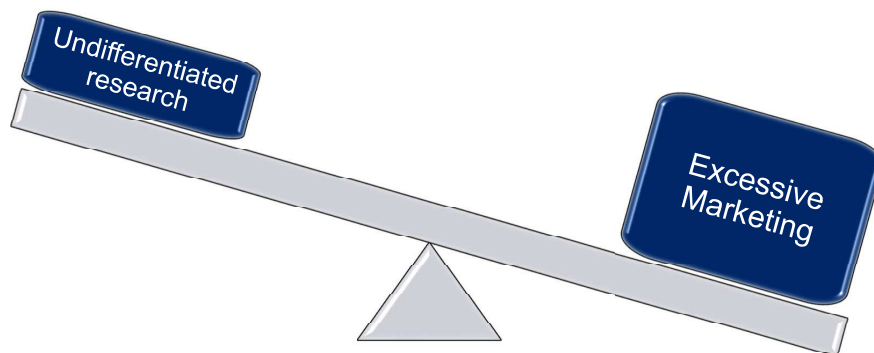


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## “Lipstick on a Pig”

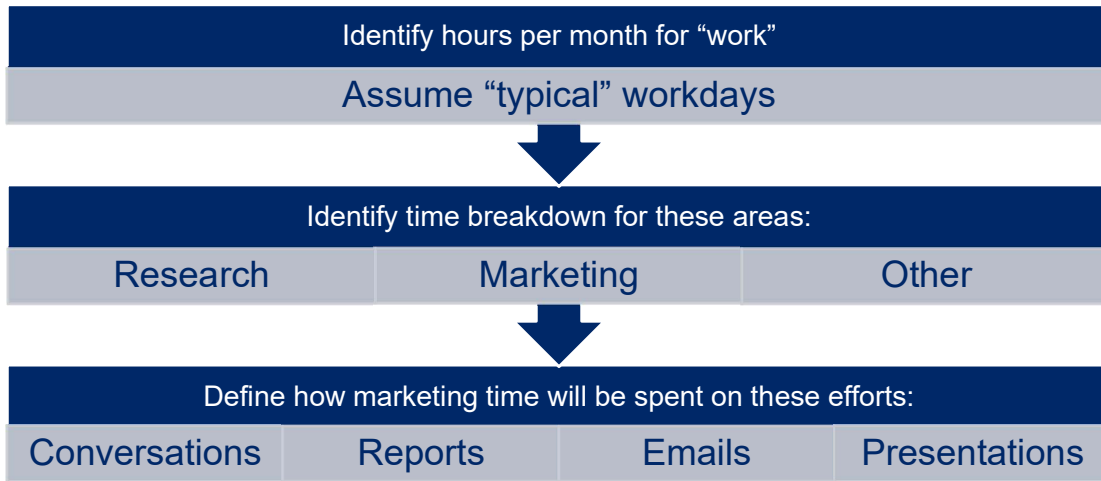


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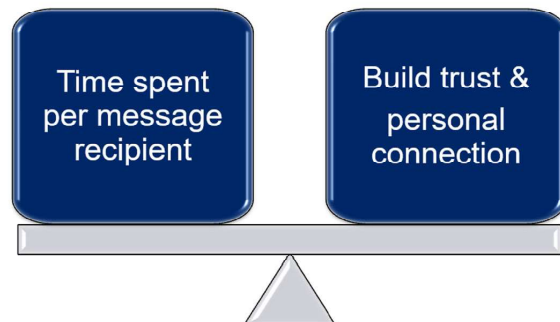
# Build a Bottom-up Marketing Plan



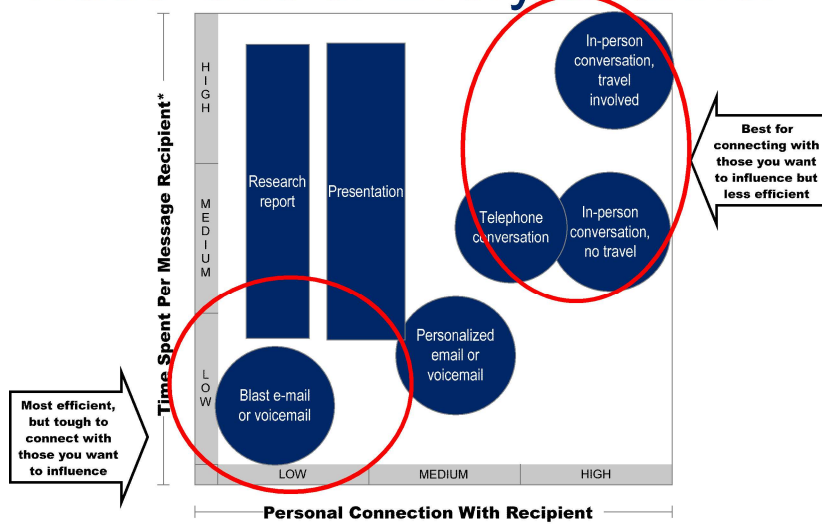
## Every Communications Channel Has Pros & Cons

