



THE ROUNDTABLE SERIES  
BEACON STRATEGIES, LLC

# OPERATIONAL EXCELLENCE

O R L A N D O

MARCH 29-31, 2023

# Operational Excellence Roundtable

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# Thank You to Our Partners



Clearing &  
Custody





# A G E N D A

## Wednesday, March 29th

**6:00pm-8:30pm**      **New and Old Friends Reception / Dinner  
(Gallery 1)**

## Thursday, March 30th

**7:30am-8:15am**      **Morning Nourishment (Gallery 3)**

8:30am - 8:45am      Opening Comments and Introductions (Gallery 3)

8:45am - 9:20am      Case Study

9:20am - 9:30am      Partner Challenge - Sycamore

9:30am - 9:40am      Community Questions

9:40am - 10:15am      Case Study

10:15am - 10:25am      Community Questions

10:25am - 10:35am      Partner Challenge - Advisor360

**10:35am - 10:50am**      **Break**

10:50am - 11:20am      Breakout Session

11:20am - 11:30am      Partner Challenge - Salesforce

11:30am - 11:40am      Community Questions

11:40am - 11:50am      Partner Challenge - Surge Ventures

**11:50am - 12:50pm**      **Lunch (Gallery 3 Foyer)**

12:50pm - 1:25pm      Case Study

1:25pm - 1:35pm      Partner Challenge - Paperclip

1:35pm - 2:05pm      Breakout Session

2:05pm - 2:15pm      Partner Challenge - Docupace



# AGENDA

## **2:15pm-2:45pm**

2:45pm - 2:55pm

2:55pm - 3:30pm

3:30pm - 3:40pm

3:40pm - 3:50pm

3:50pm - 4:10pm

## **5:30pm-9:00pm**

## **Break**

Partner Challenge - RBC

Case Study

Community Questions

Partner Challenge - Skience

Beacon Roundtable Wrap Up

**Closing Dinner - Enzo's On The Lake  
(Buses leave from hotel lobby at 5:30pm)**



# ATTENDEES



**Liz Legacy**  
 M Financial Group®



**Anthony Bueti**  
 LINCOLN INVESTMENT



**Hiren Dalal**  
 LPL Financial



**Danielle Delongchamp**  
 Concorde



**Villy Fixsen**  
 MADISON AV SECURITIES



**Marco Galvan**  
 PROSPERA FINANCIAL SERVICES



**Diana Gazzola**  
 INSIGNEO



**Kurosh Golchubian**  
 NEWBRIDGE SECURITIES CORPORATION



**Aaron Hager**  
 HARBOUR INVESTMENTS, INC.  
Registered Investment Advisor & Independent Broker/Dealer



**Holly Grellier**  
 Addison Avenue investment services  
A division of First Tech



**Dan Kocher**  
 Avantax Wealth Management™



**Michelle Hancock**  
 IPI Investment Planners, Inc.



**Chrissy Lee**  
 MERIT Financial Advisors



**Jennifer Brittingham**  
 PlanMember®

# ATTENDEES



**Chris Merla**



**Colleen Olson**



**Julia Peoples**



**Amanda Reineke**



**Rich Whalen**



**Melissa Robinson**



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# PARTNERS



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**Suja Carter**



**Terry Brems**



**Jennifer Sawan**



**Michael Hanson**



**Kelly Horn**



**Anu Agarwal**



**Ryan George**



**Richard Thoeny**



**Suzy Tuck**



**Tom Waisnor**





# PARTNERS



**Sid Yenamandra**



**Kristen Phan**



**Joel Yocom**



# CASE STUDIES

# CASE STUDIES

PRESENTED BY  
Beacon Strategies, LLC

Presenter: **Dan Kocher**  
Role: VP Operations & Service

Firm: **Avantax**  
Wealth Management™

## Big Question:

**Digitization & Technology Investment Decisions:** What does “effective digitization” mean and how do you balance optimization among the home office, field, and end clients which can be at odds? How do you best compare the options for wholesale changes to process versus the addition of new technology; and how have you realistically accounted for the cost of “solution adoption” in your ROI analysis? How are firms ensuring that new technologies don’t save time for one group while creating more work for others (increasing the overall resource spend)?

## Preparer Perspective:

In today’s leadership conversations and boardrooms, the easiest way to get approval for a new project is to lump the project into “digital enhancements” to drive efficiency. Bring examples of manual processes and antiquated systems into the business case and you significantly increase the odds of getting your project approved. But just because technology spend on ‘digitization’ may drive enhanced results, it doesn’t always mean it will have the biggest impact (ROI, advisor sentiment, employee satisfaction) in the short or long-term.

A sound approach to determining the ideal path forward (vs. defaulting to tech enhancements in all cases) is to clearly define the desired outcome, both qualitative and quantitative, and attack the problem by assessing the four pillars (legs of the stool): People, Process, Technology/Data, and Org Structure. Assess what the current state looks like (is the stool balanced?) and concurrently spend the time to assess the future state (will you improve the balance or just make another leg longer?).

At Avantax we have created roles and business processes to help better assess potential digitization projects and bring together internal stakeholders, as well as our advisor and assistant councils, to ensure we have alignment on priorities and expected benefits. We have vocal leaders that require us to look at process optimization as well as advisor practice management prior to ‘digitization.’

## Firm Action Steps:

Below are the actions step that represent “Dan’s View” on how to assess “Effective Digitization”

Default to process optimization via current state mapping with detailed pain point analysis. Fully assess if pain points can be removed or reduced by optimizing the process, improving training, reviewing process ownership; is it possible to increase adoption and improve sentiment without introducing technology change?



# CASE STUDIES



Analyze the proposed digitization effort and ask if this will result in a “durable differentiator” for the firm. Will the investment gain additional market share, will it make end clients stickier, or are you investing in areas that really aren’t improving your market standing? Are you going to “win” by shaving 5 minutes off your new account opening process? Do you need to be a leader in the market in this area or is being a follower ok?

Build a robust financial model that incorporates the full cost of change; provide a realistic view on the scale/growth required to make the case and don’t underestimate the reduction in productivity that comes with the “enhancements.”

Clearly define, in great detail, the desired future state including process documentation, resource requirements, change/adoption assessment, and ongoing technology support needs before starting the technology work. You should budget 30% for pre-build planning, 50% for building, 20% for rollout and post-launch support. This is rarely done.

Be open and honest with all stakeholders, internal and external. Share why/how you are making decisions on technology investments and be clear on “the cost” you expect this to have on their business; change has costs and benefits so don’t promise an all-win result and look out for change fatigue that can drive attrition.

## The Wins:

- All this said...we continue to invest heavily in new technologies for our employees as well as for our advisors. However, we are doing it in a way that tries to limit “nice to haves” and focuses on where we can stand out. Buy vs. build, configure vs. customize, core business vs. specialized.
- We are requiring current state process documentation as well as reviews of pain points that will be “resolved”, from all vantage points (including advisors and asst) as part of the pre-build process.
- We are focusing equal time on process optimization and practice management resources for our advisors/firms. If we can gain efficiency and get from 75% effective use of current tools to 90%, we likely can absorb significant growth without change.
- Consider who their influencers are.

## The Unexpected:

Finding process designers and RIA/BD-knowledgeable process optimizers is harder to find than technology providers; not quite unicorns, but finding those with knowledge and willingness to get into the weeds is difficult.

## What Does the Future Look Like:

Hopefully a balanced stool, with effective people and processes supported by solid technology to support them; with the appropriate org structure to plan and execute.

# CASE STUDIES

Presenter

**Kurosh Goldchubian**

Role: Chief Technology Officer

Firm



## Big Question:

Artificial Intelligence is a major buzzword of today. When you think about Artificial Intelligence what does that mean to your firm? How is AI fitting into your operational framework today? How do you see AI fitting into your operational world going forward? What types of oversight are required when implementing AI? What is the potential impact to the home office, the advisor and their staff, and the investor customer?

## Preparer Perspective:

The Imperative of Adopting AI and NLP in the Wealth Management Industry

The wealth management industry has long been averse to change, resisting the integration of AI in its core functions. However, the rapid advancements in Artificial Intelligence (AI) and Natural Language Processing (NLP) present an opportunity for firms to transform their operations and communication. The time is ripe for firms to embrace this shift or risk falling behind in an increasingly competitive landscape.

## Unlocking the AI Potential in Wealth Management:

AI and NLP can enhance productivity by simplifying communication and making it more universally understandable. By integrating these technologies into foundational systems such as email, chat, and document composition, firms can ensure a more concise and coherent exchange of ideas. There are existing technologies as well in the areas of Sentiment Analysis (Lexalytics and MonkeyLearn), Chatbots (IBM Watson Assistant, Google Dialog Flow, Microsoft Azure Bot Service), Robo (Betterment, Wealthfront) and Portfolio Optimization (Blackrock's Aladdin). These technologies are ready to be exploited and extended.

