NEUBERGER BERMAN **ADVISOR INSTITUTE**

Partnering for Practice Excellence

Dynamic programs, processes and tools to help wealth advisors build enduring relationships.

NEUBERGER | BERMAN

Neuberger Berman Advisor Institute

Building a better advisory practice is an evolving mission. It demands time, discipline and a desire to continually reach your clients with meaningful, relevant information. The Neuberger Berman Advisor Institute (NBAI) works hand-in-hand with many of the nation's leading advisory groups. We encourage you to learn more about how we can help you expand in new markets, deepen your client relationships and elevate your practice.

Wealth Advisors Face a Growing Number of Challenges

Consider a few of the industry trends investment professionals face today:

The Rise of Holistic, Goals-Based Advice

- Investors are increasingly seeking a more holistic financial planning service model and goals-based advice from their advisors. Wealth managers will be expected to provide comprehensive goals-based financial plans and services that help their clients effectively navigate through multiple financial and personal milestones.

Fee Models Shifting the Industry's Core

- As the shift away from a product-based business model to an advice-based one continues, advisors are transitioning more of their business from transactional to fee-based accounts. As a result, advisors should consider changing how they define their core expertise and value.

Client Segmentation Driving Service

- Wealth advisors are reshaping their client segmentation strategies by leveraging differentiators and varying skill sets to serve both younger and older generations. Sophisticated advisors will look for creative ways to tailor their service offerings and experiences to different client types.

Are you prepared to initiate the conversations that will keep your practice vibrant and growing?

Will you be able to craft a compelling value proposition to differentiate and position your practice?

We Can Help You Find Solutions

Neuberger Berman Advisor Institute will partner with you to grow your practice utilizing customized solutions. Our team will introduce new ideas, approaches and perspectives to expand client relationships and referral sources. NBAI will gain insight into your business parameters and issues by posing questions such as:


Who is your ideal client?


How is your practice segmented?

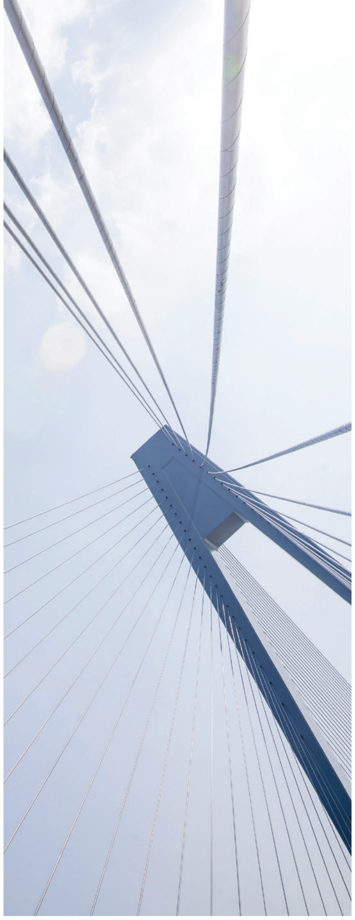

How are you differentiating yourself?


How often and by what methods do you communicate?


How are you connecting with the next generation of wealth?


How are you engaging key centers of influence?

Consider the suite of services we offer on the following pages.



Programs to Help You Grow Your Practice

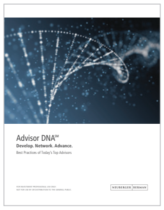
Combining decades of industry knowledge and leading-edge research, NBAI has developed effective programs to help wealth advisors build net new relationships.

Advisor DNA: Develop, Network and Advance

This four-part program captures the inherent traits of highly successful top-ranked advisors and delivers them to you to help grow your business, communicate your value and better serve your clients.

We gathered perspectives and best practices on the topics of communicating value and practice management from a select group of the country's leading financial advisory teams. The results of the research provided a basis of insightful information to share with you to help you enhance your business structure and better position the value you add during conversations with clients and prospects.

Advisor DNA Program Components Include:



- **Growing Your Business:** Best practices for adding net new households in order to grow your business
- **Communicating Your Value:** Best practices for articulating your value and the services you provide
- **Serving Your Clients:** Best practices for ensuring you are reaching client goals and exceeding their expectations
- **Structuring Your Practice:** Best practices for optimizing your team structure

NBAI provides one-on-one consultations covering each of the four best practice themes.