**There are trade-offs to every option:**

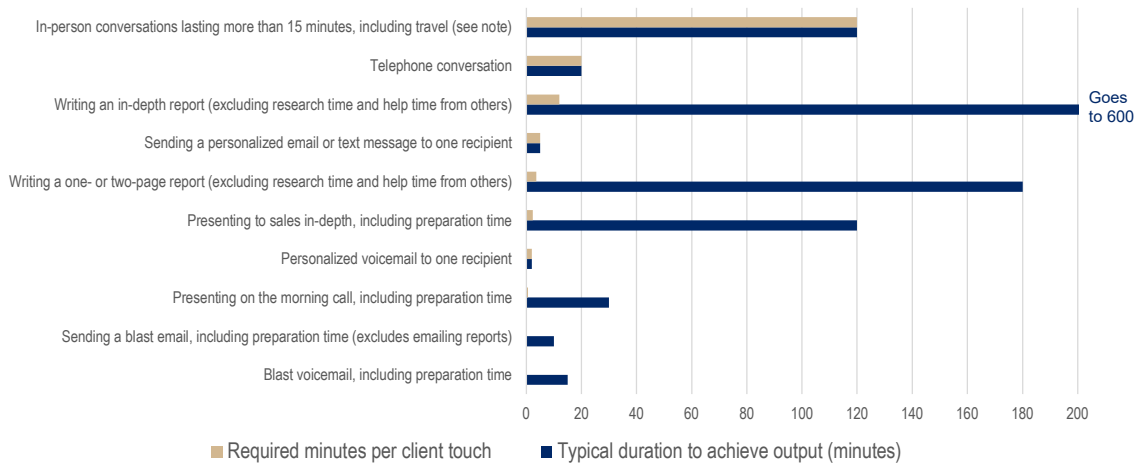
- In-person conversation
- Telephone conversation
- Leaving voicemail
- Presenting
  - Brief
  - In-depth
- Sending an email or text message
- Writing a report



# Trade-Offs of Every Channel



# Marketing Leverage



# Build Marketing Plan

**AnalystSolutions**

**INSTRUCTIONS**

- This worksheet is intended to help analysts prioritize their marketing time. Start from the top and work your way down.
- Only enter data in cells with a blue font (all other cells are computations).
- There are notes in cells that contain red dots in the upper right corner of the cell (hover over the cell to see the note). Some of the important notes are in column heading cells.
- The output is intended to help analysts understand how to spend their time as though they are the only senior analyst in the team. If you are the junior analyst or there are multiple senior analysts on your team who market to clients, consider enter information collectively for the entire team.
- It's important to note that the goal shouldn't simply be to maximize the number of client touches because the most efficient methods (blast emails and blast voicemails) are not personal and therefore are less likely to build rapport and trust with the client, which is a key ingredient to

**Table A**

Item	Hours
Hours of Professional Time	204
Hours of "professional" work each week	204
Hours of vacation each year	16
Hours of unpaid leave of coverage	204
Hours of professional time per month (will be used later below)	613

**Table B**

Item	Percent	Hours Per Month	Hours Per Quarter	Hours Per Stock Per Month
Researching and preparing team	32%	102	306	8.8
Marketing to sales and clients, including travel time during professional hours	47%	82	246	7.0
All other professional activities	10%	20	61	1.7
<b>Total Professional Time</b>	<b>100%</b>	<b>204</b>	<b>613</b>	<b>17.5</b>

**Table C**

Activity	Typical duration to achieve output (minutes)	Likely number of clients "touched" each time you conduct this activity	Times activity is completed in typical Q2 working day	Hours required per quarter	Required minutes per client touch
Telephone conversations lasting more than 15 minutes, including travel (see note)	15	1	30	90	120.0
Telephone conversation	20	1	200	60	20.0
Writing an in-depth report (excluding research time and help time from others)	60	5	2	100	12.0
Sending a personalized email or text message to one recipient	5	1	248	248	5.0
Presenting to sales in-depth, including preparation time	120	5	2	100	4.0
Writing a one- or two-page report (excluding research time and help time from others)	15	5	20	1000	3.0
Personalized voicemail to one recipient	2	1	100	100	2.0
Presenting on the morning call, including preparation time	30	5	1	60	1.0
Blast voicemail, including preparation time	10	100	3	300	0.33
Sending a blast email, including preparation time (excludes emailing reports)	10	100	3	300	0.33
<b>Total from rows in Table C</b>				<b>9,224</b>	<b>245</b>

**Try to get this figure to come close to the number below it, by adjusting the assumptions in the three tables:**

- If you think you could be spending more/less of your total time dedicated to your profession, modify Table A.
- If you think you should be spending more/less time on marketing, modify Table B.
- If you think you should be changing A) the amount of time it takes to complete

# Complete Your TAP

## Sections 2 & 3

### Transformation Action Plan (TAP)



**Instructions for the Transformation Action Plan (TAP):**

- Throughout this workshop complete the TAP below
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# Marketing Trips

- Have something new to say
- Can be planned in advance but ensure research is published beforehand
- Leverage sales
- Call top clients to preview trip
  - “I’ll be coming to Boston next week and was hoping to sit down and discuss some new research I’ve just finished on ABC”
- Marketing handout should highlight:
  - Differentiated research
  - “What’s new?”
- Create events where clients come to you

## Minimize Time With Non- or Low-Voting Clients

- How do you minimize time with non- or low-voting clients?
- Screen all incoming calls
- Don’t call clients that are not tiered by the firm or help make you smarter
- Use an excuse:
  - “I have a conference call in a few minutes”
  - “Let me get working on your question before the day gets away from me”

# Your Best Practices?



**Build optimal marketing plan**



Research investment controversies



Effectively communicate using ADViCE™



Assemble and prioritize client list



Develop client relationships with PRACTICE™

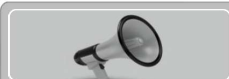
## Module 2



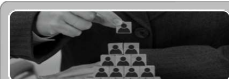
Build optimal marketing plan



**Research investment controversies**



Effectively communicate using ADViCE™



Assemble and prioritize client list



Develop client relationships with PRACTICE™



# Portfolio Manager's Frustrations

- Over 80% of research is worthless
  - Not unique
  - Few to no insights
  - Backward looking
  - Lacks substance
  - Lacks conviction
- Research should focus on:
  - What's unique about the analyst's work?
  - What's the market missing?
  - Where do the supporting details come from?
  - What's new from the last update?