As an example of extending the above technologies, by integrating a sentiment analysis platform like Lexalytics into your firm's communication channels, it can offer valuable insights for both sales representatives and compliance teams. By analyzing client communication in real-time and generating sentiment scores, sales representatives can gauge client satisfaction, proactively address concerns, and maintain strong client relationships. Meanwhile, compliance teams can monitor interactions for escalation in tone or negative rhetoric, allowing them to address potential issues before they become serious problems.

## Risks and Challenges:

While AI and NLP offer significant benefits, there are also risks and challenges that firms must address. These include:

1. **Data privacy and security:** Collecting and analyzing enormous amounts of data can raise concerns around privacy and security. Firms must comply with relevant regulations and implement appropriate safeguards to protect client data.
2. **Ethical considerations:** Firms must consider the potential impact of these technologies on clients, employees, and society, and implement ethical frameworks to guide their use.
3. **Integration challenges:** Integrating AI and NLP into existing operations can be complex and require significant changes. Firms must ensure they have the necessary technical expertise and resources to successfully implement these technologies.
4. **Talent acquisition and retention:** AI and NLP adoption may require new skill sets and expertise. Firms must provide adequate training and support to employees to help them effectively utilize these tools.

## The Unexpected: Falling Behind

Firms that are slow to adopt AI and NLP risk being left behind by their more innovative counterparts. Failure to adopt them may result in decreased efficiency, loss of competitive edge, and talent retention.

## What Does the Future Look Like:

To capitalize on the potential benefits of AI and NLP, firms should:

Recognize the urgency of adopting these technologies and overcome the industry's risk-averse tendencies.

1. Develop an operational framework that integrates AI and NLP into existing processes, with a focus on areas like strategy, client communication, and risk management.
2. Ensure employees receive adequate training and support to effectively utilize AI and NLP tools.
3. The adoption of AI and NLP in our industry is no longer a matter of choice, but an imperative for staying competitive. These technologies offer significant benefits in terms of increased productivity, improved communication, and the ability to turn thoughts into tangible outcomes.

# CASE STUDIES

## Presenter

**Rich Whalen**

Role: VP Technology Strategy & Execution

## Firm



## Big Question:

Transitions of new advisors into firms is a key responsibility for the home office. We are seeing firms aggressively evolve their onboarding. We are seeing solution providers building infrastructure for advisor onboarding transitions. What is the ideal model for elevating the experience for onboarding? What are the measurements that are key to evolving the process?

## Preparer Perspective:

- The transition process needs to be authentic to the firm's core values. If not, it risks creating a bifurcated experience for the advisor between recruitment and onboarding.
- Many advisors often forget or ignore their prior firms' rules around client portability and recruiting. The firm must have a robust understanding of the prior firms' rules to ensure a clean transition.
- While having boots on the ground is not necessary a firm must have a strong connection with the new advisor and their staff and provide training on demand.
- Having key measurements that track the progress of both the Advisor and Firm and critical to success and may include AUM milestones, client retention milestones, and advisor satisfaction levels.

## Firm Action Steps:

- Create a process that has early and often connection with the Advisor's office, the recruiting team, and the transition team to help build a plan and trust.
- Provide new advisors/staff with the knowledge and skills for the transition including software/technology, products, and firm specific compliance and regulatory procedures.
- It is important to evaluate the effectiveness of the onboarding process through feedback surveys, evaluations of key performance indicators, and other metrics.

## The Wins:

Trillions of retirements dollars are in play - \$73T will be changing hands through 2025. The firms that take the right steps in evolving customer experience to meet the customers where they want, when they want and how they want while offering the best solutions and providing a culture for their employees to thrive will win!

## The Unexpected:

Advisors may underestimate the amount of work it takes to become familiar with the firms' rules, technology, or the logistics of transitioning clients. It is important to remain flexible and provide support where advisors need it most. Having clearly established goals at the beginning of the process helps mitigate fallout of a subpar transition.

## What Does the Future Look Like:

With the average age of the financial advisor hovering between late 50s and early 60s it will become increasingly important to have technology and programs in place to aid in the transition of practices to the next generation. Even when the purpose of this transition is not legacy based.

The role of technology will continue evolve making it easier for advisors to invite clients to help complete new account opening paperwork, facilitate transfers/BD changes and onboard new technology.



# CASE STUDIES

## Presenter

**Holly Grellier, Addison Avenue**

Role: VP Operations

## Firm



## Big Questions:

Service model expectations are changing. Clients expect a balance between one on one and digital. How is your firm evolving its user experience taking into account that your customers are both the advisor and the investors. With wire houses driving the experience arms war, how are you competing both to drive operational efficiencies and to satisfy the user experience demands?

## Preparer Perspective:

- Segmentation work is foundational in making a determination of how to service and support both Advisors and Clients
- Defining the expectations of an experience – Advisors and Clients expect a personalized, intuitive and engaging experience within mobile and desktop applications; except when they don't. This is why hybrid rules.
- Tools to support digital engagement of Advisors and Clients require integrated data and applications; visibility, consistency and transparency are key

## Firm Action Steps:

- Optimizing Growth and Creating Capacity – how we approached Advisor segmentation to incite action and implementation
- Client Segmentation and Servicing Models – Regulatory changes, realistic capacity and economies of scale
- Enhancing the Client Experience through the adoption of Tools (Advisor) and value of interactions in the Client Portal

## The Wins:

Trillions of retirements dollars are in play - \$73T will be changing hands through 2025. The firms that take the right steps in evolving customer experience to meet the customers where they want, when they want and how they want while offering the best solutions and providing a culture for their employees to strive will win!

## The Unexpected:

Industry “traditionalists” lagging in digitalization will have to up their game to align with the pace of change across the industry.

What regulatory changes will we face that may impede efforts to provide optimal client experiences?

## What Does the Future Look Like:

Continued integration of data into our modeling to expand the forecasting for capacity needs, resource requirements and visibility across platforms. Delivery of focused prospecting actions and proactive (and in some cases automated) client engagement to meet and exceed the expectations of the intended audience through their preferred channels of delivery.

# BREAKOUT SESSIONS

1. What is the ideal framework that is needed to help wealth firms better support their investor customers operationally specific to onboarding a customer?

2. Gathering information is one thing when onboarding, but reviewing Best Interest of a customer is a key operational responsibility – what should that framework look like?



# COMMUNITY QUESTIONS



# COMMUNITY QUESTIONS

1. How are your firms using automation? What tools are you using?
2. What is the top change your firm has made since the pandemic?
3. What new client service demands are you adjusting to?
4. What are the biggest challenges in communicating regulatory or operational changes? What forms of communication do you use? How do you ensure communications are received/effective?



## COMMUNITY QUESTIONS

5. At a high level, I would like to know how other Operations teams handle supervision of new account documents.

6. What is one operational item or process do you feel is your strongest/most effective and why and how did you implement it?

7. Does your firm have the ability to onboard/transition new advisors efficiently?

8. How/what is your firm's vision towards reducing NIGO rates on new advisory business?

# COMMUNITY QUESTIONS

9. Does your firm have an over-reliance on data entry to open new business?

10. How are other firms planning to comply with the SEC's amended 17a-4 record-keeping requirements?

11. How is everyone managing transactions? Particularly those that do not come in on an electronic feed (e.g., alternative investments)?

12. How are other firms conducting their technology and other third-party vendor due diligence? Are you outsourcing all or part of the process?



# COMMUNITY QUESTIONS

13. Digitization & Automation: What are the key elements of successful digitization & automation programs?
14. How do you prepare an ROI case for long term transformation programs to drive C-suite buy in?
15. What kind of organization design and governance structures are needed to enable sustained transformation success?
16. What are other firms doing around banking to match how clients bank today?

# COMMUNITY QUESTIONS

17. How do other firms handle "direct business?" Are they involved or at arm's length and just need to have basic info captured?

18. What are firms doing to get clients to go "electronic"? (e-delivery of statements/confirmations, tax forms, mobile deposit tools, investor portal adoption, etc.)?

19. Does anyone support a segmented service offering, if so how do they segment and do you have separate service and operations teams for each segment?

20. What are firms doing to drive positive advisor experience from their Ops and Service teams?

# COMMUNITY QUESTIONS

21. What is your biggest challenge as it pertains to document management?

1. Compliance?
2. Manual data entry?
3. Enterprise vs niche?

22. How often and what motivates you to review your existing technology?

23. Today cyber security protection focuses on perimeter security, network, and devices. Shouldn't cyber security focus on removing the value of the attacker's target, the plaintext data at the end of everyone's keyboard?

24. How are your firms approaching the balance of associate needs to business or advisor needs relating to remote work? How have those decisions affected associate retention, or advisor satisfaction?

# COMMUNITY QUESTIONS

25. How do you receive feedback from the field and how do you prioritize finding a solution?

26. When we think about advisor experience how do you all assist your advisors in tracking business that's submitted, do you have a tool the advisors have access to where they can see where the transaction is within the process?

