

The logo consists of the letters 'F', 'O', 'F', and 'A' rendered in a white, multi-lined, geometric style. The 'F' and 'A' are composed of parallel vertical and horizontal lines, while the 'O' is a circle formed by multiple concentric lines. The entire logo is centered within a yellow rectangular frame.

**Future Of Financial Advice**

**MONDAY**

December 4, 2023



2023



# AGENDA



# AGENDA

- State of the Firm – Jake Tomes
- Chris Jeppesen



# STATE OF THE FIRM

with Jake Tomes  
CEO Level Four Group, LLC



# Topics

## State of the Union

- Corporate Performance Update
- Firm Achievements
- The Pending Disruption
- Technology Enhancements
- Keys to Growth
- Advisor Q's
- Practice Updates
- Prepare to capture the Value











# CORPORATE PERFORMANCE



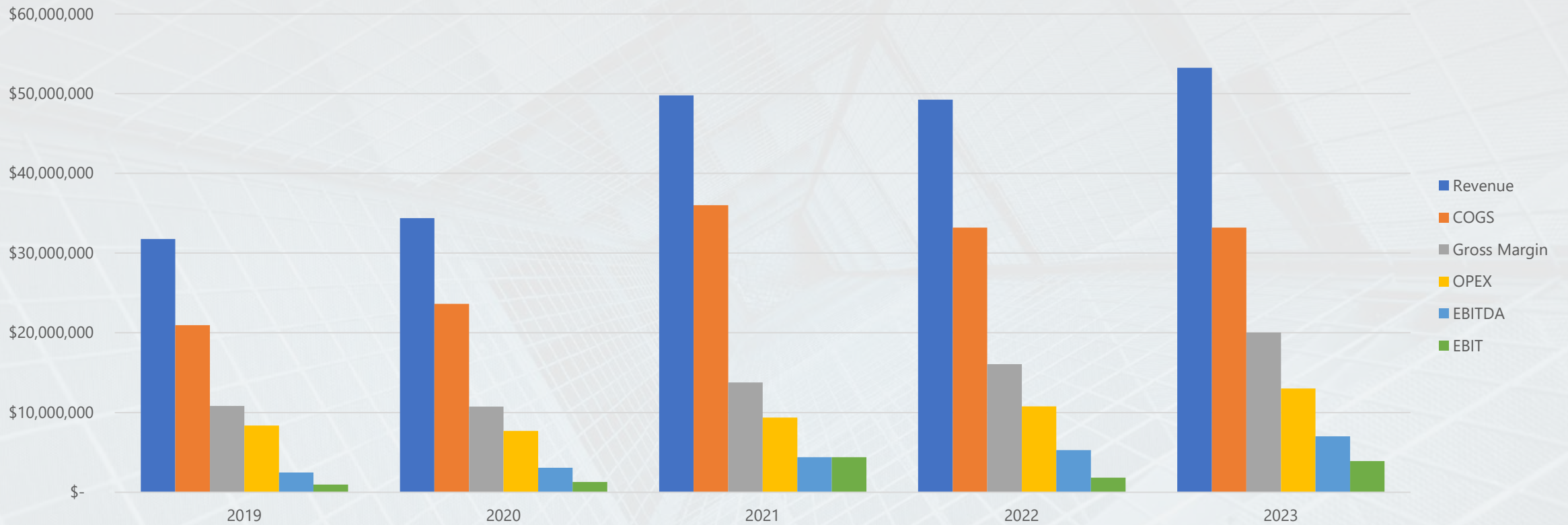
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024 Budget</b>
<b>Revenue</b>	\$31,773,086	\$34,390,597	\$49,785,739	\$49,249,110	\$53,237,581	\$62,967,350
<b>COGS</b>	\$20,946,372	\$23,639,497	\$36,007,390	\$36,007,390	\$33,196,350	\$39,438,991
<b>Gross Margin</b>	\$10,829,714	\$10,751,100	\$13,778,349	\$16,068,157	\$20,041,231	\$23,528,360
<b>OPEX</b>	\$8,361,756	\$7,686,171	\$9,370,314	\$10,771,793	\$13,024,203	\$14,507,836
<b>EBITDA</b>	\$2,467,958	\$3,064,929	\$4,408,035	\$5,296,363	\$7,017,028	\$9,020,524
<b>EBIT</b>	\$956,832	\$1,293,527	\$4,393,457	\$1,841,218	\$3,910,496	\$5,739,731



# Financials

	2019	2020	2021	2022	2023	Trend	4 yr ave	5 yr ave
<b>YOY Revenue Growth</b>		8.2%	44.8%	-1.1%	8.1%		15.0%	
<b>COGS</b>	65.9%	68.7%	72.3%	67.4%	62.4%		67.7%	67.3%
<b>Gross Margin</b>	34.1%	31.3%	27.7%	32.6%	37.6%		32.3%	32.7%
<b>OPEX</b>	26.3%	22.3%	18.8%	21.9%	24.5%		21.9%	22.8%
<b>EBITDA</b>	7.8%	8.9%	8.9%	10.8%	13.2%		10.4%	9.9%
<b>EBIT</b>	3.0%	3.8%	8.8%	3.7%	7.3%		5.9%	5.3%

# Annual Trend





# FUTURE FINANCIAL PERFORMANCE GOALS- LFG

## 2024

- Exceed Budgets
- Increase engagement with Independent advisors
- Continue to build out mature Level Four Private Wealth teams

## 2025 and Beyond

- Race to 100MM of Top Line Revenue
- Increase Margins through Scale
- EBITDA's greater than 15%
- Beyond





# FIRM ACHIEVEMENTS



# FINANCIAL PLANNING IBD ELITE 2023



## TOTAL REVENUES

2023 Rank	2022 Rank	COMPANY NAME	TOTAL REVENUE		COMMISSION REVENUE		FEE REVENUE	
			\$000	% CHANGE	\$000	% CHANGE	\$000	% CHANGE
1	1	LPL Financial	8,600,825	11.4	2,326,164	(2.2)	3,875,154	
2	2	Ameriprise Financial	6,193,740	2.4	1,257,651	(10.2)	3,981,772	
3	3	Osac	4,230,665	6.4	1,615,638	(1.2)	2,104,524	
4	4	Raymond James Financial Services	3,590,300	13.3	NA	NA	NA	
5	5	Cetera Financial Group	2,710,240	9.8	1,057,767	(3.5)	1,204,352	
6	7	Northwestern Mutual	2,203,629	10.0	466,699	(1.7)	1,533,329	
7	6	Commonwealth Financial Network	2,074,657	3.5	252,500	(6.4)	1,531,157	
8	8	MML Investors Services	1,573,800	(0.1)	749,300	(10.3)	816,500	
9	9	Cambridge Investment Research	1,466,778	7.1	360,490	(5.4)	833,329	
10	10	Equitable Advisors	1,446,000	15.4	891,000	13.7	462,000	
11	11	Lincoln Financial Network	861,933	(5.9)	485,449	(9.3)	306,484	
12	12	Kestra Financial	790,211	5.2	207,754	(7.6)	518,457	
13	14	Alta Wealth Solutions	736,310	13.7	370,930	4.7	292,380	
14	13	Avantax Investment Services	666,496	1.3	173,431	(17.7)	398,065	
15	15	Securian Financial Services	474,335	3.0	180,340	1.1	236,995	
16	16	Lincoln Investment Planning	398,227	(5.9)	99,229	(13.3)	271,998	
17	17	Principal Securities	366,576	(5.8)	221,826	(13.9)	133,750	
18	18	First Command Financial Services	275,138	2.5	18,581	6.2	229,557	
19	19	Independent Financial Group	267,102	3.8	115,090	(3.7)	130,012	
20	20	Centaurus Financial	202,465	8.0	134,052	5.4	68,413	
21	21	United Planners Financial Services	179,437	1.1	53,930	(5.8)	119,507	
22	23	PlanMember Securities	141,000	(1.4)	17,120	(29.6)	121,880	
23	22	Kingswood Capital Partners	138,000	(20.7)	NA	NA	NA	
24	24	Genesee Wealth Management	131,415	(7.7)	9,710	(11.7)	90,705	
25	26	Honor, Townsend & Kent	129,238	(5.6)	76,844	(10.1)	49,394	
26	25	Concourse Financial Group Securities	120,018	(14.1)	68,856	(16.2)	44,162	
27	29	Prospera Financial Services	109,165	8.7	28,383	(5.8)	70,782	
28	27	Grove Point Financial	107,051	(16.0)	56,791	(21.1)	43,260	
29	32	Arela Wealth	98,821	20.1	42,803	17.1	21,518	
30	28	Kovack Securities	94,984	(6.2)	42,295	(9.6)	51,689	
31	31	Independent Financial Partners	83,000	0.0	11,500	(11.5)	65,500	
32	33	Harbour Investments	79,829	1.1	25,876	(10.3)	45,953	
33	35	Arkados Capital	79,125	30.1	42,728	13.7	36,397	
34	34	The Investment Center	77,825	1.7	34,413	(11.4)	38,412	
35	30	The O.N. Equity Sales Company	70,242	(17.0)	50,217	(19.6)	19,905	
36	37	The Strategic Financial Alliance	57,300	6.9	19,200	6.1	33,200	
37	38	Level Four Financial	54,000	6.7	24,000	0.8	29,000	
38	36	LaSalle St. Securities	53,500	(4.5)	32,000	(13.5)	20,000	
39	39	International Assets Advisory	44,858	(10.0)	16,793	(20.5)	20,785	
40	42	CFD Investments	41,752	30.1	16,527	11.6	22,101	
41	40	Founders Financial	38,291	(5.8)	4,630	(19.6)	31,901	
42	41	Packard Brokerage Services	35,819	(3.0)	25,482	(4.7)	9,787	