DID YOU KNOW:

Top-tier advisors **generate over 90% of new relationships** from existing clients or other advocate sources[1]

GenBridge: Why Connecting Across Generations Is the Key to Growing Your Practice

A presentation that explores the evolving role of women and adult children in family finances, providing tools to help you not only retain assets but also gain market share as wealth transfers from generation to generation.

In addition to receiving tailored investment recommendations, your clients seek relationships based on trust, knowledge and an understanding of their specific needs. It is therefore crucial that you make a connection with clients *and their families.* Advisors who successfully engage the spouse and adult children will build lasting relationships and are better positioned to help families transfer wealth from one generation to the next.

We understand that family dynamics can be complex and each relationship needs to be approached differently. **GenBridge** will help you to identify key constituents in client households and assist you in crafting custom messages to make you the go-to person in times of need.

This program has been approved for 1 hour of CE credit toward the CIMA® and CPWA® certifications.

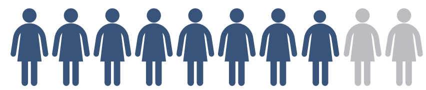
Supplemental Resources:

Anticipating the Unexpected & Surviving Spouse Checklist:
A 12-month guide to working with your advisor immediately following the death of a loved one.

A tool designed to help position the advisor as the family's financial quarterback by creating a plan to help navigate their overall financial picture, investment portfolio, retirement income needs, annuity and life insurance coverage, long-term care and estate planning.

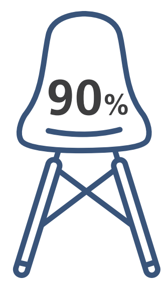
CONSIDER THIS:

80% of married women will outlive their spouse[2]



In addition to retaining assets—women have proven to be more loyal clients than men—they provide four times as many referrals and they are often the linchpin to the next generation of wealth.

Nearly **90%** of prospective heirs **will fire** their parents' financial advisor after receiving their inheritance[3]



Programs to Help You Deepen Client Relationships

Connecting with clients on a deeper level can lead to longer-lasting and more trusting relationships. NBAI offers an array of programs designed to help advisors connect with their clients in meaningful ways and help them during pivotal life events.

Family Love Letter®

An intergenerational wealth transfer program designed to pave a path for you to deepen your relationship with the entire family. The program aims to help guide your clients through what is often a time of confusion—the death of a loved one.

Family Love Letter is a roadmap which employs a "storytelling" process to gathering pertinent information. The goal is to help minimize the types of inadvertent mistakes that often occur in times of turmoil. Dealing with the death or the disability of a loved one is stressful enough, but not knowing what to do with the deceased's finances in the aftermath poses an additional burden on a family.

The program is also designed to build alliances with attorneys, CPAs and other centers of influence, creating a forum to cross-pollinate referrals while opening the door to the next generation of wealth.

We offer a variety of FINRA-approved programs for advisors looking to adopt Family Love Letter into their practice:

- Public Seminar: An NBAI representative will introduce clients and referral sources to the program with the goal of creating an emotional connection with clients and guiding them to take action by sharing a series of real stories from a variety of life stages.

- Follow-up Public Workshops: Conducted by you along with an attorney, CPA or other center of influence, to help clients begin completing their Family Love Letters. This is an opportunity for you to identify other areas in which you can offer professional services to clients.

- One-on-One Client/Prospect Meetings: In lieu of a workshop, you may decide to offer your clients the opportunity to schedule office appointments as follow-ups to the public seminar.