27. If you could identify a service/feature to better you operational excellence what would that be?

28. What is the most pressing issue/concern with your current clearing firm?

# COMMUNITY QUESTIONS

29. With the current banking dislocation in mind, what is your optimum point between scale/stability and personalized relationships/service?

# PARTNER PROFILES

# PARTNER PROFILE



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## Firm Vision

Skience is known for innovation, flexibility, and a relentless focus on exceptional client service. We are committed to doing the right thing for our clients and leading the way to help the financial services industry reimagine wealth.

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## Firm History

Driven by a passionate belief in the power of technology to solve business problems, CEO Sanjeev Kumar and CAO Kripa Shetty founded the firm in 2001. For more than 22 years, Skience has focused exclusively on helping wealth management firms become future-ready. Through our award-winning SaaS platform and consultative approach, we deliver deep functional expertise, best practices, and data-driven insights.

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## Leadership

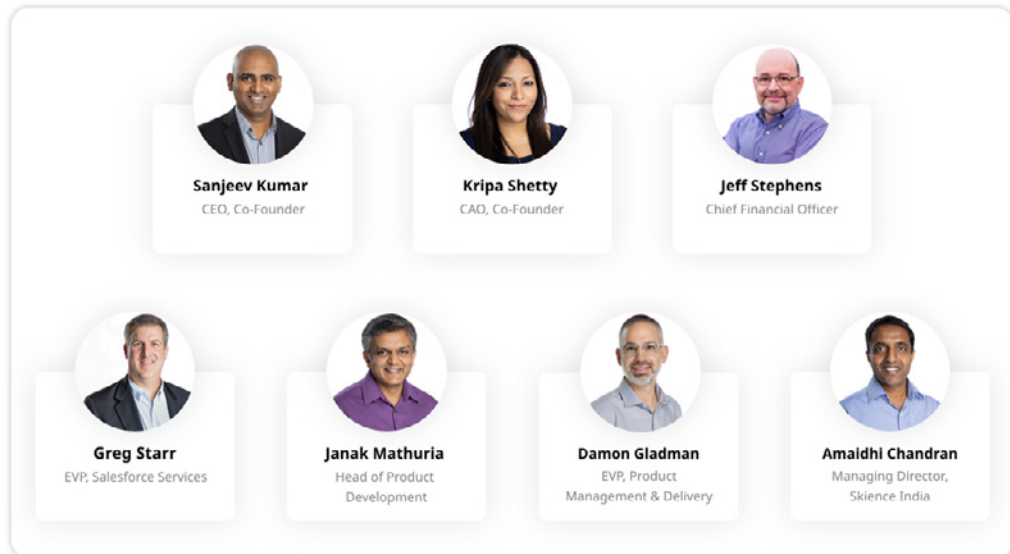
Skience has deep domain expertise, with more than 22 years of experience working exclusively with wealth and asset management firms. We help all types of wealth management firms - broker-dealers, RIAs, banks, insurance and mortgage companies, capital markets specialists, and asset managers - solve for advisor and client churn, advisor dissatisfaction, manual processes and workflows, disparate legacy systems, and lack of digital integration.

Our specialization in the wealth management industry enables us to provide "true" consulting and industry best practices while integrating cloud-based solutions into a firm's existing ecosystem.

We focus on enhancing and improving the investor, advisor, and back-office operations user experience.

Skience helps wealth management firms boost productivity and deliver operational efficiencies by making the account opening process easier, faster, and more accurate by using guided workflows, minimizing the rekeying of data, and avoiding processing errors.

## Leadership



## Ideal Buyer

Skience has deep domain expertise, with more than 22 years of experience working exclusively with wealth and asset management firms. We help all types of wealth management firms - broker-dealers, RIAs, banks, insurance and mortgage companies, capital markets specialists, and asset managers - solve for advisor and client churn, advisor dissatisfaction, manual processes and workflows, disparate legacy systems, and lack of digital integration.

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Skience helps wealth management firms boost productivity and deliver operational efficiencies by making the account opening process easier, faster, and more accurate by using guided workflows, minimizing the rekeying of data, and avoiding processing errors.



## Products /Services

Skience Platform - We have created an award-winning all-in-one solution for firms, from onboarding clients via advisors in transition (Advisor Transitions), to subsequently opening new accounts (New Account Opening), to capturing and storing their documents in a 17a-4 compliant manner (Skience Safe) to the surveillance of the trades and transactions that are happening in the accounts (Surveillance Solution), all while giving the advisor the ability to see a holistic view of all the assets that they are monitoring (DataCAR). This platform collaboration allows an advisor to collaborate with a prospect or client (Client Portal). Advisors can execute all workflows within their CRM, ensuring a smooth, continuous work experience.

Consulting - The CRM system is the focal point of many wealth management firms' technology ecosystems. Skience has deep expertise in Salesforce applications and helps wealth management firms expand their technology capabilities with Salesforce's universe of cloud-based sales, marketing, and business applications. Wealth management firms can rely on our industry knowledge to unite separate, best-in-class financial services software tools within the Salesforce CRM. Through our award-winning consultative approach, we help firms identify a roadmap to achieve the digital success that will help elevate their CRM maturity by analyzing current processes, technology, tools, and user needs, then defining a blueprint that enables the organization to thrive.

## Key Roadmap Deliverables

Prescriptive and Predictive Analytics – Next-gen analytics for firms and advisors to bring opportunities to the forefront and serve more clients effectively

Asset Movement – Extend our client onboarding experience to include money movement and account transfers

Performance Reporting – Deliver a cloud-based solution

## Adlib Comments

Skience delivers cloud-enabled strategies and solutions that transform financial services businesses, helping firms save time and money while reducing errors at every stage of their business operations. Skience's award-winning platform and consulting services provide an efficient way to unify firms' technology, increase back-office and advisor productivity and set the stage for an exceptional experience for financial professionals and their clients. It features a streamlined, end-to-end client onboarding and account-opening experience, advisor transition solutions, compliance features, client portals and data management capabilities, along with deep integrations with leading custodial and clearing firms.

## Success Snapshots

Brief Use Cases

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### Customer A

Skience helped a large independent broker-dealer fix their broken client onboarding process. They were challenged with a swivel-chair experience, dependent upon many business groups to enter data, and struggled with cross-function collaboration. The Skience client onboarding solution minimized rekeying, reduced Not in Good Order (NIGO) transactions, and supported compliant processes and rule-based supervision. The average time to open an account reduced from 40 minutes to only 20 minutes and the NIGO rate reduced from 42% to less than 5%. Most importantly, this firm expects to save nearly \$15MM annually by transforming their client onboarding experience.



### Customer B

Skience helped a large insurance-based broker-dealer create a single source of truth with their data. The firm was challenged with fragmented data and reporting, struggled with cross-function collaboration, and needed data reconciled and available within the advisor's CRM. The firm achieved data transparency across all core functions. Having data in a single location, a full view of client account information is available regardless of where the assets are custodied. With accurate data, the firm was able to achieve a 60% reduction in processing errors which resulted in a more than 70% faster client onboarding cycle. Overall, the firm realized an increase in advisor and investor satisfaction with the client onboarding and account opening process.



### Customer C

Skience helped a large and prestigious RIA provide a transition experience where technology simplified the process for the new advisor and provided a seamless experience for the advisor's clients to move to the new firm. The firm struggled with manual account opening and inefficient advisor onboarding experience that lacked straight-through forms processing. With the Skience Advisor Transition solution, the firm achieved a digital-first, compliant, and efficient platform to attract new advisors to the firm. With integrated document management, onboarding, and e-signature functionality, the firm was able to provide a transition experience for new advisors that was five to ten times faster than previously achieved. Moreover, new clients transitioning over are able to complete their transition in as few as 30 seconds to an average of 2-3 minutes. In the first month, nearly 1,000 accounts and over \$1B transitioned using the Skience tool.

# PARTNER PROFILE



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## Firm Vision

Salesforce is and always has been the customer company. From the day we opened our doors, focus on our customers drove our every decision. It fueled our growth and powered our customers' success. We develop the technology, the partnerships, and the communities that help companies connect with customers so that every company can become a customer company.

## Firm History

In 1999, four Salesforce founders, working shoulder to shoulder in a small San Francisco apartment, launched a customer relationship management (CRM) system with a groundbreaking twist. All the software and critical customer data would be hosted on the internet and made available as a subscription service. This pioneering "software as a service," or SaaS, model quickly spread across the technology industry.

Early adopters of our cloud-based model took a significant leap of faith. There was only one formula for earning their trust — that is, by building trusted relationships. Over the decades, our product has grown in scale and sophistication.

We now provide essential services to many of the world's biggest and most critical businesses, governments, and organizations. Trust is an ever more valuable commodity. Relationships are gold.

## Leadership



Salesforce prides itself not only on award-winning technology, but also on the talent of its people. The company is thriving under the guidance and leadership of some of the brightest minds and most experienced executives in business.

See <http://salesforce.com/company/leadership> for profiles of our executive team.



