

# Module 1 - Mastery of the Basics

## *Syllabus and session information*

**Prerequisite:** Your Householding in ClientWorks should be substantially complete (80-100% of accounts in a Household) before enrolling in this course. Client Segmentation is most effective when performed at the Household level with accurate Household-level data.

Week	Format	Main topic	Description	Delivered to you	Due from you	Learning or action milestones
1	Group class	Understanding the value, methodology, and mindset of a Client Segmentation and Service Model	<ul style="list-style-type: none"> <li>Linkage of client segmentation to your goals and the value you bring to clients</li> <li>Review of our methodology to measure the value of a client compared to the value of your time</li> <li>Introduction to your instructors and fellow advisors in the group</li> </ul>	Example of an actual Client Segmentation and Service Model by a fellow advisor	<p>One paragraph self-reflection on what may be obstacles to taking action through this course</p> <p>Completion of Householding in ClientWorks (if needed)</p>	<p><b>Learning</b> Know what you are worth: calculate your hourly rate and the opportunity cost of your time</p> <p><b>Action</b> Decision on up to 5 qualitative criteria you most value in your clients</p>
2	1:1 with your CFO	Review of your first round of Client Segmentation with your CFO	<ul style="list-style-type: none"> <li>Review aggregate metrics like average AUM and revenue per household, compared to benchmarks</li> <li>Finalize the weights of quantitative and qualitative criteria to be applied</li> <li>Agreement on which clients you will input qualitative scores for</li> </ul>	First draft Client Segmentation for your practice (quantitative metrics only), with view of which clients to perform additional scoring on	List of CW Households to combine to treat as one relationship for Client Segmentation purposes (i.e., adult children of a top client), and treatment of any SplitRep or overrides	<p><b>Learning</b> What % and count of your clients make up 50%, 80%, and 100% of revenue</p>

Upon course enrollment, you will be provided a list of accounts not yet in a Household, and a Householding how-to guide. We will also confirm which ReplIDs you would like to include in your Segmentation file.

All group classes will include a mixture of instructor delivery and advisors sharing their perspective and experiences in a roundtable format. Group sessions will be held at 1 p.m. ET/10 a.m. PT.

Advisor and CFO 1:1s may be held anytime during their scheduled week, based on their availability.

# Module 2 - Identify Value of Your Clients

## *Syllabus and session information*

Week	Format	Main topic	Description	Delivered to you	Due from you	Learning or action milestones
3	Group class	Interpreting results and framework for making decisions	<ul style="list-style-type: none"> <li>Review the “Big 5” decision framework for client service</li> <li>Discuss obstacles and objections in implementing client service model changes, with steps to overcome</li> </ul>	<p>Updated Client Segmentation if any Households were combined</p> <p>Preview of Client Service Matrix to measure profitability of clients by segment</p>	Scored at least 50% of in-scope clients with qualitative metrics	<p><b>Action</b></p> <p>Decision on minimum acceptable profit margin per segment of clients</p>
4	1:1 with your CFO	Review of your second round of Client Segmentation with your CFO	<ul style="list-style-type: none"> <li>Review which clients are holistically the most valuable</li> <li>Finalize the thresholds between A, B, and C clients</li> <li>Discuss action plans for clients with either highest potential or greatest risk</li> </ul>	Refreshed Segmentation file (if needed)	All relevant clients scored in Client Segmentation	<p><b>Learning</b></p> <p>Scientifically know who your top clients are and why</p> <p><b>Action</b></p> <p>Decision on your client minimums going forward and how you will publicly communicate them</p>

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# Module 3 - Making Decisions

## *Syllabus and session information*

Week	Format	Main topic	Description	Delivered to you	Due from you	Learning or action milestones
5	Group class	Client Segmentation & Service Model in action  Maximizing revenue and time savings	<ul style="list-style-type: none"> <li>Discuss strategies for raising fees where value provided today exceeds the cost of your time</li> <li>Pathway to an efficient service model, annual calendar, and division of labor within practice</li> <li>Uncover opportunities to delegate to other advisors or staff, and reduce investment management duties</li> </ul>	<p>Advisory fee benchmarking to provide context and show where clients may be materially below the benchmark</p> <p>Draft Client Service Matrix populated with your Client Segmentation information</p>	“Pencilled-in” Client Service Matrix of services and hours provided per segment	<p><b>Learning</b></p> <p>Estimate of incremental revenue or time savings that could be generated by each strategy</p>
6	1:1 with your CFO	Review of your second round of Client Segmentation with your CFO	<ul style="list-style-type: none"> <li>Review of inputs to time spend in Client Service Matrix and corresponding opportunity cost</li> </ul>	Final Client Service Matrix	Final budgeted time spend inputs per meeting, phone call, or other client service interaction	<p><b>Action</b></p> <p>Select priority of revenue and efficiency strategies for very next actions</p>

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# Module 4 - Taking Action for Lasting Impact

## *Syllabus and session information*

Week	Format	Main topic	Description	Delivered to you	Due from you	Learning or action milestones
7	Group class	<p>Creating a virtuous cycle of practice improvement through Partial Book Sales</p> <p>How to leverage Client Segmentation on a continual basis</p> <p>Wrap up of group session lessons</p>	<ul style="list-style-type: none"> <li>• Measure the financial and time savings impact of selling a portion of your book</li> <li>• Discuss obstacles and objections, with steps to overcome</li> <li>• Incorporation into your CRM</li> <li>• Signs that a new Client Segmentation may be needed in the future</li> </ul>	Exclusive insights of guest speakers from LPL Partial Book Sales Team	One to two paragraph self-reflection on what you would do personally, professionally, or both, if you had an extra month of time each year	<p><b>Learning</b></p> <p>Amount of time saved by reducing clients while preserving or growing revenue</p> <p><b>Action</b></p> <p>Decision on which clients could be sold</p>
8	1:1 with your CFO	Launch of practice transformation	<ul style="list-style-type: none"> <li>• Closing thoughts with your CFO</li> <li>• Tactical next steps to pursue selected strategies, with recommendations on other LPL resources</li> <li>• Minor adjustments to your Client Segmentation and Client Service model if needed</li> </ul>	<p>“Print Ready” Client Segmentation lists and Service Model for staff reference.</p> <p>Memorialized document of decisions made per client.</p>	Any feedback on how to improve this course in the future	<p><b>Action</b></p> <p>Lasting motivation and tools to operate your practice according to the learnings of this course!</p>

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