

SAMPLE - NOT FOR DISTRIBUTION

# Becoming an Advisory Powerhouse

Managing Strategic Growth  
and Winning the Battle for the Workplace

Senior Leadership Summit  
February 20-21, 2020

# Outline of the Presentation

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## Current State: A Potential Powerhouse

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## Managing Strategic Growth

- Consider the best approach and pace to overall M&A
- Improve execution on acquisition "soft skills"
- Develop a scientific approach to measuring cultural fit
- Execute a thoughtful, well-paced formal integration strategy

## Capitalizing on the Convergence(s)

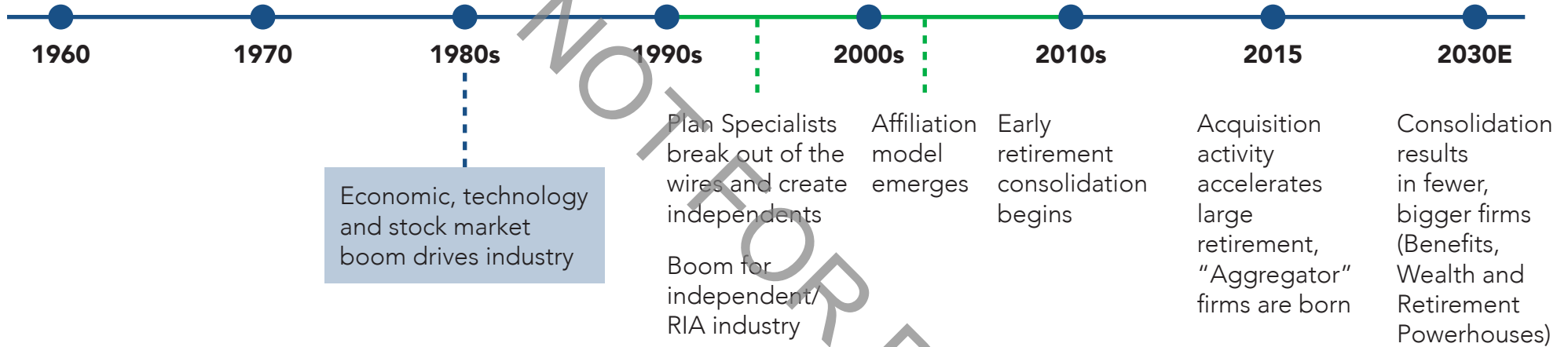
- Prioritize investment in a competitive operating platform
- Use advice to bridge the gap between wealth and retirement
- Position retirement within a broad benefits conversation
- Leverage your collective power to drive mutually beneficial terms with partners and suppliers

# History Repeats Itself

First post Securities Act consolidation creates 30 large, blue-chip firms

Second consolidation leads to only 10 blue-chip firms including 4 wires

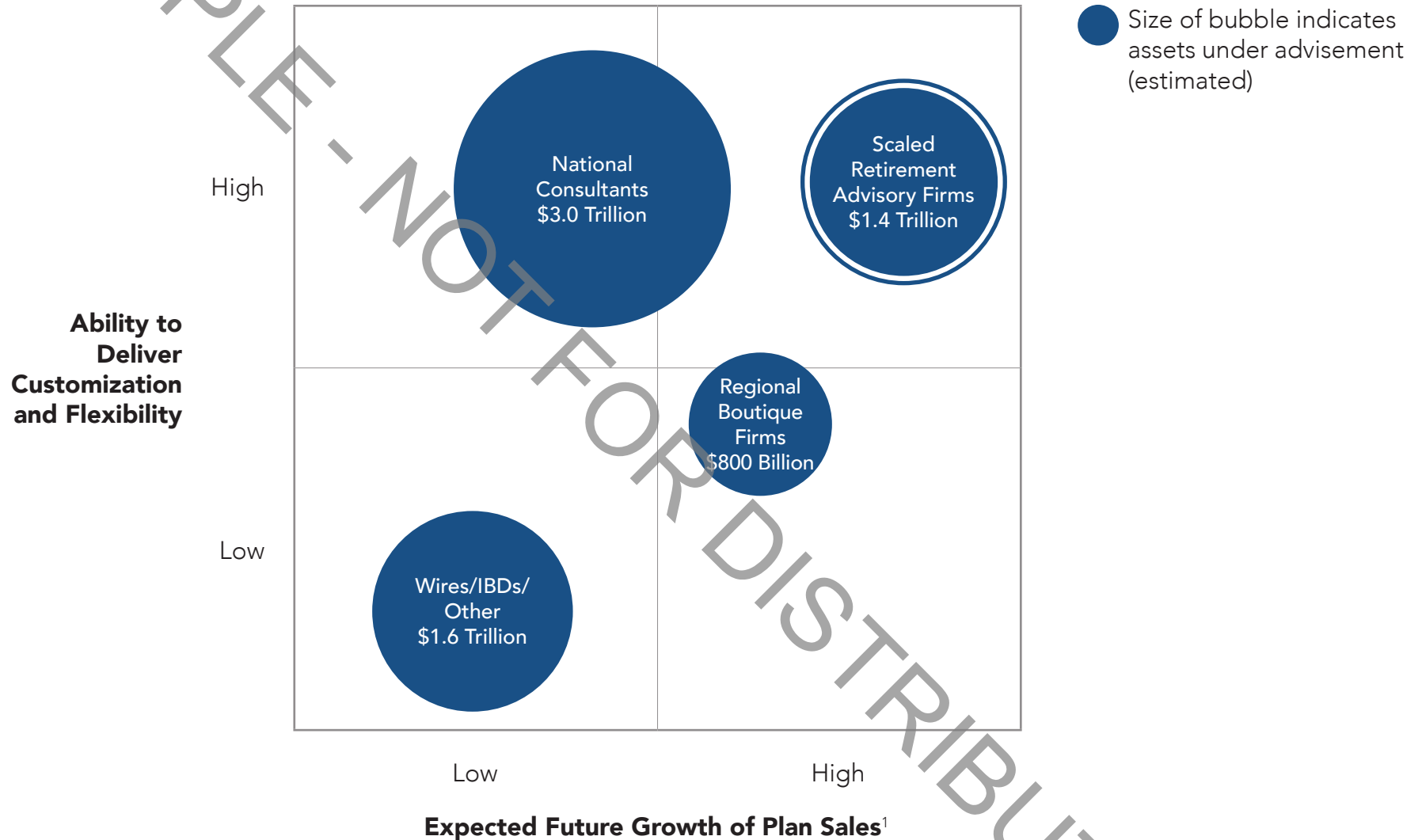
Emergence of retirement plan specialist within wires



