







What Can We Learn?

THE DNA OF SUCCESS
*Five Common Global
Attributes Of
Premier Businesses*



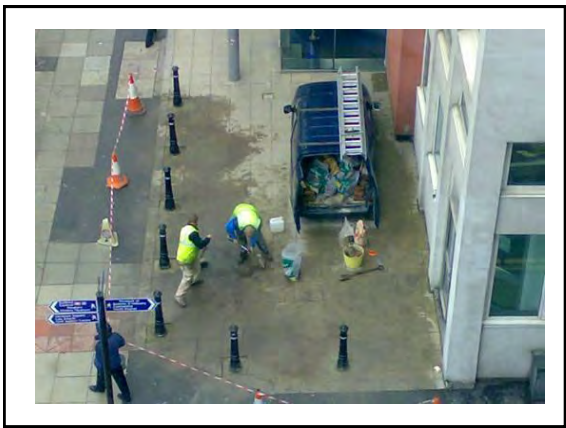
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1. Great Leadership

- Strong & consistent vision
- Think like successful business owners
- Embrace change



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1. Great Leadership

- Strong & consistent vision
- Think like successful business owners
- Embrace change
- Have a plan and work the plan

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1. Great Leadership

- 23% have a documented 12 month operational plan
- 58% have been reviewed in the past 6 months
- 65% track their progress to plan regularly
- 57% appear light on content

Business Planning Results
2016 TPA Marketplace Analysis

Health Status	Count
Poor Health	41
Healthy	21
Fit	18

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1. Great Leadership

- But be careful what you wish for...

12 month operational business plan	% MARKET	PROFIT PER PRINCIPAL	PROFIT IMPACT
No Plan	34%	\$383,101	-
Effective Plan	4%	\$533,272	+39%

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1. Great Leadership

- Strong & consistent vision
- Think like successful business owners
- Embrace change
- Have a plan and work the plan
- Sale ready at all times

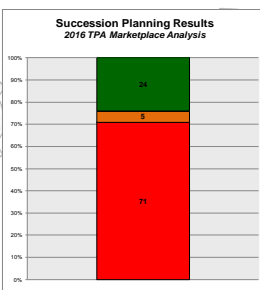


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1. Great Leadership

- 32% have a documented succession plan or buy/sell agreement
- 1:4 do not cover all four contingencies
- 26% have not been reviewed in the past 12 months
- 1:2 do not have an agreed successor
- 33% looking to buy in the next 3 years



Succession Planning Results
2016 TPA Marketplace Analysis

Health Status	Percentage
Poor Health	71%
Healthy	2%
Fit	27%

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1. Great Leadership

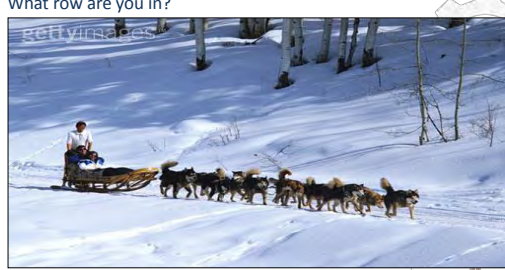
Would you pay a premium to buy into your practice today?



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1. Great Leadership

- What row are you in?



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2. Talented & Committed Staff

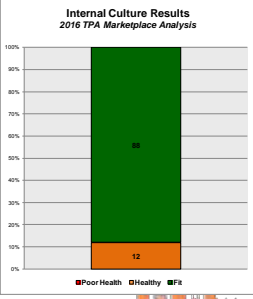
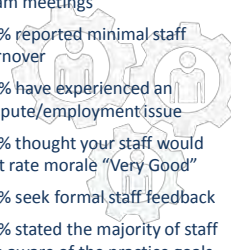
- Someone else runs the business (including hire & fire)
- Hire people better than them
- Empowered to make decisions
- Develop a team culture



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2. Talented & Committed Staff

- 70% conduct weekly/bi-weekly team meetings
- 93% reported minimal staff turnover
- 22% have experienced an dispute/employment issue
- 41% thought your staff would not rate morale "Very Good"
- 55% seek formal staff feedback
- 51% stated the majority of staff are aware of the practice goals



Category	Count
Poor Health	12
Healthy	88

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2. Talented & Committed Staff

- Someone else runs the "back-office"
- Hire people better than them
- Empowered to make decisions
- Develop a team culture
- Appropriate performance management process (roles, goals & reviews)



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2. Talented & Committed Staff