**LEVEL FOUR FINANCIAL**

**2023 IBD ELITE LIST**

**TOTAL REVENUE**

www.levelfourfinancial.com

## FINANCIAL ADVISOR PAYOUT

2023 Rank	COMPANY NAME	AVERAGE PAYOUT		TOTAL PAYOUT	
		\$000	% CHANGE	\$000	% CHANGE
1	Commonwealth Financial Network	749	(2.6)	1,586,127	(0.7)
2	Raymond James Financial Services	584	11.6	2,679,000	10.7
3	Kingswood Capital Partners	579	(35.7)	106,000	(22.0)
4	Genesee Wealth Management	481	(0.6)	110,738	(7.4)
5	Arkados Capital	469	11.3	63,300	43.0
6	Prospera Financial Services	432	(0.4)	71,203	0.9
7	Kestra Financial	404	3.3	539,852	(2.0)
8	Independent Financial Group	382	(3.6)	220,566	0.7
9	Securian Financial Services	357	11.1	366,661	2.3
10	United Planners Financial Services	336	(1.5)	154,316	1.1
11	Founders Financial	328	(2.0)	26,881	(9.8)
12	Harbour Investments	324	(1.1)	70,982	0.2
13	Osac	309	(5.7)	3,263,662	3.1
14	Independent Financial Partners	306	1.8	68,200	6.1
15	Cambridge Investment Research	297	(2.1)	1,128,368	(0.2)
16	Northwestern Mutual	287	6.4	1,614,692	8.2
17	Centaurus Financial	268	1.7	183,231	8.0
18	The Investment Center	266	9.6	68,602	13.6
19	Lincoln Investment Planning	265	(7.6)	261,182	(7.4)
20	LPL Financial	250	(4.0)	5,324,827	2.8
21	CFD Investments	238	26.6	35,489	30.1
22	Cetera Financial Group	232	2.4	1,856,743	2.4
23	Level Four Financial	228	(9.8)	33,000	13.8
24	Alta Wealth Solutions	224	(3.7)	570,718	11.9
25	Grove Point Financial	224	(12.9)	85,832	(18.2)
26	International Assets Advisory	209	(7.7)	30,578	(10.8)
27	First Command Financial Services	206	(2.6)	138,142	2.0
28	Concourse Financial Group Securities	206	(3.9)	88,000	(16.2)
29	PlanMember Securities	201	(4.7)	95,274	(2.0)
30	Arela Wealth	197	(5.1)	49,903	22.5
31	Kovack Securities	186	5.1	72,720	1.5
32	LaSalle St. Securities	171	(9.4)	47,000	(6.0)
33	MML Investors Services	171	9.6	1,000,442	4.6
34	Honor, Townsend & Kent	165	0.7	94,249	6.7
35	The O.N. Equity Sales Company	151	1.0	60,859	(16.3)
36	Avantax Investment Services	138	3.6	429,540	(5.7)
37	Packard Brokerage Services	116	(11.6)	32,066	(13.1)
38	Equitable Advisors	91	2.9	386,409	(0.0)
39	Trutoro	69	17.5	1,807	(10.2)
40	Fortune Financial Services	59	(13.2)	16,405	(14.7)
41	Leon Street Financial	0	(6.7)	NA	NA
42	The Strategic Financial Alliance	0	NA	NA	NA

**LEVEL FOUR FINANCIAL**

**IBD ELITE 2023 TOP 37**

**FINANCIAL ADVISOR PAY OUT FIRMS**

www.levelfourfinancial.com



# FINANCIAL PLANNING IBD ELITE 2023



## WOMEN AS A % OF PRODUCING REPS

2023 Rank	COMPANY NAME	% FEMALE REPS	% MALE REPS
1	Kovack Securities	30	70
2	Avantax Investment Services	24	76
3	Trutoro	23	77
4	Level Four Financial	22	78
5	Lincoln Investment Planning	21	79
6	Centaurus Financial	21	79
7	United Planners Financial Services	19	81
8	Cambridge Investment Research	17	83
9	The Investment Center	16	84
10	Harbour Investments	15	85

## HIGHEST GROWTH IN PRODUCING REPS

2023 Rank	COMPANY NAME	% CHANGE IN PRODUCING REPS
1	Arete Wealth	29.1
2	Arkadios Capital	28.6
3	Level Four Financial	26.1
4	Kingswood Capital Partners	21.2
5	Atria Wealth Solutions	16.2
6	Advisor Group	9.3
7	Lion Street Financial	7.2
8	LPL Financial	7.0
9	Centaurus Financial	6.8
10	Horner, Townsend & Kent	6.5

**LEVEL FOUR FINANCIAL**

**2023 IBD ELITE LIST**

**WOMEN AS A % OF PRODUCING REPS**

[www.levelfourfinancial.com](http://www.levelfourfinancial.com)

**LEVEL FOUR FINANCIAL**

**2023 IBD ELITE LIST**

**HIGHEST GROWTH IN PRODUCING REPS**

[www.levelfourfinancial.com](http://www.levelfourfinancial.com)





**So why are we here?**

# LEVEL FOUR GROUP'S MISSION STATEMENT

Our mission as a firm is:

“Change the future of financial Advice.”

- FOFA 23 forecasts potential “Future Outcomes” and prepares us to WIN!
- Why should financial advice change? It is a good business being in financial service today.
- How would a disruptive event impact my business?
- We help define how financial advice is offered today and can contrast to what may come?



# THE FINANCIAL ADVISOR MANIFESTO- TODAY\*

## A Financial Adviser is one who...

- |     |   |                          |
|-----|---|--------------------------|
| 01. | Is in the business of financial advice, and the compensation they receive is for that advice. | Be Advice-Centric        |
| 02. | Creates value through their advice, not the sale of any particular product.                   | Be Product-Agnostic      |
| 03. | Avoids undue personal, financial, and platform pressures that could distort their advice.     | Be Objective             |
| 04. | Is legally accountable to their clients for the quality of the advice they give.              | Be a Fiduciary           |
| 05. | Only provides advice in areas where they're knowledgeable.                                    | Be Competent             |
| 06. | Reinvests into the ongoing development of their own professional knowledge.                   | Be Continuously Learning |
| 07. | Balances service to clients and the operation of a financially viable advice business.        | Be Sustainable           |

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# DRIVERS OF DISRUPTION

- Regulatory and Compliance
- Competition in the Market
- Technology and Artificial Intelligence





# REGULATORY AND COMPLIANCE



Fiduciary Standards and Clients Best Interest will be accelerated

Disclosing and removing conflicts of interest including compensation conflicts

The WAVE of teams creating SEC registered entities (RIA Firms) receiving the first AUDIT will awaken firms to the risks and challenges requiring investment and scale

# COMPETITION IN THE MARKETPLACE



As firms get more complex, price pressures translate to a pressure on the VALUE of the advice

Lifestyle practices will be challenged holding onto larger relationships

Clients will set the tone for more of a single stop solution or look to a digital or AI offering



# TECHNOLOGY AND AI



Firms that invest in an integrated platform agnostic experience will attract advisor talent



