

ABOUT THE RESEARCH

The CFP Board Center for Financial Planning commissioned The Ensemble Practice LLC to conduct research that captures the experiences and best practices of financial services firms. Thirty firms of all sizes and business models that employ financial advisors were interviewed. The research also examined data from *InvestmentNews* magazine's *2017 Adviser Compensation & Staffing Study* and *2018 Study of Pricing & Profitability*, capturing the compensation and business practices of nearly 400 firms.

ABOUT THE RESEARCHER

The Ensemble Practice LLC is a prominent business consulting firm for the financial advisory industry. It is committed to helping independent financial advisers create multi-professional ensemble firms with strong organic growth and sustainable profitability. The firm also hosts the G2 Leadership Institute — a training program for the future leaders of advisory firms. The firm is founded by Philip Palaveev, a highly regarded industry expert, thought leader and author of the book *The Ensemble Practice*.

For more information visit ensemblepractice.com.

ABOUT CFP BOARD

Certified Financial Planner Board of Standards, Inc. is a professional body for personal financial planners in the U.S. CFP Board sets standards for financial planning and administers the prestigious CFP® certification — one of the most respected certifications in financial services — so that the public has access to and benefits from competent and ethical financial planning. CFP Board, along with its Center for Financial Planning, is committed to increasing the public's awareness of CFP® certification and access to a diverse, ethical and competent financial planning workforce. Widely recognized by firms as the standard for financial planning, CFP® certification is held by over 83,000 people in the U.S.

Learn more at CFP.net

ABOUT THE CFP BOARD CENTER FOR FINANCIAL PLANNING

The CFP Board Center for Financial Planning seeks to create a more diverse and sustainable financial planning profession so that every American has access to competent and ethical financial planning advice. The Center brings together CFP® professionals, firms, educators, researchers and experts to address profession-wide challenges in the areas of diversity and workforce development, and to build an academic home that offers opportunities for conducting and publishing new research that adds to the financial planning body of knowledge.

More about the Center and its initiatives can be found at CenterforFinancialPlanning.org