Tell me something that will generate alpha

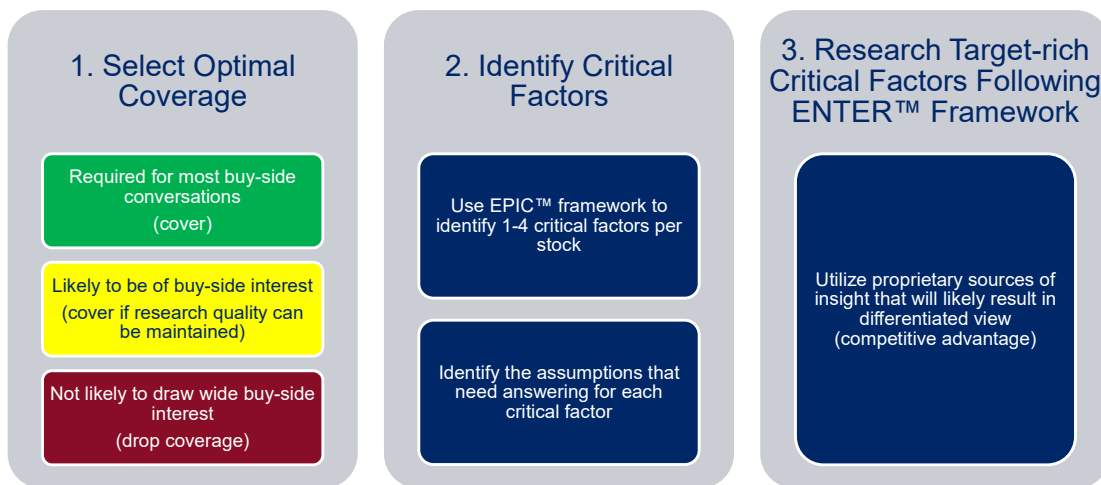


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## Marketing Should Run Through the Entire Research Process



# Be Strategic With Your Coverage

- Cover the minimal number of stocks:
  - That allow you to be relevant to 80% of your potential client base (i.e. your firm's top-tier clients); and
  - Without disturbing firm-wide requirements (i.e. Investment Banking)
- Every stock covered not meeting the need above detracts from the quality of your overall franchise
  - “I can't abandon my baby!”
- Don't define yourself by the size of your universe but by the size of your commissions

## EXERCISE: SELECT OPTIMAL UNIVERSE

# Complete Your TAP

## Section 4

### Transformation Action Plan (TAP)



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## EPIC™ Stock Calls Require Critical Factors Meet All Four Criteria



# Examples of Critical Factors

Stock	Critical Factor
Amazon.com	Market share shift from traditional retailers
IBM	Migration to cloud-based solutions
Nike	Top line growth rate keeping up with historical trends
NVIDIA (graphics tech)	Growth of virtual reality as mainstream product
The Gap	Apparel pricing deflation
Time Warner Cable	Growth of competing content providers such as Netflix, Amazon and HBO
T-Mobile	Competitive pricing among the wireless carriers
VMware (software)	Growth of Open Source software vs. traditional vendors
Walgreens (drug retailer)	Generic drug price inflation

## EXERCISE: IDENTIFY CRITICAL FACTORS AND KEY ASSUMPTIONS

# Complete Your TAP

## Sections 5 & 6

### Transformation Action Plan (TAP)



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## Step 1 of the Communication Process



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



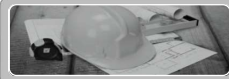
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## EXERCISE: EVALUATE YOUR RESEARCH PROCESS

