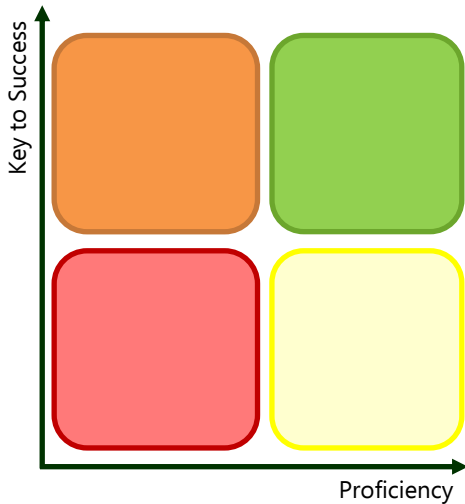


Driving Revenue Growth Through Time Management



Take a moment to think about this grid. Using these blocks to construct an advisor's typical day, how would it look?

The bottom line is that some of the tasks on this grid are far more impactful than others on client experience and business growth. Those are the **GREEN** tasks, and their impact is directly quantifiable. For instance, a recent [study by SEI and FP Transitions](#) (a practice valuation firm) showed that advisors who spent more time on client engagement and acquisition directly translated that time spent into asset growth as well as revenue growth.

The goal of this exercise is to identify the key tasks that steal focus from core skills, analyze the opportunity costs of time spent on these activities, and identify methods to refocus energy on the skills that are key to success as an advisor.

The Skills to Succeed

There are several essential skills that a financial advisor should possess. The ability to earn a client's trust – and keep it – certainly ranks very highly. Technical knowledge is important, and so is the ability to convey this knowledge to clients in an understandable format. Finding new clients and developing new relationships are also important for building a successful practice. The advisor's day should be centered around activities related to these core skills.

Success in these areas, however, does lead to lower value tasks which take up time (like filling out new client paperwork). Striking a good balance, and having proper support in place to manage these associated tasks, builds firm value.

Finding a Balance While Eliminating Hidden Costs

YELLOW tasks, which an advisor is skilled at but which are not key to success, do not have high hidden costs. This category is more about the behind the scenes business of making a practice work. As a result of his or her skill set, the advisor can get through these tasks quickly and with minimal issues.

Ultimately, the practice may grow to such a scale that these tasks can be outsourced or delegated. For all but the largest and most well-capitalized firms, however, there are more compelling areas in which to deploy resources. Focus on orange or red activities for a higher impact.

With **ORANGE** tasks (key activities that require skill development), unlike yellow tasks, opportunity cost can be very high.

Core skills (finding and winning clients, building strong relationships, technical knowledge, and offering high quality service) should be developed as quickly and fully as possible. Advisors are doing themselves and their clients a disservice by handling these activities without aid.

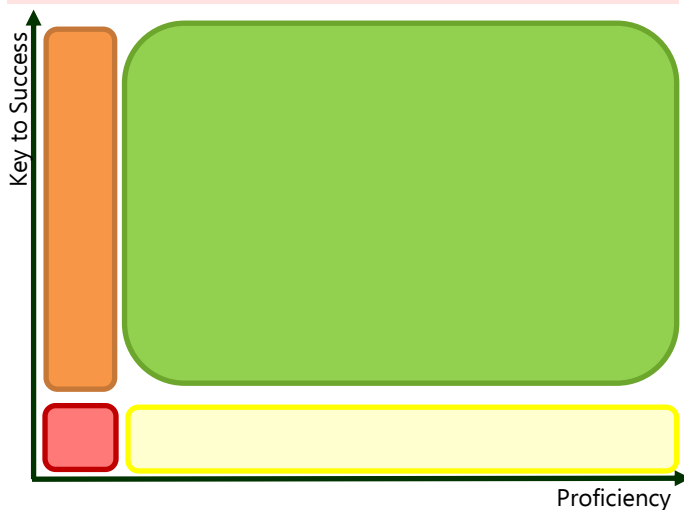
The goal is to move from orange to green by developing skills here as quickly as possible. Achieving this goal is a great way to deploy resources, whether to

continuing education or technology. A limited-term strategic partnership can also help to bridge the gap.

If the skill is crucial to success, but the cost (measured in money, time, or resources) of acquiring the skill is too great, this is a great candidate for a longer-term strategic partnership, a new hire, or an outsourced solution.

If an activity is not crucial to success, but the advisor finds it enjoyable, time spent in this area should be carefully managed. If it becomes a distraction, outsourcing or delegation might be best.

Hopefully **RED** tasks have already been delegated, outsourced or otherwise minimized. If not, the quickest way to have a positive impact on the practice is by doing so. Opportunity costs are high, as valuable time is eaten up by low reward activities. Mistakes are more likely to occur given low proficiency. Is it worth the time and expense for an advisor to personally handle these tasks, only to finally gain enough proficiency to move from red to yellow on the grid?



Effective Outsourcing

Outsourcing is not a free lunch. It has a direct cost, one that can be painful to financial advisors. But the opportunity cost of doing everything alone is very real – and ultimately, it can be far more expensive than the explicit cost of outsourcing.

Outsourcing is no longer a matter of relinquishing all decision making power to a third party. The market has moved to more flexible solutions, where providers work with advisory firms to customize solutions tailored specifically to that firm's needs while paying respect to the skill sets of each advisor.

As the calendar rolls forward to a new year, this is a great opportunity to look at the overall practice as well as how each day is spent. How can resources be deployed to minimize red tasks and build skills in orange tasks? How can this time savings be redirected into high value activities?

Imagine the annual, or even quarterly, impact of spending one additional hour per day on high value, high skill tasks like winning new clients and building lasting client relationships. By this time next year, the practice could look far different.

About Alpha Capital

At Alpha Capital Management, we believe in building strong strategic partnerships with financial advisors using solutions customized to each firm.

Our principals have deep institutional experience building portfolios and analyzing investment strategies. We function as an extension of our advisory partners' investment team, handling everything from analyzing current investment strategies and building new investment solutions through our Investment Advisory Service to analyzing prospective client portfolios through our Prospect Portfolio Analytics service.

Founded in 2006, we are an independently owned investment advisory firm located in Atlanta, GA.

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