## Ideal Buyer

Salesforce technology is used by many transformational leaders across financial services organizations to improve customer relationship management, increase sales, streamline operations and deliver exceptional customer service. As such, ideal buyers may include:

- **Technology Leaders** looking to optimize their technology stacks by leveraging a powerful suite of out of the box and configurable tools and capabilities that can play a role in differentiation in the market
- **Line of Business Owners/Executives** often turn to Salesforce to help improve their team's efficiency, prioritize work more effectively, as well as track and manage the most impactful KPIs to drive profitable growth in their business
- **Client Experience or Customer Service Leaders** love the comprehensive suite of service tools in Salesforce from case management to knowledge, from OOTB processes to completely configurable processes deliverable across multiple channels creating connectedness and consistency for customers regardless of how they choose to engage
- **Operational Leaders/Compliance Officers** across Financial Services seek out Salesforce to help automate both routine and complex tasks to drive efficiency, optimized capacity and operation compliance
- **Marketers** are empowered with Salesforce technology that centralizes customer data to give insight into customer behavior, preferences and needs to aid in personalization efforts delivering the most relevant messaging and offers at the right time

## Products /Services

- Accelerate time-to-value with the purpose built innovation for Wealth, Insurance and Banking in Financial Services Cloud
- Make your spend go further and drive growth with Marketing Cloud
- Uncover visual and predictive insights directly in the context of your users work with native Analytics
- Extend your innovative experiences digitally to customers and/or partners with Experience Cloud
- Slack gives you everything you need to succeed, connect, and collaborate efficiently on behalf of your clients

## Key Roadmap Deliverables

Solutions to enable wealth management firms and other financial institutions deliver high touch interactions as well as low touch personalized advice at scale in a compliant and efficient manner.

Compliance controls that can be seamlessly added into the client engagement workflows to mitigate compliance risks and minimize operational costs of compliance.



## Adlib Comments

Salesforce was one of the first enterprise software platforms to be built entirely in the cloud. This cloud-based architecture means that users can access the platform from anywhere, on any device, as long as they have an internet connection. This flexibility is critical for modern businesses, which often have remote and distributed workforces.

The reach of Salesforce has resulted in a thriving community of users and developers, who share knowledge and collaborate on projects through the Salesforce Success Community. This community has helped to foster a culture of innovation and continuous improvement, driving the platform's ongoing development.

Finally, Salesforce is highly committed to social responsibility and has made significant efforts to promote diversity, equity, and inclusion in the workplace. Additionally, the company has a strong focus on sustainability and has set ambitious targets to reduce its carbon footprint and promote environmental sustainability.

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## Success Snapshots

Brief Use Cases



### RBC Wealth Management



Clearing &  
Custody

Like many wealth management firms looking to attract top talent and deliver enhanced client experiences, RBC Wealth Management was facing challenges with advisor workflow and piecing together data from disparate systems.

At the start of RBC Wealth Management's journey, advisors had to pull client data from 26 separate systems to prepare for meetings with new clients. This mountain of disparate data was difficult to navigate. With Salesforce, RBC Wealth Management consolidated CRM systems and integrated data from other legacy systems into a unified platform purpose-built for wealth management, allowing advisors to provide trusted, personalized experiences for their clients while maintaining the integrity of their data and compliance with financial rules and regulations.



## American Express



American Express knows its people are its greatest strength, and Salesforce helps them work smarter — and have more fun on the job. Company leaders see the technology as a unified whole, not a collection of pieces. “It’s a platform for our employees — sales, accounts development, servicing, marketing, and product people — to communicate, react in real time, and solve customer problems,” Keeley said. The partnership between American Express and Salesforce started with Sales Cloud in 2010. Now, the Customer 360 Platform connects thousands of employees across organizations, locations, and time zones. Real-time applications facilitate communication and excitement around solving customer pain points. Sales reps who traded their manila folders and desktop PCs for portable tablet computers running Salesforce now get out of the office and in front of clients more. These reps now have complete views of customers before they walk into meetings, and the Salesforce Mobile App also allows for real-time collaboration among colleagues. The success American Express has had with Salesforce Customer 360 is just one example of the company’s transformation for the Digital Age. From a sales team using modern tools to communicate in a compliant manner to smartphone apps that make business travel easier, American Express is leveraging real-time connectivity to take service into the future. Its members wouldn’t expect anything less.



## United Capital

Since its founding in 2005, United Capital has led a fundamental shift in how financial advisers interact with clients. “When we started this company, what we noticed is that the entire industry really viewed human beings like walking wallets,” said CEO Joe Duran. “And we just asked this very simple question: What if we can help people improve their lives by simply making better choices, and by helping them to not be as concerned with their wealth as with their life?” With that philosophy guiding every decision, United Capital has successfully distinguished itself as a financial life management company. United Capital began to rethink its technology when rapid growth and a series of acquisitions of like-minded local advisory practices quickly exposed the limitations of its homegrown CRM solution. After an in-depth search, Duran and his team selected Salesforce as the central technology platform because it had the flexibility to scale while being easily customizable to meet the unique needs of various offices. “It gave us the ability to grow not just in size but also in capabilities,” said Mike Capelle, Head of Platform. The onboarding process, data migration, communication between offices, and systems integration are now streamlined, with all 82 offices operating on a single compliant architecture.



CONTACT:

**Ryan George**  
Chief Marketing Officer

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## Firm Vision

Docupace is a solutions provider focused on digitizing and automating operations in the financial advice and investment industry.

Financial services firms use the Docupace Platform (a cloud-based, integrated software suite) to reduce back-office expenses, improve efficiency, strengthen recruiting, and enhance the experience of advisors and investors.

Docupace is proud to serve some of the largest independent broker-dealers and registered investment advisers (RIAs) in the financial services industry. The company was recently named a finalist in two categories for WealthManagement.com's 2022 "Wealthie" Awards and PreciseFP was the 2021 winner in the client onboarding solution category. The company was named to the 2021 Inc. 5000 list of America's fastest-growing companies; listed as a Top 100 FinTech by Cramer + Associates, named to the Los Angeles Business Journal's 2021 list of "Disruptors", won the 2021 Gold Globee® Award for "Hot Technology of the Year", and included in Industry Wired's Top 10 list of Most Recommended FinTech Solution Providers in 2020.

## Firm History

In 2002, company founder Michael Pinsker launched the cloud-based platform with an initial focus on document management and workflow automation. The platform aligned with SEC/FINRA compliance standards in 2004, leading to the platform earning FINRA Supervisory Stamps in 2007 and 2009. The platform expanded in 2009 when it launched ePacs solution -- a ground-breaking platform with advanced automation and workflow capabilities. In 2011, the Docupace Platform evolved from its document management origins into a powerful, comprehensive platform, including a new STP network -- laying the groundwork for the Docupace ecosystem of today. Docupace launched a "white glove" advisor transition solution in 2016 -- accelerating business transfers like never before. The service has helped more than 1,500 advisors transition over 500,000 client accounts since its inception. Docupace completed acquisitions of compliance/compensation provider jacommo in May of 2021 and award-winning client onboarding platform PreciseFP in September of 2021. In 2022, Docupace partners with JIFFY.ai to develop the industry's most powerful suite of automation solutions to the back office. Docupace also celebrated its 20th Anniversary and the inaugural Back Office Heroes Day National holiday.

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## Leadership

David Knoch, Chief Executive Officer  
Ryan George, Chief Marketing Officer  
Mike Zebrowski, Chief Operating Officer  
Leader Lori Hardwick Chair of Board of Directors

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## Ideal Buyer

Independent Broker Dealers and RIAs.

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## Products /Services

**Document Management** – Store and manage records in a secure and compliant cloud-based environment

**Client Onboarding** – New account opening and maintenance is simple with automatic data synchronization and compliance checks

**Compliance TRACKR** – Enable digital delivery to ensure clients receive proper disclosures

**Surveillance and Compliance** – Rules-based, alert-driven auditing and compliance automation solutions

**Compensation Management** – Easily customizable, rules-based solution for financial reporting

**Advisor Transitions** – Digital workflows make it possible to transition incoming advisors' books of business in as little as 30 days

RIA Productivity Suite – Out of the box capabilities and integrations that meet the flexibility needs & simple-delivery requirements of the RIA market

**PreciseFP** – Power automation, workflow, data gathering, and operations management tools that enable seamless client engagement

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## Adlib Comments

**UI/UX initiative** – Complete Overhaul fo Docupace Experience Across All Product Lines



## Success Snapshots

Brief Use Cases



### RBC Wealth Management (U.S.)



Clearing &  
Custody

#### Why RBC Came to Docupace:

- RBC was a decade behind peers and advisors had growing expectations about how technology should reduce inconveniences and improve their everyday interactions with the world.
- RBC was heavily paper-based and running on 10-year-old systems that quite honestly turned some advisors away.

