



The Elite Adviser

INSTITUTIONAL STRENGTH INTELLIGENCE

The pursuit of excellence demands groundbreaking practices, acute insight and expert skills. Backed up by decades of rigorous study and practical application, the industry leaders at CEG Australia deliver precisely the tools and strategies you need to reach the elite level.

Fewer Clients, Higher Profits

Most advisers hold on to every client for dear life. However, this is not always the best course of action. In fact, you'll gain tremendous business advantages by giving up non-ideal clients—those who are not profitable, who do not provide additional assets, who do not make referrals or who are not enjoyable to work with. You'll free up time to focus on top clients and to build your business to attract more ideal clients. You'll also send a strong message to ideal clients that you are devoted to serving them.

To discontinue work with non-ideal clients, you have four options:

1. "Quiet file" the inappropriate clients. The most common option, used by nearly all advisers, is to create a "quiet file" of clients they would like to stop working with. Advisers stop doing any proactive work with these clients in the hope that the clients will no longer contact them, but that their recurring revenue trail will continue on.

The problem with this option is that it rarely works as advisers hope. Instead, these clients continue to demand time and energy disproportionate to the business they offer. They tend to be the most difficult clients in addition to being very poor referral sources.

2. Hire another adviser. This is another route commonly taken by advisers which, like the first option, does not address the fundamental problem. Advisers often hire a junior financial adviser whom they then must train and supervise. This not only costs the adviser money, but consumes a fair amount of time, which costs them even more money—all to service clients who were not profitable to begin with.

3. Transfer the inappropriate clients to another adviser. If you own the company and already have this adviser on staff, this option is not fundamentally different than hiring a new adviser. Actually, you should consider transferring both the inappropriate clients *and* the adviser if they're not profitable enough to warrant your time.

If you are part of a large branch office, it can make sense to transfer these clients to someone else in your office and work out compensation for this transfer. Effectively, you would be selling a portion of your book of business and should receive either ongoing revenue or possibly up-front money.

4. Sell the inappropriate clients. By selling all your non-ideal clients to an outside adviser, you'll have complete closure and the opportunity to turn your full attention to your highly profitable clients and prospects.