Advisors creating a more seamless onboarding and holistic views using technology will attract more sophisticated relationships



AI is real and advancing at speeds we do not yet recognize

# ARTIFICIAL INTELLIGENCE



Setting the framework to manage and integrate data is the key to early successes using AI

SS&C & Salesforce will be the backbone for Level Four's initiatives

Predictive and Generative AI will begin having significant impacts to our operations, marketing, and sales practices



# FUTURE ADVISOR FOCUS

## The Level Four Advisor

- SS&C
- Salesforce and AI
- Keys to High Growth
- Unlocking Practice Value



- Digital-first adviser and investor client experience
- Optimize profitability
- Deepen client engagement
- SS&C Blue Prism- Digital Work(ers)





# TECHNOLOGY ENHANCEMENTS



*"To stay relevant, it is critical that the adviser of today stay connected in a **high-touch, digitally enhanced way to drive loyalty, trust and wallet share.***

*"...advisers need help in learning how to adopt and **use modern communication mediums to supercharge their prospect and client experience..**"*

Think Advisor: "5 Big Wealth Management Trends for 2022."  
January 28,2022



# Technology Need and Challenge

## ***Simplify the Client Experience:***

Streamline the user experience providing consistency

## ***Seamless connection Across L4 Products:***

Simplify doing business with across all L4 products...seamless to the client.

## ***Scale for New Growth:***

Structure technology to handle scale of new business and organic growth

## ***Operationalize (Tackle Manual Processes):***

Leverage technology to reduce manual work and manual processes.

## ***Efficient Rep Onboarding:***

Reduce abrasion of advisor coming onboard



# LEVEL FOUR TECHNOLOGY STRATEGY

Two-pronged approach to leveraging a “best in class” technology stack...



## Wealth Management Centric Solutions

**What?:** Technology specific to Level Four products (Black Diamond, Jacomo, Agency Integrator, Epic, etc)

**Value:** Targets Level Four specific product and business needs to drive effective client experience and operational efficiencies

**Client Facing Experience:** Performance reporting, Billing, Modeling and Action Planning.

**Core Processing:** Wealth management processing systems (Black Diamond, Jacomo, Agency Integrator, Sales Force, etc.).

**Compliance:** Supports alignment to industry specific regulations

**Connectivity:** Seamless connectivity to our upstream and downstream partners (clearing orgs, mutual directs, data aggregators (DST/DTCC).

## Enterprise Backoffice and Productivity Solutions

**What?:** Technology specific to general business & sales operations (telecom, network, email, etc)

**Value:** Leverages parent company resources for enterprise licensing, managed service resources and proven programs and policies.

**Enterprise Licensing:** Access to enterprise licensing agreements to state-of-the-art solutions (MS 365 e5, Azure AD/SSO/MFA, Palo Alto)

**Security Program:** Embed out-of-the-box, proven security programs to support identification, protection, response and recovery.

**Monitoring and Help Desk Support:** Experienced managed services helping keep productivity tools and systems running efficiently.

**Network/Infrastructure:** Management of network, telecommunication and infrastructure.

# TECHNOLOGY STACK | Level Four Financial



## FINANCIAL PLANNING

eMoney

RightCapital

## CRM



IPIPELINE<sup>®</sup>  
AGENCY INTEGRATOR™

## PORTFOLIO MANAGEMENT



ORION

## STRESS TESTING

SS&C Risk & Compliance  
Intelligence Platform (RCI)

## INVESTMENT DATA/ANALYTICS

Bloomberg

## DOCUMENT MANAGEMENT

Laserfiche<sup>®</sup>

## E-APPLICATIONS

FireLight<sup>®</sup>  
IPIPELINE<sup>®</sup>

## COMPLIANCE/ARCHIVING

globalRELAY.

QUEST CE

SureLC™

## CUSTODIANS

RAYMOND JAMES

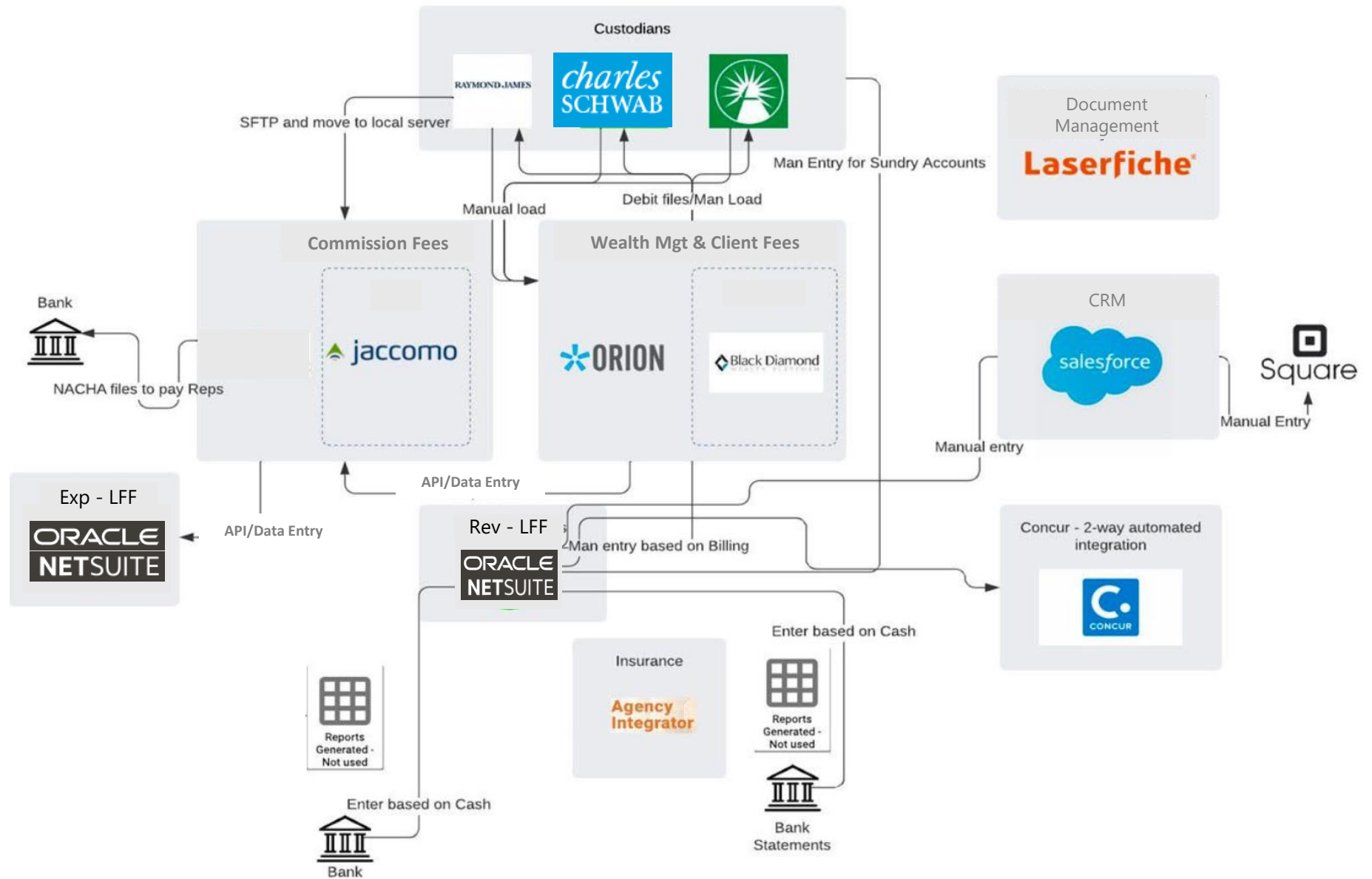
Fidelity<sup>®</sup>

charles  
SCHWAB

TD Ameritrade



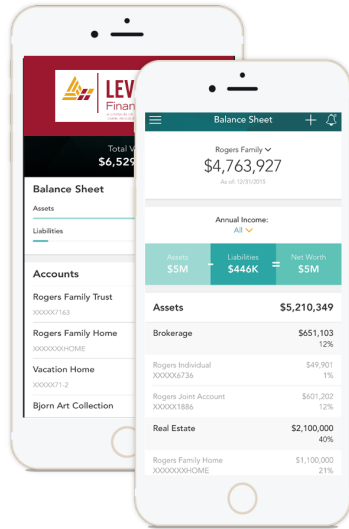
# Level Four Business Technology Stack



# LEVEL FOUR (VIA BD) MOBILE APPLICATION

## Net Worth

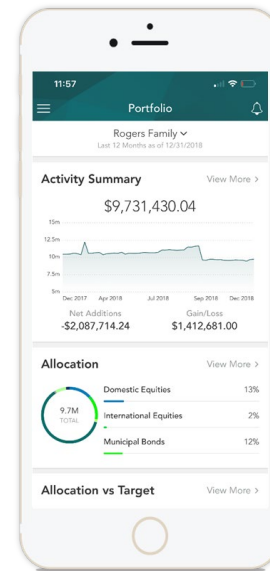
The My Accounts page provides a detailed list of your accounts with the ability to aggregate and manage outside accounts or manual accounts. Balances and statuses are visible at a glance.