- 77% have PD's for the majority of their team (but 1:3 have not been reviewed recently)
- 74% have agreed individual performance objectives
- 47% conduct six monthly performance reviews/appraisals
- 77% have conducted salary reviews in the past 12 months

Category	Count
Poor/Health	11
Healthy/Fit	9

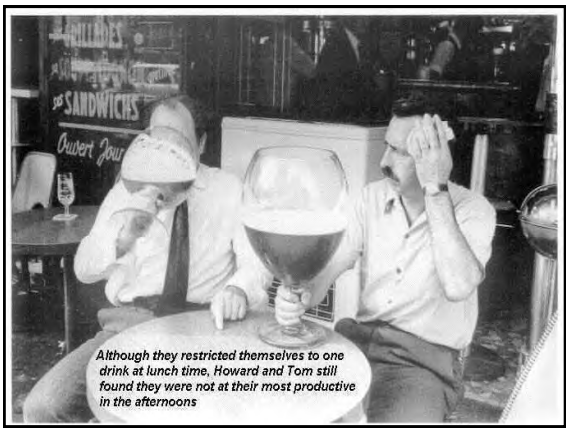
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2. Talented & Committed Staff

- And if everyone knows what they are doing...

STAFF WITH JOB/ POSITION DESCRIPTIONS	% MARKET	PROFIT PER PRINCIPAL	PROFIT IMPACT
Less than 50%	10%	\$131,841	-
More than 75%	77%	\$575,128	+336%

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3. Truly Client Centric

- Know and live their client value proposition

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3. Truly Client Centric

Hopefully not this one!

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3. Truly Client Centric

NEED

- 401k
- 5500's
- Restatements
- Loans
- Distributions
- Compliance
- Retirement Planning
- Asset Allocation
- Risk Profiling
- Insurance

WANT

- Easy
- Security
- Peace of Mind
- Achieving Goals
- No Surprises
- Understanding
- Advice & Help
- Empathy
- Trust
- Solutions




VALUE

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3. Truly Client Centric

- Consultant gibberish or real business driver...

CLIENT VALUE PROPOSITION	% MARKET	PROFIT PER PRINCIPAL	PROFIT IMPACT
No	32%	\$343,584	-
In owner's head	27%	\$452,872	+32%
Fully documented	41%	\$617,047	+80%

OUR VALUES

Enron

RESPECT: We treat others as we would like to be treated ourselves. We do not tolerate abusive or disrespectful treatment. Ruthlessness, callousness, and arrogance don't belong here.

INTEGRITY: We work with customers and prospects openly, honestly, and sincerely. When we say we will do something, we will do it; when we say we cannot or will not do something, then we won't do it.

COMMUNICATION: We have an obligation to communicate. Here, we take the time to talk with one another... and to listen. We believe that information is meant to move and that information moves people.

EXCELLENCE: We are satisfied with nothing less than the very best in everything we do. We will continue to raise the bar for everyone. The great fun here will be for all of us to discover just how good we can really be.

3. Truly Client Centric

- Know and live their client value proposition
- Proactively seek client feedback





3. Truly Client Centric

- 35% formally seek feedback from their clients
- 44% of these share their results widely
- 16% always use their results to measure & reward staff

Health Status	Percentage
Poor Health	67%
Healthy	16%
Fit	17%

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3. Truly Client Centric

- And if ask (and then listen)...

Formally seek client feedback	% MARKET	PROFIT PER PRINCIPAL	PROFIT IMPACT
No	65%	\$440,970	-
Yes	35%	\$595,668	+35%

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NOT LIKE THIS!

From: hr@brunnen.com
To: hr@brunnen.com
Subject: Client Survey 2019
Date: Thursday, 12 December 2017 11:08:33 AM

Tell us how we can do better for you.

HR Business

Thanks for being part of the Brunnen family. We'd love to hear your thoughts on our Client online self-service.

Is it simple to use? Can you find the things you need quickly and easily? To find out, we have a short survey which should take just a minute or so to fill in.

To get it underway, just click the Survey button above.

Thanks, we really appreciate it!