# Your Best Practices?



Build optimal marketing plan



**Research investment controversies**



Effectively communicate using ADViCE™

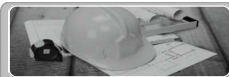


Assemble and prioritize client list



Develop client relationships with PRACTICE™

# Module 3



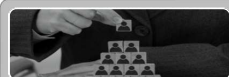
Build optimal marketing plan



Research investment controversies



**Effectively communicate using ADViCE™**



Assemble and prioritize client list



Develop client relationships with PRACTICE™

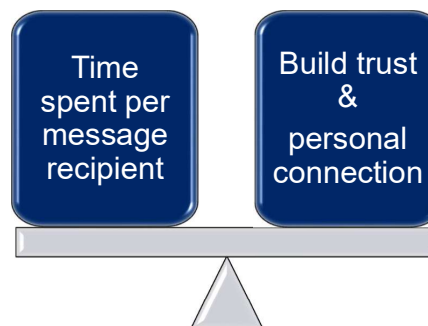
## Step 2 of the Communication Process



## Every Communications Channel Has Pros & Cons

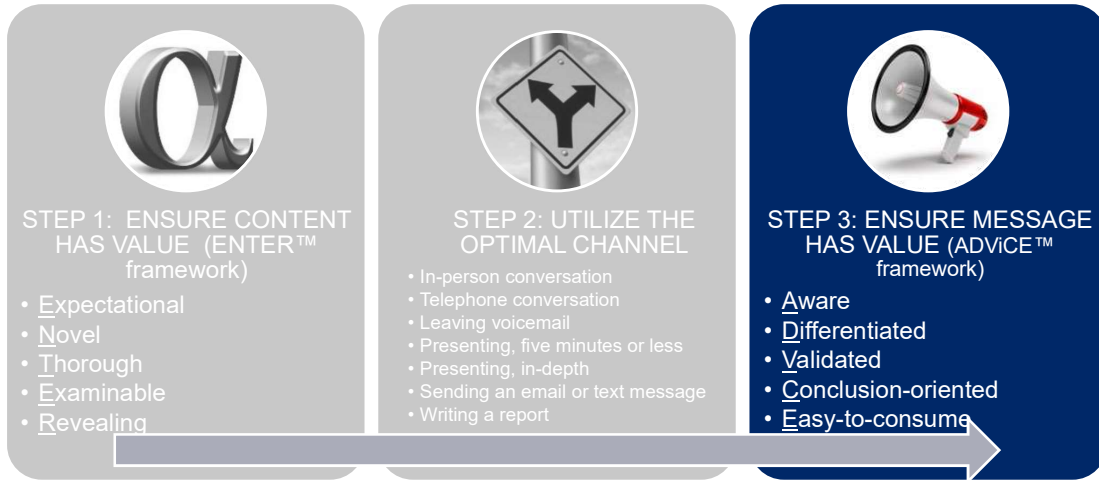
**There are trade-offs to every option:**

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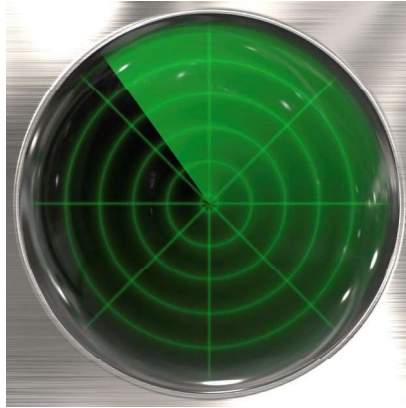
# Step 3 of the Communications Process



## ADViCE™ Framework



## “A” in ADViCE™ Represents Being “Aware”



**This is about exposing elements that might not be easy or comfortable:**

- Provide alternative scenarios in the form of base-case, upside- and downside scenarios to show where you could be wrong
- Demonstrate you're not oblivious to the other side of your recommendation by addressing why there are alternative views
- Disclose when you make adjustments to your thesis
- Convey your conviction level, even if it's not high

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## “D” in ADViCE™ Represents Being “Differentiated”



- Minimize communicating when the message is not differentiated from consensus
- Using the FaVeS™ framework, quantify how you materially differ from the consensus thinking. To have a valid stock call, you must have a superior and materially-different view to the market in one of these areas:
  - Financial forecast
  - Valuation method/multiple
  - Short-term Sentiment of the market
- Explain how your view of the catalyst(s) that will drive your thesis differs from the consensus thinking

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## “V” in ADViCE™ Represents Having a “Validated View”



- Without divulging proprietary sources, provide information/data from at least one informed, independent, and reliable source (preferably two or more if it's critical to your call) to validate your out-of-consensus thesis
- Quantify as much as possible, including the materiality of your out-of-consensus view
- Rely sparingly on company management for insights

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## “C” in ADViCE™ represents “Conclusion-oriented”

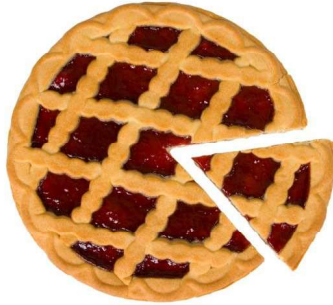


- Start your stock communications with conclusions about:
  - At least one stock (are you upgrading, downgrading, or just becoming more/less positive)
  - The catalyst(s) likely to move consensus to your way of thinking
- A stock should be mentioned no later than the second sentence of your communication
- Mention a stock and its rating in the headline for reports and subject lines for emails
- Provide a price target and upside/downside vs. the prior day's close

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## “E” in ADViCE™ represents “Easy to Consume”



- Quickly convey all of the key elements of the ADViCE™ framework
- Include supportive anecdotes and stories
- Be concise
- Quantify insights whenever possible, but don't overwhelm with too much raw data
- Avoid too much jargon and acronyms

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## **EXERCISE: EVALUATE YOUR COMMUNICATIONS EFFECTIVENESS**

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## Review QRC

# Quick Reference Card (QRC)

Best Practices for Creating Marketing Handouts

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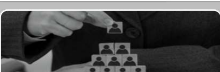

## Review QRC

# Quick Reference Card (QRC)






Best Practices for Presenting to Others

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# Your Best Practices?