## Portfolio

The dashboard gives you a dynamic overview of your portfolio with performance cards highlighting key information about your portfolio.

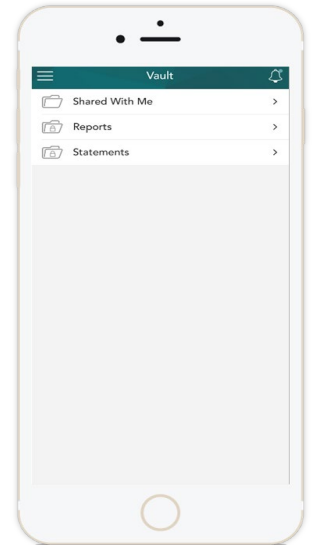
All this information is completely customizable..



## Vault

The Vault page is where you can keep track of all your important financial and legal documents.

The Vault is also an area where we can share documents through the Shared Folders option.





# REPRESENTATIVE CHANGES FOR 2024

- Increase of Technology fee from \$35.00/month to \$150.00/month
- Inflation and Investment in technology required to improve the advisor experience
  - Black Diamond
  - Jaccomo
  - RCI- SS&C Compliance
  - Annual Compliance, Firm Element and CE (All FINRA firms assess)

REPRESENTATIVE FEES & COSTS***		
Standard Expenses	Frequency	Cost
E&O (Includes Fidelity Bond and branch fees)*	Monthly	\$325
E&O - IAR only	Quarterly	\$300
Raymond James Access (per user)	Monthly	\$175
Raymond James Cyber Security (per advisor)	Monthly	\$25
Level Four Financial Technology Fee**	Monthly	\$35
Registration & Licensing Fees		
Initial FINRA Registration / Transfer Fee	One Time	\$125
FINRA Fingerprint Processing Fee	One Time	\$27
State/Branch Registration Fees	Annual	Varies by state
FBI Background Check Fee	One Time	\$15
Compliance		
Advisor Compliance Dashboard	Quarterly	\$50
Branch Audit Fees	Every Three Years	\$0 - Varies
OSI Audit Fees	Annual	\$0 - Varies
Travel Expenses to Compliance Meeting	Annual	\$0 - Varies
State Insurance CE Fees	Annual	\$30-75
Optional		
Thompson Reuters Quote System - <u>excludes</u> Exchange Fees	Monthly	\$150
Third Party Domain Hosting Set Up Fee	One Time	\$175
Raymond James ICA Admin Fee		
<i>* based on Household billable ICA AUM, RJ, Freedom, etc. is not factored into calculations</i>		Fee
<i>** LPLAS Advisory Accounts: Includes all trading cost and access to LPLAS billing/performance reporting software</i>		
<i>** R/JTD/Fidelity/Schwab act as clearing and custody</i>		
\$0-250,000		13 bps
Next \$250,000		10 bps
Next \$500,000		7 bps
Over \$1,000,000		4 bps

\*Representative is responsible for 12-month E&O charge  
 \*\*Includes one email address. Quest CE for electronic advertising review requests, and our payroll software system. Additional email addresses are \$15 monthly  
 \*\*\*Representative Fees and Costs and Ticket Charges are subject to change at the discretion of the firm

Representative Fees 09/20/22 Level Four Financial, LLC - Member FINRA/SIPC Level Four Advisory Services, LLC, an SEC-registered investment adviser Page 1 of 2

TICKET CHARGES	
	\$19.00/trade
	\$19.00/trade, plus \$0.50/contract
	\$19.00/trade
	\$19.00/trade
	\$50.00/trade
	\$27.00/trade
	No Charge
	\$6.00/trade
	\$6.00/fund company/data feed
	No Charge
	\$50.00/trade (\$0 for Additional Deposits)
	\$10.00/trade
	\$19.00/trade
	\$50.00/trade (no ticket charge on sell orders)
	\$19.00/trade
	\$19.00/trade
	\$50.00/trade
	\$50.00/trade
	\$19.00/trade
	\$100.00/trade
	\$125.00/trade
	Passes through HFS GA's at 100% direct
	\$15/trade

# Business Growth and Initiatives



2023





# IF we are not growing.....

- Growth provides opportunity
- Unlocks resources
- Creates career paths for your team
- Can deliver a better client experience
- Creates real value on your balance sheet as your practice transforms to a business



# KEYS TO HIGH GROWTH

- 🔑 Understand the current landscape
- 🔑 Define your unique value proposition
- 🔑 Build a high performing team
- 🔑 Develop client acquisition & retention strategies and focus on execution
- 🔑 Expand services and scale





# LEVEL FOUR GROUP BRANDS

EACH A DIVISION OF CARR, RIGGS & INGRAM CAPITAL, LLC OR A LEVEL FOUR GROUP ENTITY DBA



**ADVISORY**



**SECURITIES**



**ASSET MANAGEMENT**



**INSURANCE SOLUTIONS**



**BUSINESS SOLUTIONS**



**MEDICARE SOLUTIONS**



# CRI FAMILY OF COMPANIES

EACH A DIVISION OF CARR, RIGGS & INGRAM CAPITAL, LLC







# LEVEL FOUR PRACTICES

Accessing your  
SUBJECT MATTER EXPERT





**LEVEL FOUR**<sup>®</sup>  
Capital Management  
A DIVISION OF  
CARR, RIGGS & INGRAM CAPITAL, LLC



- We rang the bell on the NASDAQ
- Successful Launch of ETF
- Private Equity and Private Credit Solutions launched
- Strong Product Performance and Top Gun AWARDS





# LEVEL FOUR<sup>®</sup> Financial

A DIVISION OF  
CARR, RIGGS & INGRAM CAPITAL, LLC



- Strong Compliance Infrastructure
- Continued Growth of Variable Insurance solutions
- Retail Advisor REBRAND to:  
PRIVATE WEALTH ADVISOR



**LEVEL FOUR**<sup>®</sup>  
Private Client Services  
A DIVISION OF  
CARR, RIGGS & INGRAM CAPITAL, LLC



- Increase in pipeline of Ultra HNW
- Improved detail defining scope of client engagements
- Successful onboarding and white glove experiences
- Created new PCS-Dallas experience





# LEVEL FOUR<sup>®</sup> Insurance Agency

A DIVISION OF  
CARR, RIGGS & INGRAM CAPITAL, LLC



- Life
- Annuity
- Health – Medicare, LTC
- DI- Launch in 2024
- Firelight and integration into
- JCore



**LEVEL FOUR**<sup>®</sup>  
Insurance Agency

A DIVISION OF  
CARR, RIGGS & INGRAM CAPITAL, LLC

## Advance Planning



- Continue Estate Planning expertise
- Tax Focused IDEAS
- Business Owner strategies





# LEVEL FOUR<sup>®</sup> Advisory Services

A DIVISION OF  
CARR, RIGGS & INGRAM CAPITAL, LLC



- Corporate Retirement Team
- Approaching 1 billion on assets
- Continued growth of 338 and 321 fiduciary services
- PEP



# LEVEL FOUR<sup>®</sup> Business Solutions

A DIVISION OF  
CARR, RIGGS & INGRAM CAPITAL, LLC



- Successful Launch in 2023
- Engagement are moving beyond Exit Planning
- Services are being delivered to an underserved/undermarketed client base





- NIL engagement
- Athletic Directors & Athletes
- Sponsorship for 2024 of professional golfer



**LEVEL FOUR**<sup>®</sup>  
Group

A DIVISION OF  
CARR, RIGGS & INGRAM CAPITAL, LLC

## Attorney Solutions



- NEW Practice
- Industry niche
- Special planning opportunities for deferral of compensation for awards





**Let's grow and take your business to the next LEVEL.**



# UNLOCKING PRACTICE VALUE



- How do I maximize the value of my practice?
- Am I a practice or business?
- Could my business operate without me?
- The Value of Aggregators and PE



# Platform Pricing Enhancements for Advisors

- NO Increase to representative E&O Costs
- 100% Payouts for all fixed insurance business placed through LFF, LFIA
  - Not subject to grid
  - Access to all approved fixed carriers
  - Full support from LFIA marketing team to drive business growth
- FLAT platform fee conversion from TIED FEE schedule on ICA (RJ), Schwab, and Fidelity Accounts
  - SIMPLIFY Platform access, Black Diamond technology, LFAS Billing process
  - FEE REDUCTION for ALL Investment Advisor Reps!