Clients

The Client Online Team

Thursday, 12 December 2017 11:08:33 AM
hr@brunnen.com
11:08 AM - Client Survey 2019

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3. Truly Client Centric

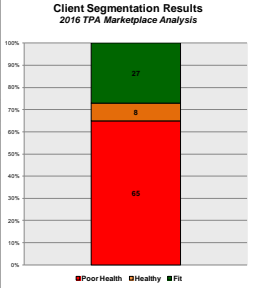
- Know and live their client value proposition
- Proactively seek client feedback
- Understand their best clients



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3. Truly Client Centric

- 37% segment or categorize their clients
- 1:4 of these do not offer a differentiated level of service
- 34% stated that not everyone knows who the best clients are
- 45% also segment their referral sources

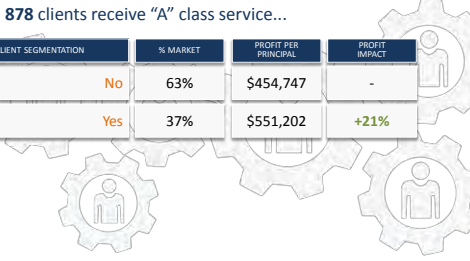


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3. Truly Client Centric

- Can all 878 clients receive "A" class service...

CLIENT SEGMENTATION	% MARKET	PROFIT PER PRINCIPAL	PROFIT IMPACT
No	63%	\$454,747	-
Yes	37%	\$551,202	+21%



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4. Invest In Their Business

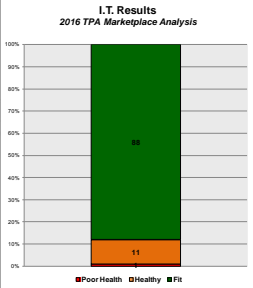
- Right people in the right jobs (stay away money)
- IT infrastructure



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4. Invest In Their Business

- 73% have complete remote access
- 12% do not store a copy of their backup offsite
- 68% outsource the development & maintenance of their IT
- 41% use a customized proprietary CRM system
- 66% have not updated their website in last six months



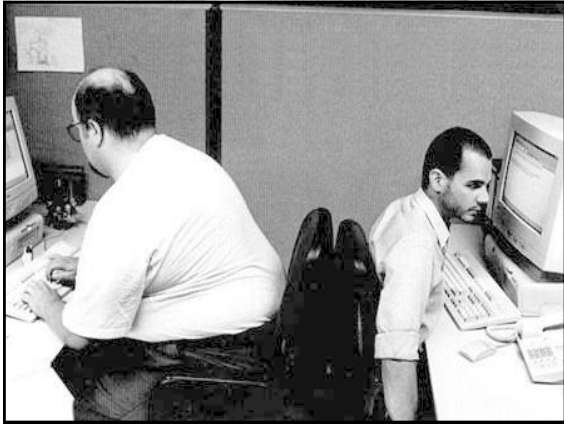
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4. Invest In Their Business

- Right people in the right jobs (stay away money)
- IT infrastructure
- Training & development
- Profile
- Premises




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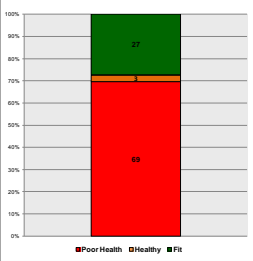


5. Actively Seek Help

- Employ (and empower) a "coach/mentor/board of advice"
- Always willing to listen & learn
- Look outside of the profession
- 21% regularly consult with an external advisor/coach



External Advice/Coach Results
2016 TPA Marketplace Analysis



Health Status	Percentage
Poor Health	79%
Healthy	21%
Fit	0%

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5. Invest In Their Business

- Apart from helping keep you sane...

External advice	% MARKET	PROFIT PER PRINCIPAL	PROFIT IMPACT
No	73%	\$423,745	-
Meet once/twice per year	6%	\$283,309	-33%
Meet quarterly	21%	\$781,452	+84%

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To recap

- You need a plan for your business, not a business plan
- Do you have Sinatra moving the pianos
- If you don't provide "A" service to you "A" clients...
- Don't minimize expenditure, maximum the return on your investments
- Don't be afraid to ask for help

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Questions



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But beware...

“It is not the strongest of the species who will survive, nor the most intelligent, but the one most responsive to change.”

Charles Darwin



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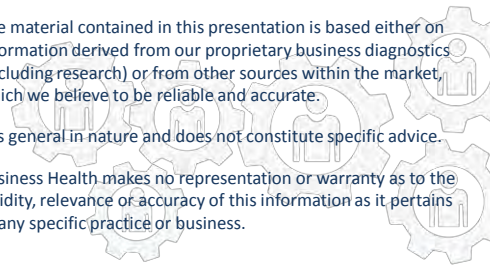
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It is general in nature and does not constitute specific advice.

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FOR YOUR CONSIDERATION

Rod Bertino
Business Health Pty Ltd



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