



Dimensional

PRACTICE MANAGEMENT

Building Blocks of Growth: *An Evidence-Based Approach*

FPA Hampton Road

Livia Ramirez
Regional Director, Practice Management

September 11, 2025

STRATEGIC
PLAN

HUMAN
CAPITAL

GROWTH &
MARKETING

CLIENT
EXPERIENCE

INVESTMENTS &
OPERATIONS

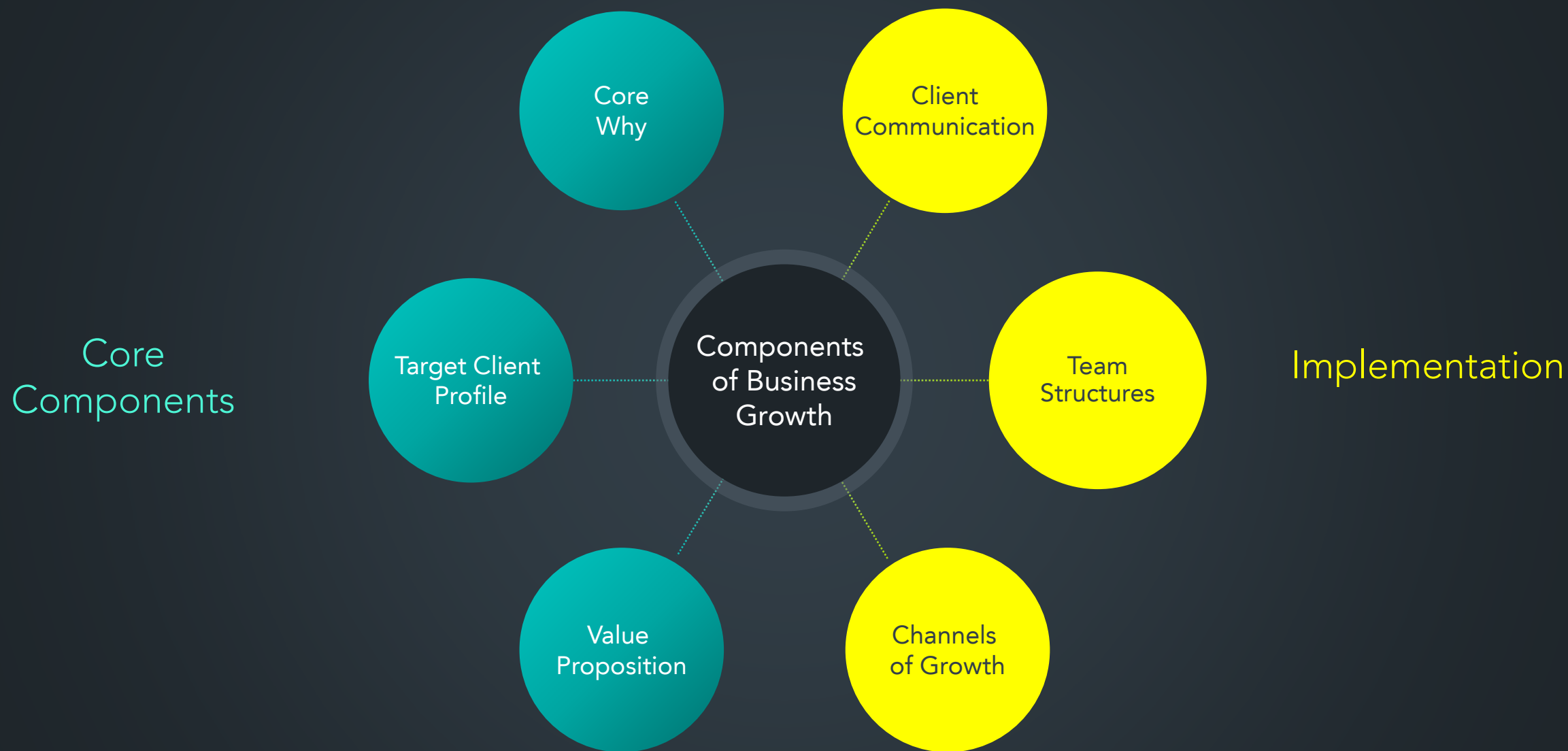
STRATEGIC
PLAN

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CLIENT
EXPERIENCE

INVESTMENTS &
OPERATIONS



Global Advisor Study (2025)

A strategic practice management tool

One of
the largest
advisor
studies

515

US Firms

\$1.1B

Average Total
Assets Managed

617

Average Total
Households

FOCUS AREAS:

- Key Business Metrics
- Income Statement
- Roles and Compensation
- Client Experience
- Equity and Ownership
- Technology

Global Investor Study

Insight into your firm from a client's point of view

1,000+

Unique Global
Participants

10

Years
of Data

100k+

End-Clients
Surveyed

FOCUS AREAS:

- Demographics
- Business Development
- Values & Services
- Investments

High Performing Firms Defined



Dimensional defines the universe of High Performing Firms by ranking firms across five key metrics.