# LEVEL FOUR GROUP VISION

Fin-Tech firm with a robust and comprehensive platform for ADVISORS

ADVICE through Subject Matter Experts and Valuable

High Performing Teams  
THE FOURTH LEVEL

FIRM OF THE FUTURE-  
ONE STOP FINANCIAL  
ADVICE FIRM



2023





HAVE A GREAT  
FOFA 23

**Thank You**



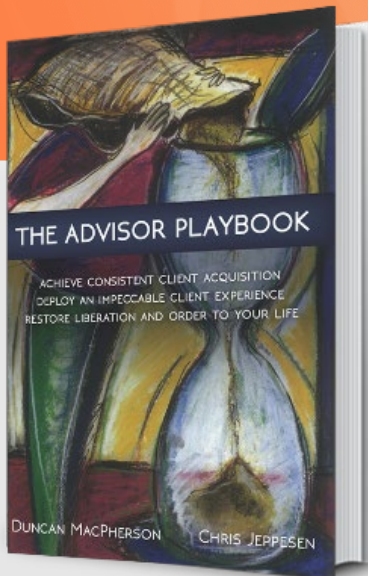


# CHRIS JEPPESSEN



# Playbook for tomorrow's advisor

CORE PRINCIPLES FROM THE FASTEST GROWING FINANCIAL PROFESSIONALS: SIMPLICITY, EMPATHY AND INTEGRATION



**CHRIS JEPPESEN**

SENIOR VICE PRESIDENT

CHIEF OF ADVISOR CONSULTING GROUP

CO-AUTHOR, THE ADVISOR PLAYBOOK AND  
THE BLUE SQUARE METHOD



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# perspective





# Tomorrow is here

Solves Anything		ChatGPT
Writes Anything		copy.ai
Create Avatar		synthesio
Instant Lawyer		DoNotPay
Art From Text		Mid Journey
Autom8 SM Content		Repurpose
Write Essays		Jasper Ai
Take & Search Notes		Fireflies.ai

Text < > Speech		descript
Track Time		TIMELY
Rewrite Anything		Quillbot
Auto AI Chatbot		Kuki.ai
Auto Copywriting		Copysmith.ai
Write Email FAST!		Addy Ai
MS Business App		365 Copilot
Ai Assistant		Andy Ai

A hand in a suit jacket points towards the center of the image. The background is a light gray world map. Overlaid on the map are numerous semi-transparent icons in white boxes, including a shopping cart, a lightbulb, a bar chart, an airplane, a globe, a bank building, a Wi-Fi symbol, a coffee cup, a house, a megaphone, a document, a person, a truck, a building, and a cup of coffee. In the center, the text '44%' is displayed in a large, bold, dark blue font with a slight shadow.

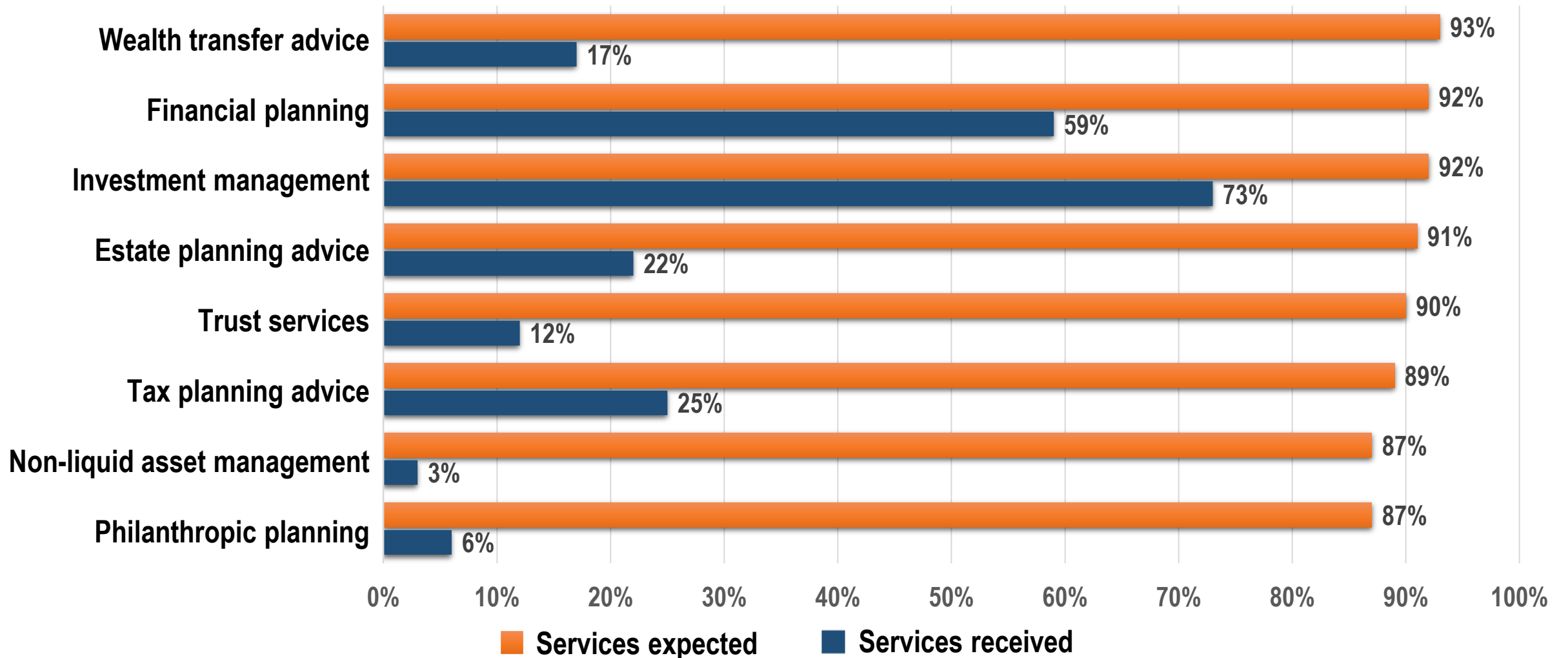
**44%**

Source: ThoughtLab Wealth and Asset Management 4.0; November 2021: 500 firms and 2,325 investors across age and wealth levels. Investors cite better performance, broader range of products and access to better wealth advice as top reasons to transfer assets (orange bars).



# High-Net-Worth Clients: Gap Between Expected & Received

Top Responses to what services HNW clients rated as most important; and if they were receiving them.



2022 ASSETMARK Capturing Your Share, Position yourself to grow with your high-net-worth clients

# Opportunity and Disruption



37% of advisors managing **40%** of total industry assets are expected to retire over the next decade. (\$10.4T)

25% of those don't have a set plan for transitioning their business.

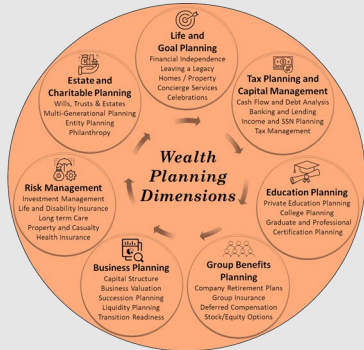
6% of CFPs are under 30 years old



Source: Cerulli Associates, 6.3.2022;

Demographics: CFP Board, Finance Strategists 3.21.2023

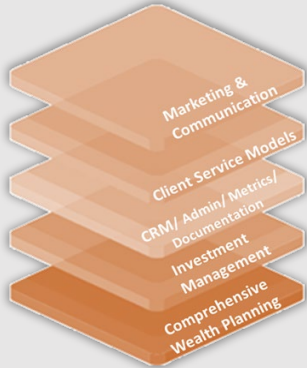




# Operational Excellence

# Technical Superiority

# Client Engagement

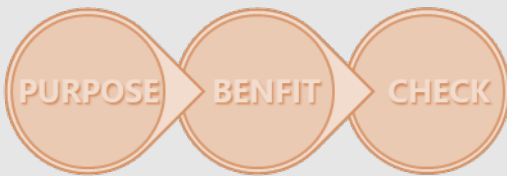


# Operational Excellence

**Tactics:** Incentives aligned with responsibilities that support the values and goals; culture of exceeding expectations.