#### Why RBC Selected Docupace:

- Industry knowledge and experience
- Powerful account opening platform that incorporated formless data entry and streamlined user experience.
- Platform flexibility, open architecture and ability to seamlessly integrate with other systems
- Comprehensive data management capability needed to replace legacy system

#### What Docupace Provided:

- Digitally enabled account opening service: transformed cumbersome, multi-day process and reduced it to a simplified "click-to-accept" client experience that could be completed in as little as 24 minutes.
- The Result We Created Together:
- Consolidated 26 systems down to 1, creating an integrated platform built for ongoing innovation
- 70% of account opening volumes digitized & streamlined (from weeks to hours)

Over the last 12 months, Docupace has been used by RBC Wealth Management and the clients of RBC Correspondent Services to fulfill over 286,000 transactions and processed 844,000 documents.



## Athene ATHENE

### Why Athene Came to Docupace:

- Athene had 33 disconnected and outdated legacy systems that could not integrate well
- Athene current processing was slow and could not support business growing rapidly to scale processing to millions of transactions processed annually.

### Why Athene Selected Docupace:

- Docupace has a low-code environment
- Industry experience

### What Docupace Provided:

- Created different interfaces to connect multiple systems

### The Result We Created Together:

- Consolidated 33 systems down to 7, creating a fully integrated solution
- Solution included customized interfaces, workflows, integration and leverage of RPA for automated processing

# PARTNER PROFILE



CONTACT:  
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**Managing Partner, CEO & Founder**  
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## Adlib Comments

Surge Ventures is a venture capital & venture studio firm founded by Sid Yenamandra, a seasoned tech industry executive with a wealth of experience in the field of compliance software. At Surge Ventures, we specialize in investing in innovative startups in the financial and wealth management sectors, providing seed funding and support through our proprietary Surge Method, a set of metrics and milestones that enable us to identify early signs of product market fit, growth, and profitability.

In addition to our focus on investing, we also offer shared services to our portfolio companies, covering areas such as incorporation, HR, and contracts. We also have a team of industry advisors and a centralized services team dedicated to the implementation of cutting-edge marketing and sales tools, as well as development teams focusing on UI/UX, customer support, SDR services, and product management.

Our goal at Surge Ventures is to drive innovation and growth in the financial and wealth management industries by building, co-founding, and acquiring startups. With the guidance of Sid Yenamandra and our team of experts, we are well-equipped to help emerging companies navigate the complex landscape of compliance risks and position themselves for long-term success.

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## Leadership

Sid Yenamandra is a highly accomplished and exceptionally talented entrepreneur and executive with a proven track record of success in the field of cybersecurity and technology. He has founded and successfully exited three startups, leaving a lasting impact on the industry with each venture. His most notable achievement is the founding and leadership of Entreda, a company that quickly rose to become the top provider of cybersecurity compliance software to financial services firms. Under Sid's guidance, Entreda was acquired by K1 Capital and RegTech Unicorn Smarsh in 2020, and he served as CEO for two years post-acquisition. During this time, Sid also led the company in acquiring Privva, a leading provider of third party vendor risk management software, and took over the role of running Smarsh's wealth management business, a \$100M ARR business. He also served as the head of the customer success organization for all Smarsh products.

Sid's impressive track record also includes key leadership roles at Plato Networks, where he served as VP of Product and Marketing, and PacketFX. During his time at Plato Networks, the company was acquired by publicly-traded Netlogic Microsystems in 2010, and later by Fortune 500 company Broadcom for a staggering \$4B in 2012. This sale speaks to Sid's exceptional ability to drive growth and innovation, and his expertise in building and scaling successful businesses.

In addition to his successes in the tech industry, Sid has also made significant contributions to the field of cybersecurity through his work with the NSA. He led a program with an elite team to accelerate Suite B cryptographic algorithms with integrated compression for the agency's Information Assurance directorate in solutions approved for protecting National Security Systems (NSS).

With dual B.S. degrees in Electrical Engineering and Computer Science from UC Berkeley and two software patents and numerous publications to his name, Sid is a highly respected and accomplished figure in the tech industry, known for his unparalleled expertise in cybersecurity and his ability to develop and implement innovative solutions for some of the most complex and challenging problems facing our world today.



CONTACT:

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Senior VP Sales

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## Firm Vision

To innovate Electronic Content Solutions that enables the Business Document to remain in its digital format securely for its lifecycle.

## Firm History

Established in 1991, Paperclip has revolutionized the ability to efficiently capture, process and manage the most sensitive business. Each solution employs a revolutionary “straight-through processing” model that decreases cost and time by an order of magnitude, while maintaining the highest levels of security and compliance.

Introduced in 1991 on-premises document management and imaging solution delivered by value added resellers. Today, this solution called Virtual Client Folder (VCF) operates as a cloud born Azure SaaS service supporting hundreds of companies to go paperless.

Internet eXpress launched in 1997 interconnecting dissimilar document management solutions providing automated electronic document exchange. Internet eXpress supports over 700 companies that in 2022 exchanged over 70 million documents.

The Capture Place released in 2000 provided a browser document capture tool that could scan, import, and print into a TIFF image format creating an EDX Package standard file. Electronic document capture was now placed closer to document processing.

In 2007 Paperclip released eM4 Compliant Email providing a “many too many” encrypted email exchange for secure B2B and B2C business communications. eM4 was recognized by Gartner in 2015 as a new and unique market solution.

Mojo Service released in 2018 incorporated Six Sigma processing, AI/ML technology with crowd sourcing to provide 99.9% accuracy image to data transcription. Mojo works with structured and unstructured content producing content classification and data industry standards output.

Paperclip SAFE released September 2022 addresses “Encryption in Use.” To combat the rising breach events, SAFE allows computations on encrypted data while the data remains encrypted. SAFE goes beyond encryption meeting the highest standards of Zero Trust Architecture.

Releasing March 2023 is “Proof of Agreement” (POA) enhancement to eM4 Compliant Email service. The market demanded a simpler process, post signing workflow, broader file format support, no programming integration, less expensive and POA has delivered.

### **Paperclip – Integrating the Dynamics of Change**

## Leadership

**William Weiss, CEO** – William is the co-founder of PaperClip Incorporated. His experience stems from over 35 years technology industry. Previously, he was founder and president of Medical Registry Services, an organization that specializes in systems for cancer record-keeping in hospitals. He has also held numerous senior management positions at companies such as Numerax and Automatic Data Processing.

**D. Michael Bridges, President/COO** – Since 1995, Mike has served as President, Vice President of Marketing and Sales, Director of Corporate Services, and Consultant for PaperClip Incorporated. In his current role, he is responsible for strategic direction, operations, and corporate communications. Prior to joining PaperClip Incorporated, Mike was the Executive Vice President and co-founder of CMF Design System, a custom software and systems integration firm. Mike received a Bachelor of Science from Rowan University and served as a Captain in the United States Marine Corps.

**Michael Suleski, CTO/CAO** – A visionary and co-founder of PaperClip Incorporated, Mike is responsible for product conception, design, and software engineering. In his 31-year career, he has developed software products and systems for Synercon Corporation, Henderson Industries, Singer/Kearfott, and Pyrotronics. Mike holds a BS in Electrical Engineering and MS in Computer Science from Fairleigh Dickinson University.

**Suzanne Tuck, Senior VP Sales** – Suzy has spearheaded the company's successful business development efforts for nearly 28 years. Prior to joining PaperClip, she served as Sales Manager for Anacomp, Software Manager and Senior Systems Analyst for Datagraphix, and was a Senior Systems Analyst for Nixdorf Computer Corporation. Suzy holds a BS in Computers and Information Systems from Tulane University.

**Chad F. Walter, CRO – SAFE Solution** – Chad F. Walter joined Paperclip in June of 2022 and serves as the CRO focused on the launch of Paperclip's new SAFE solution. His responsibilities include leading the Paperclip Sales and Marketing initiatives through strategic growth, goal attainment, sales channel development, and new client acquisitions. Prior to joining Paperclip, Chad was VP Sales and Marketing for IGI Cybersecurity, VP Business Development for GreyCastle Security, and the founder of CF Walter Consulting. Chad has worked in various leadership roles within cybersecurity, technology, and globalization for more than 20 years

## Ideal Buyer

Chief Operations Officer, Heads of Digital Transformation, Head of New Business, Chief Compliance Officer, Chief Technology Officer, Chief Information Officer, and Chief Information Security Officer.

Although the Paperclip offerings are horizontal, their focus resides in the financial services and insurance industries.

## Products /Services

Paperclip offers a suite of services that address the operational food chain, from new business onboarding and data/document communications with trading partners, while maintaining SEC 17a-4 compliance for archive and retention. The Paperclip suite of services can work in concert or can be subscribed separately.

**Virtual Client Folder (VCF)** – VCF is a true cloud-born content management service, allowing clients of all sizes the ability to store documents in their original digital format, while offering a host of workflow and compliance advantages.

**Internet eXpress (IE)** – Designed as a digital equivalent to FedEx, Internet eXpress is a many-to-many document exchange service with three delivery methods: Secure eXchange – workflow to workflow, Secure Email – notification for downloading the package of documents from a secure portal, and Secure Fax. Internet eXpress provides the business one way of exchanging documents with their trading partners, securely with tracking and accountability.