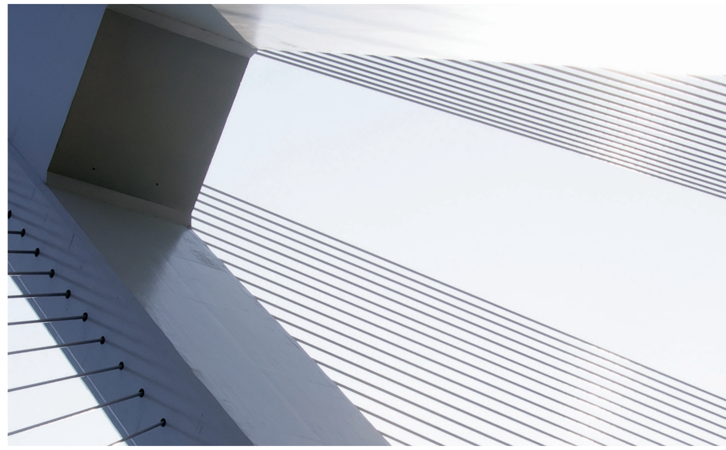
This program has been approved for 1 hour of CE credit toward the CFP®, CIMA® and CPWA® certifications.

Over the years, Family Love Letter has been lauded in such publications as *The Wall Street Journal, Medical Economics* and *Redbook.*

CONSIDER THIS:

$30 trillion will be changing hands over the next three decades[4]

Percentage of advisors that are targeting younger family members of their clients[5] **20%**



Life Events Series

A review of more than 30 potentially life-changing events—pivotal times driving change and creating money in motion—for your clients.

The program outlines important life events that individuals are likely to face, highlighting the financial implications and factors to consider in order to help clients prepare for each. Components of the program include four client-friendly presentations, an overview checklist and accompanying flyers centering on these four major life event themes:

- Things that Happen to You
- Things that Happen to Your Parents
- Things that Happen to Your Children
- Things that Happen to Your Home

Money, Women and Power: What Every Woman Should Know

Statistics show that, at some point in their lives, the overwhelming majority of women will be responsible for their own and their family's finances.

This program is designed to engage and empower women in financial matters. During the seminar, you will work with your client to develop a comprehensive plan to help organize her current financial life, as well as prepare for the unexpected, including the death or disability of the spouse.

Are you actively building your practice with client-driven intelligence?

Meet the experienced team delivering effective practice management solutions

Cheri Brooks | Senior Vice President, Head of Neuberger Berman Advisor Institute

Cheri Brooks has been working with financial advisors for over 20 years. She joined Neuberger Berman in 1993 as part of the Intermediary Sales Team. She served in several sales roles, including Regional Vice President for the Midwestern region and National Director of Client Service. In 2005, she launched Neuberger Berman Advisor Institute (NBAI). Since that time, she has provided more than 15,000 financial advisors at partner firms with the business-building tools and insights to grow their practices, deepen relationships and retain clients. She was a recipient of the Lehman Brothers/Neuberger Berman Diversity Award for three consecutive years, from 2005 to 2007, and she served on the Advisory Board for Women's Initiative Leading Lehman from 2005 to 2008. She also served on the board for the Chicago Women Investment Professionals (WIP) from 2003 to 2008. Prior to joining Neuberger Berman, she was a consultant with Arthur Andersen's tax division. Cheri graduated *cum laude* from Illinois Wesleyan University.

Karen Drancik | Senior Vice President, Senior Consultant

Karen Drancik, Senior Vice President, joined the firm in 2006. Karen is a Senior Consultant with the Neuberger Berman Advisor Institute. Previously, Karen was regional vice president and alternative investment specialist at Evergreen Investments, where she sold Hedge Fund of Funds, Private Equity, Managed Futures and Commodities funds. Karen has over 30 years of portfolio management and sales experience with firms such as Wachovia and Bank of America Capital Management. Karen received a BA in Political Science from the University of North Carolina at Chapel Hill.

FOR MORE INFORMATION, PLEASE CONTACT YOUR NEUBERGER BERMAN REPRESENTATIVE

Whether you are looking for a one-time consulting session or to develop a series of meetings, Neuberger Berman's Advisor Institute can work with you to develop a customized plan to meet your needs.

Wirehouse & Broker-Dealer: 877.628.2583
RIA & Private Bank: 888.556.9030
or visit us at www.nb.com

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[1] Neuberger Berman, Advisor DNA Survey, 2018.
[2] U.S. Census Bureau, Current Population Survey, 2016.
[3] Cerulli Associates, The Cerulli Edge - U.S. Retail Investor Edition, 2019.
[4] Accenture, The "Greater" Wealth Transfer: Capitalizing on the Intergenerational Shift in Wealth, 2015.
[5] Corporate Insights Survey, 2015.

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