**Techniques:** Purposeful organizational design, leveraging AI tools and resources, elimination of redundancies, EDIP.



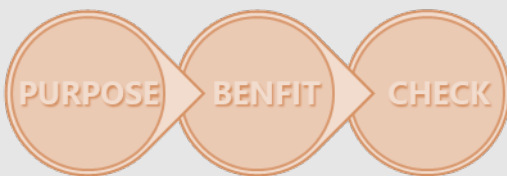


# Operational Excellence

**Second Opinion: “Guy at the club has a deal, sounds good, would you mind looking over the project offering?”**

The collage includes several key documents:

- Macro Location Map**: A map showing the project's location in a regional context.
- Micro Location Retail**: A detailed map of the immediate retail surroundings.
- Site Plan**: Architectural drawings of the proposed development.
- Conceptual Renderings: Entry on Lake Sharon Drive**: Visualizations of the building's exterior from different angles.
- Townhomes Rent Compa**: A table comparing rental rates for townhomes.
- Townhome Rent Comparables**: A table with columns for 'Rent', 'Gross', 'Net', and 'Cap Rate'.
- Sale Comparables**: A table with columns for 'Sale Price', 'Gross', 'Net', and 'Cap Rate'.
- Appendix A - Base Case Underwriting**: A large financial table with multiple columns for various metrics.
- Stacked Flats Rent Comparables**: A table comparing rental rates for stacked flats.
- Stacked Flats Rent Comparables**: Another table with similar columns to the previous one.
- Investment Overview**: A map and text summarizing the investment opportunity.
- Investment Highlights**: A list of key points about the project.
- Conceptual Renderings: retail by**: Visualizations of the retail components of the project.
- Stacked Flats Rent Comparables**: A table with columns for 'Rent', 'Gross', 'Net', and 'Cap Rate'.
- Stacked Flats Rent Comparables**: A table with columns for 'Rent', 'Gross', 'Net', and 'Cap Rate'.



# Operational Excellence

**A.I. APP > Select Prompt > Type specifics > Add docs**

**You**

Marlowe Corinth EP\_8.29.23.pdf  
PDF

I am a financial wealth manager considering investing in the Marlowe Corinth project. Review this file and provide 5 pros and cons of the project, compared to other multi-family projects.

Investment Overview

Investment Highlights

Conceptual Renderings:

Conceptual Renderings: retail by

Stacked Flats Rent Comparables

Stacked Flats Rent Comparables

Example for display only. Financial professionals are reminded to check with their Compliance department for guidance on relevant regulatory restrictions and internal company policies.

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## ChatGPT

Having reviewed the Marlowe Corinth Equity Offering Memorandum, here are five pros and five cons of this project, compared to other real estate projects in Texas

### Pros

1. **Location and Accessibility:** Marlowe Corinth benefits from frontage with high visibility and ease of access. The upcoming TXDOT interchange will further improve accessibility, a significant advantage over other projects due to its strategic positioning.
2. **Demographics:** The area within a five-mile radius of the property has a median household income of \$113,372, suggesting a strong potential customer base. Compared to other projects, this high-income demographic could indicate a more stable and affluent tenant base.
3. **Rental Market Strength:** With a physical occupancy rate of 96% for existing units, the project demonstrates strong rental market fundamentals. This high occupancy rate, combined with the lack of institutionally owned and managed product in the area, provides a competitive advantage over other Texas projects in more saturated markets.
4. **Mixed-Use Development Potential:** The project plans include approximately 10,000 sq ft of retail space to be developed nearby. This mixed-use aspect could create a vibrant and attractive community compared to other strictly residential projects in the area.
5. **Proximity to Amenities:** The site is close to major retail, entertainment, and recreational areas, which enhances its attractiveness compared to other projects that do not have such convenient access to amenities.

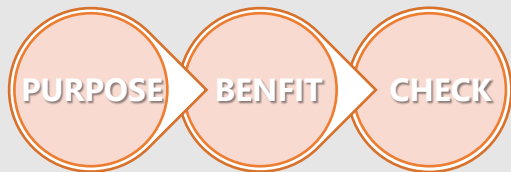
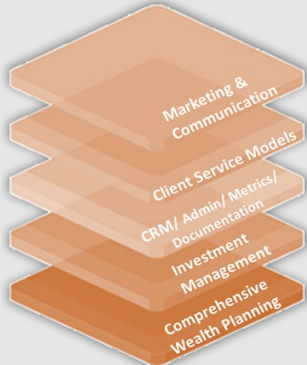
### Cons

1. **Dependence on Future Developments:** The project's success, especially the retail component, is partially reliant on external developments like the TXDOT interchange. This dependence introduces a level of uncertainty not present in more self-contained projects.
2. **Market Fluctuations:** Like all real estate investments, Marlowe Corinth is subject to market fluctuations. The Texas real estate market is dynamic, and rapid changes could affect this project more significantly than others in more stable or diversified markets.
3. **Construction and Development Risks:** The project involves substantial construction, posing risks of delays and cost overruns. This is a common risk in development projects but could be more pronounced here due to the project's scale and complexity.
4. Long-Term Investment Horizon: Real estate investments typically require a long-term commitment, and returns on investment for projects like Marlowe Corinth may take several years to materialize, potentially longer than other projects with quicker development cycles.
5. **Potential for Increased Competition:** While currently there is a lack of competition, the area's attractiveness could spur new developments, potentially increasing competition for tenants and impacting rental income.

In conclusion, the Marlowe Corinth project offers a mix of opportunities and challenges. Its strategic location, strong demographics, and potential for mixed-use development are significant advantages. However, risks related to market fluctuations, construction, and long-term investment horizons, as well as potential future competition, must be carefully considered.



Example for display only. Financial professionals are reminded to check with their Compliance department for guidance on relevant regulatory restrictions and internal company policies.



# Operational Excellence

**Tactics:** Incentives aligned with responsibilities that support the values and goals; culture of exceeding expectations.