**eM4 Compliant Email Encryption with e-Signing** – eM4 is a “many too many” encrypted email exchange for secure B2B and B2C business communications designed at the request and input of the Paperclip customers. Paperclip enhanced eM4 and launched the eM4 Proof of Agreement (eM4POA) e-Signing solution. eM4POA is a “click and close”, 6 step wizard, e-signing solution presenting a simpler process, post signing workflow, broader file format support, no programming integration, and less expensive than current market solutions.

**Mojo** – Mojo is a patented service for digitization of data from documents, both handwriting and text, enabling 99.9% accuracy, meeting any SLA. Mojo includes the “best of breed” machine technologies that engage a crowd service for transcription/validation where technology does not meet a high level of success.

**SAFE** – SAFE is a cybersecurity solution that provides real-time, practical, enterprise-level Encryption-In-Use. SAFE provides absolute database encryption coupled with high-speed authorized search and access. SAFE is the foundation for today’s Data Privacy and Zero Trust Implementation requirements. SAFE presents the opportunity to store sensitive data once for all applications on the network.

## Key Roadmap Deliverables

Technology outpaces adoption, adoption is incremental, and change is always met with resistance. Paperclip's 30 plus year history in content management followed the desktop from MS-DOS to Azure Cloud. In the financial services industry, their documents, agreements, and content represent their business. Electronic documentation is the company, and its proper management and archiving is essential.

In 1997 Paperclip created the electronic content supply chain for the Life Insurance industry. Agents, Brokerage General Agencies, Broker Dealers, Medical Service Providers, Banks, and Insurance Carriers exchanged electronic content leaving paper processing.

Over time Paperclip introduced new solutions that created efficiencies, reduced cycle time, and reduced cost. Solutions that provided document capture at the client's coffee table, secured email throughout the supply chain, extracted usable data from image files, E-Sign electronic content across many formats and now, stopping the breach. Paperclip's history is about innovation and when to apply it, introduce change. Listening to the supply chain continuously measuring their pain and willingness to change, is our driver.

Paperclip hears the concerns of the supply chain and it's the fear of being breached. Four million dollars is the average cost of a breach today and many in the supply chain would probably not survive. Paperclip has a responsibility to the supply chain to keep their client's data protected and private. Paperclip SAFE is the future in securing data providing encryption in use, the new frontier. Paperclip SAFE is a unique solution (3 US and 8 Foreign Patents) that always encrypts data no matter where it is in processing. Now the threat actors have nothing to steal, the end of the breach.

Paperclip's roadmap is filled with endless possibilities. The invention of Paperclip SAFE can be applied to many desired process improvements where security and privacy were the obstacles. Secure Multiparty Encryption, the ability to share data without exposing its contents but derive value to interested processes (i.e., supply chain processing without exposing the identity except for "need to know"). Vendor community adopting SAFE reducing the supply chain attack surface. Paperclip SAFE will have a dramatic impact on how we process business in the future.

## Adlib Comments

Paperclip services are not niche but enterprise solutions that can support single or unlimited user implementations. The Paperclip services are seamlessly integrated to work in concert or as independent subscriptions.

With the advent of SAFE integrated to the Paperclip services, Paperclip raises the bar for all technology service offerings that encompass identity and sensitive information.



## Success Snapshots

Brief Use Cases



### Customer A

The below use case is a program created for the Brokerage General Agencies for Independent Life Insurance. It is a good example of removing the manual onboarding of applications and trailing documents into the agency management system.

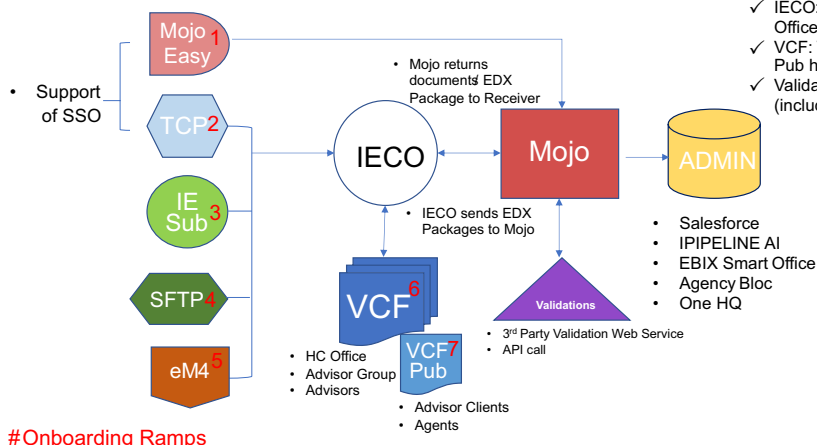
- Paperclip supports the management of carrier new business forms to enable the Mojo process. Each carrier has a Mojo ready library. This removed the barrier of entrance for the BGA.
- Multiple onboarding ramps:
  - Mojo Easy - URL for easy dropping of files. Can include metadata (today it's carrier and organization) – great for mailroom process.
  - TCP (The Capture place) - a portal that promotes structure for metadata capture; good for remote office or trading partners, ie. RIA, Broker Dealer, partner Agencies.
  - IE - Internet eXpress – receive from other agencies on the network for send/receive from Mojo.
  - SFTP – a secure location where you drop packages with metadata for Mojo to retrieve.
  - eM4 – sending to Mojo, with our cross over and B2C instructions, email with attachments can be routed to Mojo.
- SLA 2 hours.

#### Use Case: BGA Program

- ✓ Digitizes, transcribes, and interprets 50+ data fields (negotiable)
- ✓ 15 Document Types (negotiable) – NAILBA standard
- ✓ 2-hour SLA
- ✓ Related Solutions: Mojo4LIFE –18 Carrier Libraries, Annuities – *in progress*

#### ✓ All Onboarding Ramps are Digital

- ✓ Onboarding source: Mail room, BGA, RIA, Advisor, Agent
- ✓ Admin: CRM, AMS, U/W System Policy Admin, or Big Data Application
- ✓ IECO: Internet eXpress Central Office
- ✓ VCF: Virtual Client Folder VCF Pub hangs off VCF
- ✓ Validations: Smarty Streets API, (included), Lexis Nexis (Option)





## Customer B

The below diagram describes the workflow of a life insurance company using Paperclip services for the onboarding of new business for data and documents, aggregation of supporting documents, and delivery to underwriting system. VCF is used to host new business process. Workflow adopts case management. Same VCF platform hosts for the broker dealer registered reps. These reps subscribe separately to the service, invoicing managed by Paperclip. This enables a consistent platform that manages 17a-4 compliance for archive and retention.

Multiple onboarding ramps:

- TCP – field and branch offices supporting registered reps from their broker dealer.
- IE – documents received via the Internet eXpress service from strategic alliances using Paperclip VCF or disparate document management systems.
- FTP - documents received and picked up by Internet eXpress service from strategic alliances using disparate document management systems.

Documents onboarded are handed off to Mojo for digitization of 400+ data fields for 20 products and 25 document types.

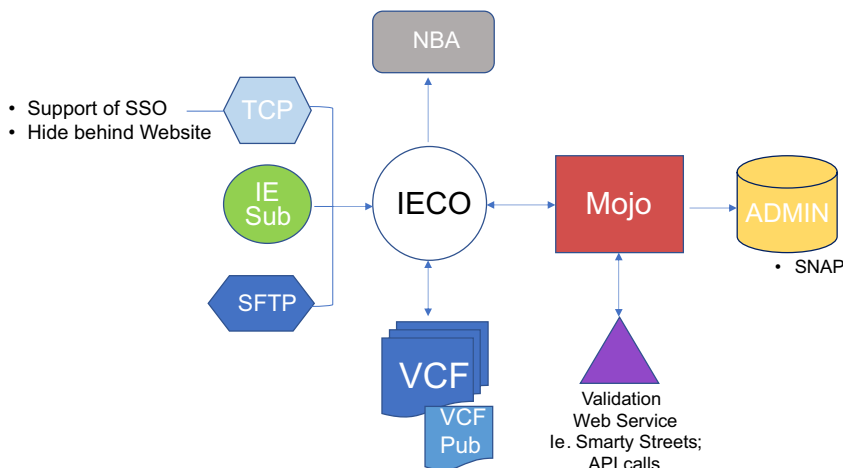
- Mojo delivers the data feed to middleware, SNAP, for policy assignment.
- NAP call the VCF API for insertion of policy number into the associated VCF folder.
- Mojo delivers the documents into VCF, creating the folder if one does not exist.

Case managers complete the aggregation of documents and release them to the underwriting system via Internet eXpress.

2-hour SLA

### Use Case: Insurance Company New Business Onboarding Process. (Insko)

- ✓ Digitizes, transcribes, and interprets 400+ data fields, 20 products, 25 document types
- ✓ 2 - hour SLA
- ✓ Integrated Third Party Solutions: SNAP, NBA





## Customer C

The below use case is a program created for the Brokerage General Agencies for Independent Life Insurance. It is a good example of removing the manual onboarding of applications and trailing documents into the agency management system.