Source: WRG/RLF Research

# High Potential

## Retirement Opportunity by Firm Type, 2019

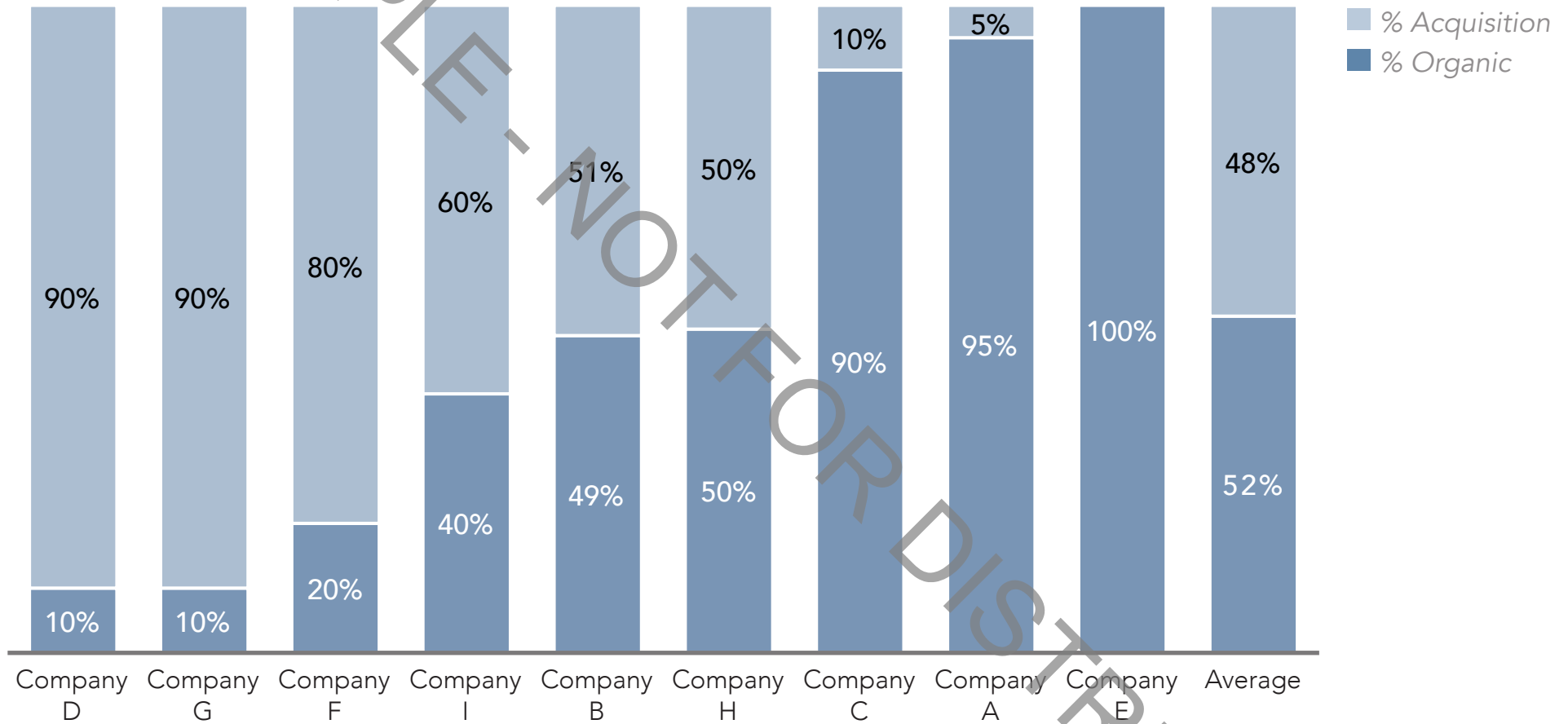


Source: Wise Rhino Group, RLF 2019 Recordkeeper Sales and Retention Survey

<sup>1</sup> Future growth positioning determined by survey of RLF Recordkeeper and DCIO members

# Different Growth Stories

Respondents' Percentage of 2019 Revenue Growth that Came from Acquisitions



n = 9

Source: RLF/WRG 2020 SRAF Survey

# Evolving M&A Table Stakes



## **Vision and Mission**

- Clear roadmap to organic and inorganic growth
- Ability to articulate a clear vision around navigating the changing landscape



## **Financial Firepower**

- Capital and support to grow and scale towards being a strong operating company



## **Expertise/Brand**

- Breadth and depth of service offering — retirement, advice, wealth, benefits
- IBM



## **Best in Class/Scalable Tech Platform**

- Back-Office, Middle-Office, Retirement, Wealth, Participant Advice
- Proven systems and workflows and processes



## **Proven Post-Merger Integration Model**

- Dedicated and effective team
- Seamless Integration



## **Cultural Fit Assessment**

- Best Fit
- Culture

Source: WRG