-  Build optimal marketing plan
-  Research investment controversies
-  **Effectively communicate using ADViCE™**
-  Assemble and prioritize client list
-  Develop client relationships with PRACTICE™

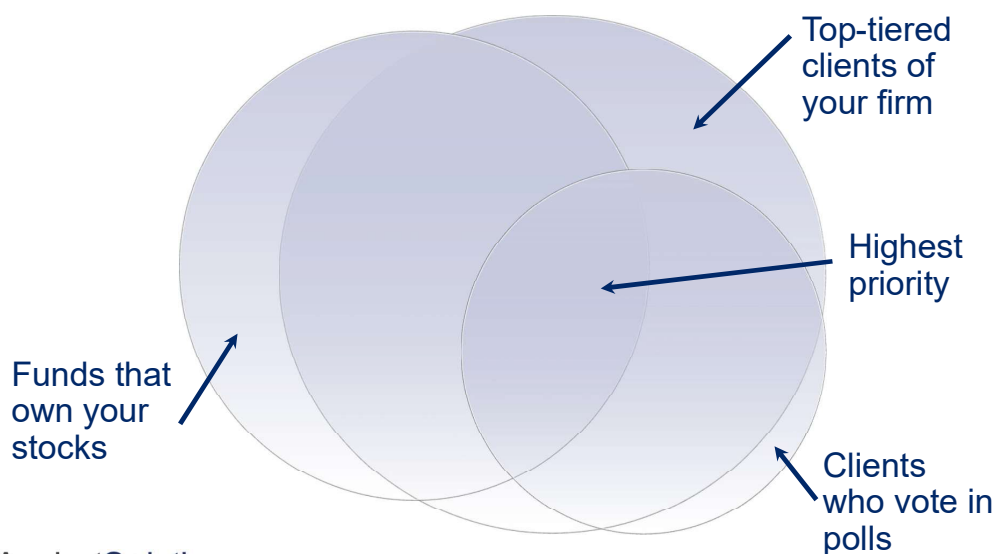
# Module 4

-  Build optimal marketing plan
-  Research investment controversies
-  Effectively communicate using ADViCE™
-  **Assemble and prioritize client list**
-  Develop client relationships with PRACTICE™

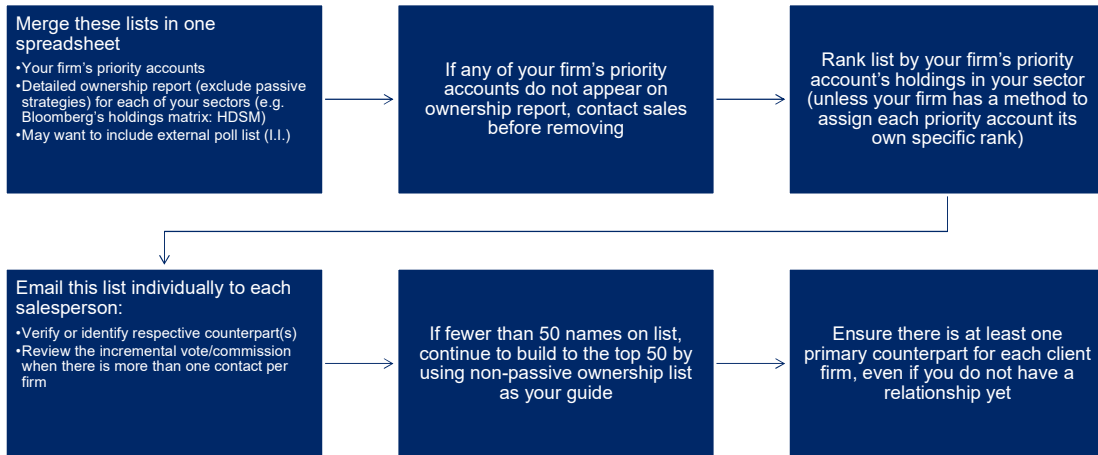
# Unanswered Questions for a Client Calling Routine

- Who is your most important client?
  - Answer: Sales
- What's the optimal sized client list?
- How many clients can you call in a day?
- Under what circumstances should you call a client?
- How many times does a client need to be contacted in a month to give you an optimal vote?
- Who should you be calling?
- For top-tier clients, what is the effort vs. payoff for a single client?
- Are incoming calls the same value as outgoing?
- What are the pros and cons of a calling quota?
- How many calls are “enough”?
- When sales says to call a client, should you ask any questions first?

## Who to Call?

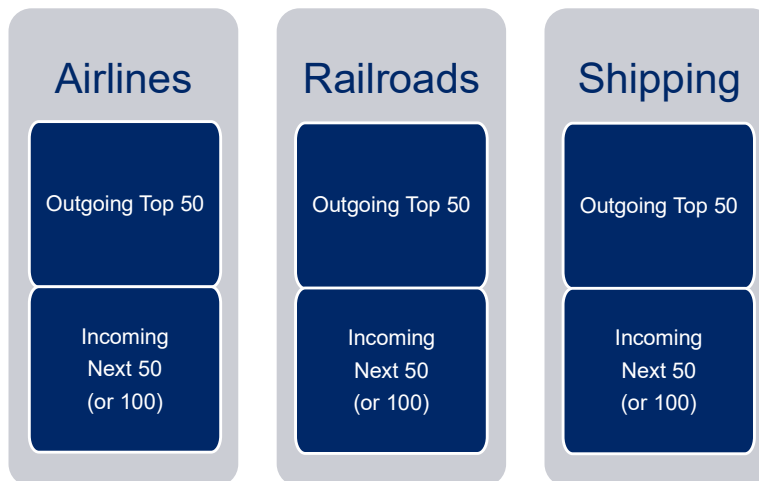


# Building the Optimal Client Call Lists



Throughout the process, be open to additional names beyond your firm's priority accounts, which can be part of low-touch marketing efforts (webcasts, group lunches, etc.)