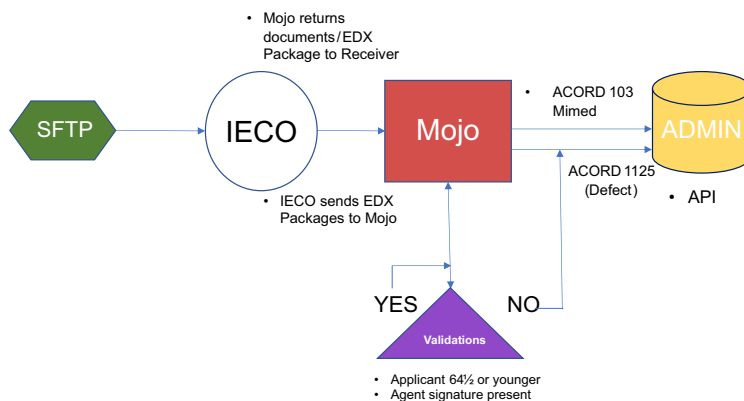
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  - TCP (The Capture place) - a portal that promotes structure for metadata capture; good for remote office or trading partners, ie. RIA, Broker Dealer, partner Agencies.
  - IE - Internet eXpress – receive from other agencies on the network for send/receive from Mojo.
  - SFTP – a secure location where you drop packages with metadata for Mojo to retrieve.
  - eM4 – sending to Mojo, with our cross over and B2C instructions, email with attachments can be routed to Mojo.
- SLA 2 hours.

### Use Case: Carrier - Medicare Supplement (Inско)

- ✓ Digitizes, transcribes, and interprets 100% of data fields
- ✓ 2 - hour SLA
- ✓ Pre-Process check

### ✓ All Onboarding Ramps are digital

- ✓ Onboarding source: SFTP
- ✓ Admin: U/W System, Policy Admin, or Big Data Application
- ✓ IECO: Internet eXpress Central Office
- ✓ Validations: Custom Pre-Process



# PARTNER PROFILE



## Clearing & Custody

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Business Development Manager

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### Firm Vision

To be a leading provider of clearing and custody services to successful financial services firms like yours. Our strong personal relationships with the firms we serve is the foundation for everything we do. No matter the size or structure of your firm, we deliver the customized clearing, custody and execution services you need. But we go way beyond processing transactions, record keeping and holding your clients' financial assets to offer innovative technology, best-in-class resources and attentive support to help you run, grow and protect your business.

### Firm History

The RBC legacy in the United States stretches back to 1909. Born in the Midwest, our firm has deep roots in the regional securities business. We've steadily grown as a result of our culture of service and commitment to integrity. Over this time we've become known for our award-winning technology, expansive product offering and exceptional service. Our unique pedigree is matched by the conservative risk management and fiscal responsibility of our parent company: RBC. In history – and in today's marketplace – we are unlike any other clearing and custody provider.

### Leadership

- Brett Thorne, President, RBC Clearing & Custody
- Noel Stave, Chief Technology Officer, RBC Clearing & Custody
- Dustin Aamodt, Chief Operating Officer, RBC Clearing & Custody
- Tammy Benson, Director of Marketing and Communications, RBC Clearing & Custody
- Aaron Funk, Director of Wealth Strategy, RBC Clearing & Custody
- Pete Hancuh, Director of Institutional Services, RBC Clearing & Custody
- Kelly Johnson, Head, Client Experience, RBC Clearing & Custody
- Mark McKinney, Director of Regulatory Risk, RBC Clearing & Custody
- Greg Plifka, Director of Business Development, RBC Clearing & Custody



## Products /Services

- Full service clearing and/or execution services and/or custodial services for broker-dealers and registered investment advisors serving retail wealth management and institutional clients.
- Comprehensive wealth management platform, featuring a broad mix of investment products and a wide range of managed accounts, plus credit solutions and professional trustee services.
- Innovative technology solutions only available from RBC, as well as applications from leading FinTech providers.
- Access to wealth management expertise, practice development and marketing resources and experienced trading specialists.

## Ideal Buyer

No matter a firm's size or structure, the Black Diamond platform has the flexibility and power to support the unique needs of wealth management firms, including:

- RIAs
- Broker-dealers
- Family Offices
- Banks
- Trust Companies
- Community Foundations
- Hybrid RIAs

## Products /Services

Within Black Diamond and RCI, advisors leverage cutting-edge solutions that drive success, such as:

- Comprehensive portfolio management
- Compliance oversight
- Robust Reporting
- Immersive Client Experience portal
- Alternative data feeds
- Pre-configured and customizable compliance tests
- Next-generation Rebalancer
- And much more

## Key Roadmap Deliverables

- Helping you make a difference in your business – and your clients financial lives.
- Simplifying, unifying – and elevating – your technology experience by centralizing all applications and information necessary to serve clients into an integrated platform.
- Providing digital capabilities your clients want, including electronic account opening, mobile account information and self-service solutions to help enhance your client relationships.



## Success Snapshots

Brief Use Cases

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### Customer A

"Our strategic relationship with RBC Clearing & Custody is critical to our business. We chose RBC Clearing & Custody because of their approach to open architecture, best-in-class technology and their commitment to top tier service that our financial professionals and clients demand. Issues and challenges do arise, but we've found that RBC Clearing & Custody is willing to dig in and solve the challenges with us and for that we very much appreciate their strong support."

Mark Garrett, Executive Chairman

*Moors & Cabot*



### Customer B

"The people we interact with at RBC Clearing & Custody is the reason we've been with you for over 25 years. I feel like they care about our firm and care about our success."

Ted Moloney, President & COO

*Moloney Securities Co., Inc.*



### Customer B

"The technology stack is not only beneficial to us as an introducing firm, but it's also fabulous for clients from an overall experience standpoint."

Mat Gleason, President of FBL Wealth Management, LLC and FBL Marketing Services, LLC

*Farm Bureau Financial Services*

# PARTNER PROFILE



CONTACT:

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Direct: 781.619.8160  
jsawan@advisor360.com



## Firm Vision

Headquartered in Weston, Massachusetts, Advisor360° is committed to transforming the financial services industry for the benefit of all, by building, delivering and integrating technology for wealth management firms. The company's award-winning integrated and open architecture SaaS platform brings a connected digital wealth experience to financial advisors, their clients and the home office, so that firms can drive better outcomes and innovate quickly, resulting in increased growth and deeper relationships. Advisor360° clients benefit from timesaving capabilities and streamlined workflows when it comes to portfolio and performance reporting, financial planning, insurance, proposal generation, trading and model management, digital onboarding, document management, analytics and compliance. The company's proprietary Unified Data Fabric™ (UDF) is the foundation of its platform, weaving together shared services and pre-built integrations that work with existing technology stacks. Today, three million households with \$1 trillion in assets benefit from the connected Advisor360° experience. To learn more, visit [www.advisor360.com](http://www.advisor360.com).

## Firm History

Advisor360° was launched in 2019 and has a unique understanding of the technologies broker-dealers need to run their businesses and maximize their advisors' productivity. We support some of the highest producing advisors in the industry and our heavy investment in technology is vital to productivity and revenue growth. We offer a "shared R&D model," allowing broker-dealers to capitalize on our economies of scale to reduce costs and focus resources in places where they can best create competitive advantages.

## Leadership

Richard Napolitano, Chief Executive Officer. Rich focuses on building a best-in-class wealth management SaaS platform and leading clients through their digital transformation. He has spent over 30 years working in engineering, largescale IT software systems and sales, enterprise-level team management, and global product development.

## Ideal Buyer

Advisor360° builds and integrates technology for wealth management firms including independent broker-dealers, insurance broker-dealers, large RIAs, and bank trusts.

## Products /Services

Advisor360° provides enterprise solutions to broker-dealers and large RIAs to help them grow their business, operate efficiently, and recruit new advisors. The platform has capabilities that serve the home office, advisor, and end investor and span investments, insurance, financial planning, model management and trading, and client experience. We have a robust set of solutions focused around:

- Reporting
- Account Opening
- Advisor Experience
- Client Experience
- Books and Records

## Key Roadmap Deliverables Q1/Q2

- Investnet integration including bi-directional data flow between the proposal and new account
- Sleeve level performance reporting
- New client experience
- Opportunity reporting across investment, insurance and financial planning
- Executive dashboard widgets focused on growth and recruiting patterns
- Enhanced insurance reporting, including annuity riders & service features
- Compliance improvements including new self service reports and personal securities automation

## Adlib Comments

Advisor360° recently updated its offering by breaking down the all-in-one solution to solve clients specific needs. These new bundles were created to meet market demand—firms looking at any point in time to solve a specific problem, rather than replace their entire suite at a point in time. Advisor360°'s strategic foundation is built around data, which enables higher rates of growth and operational efficiency than our competitors, and over time saves firms time and money in costly maintenance, integration, and upcharges for new features.

