



PART 3

Team Roles: The Growth of the Company

Chapter 1: Advisors

Section 1: Principal Advisor

- The Principal Advisor is not only an Investment Advisor, but also supervises and manages all branch activities.
- At Pickler Wealth Advisors the Principal Advisor is also the owner and President of the company.
- To serve as the Principal Advisor one must hold a Series 24 License from the Financial Industry Regulatory Authority (FINRA).
- The Principal Advisor must be made aware of all issues that arise in a branch for it is ultimately the Principal Advisor who bears liability for errors or violations of FINRA rules.
- The Principal Advisor must handle all client complaints.
- The Principal Advisor is the branch's Medallion Signature Guarantor
 - A medallion signature guarantee is a signature through which the Principal guarantees that the signature of a securities transferor is genuine and the Broker/Dealer and Principal Advisor accept liability for any forgery.
 - There is a stamp that the guarantor uses which is issued by the Broker/Dealer.
- Typical additional responsibilities of the Principal Advisor may include:
 - Review of new account forms (NAFs);
 - Review of daily trade blotters;
 - Registered Representative annual inspections;
 - Review of all correspondence;
 - Approval of all new business; and
 - Review of supporting documentation of transactions (e.g., switch forms, client disclosure and processing forms).
- In larger investment advisory firms with multiple advisors or locations, there may be numerous advisors, more than one Principal Advisor and an Office of Supervisory Jurisdiction with a Supervisor who supervises all Investment Advisors in all offices.
 - The "OSJ" may delegate duties, but only to another Commonwealth approved Principal Advisor.

Section 2: Investment Advisor

- An Investment Advisor is a qualified and Commonwealth approved advisor who is responsible for developing his or her own "Book of Business" of clients that he or she brings to the Company.
- An Investment Advisor must be both Series 66 and Series 7 Licensed.
 - An Investment Advisor usually begins his or her tenure at the Company as a Service Advisor (see Section 3 below) and serves in that role until having completed a minimum of 1 ½ to 2 years of training under a strictly defined training regimen, passing both licensing exams, and evidencing appropriate capabilities and the ability to meet revenue expectations.

- An Investment Advisor makes investment recommendations to Clients.
- We have a fiduciary responsibility to our clients, as exhaustively described in the training for the Series exams and FINRA rules. An investment advisor must monitor a Client's assets to ensure the proper investment of those assets according to the Client's financial goals and risk tolerance level.
 - An Investment Advisor cannot make investments based on the fees they will generate for the Company.
 - An Investment Advisor cannot recommend trades based on insider knowledge not known to the public.
 - An Investment Advisor must comply with a Client's investment decisions even if the decision is, in the Advisor's opinion, against the Client's best interests, or if adamantly opposed to the advisability of the decision, end the relationship with the Client.
 - Unless a Client has explicitly given the Advisor discretion to make trades on his behalf, the Advisor may not make trades for the Client that the Client does not request or agree to.

Section 3: Service Advisor

- Prospective Advisors with no prior investment advising experience are brought on as Service Advisors.
- Service Advisors serve two main roles in the advancement of Pickler Wealth Advisors goals:
 - New client/asset acquisition
 - Green Household Retention & Asset Growth (See Part 7 – Client Care for more information on this role)
- New Client Acquisition
 - Each Service Advisor is tasked with identifying Prospects
 - The Prospects are harvested from an ever evolving database of contacts made per day.
 - Contacts may be made by focused cold calling sales techniques, strategic postal campaigns, referrals, seminars, trade shows, professional clubs, or personal relationships.
 - The Service Advisor's goal is to make 50 contacts or "touches" per day.
 - From 50 touches per day, a Service Advisor should be able to identify 3 to 5 suspects per day.
 - From the 3 to 5 the suspects identified per day, the Service Advisor should be able to identify 3 to 5 prospects per week.
 - 3 to 5 Prospects should generate 1 actual client.
 - Following the identification of a prospect an increased level of communication should be pursued with the ultimate goal of scheduling a meeting for the prospect to meet with the President/Investment Advisor
 - At a prospect meeting the Advisor, the Service Advisor, and a Customer Service Administrator (CSA) all meet with the Prospect where they will:
 - Explain Pickler Wealth Advisors' Unique Value Proposition;
 - Explain Pickler Wealth Advisors' Investment Philosophy;
 - Explain Pickler Wealth Advisor's Wealth Management Advisory Process; and
 - Explain the role of each team member.
- Green Household Retention and Asset Growth

- Household retention is accomplished by maintaining a year-long relationship with the client through outreach and Client Touches.
- A Service Advisor must identify assets that the client might need counseling on so that the Investment Advisor can make recommendations regarding what to do with cash or assets derived from things such as:
 - 401(k) Rollovers;
 - Real Estate Sales; or
 - Probate and Trust Estate inheritances.