**Techniques:** Purposeful organizational design, leveraging AI tools and resources, elimination of redundancies, EDIP.

**Procedures:** Team offsite, weekly huddles, PBC, celebrating successes, develop “A” players.



# PROCESS: Refining The What

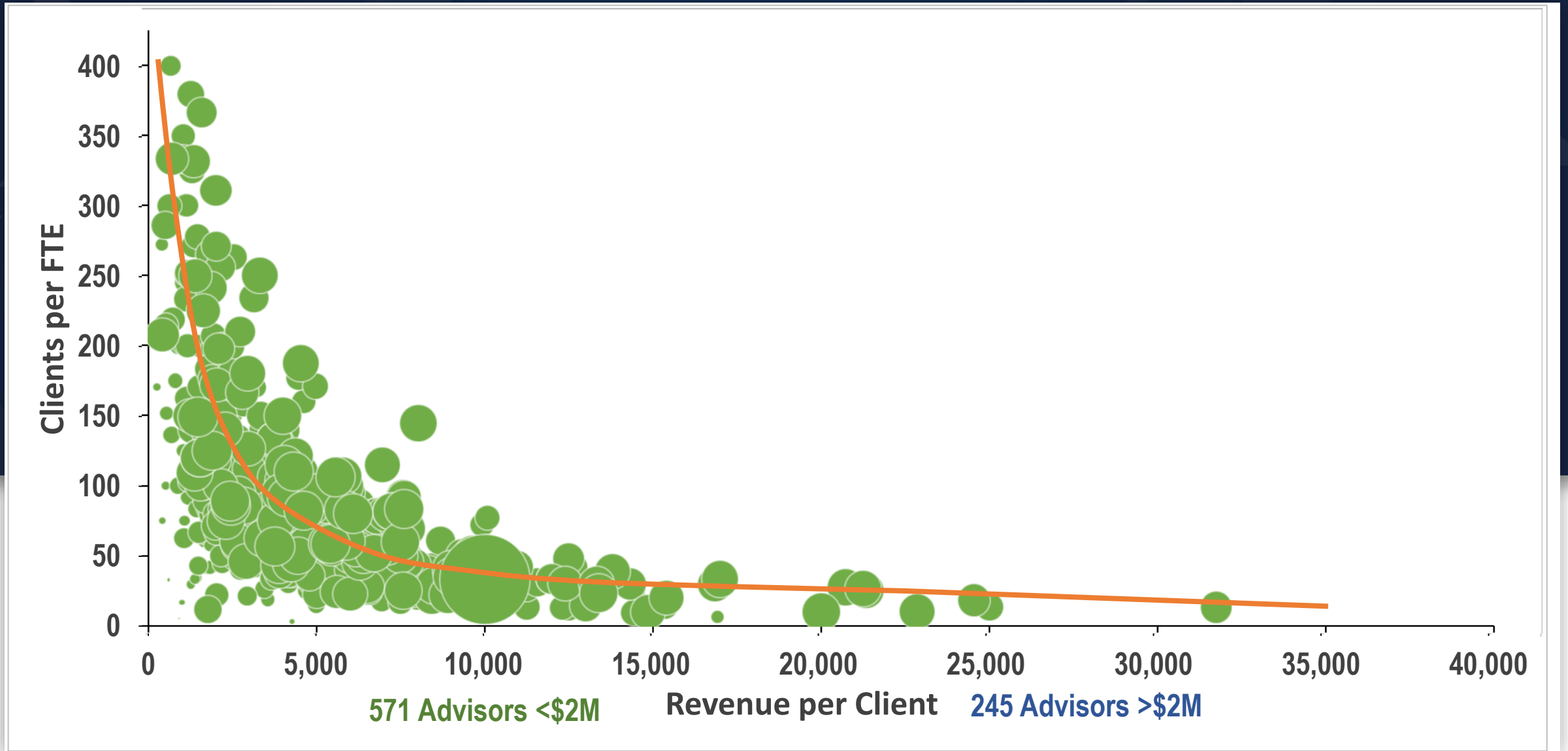
DEVELOPMENT	DELIVERY	DELIVERY	DOCUMENTATION
Team meetings, huddle, reviews	Client Rel. software updates	Performance assessments	Messaging: vision, value prop
Defined Target Market	Client segmentation - monthly	Model portfolio update	Comprehensive business plan
Prospect pipeline/ "10 most wanted"	Schedule strategy meetings	ACATs in & out	Ideal client profile
Prospecting calendar > CRM pipeline	Meeting preparation, send agenda	Deposits/ withdrawals	Segmentation criteria
First Impressions - welcoming	Print agenda for meeting - PBC	Market/ tactical research	Service model
Centers of influence network	Meeting follow up card/ note	High conviction list	Investment model criteria
Advocate introduction dinners	Spouse separate card/ events	Rebalancing client portfolios	Roles & responsibilities
Viral/ social media marketing	Client meeting notes in CRM	Insurance/ risk review	Client meeting notes
Strategic/ Professional network	Investment policy statements	Cash/ Margin management	Client priorities and goals
Referral "gratitude" calls	Client feedback	Annuity reviews	Client risk tolerance
Marketing library	Client seminars / webinars	Retirement planning	Clients' beneficiaries, trustees
Community/ media relations	Retirement projection report	Cash flow review	Procedure manual
Prospect events	College projection report	Mortgage & Lending	Client instructions/trades
Advocate meetings	Generational meetings	Estate planning	Manage Solutions
Introductory kits	Giftng: grandchildren Roth IRA	Giftng/philanthropy	Retirement Accounts: IRA, Roth, 401k
FIT process	Family "Legacy" offsite meeting	Private banking	Savings Accounts: 529, Coverdell
Onboarding process	Client succession plan / life boat drill	Insurance/ risk assessments	Annuities: Variable, Fixed, Immediate
Office and entrance décor	Client newsletters	Cost basis, DOD valuations	VISA, Bill Pay, Direct deposit
Client communication roadmap	Electronic scanning, filing, backup	Dictation/ copy talk	Lending: Margin, Securities, Tailored
Personal notes/cards	Quarterly portfolio progress update	Compliance reviews	Financing: Real Estate, Aircraft, Equine
Client gifts/ special recognition	Model portfolio adjustments	Password maintenance	Insurance: Life, LTC, Disability, Umbrella
Introducing client portal	Dispersion analysis of accounts	Required minimum distributions	Private Equity, Structured Products, REITs
Integrating outside accounts	Generate proposals	Tax forms forwarded	Philanthropy, Foundations, Donor advised

# PROCESS: Refining THE WHO AND HOW

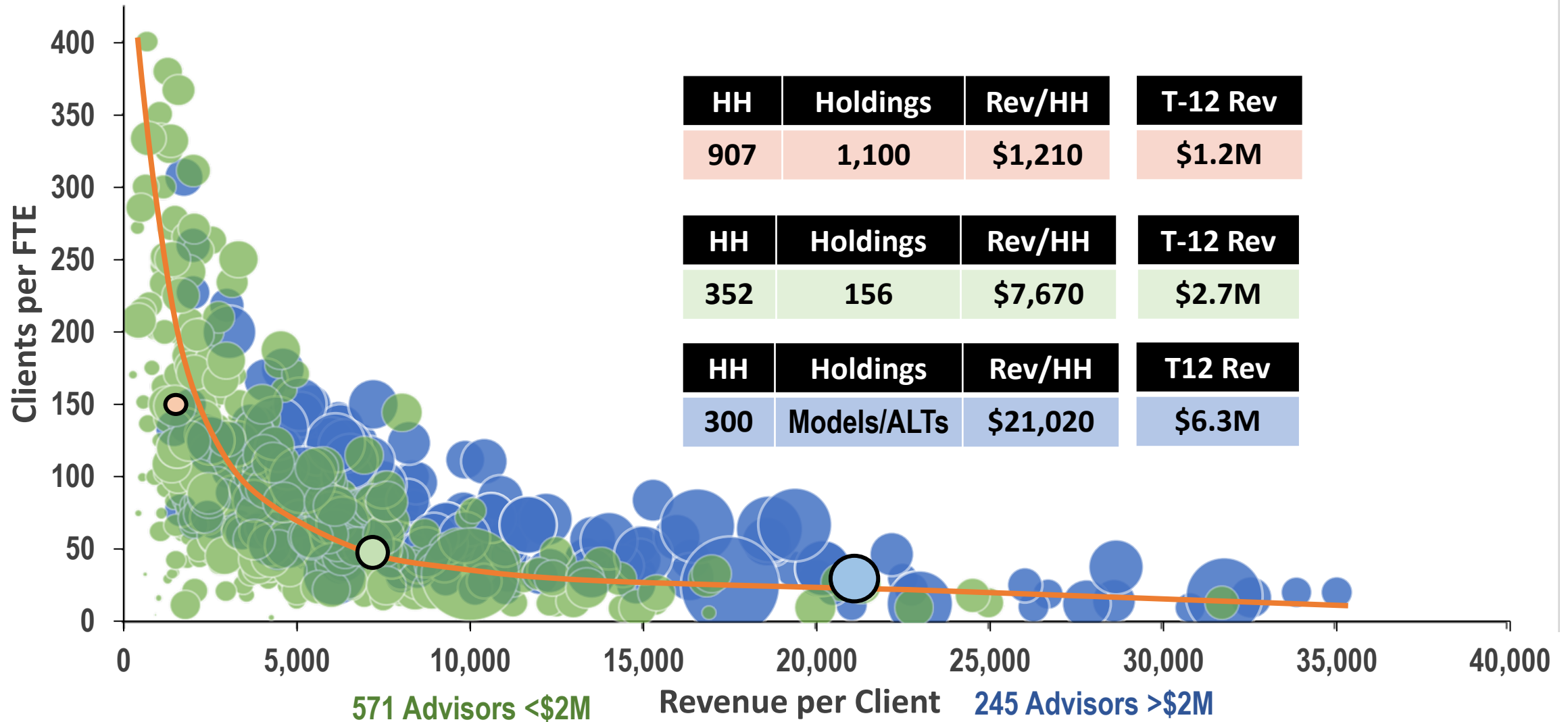
	DEVELOPMENT	DELIVERY		DOCUMENTATION
Advisor 1	Team meetings, huddle, offsite	Client feedback, value/ gap question	Investment model criteria	Messaging: vision, value prop
	Defined Target Market	Client seminars / webinars	Model portfolio updates	Comprehensive business plan
	Communication Standards	Generational meetings	Dispersion analysis of accounts	Ideal client profile
	Prospecting calendar > CRM pipeline	Gifting: grandchildren Roth IRA	Strategic/Tactical model shifts	Segmentation criteria
	Referral "gratitude" calls	Family "Legacy" offsite meeting	Market/ tactical research	Service models: Custom and One to Many
	Centers of influence network	Client succession plan / life boat drill	High conviction list	Staff Performance assessments
	Advocate introduction dinners	Client Rel. software updates	Rebalancing client portfolios	Roles & responsibilities
Advisor 2	Community/ media relations	Client segmentation - monthly	Investment policy statements	Client F.O.R.M.
	Strategic/ Professional network	Schedule strategy meetings	Estate planning	Client priorities and goals
	Value-add second opinions	Meeting preparation, send agenda	Gifting/philanthropy	Client risk tolerance
	First Impressions - welcoming	Print agenda for meeting - PBC	Stock Options - Liquidity	Clients' beneficiaries, trustees
	Introductory kits	Meeting follow up card/ note	Cash flow review	Procedure manual
	FIT process	Spouse separate card/ events	Retirement planning	Digital updates: website, LinkedIn
	Onboarding process	Client meeting notes in CRM	Estate planning	Manage Solutions
Staff A	Office and entrance décor	Retirement projection report	Gifting/philanthropy	Retirement Accounts: IRA, Roth, 401k
	Client communication roadmap	College projection report	Private banking	Savings Accounts: 529, Coverdell
	Personal notes/cards	Client newsletters	Insurance/ risk assessments	Annuities: Variable, Fixed, Immediate
	Client gifts/ special recognition	Electronic scanning, filing, backup	Cost basis, DOD valuations	Private Equity, Structured Products, REITs
	Personal Financial Organizer/ Kindle	Quarterly portfolio progress update	Dictation/ copy talk	Philanthropy, Foundations, Donor advised
Staff B	Setup accounts/ house holding	Cash/ Margin management	Compliance reviews	Financing: Real Estate, Aircraft, Equine
	ACATs in & out	Deposit, withdrawal, monthly flows	Password maintenance	Insurance: Life, LTC, Disability, Umbrella
	Introducing client portal	Required minimum distributions	Client instructions/ PO Attorney	VISA, Bill Pay, Direct deposits
	Integrating outside accounts	Generate proposals	Tax forms forwarded	Lending: Margin, Securities, Tailored