Reporting: Efficiently bundle, schedule, and run fully reconciled, consistent reports across all investment and insurance accounts with our wealth management reporting solution.

Digital Onboarding: Our holistic approach to the account opening process leverages a broad set of data to efficiently gather data, propose compliance solutions, open accounts, and manage workflow for any type of investment account or insurance type.



# PARTNER PROFILE



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## Firm Vision

Sycamore Company is a modern back-office technology solution for broker-dealers and RIAs. Sycamore Company is revolutionizing and transforming broker dealer and RIA back-office software with a modern, fully integrated solution that's built on the Salesforce platform. Clients can now manage data, compensation processing/reporting, compliance review, surveillance and client/advisor management on one single platform – 100% on the cloud. By providing consultation, implementation and training to our clients we streamline the normally arduous process of selecting and implementing the proper software applications.

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## Firm History

Sycamore Company was founded in 2009 by Mike Overdorf. Having spent his career in the financial services industry, specifically in technology, Mike recognized the need for an integrated back office system that provided a central location for all client and advisor related information. Sycamore's platform was built to eliminate silo'd systems, creating a central hub for data, giving all home office departments one place to manage and document all advisor and client related activities.

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## Leadership

Mike Overdorf is president and founder of the Sycamore Company. He has over 25 years of experience working across multiple financial services verticals including banking, wealth management and insurance. Mike earned his BS degree in Finance from Siena College and his MBA from SUNY Albany. Mike provides the vision and guides the direction of Sycamore Company with input from his executive team – Mary Blackburn, Executive VP Sales & Marketing and Marypat Ganley, Vice President Product Management & Customer Support.

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## Ideal Buyer

The Sycamore platform is ideal for any broker/dealer or mid to large size RIA. Our products are modular, so whether a firm is looking for a full back office platform or just in need of data aggregation, compliance, or compensation services, Sycamore will likely be a great fit.

## Product /Services

- **Compensation Manager** – Sycamore Company’s Compensation Management Software has a rules based structure that allows for unlimited compensation scenarios and can support multiple lines of business within a single organization including Investments, Advisory and Insurance. Plus, the Advisor interface provides reps a real-time look at their commission history, including pending commissions and fees.
- **Compliance Manager** – Manage all data and interactions with advisors and prospects on a secure platform built entirely on Salesforce.com.
  - **Business Review and Surveillance** – Automated New Business Review/ Processing and Advisor submissions for approval, Compliance Questionnaires and Attestations, Manage & Report on Customer Complaints, Check & Certificate Blotters, Trade Blotter Monitoring.
  - **Tailored to You** – Customized business rules and workflows tailored to your firm’s specific supervisory controls, Robust, customizable reporting to monitor, manage and measure compliance activities from initiation to completion.
  - **Consolidated and Organized** – All activities are time and date stamped and recorded in the system. One consolidated firm wide platform and database for home office and advisors to access, eliminating lost or disparate documents and e-mails. Consolidated data and processes within one platform, providing secure and comprehensive books and records
- **Advisor Manager** – Integrates with Finra CRD for license tracking and checks for both securities and insurance, Manage the full rep hierarchy including branch info, admin assistants, multiple rep numbers, and unlimited split rep groupings.
  - **Management Reporting / Dashboards** - Home office consolidated view of all advisors AUM, production, and compensation.
- **Sycamore Analytics** – Powered by Salesforce Tableau, Sycamore Analytics makes your Data smarter. At the push of a button, explore Enterprise Wide Data – within Sycamore/Salesforce as well as external data sets, to discover important trends and behaviors.
- **Cirrus DataPro** – Data aggregation tool that gathers, normalizes and loads data into Sycamore or any Salesforce platform.

## Key Roadmap Deliverables

Based on input from our clients and changes in the industry, we are constantly enhancing the functionality of our platform. Additionally, we have an internal roadmap that prioritizes our development efforts. Top on our roadmap for this year is artificial intelligence, data warehousing and continuing to expand our list of integration partners.

## Success Snapshots

Brief Use Cases

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### Customer A

Purchased Compensation Manager module

- Provided separate instances of Compensation Manager for their BD and 2 RIAs.
  - Increased efficiency and accuracy in processing advisor payments
  - Online advisor access to check pending payments

Customized and consolidated reports/dashboards for advisors and home office



### Customer B

Purchased Compensation, Compliance and Advisor Manager modules

- Provided one platform for all advisor related processes
  - Increased efficiency for operations and compliance departments
  - Eliminated silos of information, allowing home office to see a complete picture of advisors
  - Enhanced surveillance and compliance functionality by creating detailed, customized and consolidated reports
  - Increased efficiency in business processing by providing online business submission and approvals
  - Online advisor access to communicate with home office personnel, submit requests and check pending commission/fee payments



## Customer C

Purchased Compensation, Compliance and Advisor Manager modules

- Provided one platform for all advisor related processes
  - Increased efficiency for operations and compliance departments
  - Eliminated silos of information, allowing home office to see a complete picture of advisors
  - Provided the core engine (hub) of an integrated platform for advisors by integrating multiple 3rd party applications
    - Single sign-on providing access through Sycamore to all 3rd party applications
  - Online advisor access to communicate with home office personnel, submit requests and check pending commission/fee payments



**BEACON STRATEGIES, LLC**  
CONSULTING | ROUNDTABLES | RESEARCH

# BEACON STRATEGIES PRODUCTS

Beacon bridges the knowledge and vision gap between wealth firms and solutions providers to help wealth marketplace customers:

- Chart their course
- Navigate complex waters
- Better serve their clients

## Beacon Products

Tools to help wealth firms and partners drive measurable improvement:



A research tool helping enterprise wealth firms understand how they match up against their peers.



A wealth management curriculum supplying an industry overview for newer or more inexperienced employees.



A technology and process tool that helps firms meet their regulatory responsibilities specific to 3rd party providers.



**Enterprise Wealth Consulting Services | Beacon Strategies, LLC**  
**beaconstrategiesllc.com**

# 2023 ROUNDTABLE SCHEDULE

## THE INNOVATORS - EXPLORING WHAT IS NEXT FOR WEALTH MANAGEMENT TECHNOLOGY

**DATES:** MAY 10-12, 2023  
**LOCATION:** SCOTTSDALE, AZ



## INVESTMENT PRODUCT, PLATFORM, & FIDUCIARY - THE MORPHING OF THE INVESTMENT SIDE OF THE BUSINESS

**DATES:** SEPTEMBER 20-22, 2023  
**LOCATION:** DENVER, CO

## MARKETING & RECRUITING - THE NEW AGE OF MARKETING

**DATES:** OCTOBER 11-13, 2023  
**LOCATION:** ST. AUGUSTINE, FL



## THE ROUNDTABLE - THE NEW AGE OF MARKETING

**DATES:** NOVEMBER 1-3, 2023  
**LOCATION:** BERMUDA

# 2024 Roundtable Schedule

## The Compliance Roundtable

Audience: Wealth Firm Compliance Professionals  
Past Attendees: CCOs, Compliance Leaders  
Date: February 21st -23rd, 2024  
Location: San Diego, CA

## The Operational Excellence Roundtable

Audience: Wealth Firm Operations Professionals  
Past Attendees: COOs, Firm Operations Leaders  
Date: March 20th – 22nd , 2024  
Location: Austin, Texas

## The Innovators

Audience: Wealth Firm Practice Management  
& Advisor Technology Professionals  
Past Attendees: COOs, CIOs, CTOs, Platform Owners  
Date: April 17th – 19th, 2024  
Location: Charlotte, NC

## Investment Products, Platform, & Fiduciary

Audience: Wealth Firm Investment Management and Platform Professionals  
Past Attendees: COOs, CIOs, CCOs, and Investment Leadership  
Date: May 15th – 17th, 2024  
Location: Charleston, SC

## The Age of Marketing: Supporting Communications & Business Growth

Audience: Wealth Firm Marketing & Recruiting Professionals  
Past Attendees: COOs, CMOs, and Marketing Leadership  
Date: October 16th – 18th, 2024  
Location: Mountain Brook, AL

## The Roundtable

Audience: Wealth Firm C-Suite  
Past Attendees: C-Suite, Presidents and Senior Positioned Leadership  
Date: November 6th – 8th, 2024  
Location: Santa Barbara, CA

## The Roundtable for RIAs

Audience: RIA Wealth Firm C-Suite  
Attendees: Owners and Leadership of RIAs  
Date: December 4th – 6th, 2024  
Location: Ft. Lauderdale, FL

## NOTE:

Dates and locations may change, so please check our website for more updates and information on upcoming Roundtable onsite events.



[www.beaconstrategiesllc.com/beacon-roundtables](http://www.beaconstrategiesllc.com/beacon-roundtables)

# NOTES

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**THE ROUNDTABLE SERIES**  
BEACON STRATEGIES, LLC



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