Chapter 2: Non-Advisory Staff

Section 1: Chief Branding Officer

- This position is responsible for overseeing marketing initiatives within the organization, assisting the President with implementation of marketing ideas, and handling day-to-day marketing and public relations tasks.
- The CBO plays the most pivotal role in ensuring the community in which we operate knows who we are, what we do, and why we do it.
- The CBO collaborates with the President to determine and develop marketing strategies for the companies.
- The CBO collaborates with Commonwealth Financial Network as necessary to receive final approval of any and all marketing strategies and client communications with the compliance department.
- The CBO prepares proposals for marketing strategies and programs as requested by the President.
- The CBO develops, plans, and facilitates promotional events, including web-based promotions, client communications, marketing materials, event coordination, staff coordination, supply chain coordination, transportation, and logistics.
- The CBO collaborates in the development of new services, with a focus on promotional appeal, brand recognition development, web-based promotion, and marketing material.
- The CBO collaborates with the President, to develop metrics for the measurement of the success of promotional events, i.e. client retention, prospects, referrals, and positive community feedback.
- The CBO designs, maintains, and updates websites for the Company.
- The CBO develops systemized marketing tools and strategies.

Section 2: Client Service Administrator

- The Client Service Administrator is a key role that directly affects the Company's Assets Under Management and total Client numbers.

- A CSA provides client service support to the Advisor's clients and assists with administrative support in the day to day operations of the firm by fielding a majority of the clients service requests and complying with the client's unsolicited trade requests after advising the Advisor of the request.
- A CSA also is key in building and maintaining client relationships, assisting with preparations for client meetings, and meeting with clients to complete paperwork.
- CSAs help the Advisor prepare for client meetings on a weekly basis.
- A CSA must anticipate Advisor and Client needs and handle them proactively.
- A CSA attends Portfolio Review meetings with assigned clients and take notes, but more importantly builds a secondary relationship with the client, beyond the Advisor's relationship to help the company build a firmer client bond.
- A CSA builds a Transition Account Review which is key in identifying all of the Client's assets, whether under the Advisor's management or not. This tool helps the Advisor understand the Client's complete financial picture and also identify assets that might benefit from the Advisor's management.
- A CSA tracks all pending business paperwork; when documents are outstanding, they update the status of trades or other movements or requests for funds, incoming or outgoing; track and tally all outstanding work daily.
- Complete all forms correctly and submit them within time limit as required by Broker Dealer and/or regulatory agencies or as instructed by President
- As a key to the successful growth of the Company a CSA must use client interactions to build better client relationships.
- A CSA conducts market research as directed by the Advisor.
- A CSA provides administrative support including:
 - Maintaining updated client contact records in CRM system;
 - Following up on outstanding transactions; and
 - Maintaining up-to-date organized client files according to Commonwealth's Compliance requirements.

Section 3: Certified Financial Planner and Paraplanner

- Pickler Wealth Advisors offers each of its clients a Financial Plan with no added cost to the Client to build the most effective investment and life strategy possible. The Financial Planner works closely with the president in preparing the appropriate strategy for each client.
- The Company's process of attracting new clients and their assets begins with the Financial Plan, making the CFP's and the Paraplanner's roles absolutely key to the growth of the Company.
- The Financial Planner's and Paraplanner's roles begin when the Client is just a Prospect. The initial bond between Prospect and Advisor is initially strengthened most by the person in charge of constructing the Financial Plan for Prospects.

- See Part 4, Chapter 2 for the Financial Planning process.

Section 4: Portfolio Reporting Coordinator

- The report that the Company uses to provide each Client the most up to date information about their investments is our own customized Portfolio Review report.
- A new report is created for every client meeting that takes place whether in person or by phone.
- The Portfolio Review report is the foundation for every Portfolio Review done with Clients.
- It is the Portfolio Reporting Coordinator's job to create every PR for every client meeting, and thus the Portfolio Reporting Coordinator is integral to the Company's Client Care efforts and the first element of our Marketing Strategy, which is to RETAIN clients.

Section 5: The Receptionist

- The Receptionist serves in the very important role as the first point of contact for prospective and existing clients. Whether answering the phones quickly and efficiently or greeting office visitors, the Receptionist must be professional, courteous, and welcoming. In many ways the Receptionist serves in the vital capacity of being the face of the Company.
- Although every person in the company is expected to make sure that all phone calls are answered, the Receptionist is the first tasked with answering all incoming telephone calls.
- The Receptionist is the first face that every Client sees when entering our office.
 - The Receptionist is special because the position requires a person who, no matter how their day is affecting them on a personal level, they must present a positive and welcoming attitude to every person who walks through the Company's doors.
 - Ultimately every staff member must do this, but the Receptionist has more contact with the Company's Clients on a daily basis than most if not all other staff members.
- A key to the Company's relationships with Clients and a fiduciary responsibility is to make sure that the Advisor meets with every Client at least once per year and often more frequently. The Receptionist is responsible for making sure that even the most reluctant Client meets with the Advisor.
- Another key role of the receptionist is to support Chief Communications Officer with company marketing efforts.
- Pickler Wealth Advisors must always present a professional face, which includes the condition of its offices, and the Receptionist is the key person who maintains that professional environment.

Complete Job Descriptions can be found in APPENDIX C