# Segment to Create More Than Just One "Top 50" List







# FactSet's Comprehensive Ownership Report

	A	R	O	S	T	U	W
1	<b>Comprehensive Ownership Detail Report</b>						
2							
3	<b>Company Name:</b>	STARBUCKS CORP COM (SBUX)					
4	<b>Type(s) of Holder:</b>	All					
5	<b>Industry:</b>	Restaurants					
6	<b>Sector:</b>	Consumer Services					
7	<b>Market Cap:</b>	Mega					
8	<b>Total Shares out:</b>	755,900,000					
9	<b>Ownership %:</b>	78.15					
10	<b>Float (%)</b>	97.26					
11							
12							
13	<b>Holder Name</b>	<b>Position</b>	<b>Holdings Style</b>	<b>Cap Group Style</b>	<b>Turnover</b>	<b>Type</b>	<b>Contact Name (Title)</b>
14	Fidelity Management & Research Co.	43,957,456 Growth		Large Cap	Low	Investment Adviser	Bruce Herring CFA, MBA (Chief Inve
15	Fidelity Contrabund	16,302,366 Aggressive Growth		Large Cap	Very Low	Open-End Fund	Will Darratt, MBA (Portfolio Manager-Et
16	Fidelity Series Growth Company Fund	4,858,100 Aggressive Growth		Large Cap	N/A	Open-End Fund	Steven S. Wymer, MBA (Portfolio Mana
17	Fidelity Growth Company Fund	4,788,000 Aggressive Growth		Large Cap	Very Low	Open-End Fund	Steven S. Wymer, MBA (Portfolio Mana
18	Fidelity Advisor New Insights Fund	4,373,300 Aggressive Growth		Large Cap	Very Low	Open-End Fund	Will Darratt, MBA (Portfolio Manager-Et
19	Fidelity Capital Appreciation Fund	4,020,802 Aggressive Growth		Large Cap	Low	Open-End Fund	J. Fergus Sinek, MBA (Portfolio Manag
20	Fidelity Blue Chip Growth Fund	2,558,800 Aggressive Growth		Large Cap	Very Low	Open-End Fund	Sonu Kalra, MBA (Portfolio Manager-Et
21	The Vanguard Group, Inc.	35,541,132 Index		Large Cap	Very Low	Mutual Fund Manager	Tim J. Buckley III, MBA (Chief Inves
22	Vanguard Total Stock Market Index Fund	10,703,223 Index		Large Cap	Very Low	Exchange Traded Fund	Gerry C. O'Reilly (Portfolio Manager-Et
23	Vanguard Institutional Index Fund	7,407,842 Index		Large Cap	Very Low	Exchange Traded Fund	Don M. Butler, CFA (Portfolio Manager
24	Vanguard 500 Index Fund	7,270,012 Index		Large Cap	Very Low	Exchange Traded Fund	Michael J. Duck CFA, MDA (Portfolio M
25	Vanguard Growth Index Fund	3,341,849 Index		Large Cap	Very Low	Exchange Traded Fund	Gerry C. O'Reilly (Portfolio Manager-Et
26	Vanguard Institutional Total Stock Market Inde	1,270,142 Index		Large Cap	Very Low	Exchange Traded Fund	Michael Perre, MBA (Portfolio Manager
27	Vanguard Employee Benefit Index Fund	540,022 GARP		Large Cap	Very Low	Exchange Traded Fund	
28	Vanguard Balanced Index Fund	459,103 Index		Large Cap	Very Low	Open-End Fund	Christine D. Franquin (Portfolio Manag
29	Vanguard Consumer Discretionary Index Fund	404,642 Index		Large Cap	Very Low	Exchange Traded Fund	Michael A. Johnson (Portfolio Manager
30	T. Rowe Price Associates, Inc.	33,817,228 Growth		Large Cap	Very Low	Mutual Fund Manager	Jim A. C. Kennedy CFA, MBA (Chief
31	T. Rowe Price Growth Stock Fund	9,179,020 Aggressive Growth		Large Cap	Low	Open-End Fund	Rob Bartolo CFA, MBA (Portfolio Mana
32	T. Rowe Price Blue Chip Growth Fund	5,316,000 Aggressive Growth		Large Cap	Very Low	Open-End Fund	Larry J. Puglia CFA, MBA (Portfolio Ma
33	Principal Investors - Large Cap Growth Fund I	2,101,722 Aggressive Growth		Large Cap	Very Low	Variable Annuity Fund	Rob W. Sharps CFA, MBA (Portfolio M
34	T. Rowe Price Institutional Large Cap Growth F	2,071,100 Aggressive Growth		Large Cap	Low	Open-End Fund	Rob W. Sharps CFA, MBA (Portfolio M
35	JNL/T. Rowe Price Established Growth Series	977,200 Aggressive Growth		Large Cap	Very Low	Variable Annuity Fund	Rob Bartolo CFA, MBA (Portfolio Mana
36	T. Rowe Price Equity Index 500 Fund	917,386 Index		Large Cap	Very Low	Open-End Fund	Eugene F. Bair (Portfolio Manager-Equ
37	T. Rowe Price New America Growth Fund	915,473 Aggressive Growth		Large Cap	Medium	Open-End Fund	Daniel Martino CFA, MBA (Portfolio M
38	John Hancock II Blue Chip Growth Fund	611,400 Aggressive Growth		Large Cap	Low	Open-End Fund	Larry J. Puglia CFA, MBA (Portfolio Ma
39	Metropolitan Series - T. Rowe Price Large Cap	537,800 Aggressive Growth		Large Cap	Low	Variable Annuity Fund	Rob Bartolo CFA, MBA (Portfolio Mana

## Non-Tiered Clients Can Be on Lists

- Win votes from non-tiered clients through scalable marketing:
  - Conference calls debuting research or providing experts to clients
  - Marketing lunches or dinners
  - Blast emails

# Complete Your TAP

## Section 7

### Transformation Action Plan (TAP)



#### Instructions for the Transformation Action Plan (TAP):

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## Your Best Practices?