# Advisor Elite Capacity Curve: Moving Up & Growing Down



# Advisor Elite Capacity Curve: Moving Up & Growing Down





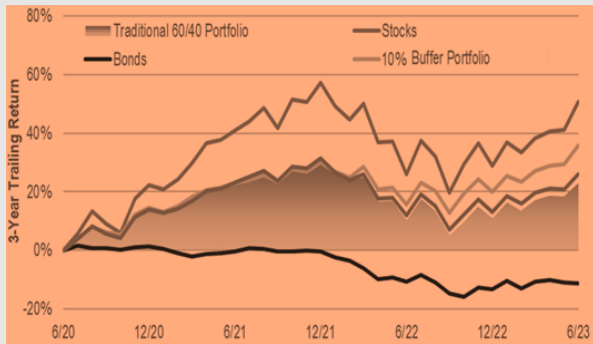


# Technical Superiority

**Tactics:** Implementing innovative solutions/ better outcomes *faster\** than competitors, identifying/ solving problems that clients aren't aware exist. (48% of asset growth was in products brought in the last 5 years)\*

**Techniques:** identifying strategic partners delivering value- most innovative products & intellectual capital.

**Procedures:** growing holdings down, portfolio analytics for better outcomes, develop future capabilities: MFO services and ALTs; PMI,



Key Ratios Comparison		
Metric	Your Firm	*Top Ensemble Firms
Return On Assets	1.05%	0.78%
Revenue per Client	\$19,025	\$9,165
AUM per Client	\$1,805,556	\$1,214,286
Clients per Full Time Employee	22.5	45.0
Revenue per Advisor	\$856,114	\$1,072,931
Revenue per Staff	\$856,114	\$370,279
Clients per Advisor	45	133
Clients per Staff	45	77

\*Source: Broadridge Financial Solutions; *The AI impact on asset management, 10.2023*

# FIRST TRUST ADVISOR INSIGHTS

Peer Comparison

Key Ratios

Client Segments



Advisor Comparison Tool  
developed by  
Advisor Consulting Group

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Assets Under Management (AUM)	\$389,000,000	\$343,477,155	\$45,522,845	✓
Total Revenue	\$3,150,000	\$2,459,751	\$690,249	✓
Total Clients	387	348	39	⚠
% Recurring Revenue	86%	94%	-8%	⚠
Number of Advisors	2.0	3.0	-1.0	✓
Number of Staff	4.0	3.5	0.5	⚠
Number of Full-Time Employees	6.0	8.0	-2.0	✓

Metric	Definition	**Your Score	Potential Action for Consideration
Assets Under Management (AUM)	Current assets under management (AUM).	✓	Assets Under Management is a focal point within the industry, but not necessarily a clear measure of success. There are numerous

## Comparison of Key Ratios

Top-performing industry peers. Definitions and potential actions to consider are highlighted in the table below.

Metric	Your Firm	*Top Ensemble Firms	Variance	**Your Score
Total Revenue				
Return On Assets	0.81%	0.84%	-0.03%	✓
Revenue per Client	\$8,140	\$8,710	(\$570)	⚠
AUM per Client	\$1,005,168	\$1,054,552	(\$49,384)	✓
Clients per Full Time Employee	64.5	39.0	25.5	✗
Revenue per Advisor	\$1,575,000	\$809,283	\$765,717	✓
Revenue per Staff	\$787,500	\$321,423	\$466,077	✓
Clients per Advisor	194	104	90	✗
Clients per Staff	97	99	-2	✓

Metric	Definition	**Your Score	Potential Action for Consideration
Return On Assets	This is your Total Revenue divided by your Assets Under	✓	Look for non-productive assets, large amounts of legacy A-share business or material discounting of fees. Large institutional

## Top 20%

within the Top 20%. Make certain you align the resources (time) allocated to the Top 20% based upon their economic contribution to your business.

Metric	Your Firm	*Top Ensemble Firms	Variance	**Your Score
Revenue per Client				
Client Number	77	70	7	⚠
Total Revenue	\$2,520,000	\$1,967,801	\$552,199	✓
Revenue per Client	\$32,558	\$28,273	\$4,285	✓
Top Client per Advisor	38.7	23.2	15.5	✗

Metric	Definition	**Your Score	Potential Action for Consideration
Client Number	This is the number of clients in your top 20%. (Total Clients x .20)	⚠	This is the aggregate number of clients in your Top 20%. Make certain you have adequate resources to deliver a differentiated experience to this client segment. They are responsible for a





# Client Engagement

**Tactics:** deepening client connections, orchestrating memorable moments, focused time allocation.

**Techniques:** client feedback loop, testimonial strategy, E-C-A, expressing gratitude, multi-channel communication, effective stories

**Procedures:** F.O.R.M. notes, team collaboration: customize and elevate experience, preemptive problem discovery



Family  
Occupation  
Recreation  
Money

# WHAT'S NEW? WE JUST HAD A VERY INTERESTING...



**S** Situation  
**O** Opportunity  
**N** Need  
**A** Action  
**R** Result





# Peak - End



# Integrations: Ongoing Adaptation





# FIRST TRUST ADVISOR INSIGHTS

## CLIENT, PRACTICE, PORTFOLIO ANALYTICS




40 Advisor Website Videos  
Cultivating ongoing referrals from clients.



UITS | ETFs | Target Outcome Investments® | Variable Annuities | Closed-End Funds | Mutual Funds | Structured Investments | SMAs | Tools

### Advisor Consulting Group


Resources, Tools, and Actionable Ideas for the Financial Advisor



#### The Total Client Engagement™ and Vein of Gold Series

Strategies for Organic and Scalable Growth with Chris Jeppesen and Duncan MacPherson.


- Introduction to the Series
- Total Client Engagement™ - Strategies for Organic Growth
- Vein of Gold - How to RE-position your Business for Scalable Growth



#### The Family Phone Call

Jackie Wilke focuses on the benefits of engaging client's families with a scalable, meaningful resource.

- [Watch the video](#)



#### Advisor Comparison Tool

Compare against peer groups and gain insight and suggestions on how to improve.

- [Advisor Comparison Tool](#)

**END OF  
DAY 1**

**Thank You**