Build optimal marketing plan



Research investment controversies



Effectively communicate using ADViCE™








Assemble and prioritize client list



Develop client relationships with PRACTICE™

# Module 5

-  Build optimal marketing plan
-  Research investment controversies
-  Effectively communicate using ADViCE™
-  Assemble and prioritize client list
-  Develop client relationships with PRACTICE™

## Review DRC

### Detailed Reference Card (DRC)

Utilize the PRACTICE™ Framework to Influence Others

PRACTICE™ Framework for Influencing Others



## “P” of PRACTICE™ Framework (1 of 3)

- Prepare to influence includes targeting only key clients.
- Target to influence buy-side counterparts working at your firm’s most profitable accounts (avoid investing time building relationships with clients that are not likely to add to your bottom line). These include:
  - Key counterpart at those firms deemed a “priority” by your firm
  - Seasoned buy-side analysts who can provide a window into real-time buy-side market psychology



## “P” of PRACTICE™ Framework (2 of 3)

- Prepare to influence by answering “What’s In it for Them?”
- Speak to your firm’s salesperson to get the following answered before your first conversation with a new client:
  - Firm/fund characteristics (mandate, cap size, region, style, etc.)
  - Preferences (details vs. big picture, quantitative vs. qualitative, etc.)
  - Demeanor (formal vs. casual, cynical vs. open-minded, etc.)
  - See QRC, Know Your Client to Yield Influence and Gain Votes



# Review QRC

## Quick Reference Card (QRC)

Know Your Client to Yield Influence and Gain Votes

### “P” of PRACTICE™ Framework (3 of 3)

- Prepare to influence includes self-assessment
- Honestly answering these questions (resolve deficits where possible):
- Are you an expert on the critical factors for this conversation?
  - Ensure you know the critical factors for a stock
  - Ensure your research meets the ENTER™ quality framework
- Do you have strong communication skills?
- Are you a good listener? (most people overestimate their ability)
- Are you empathetic?
- Do you adapt well?
- Will you be credible to client?



# “R” of PRACTICE™

## Rapport Building

- Reach out to make the initial introduction
- Make them feel important:
  - Be the first to say “hello”
  - Use their name
  - Compliment
  - Ask questions
- Show respect to the client even if he/she has less experience
- Build common bridges by mentioning the names of other individuals you work with or have worked with at the client’s firm
- Listen attentively -- at all costs, do not interrupt
- Be confident (but not arrogant)
- Always thank clients for spending time with you – they have alternatives



# “A” of PRACTICE™

## Ask about needs (WIIFT)

- If you haven’t already learned the client’s “WIIFT” during your research quickly learn if it’s one of the following:
- Help identifying and forecasting critical factors as well as the associated risks and opportunities for the assigned universe of stocks
- Greater access to company management via the sell-side analyst
- Help assessing the market psychology about a stock
- Association/friendship with a high-profile analyst in their sector



# First “C” of PRACTICE™



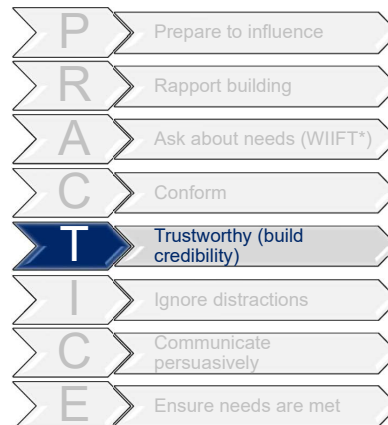
## Conform

- Think in their style of investing
- Embrace “their ways” by showing interest in something unique about their firm, personal background or geographic region
- Match your presentation style with the client’s preference (formal vs. casual, cynical vs. open-minded, judicious vs. relaxed with time, loud vs. quiet, etc.)
- Begin the discussion by asking questions to understand their perspective
- Avoid using terms or jargon that the client may not understand

# “T” of PRACTICE™

## Trustworthy (build credibility)

- Show or send the client your best thought-leading work
- Be honest about capabilities and deliverables
- Follow through on commitments to send follow-up info
- Show the client you have thought about where you could be wrong
- Treat everyone with respect





# “I” of PRACTICE™

## Ignore distractions (external and internal)



- “Be in the moment” with the client by avoiding distractions such as emails, phone calls, texts, etc.
- Ignore internal distractions such as mentally preparing to pitch an idea before the client has finished explaining his/her perspective
- Choose a location conducive to a conversation and potentially a presentation

# Second “C” of PRACTICE™

## Communicate persuasively

- Ask the client’s opinion on topics where it is warranted
- Use persuasive language tactics
- Use a comforting tone, timing, pace and volume that will appeal to the client
- Convey body language that shows you are interested in the conversation



# Persuasive Language Tactics

- Use linking and building
- Use metaphors, stories and analogies
- Use visioning



## Non-Verbal Communication Skills Important to Influencing

- Body language (as much as 65% to 93% of the message being delivered can be nonverbal)
- In most situations, the objective is to appear in control (relaxed and confident) which is achieved by preparing for the conversation

## Non-Verbal Communication Skills Important to Influencing

- To show interest and respect:
  - Make good eye contact
  - Maintain good posture
  - Smile, if appropriate
  - Stand up if presenting to more than a few people
  - Don't cross your hands or legs
  - Be energetic
- If appropriate:
  - Mimic their body movements
  - In Western cultures, touch the person briefly on the shoulder or arm, such as when shaking hands

## Weapons of Influence

Reciprocation	• Offer to do something for the individual in hopes of getting what you need in return
Commitment and consistency	• Asking for a small commitment on their part so they are more open to the next exchange
Social proof	• To get others to act, suggesting it's common practice or in high demand
Liking	• Making an effort to get the person to like you
Authority	• Demonstrating you are the authority on a topic
Scarcity	• Convey that access to you or your information sources may be limited

Source: Robert Cialdini, *Influence: Science and Practice* (2008)

# Review QRC

## Quick Reference Card (QRC)

Utilizing Weapons of Influence for Equity Research

## “E” of PRACTICE™

### Ensure Needs are Met

- Satisfy all reasonable direct requests ASAP
- Offer to invite key clients to special events that may help in their areas of interest
- Ensure clients are receiving the desired information on their respective universe in a desired manner (e.g. via email, voicemail, personal calls, etc.)
- Proactively reach out to clients when new insights are found on topics of interest (keep a database of client needs) and seek new areas of need
- Offer to conduct bespoke research on a topic of interest if it will also help your franchise



# Complete Your TAP

## Section 8

### 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

## Your Best Practices?



Build optimal marketing plan



Research investment controversies



Effectively communicate using ADViCE™



Assemble and prioritize client list



Develop client relationships with PRACTICE™

# Review QRC

## Quick Reference Card (QRC)

Maximize Client Votes and Commissions Using the BREAD™ Framework

## BREAD™ Framework



Build optimal marketing plan



Research investment controversies



Effectively communicate using ADViCE™



Assemble and prioritize client list



Develop client relationships with PRACTICE™

# Complete Your TAP

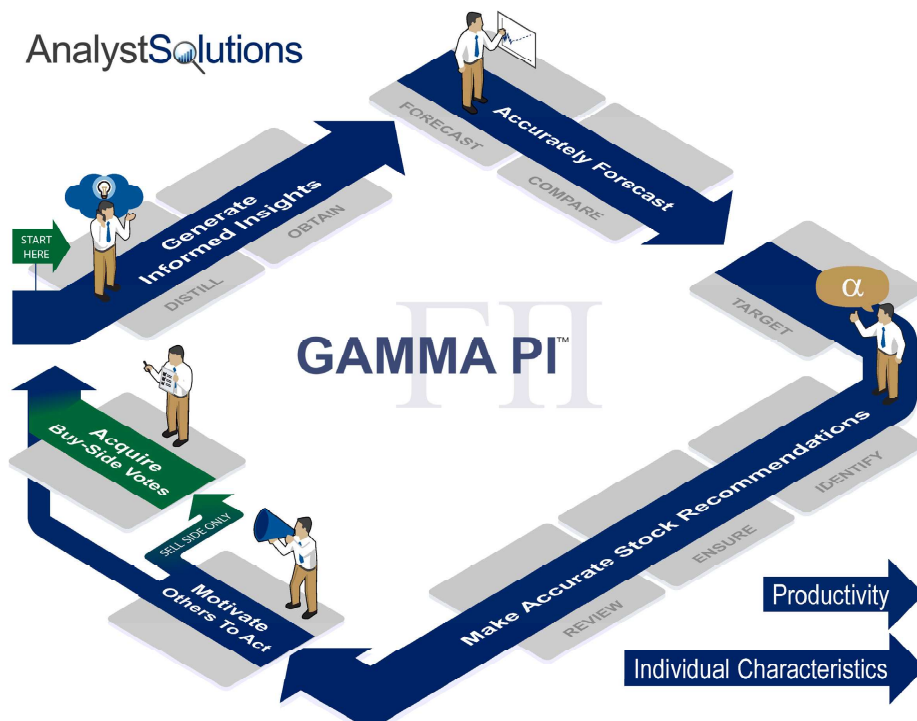
## Revisit Section 1

### 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



Follow through by continually practicing these three steps...



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James J. Valentine, CFA, DrBA

## Our Tools



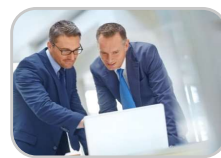
Workshops



One-on-one coaching



Assessments



Consulting




Keynote/offsite presentations



# Workshops that Address Universal Analyst Needs

 <b>CRITICAL FACTORS</b>	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
	Develop and Deploy a Marketing Strategy that Maximizes Wallet-Share

## Best Practices Bulletins

<b>10 Steps for Equity Research Analysts to Perform Better</b>	
	According to Reuters, one of its sister companies, Lipper, finds that roughly 85% 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 \$206 billion of inflows into ETFs through the first 10 months of 2014 vs. only \$36 billion for the...
<a href="#">Read the Entire Bulletin &gt;</a>	
<b>Portfolio Managers' #1 Frustration With Equity Research Analysts</b>	
	While I was studying the Japanese language during college, I initially didn't take notice that the word "chigau" (ちがう) 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...
<a href="#">Read the Entire Bulletin &gt;</a>	

# Questions and Feedback



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