Each firm is given a percentile rank across the five metrics, and the average of these determines the overall ranking. The top quartile of firms by overall ranking are selected as High Performing Firms⁴.



1. Excluding death, divorce, "we terminated".

2. Excluding "we terminated".

3. Service and Senior combined.

4. Firms must provide data for at least four of the five metrics to be under consideration as a High Performing Firm

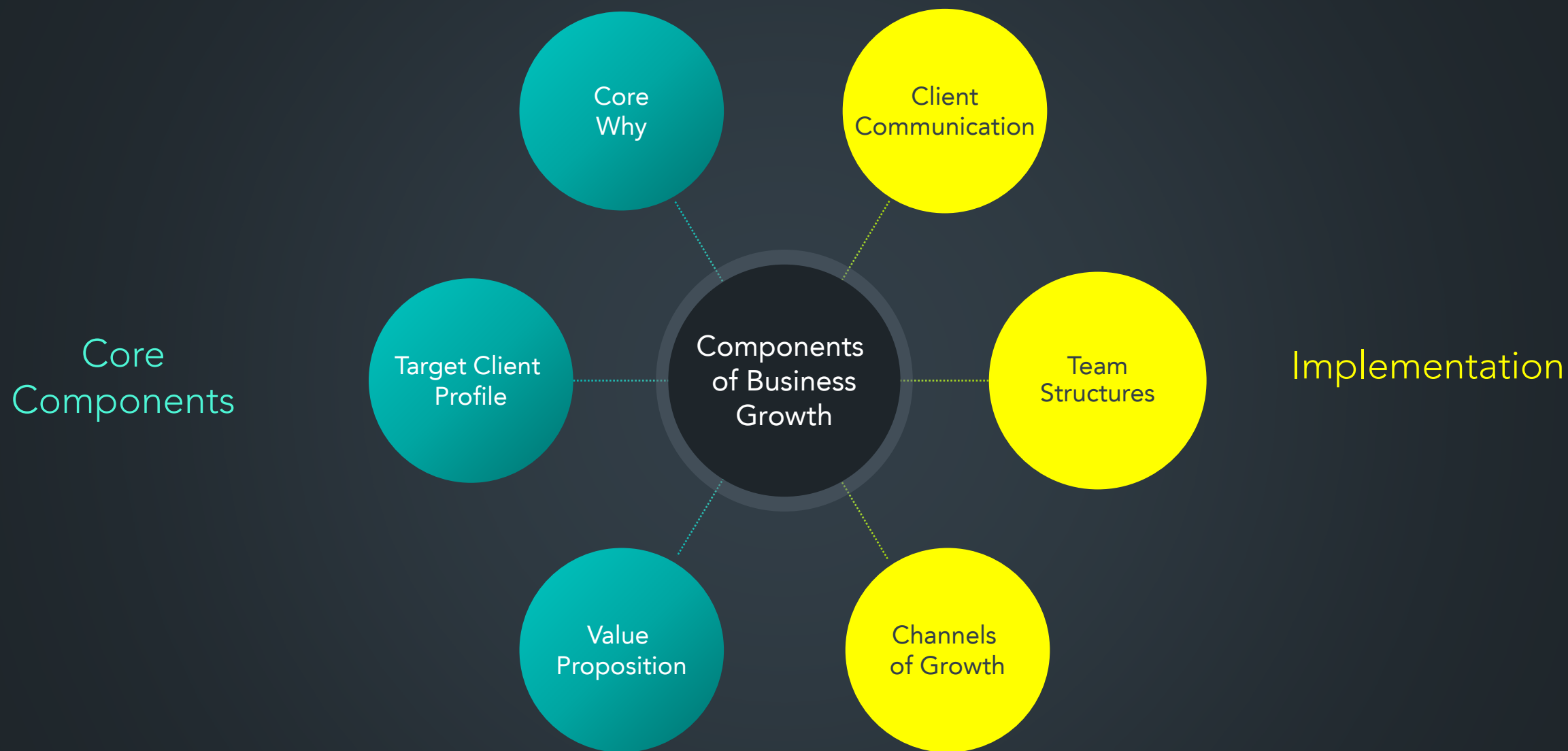
Business Challenges

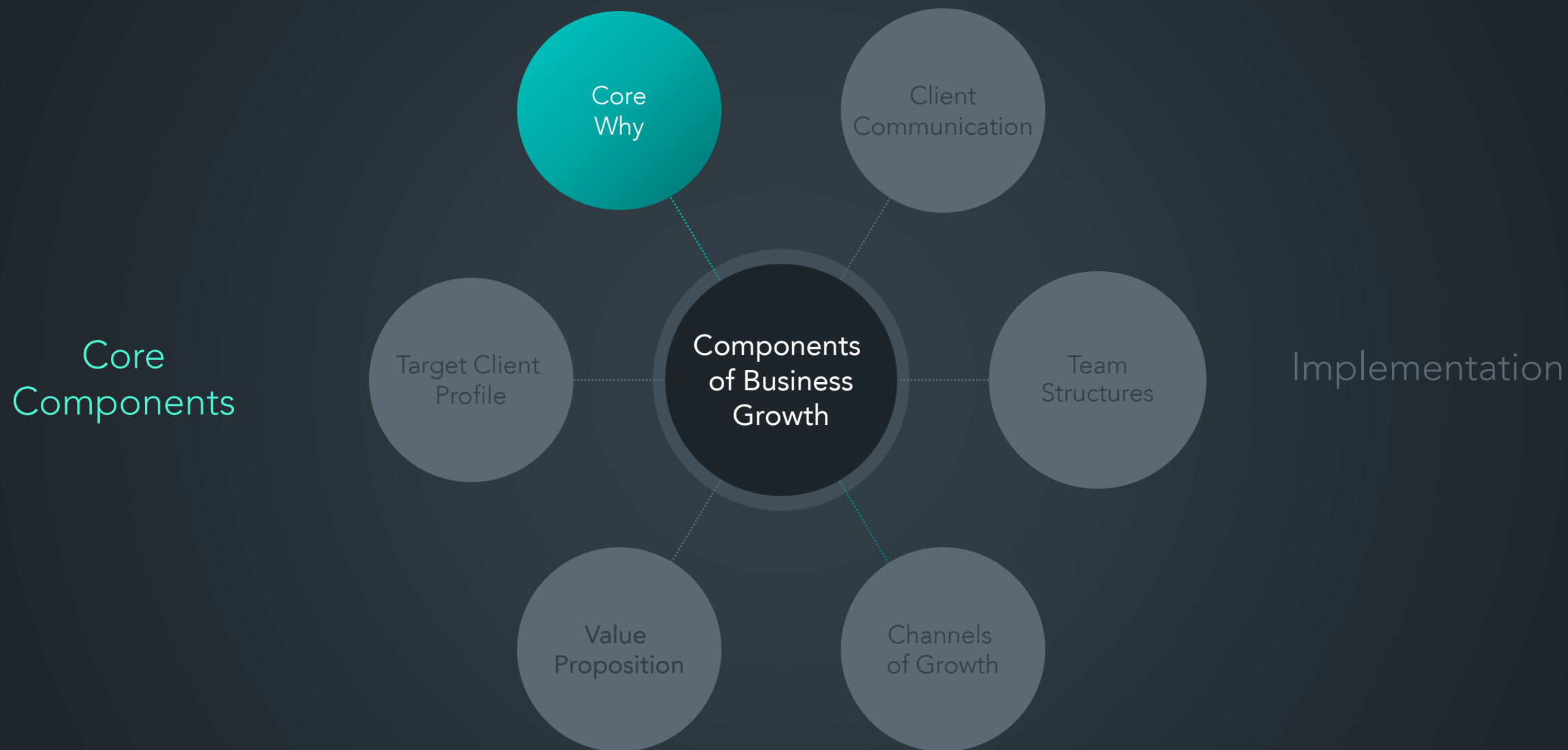
Growth



	High Performing Firms	Other Firms
Capacity Constraints	1	1
Client Referral Process	2	
Developing a Marketing Strategy	3	2
Sourcing Perspective Clients		3

Results from the Dimensional 2025 Global Advisor Study. 515 US firms participated. 196 firms met High Performing criteria.





A Strong Core Why



What

What *The services & advice you offer*

How

Why

A Strong Core Why



What *The services & advice you offer*

How *Your processes*

Why

A Strong Core Why



What *The services & advice you offer*

How *Your processes*

Why *Transforming how people feel*

A Strong Core Why



What *The services & advice you offer*

How *Your processes*

Why *I believe in helping people better
their lives through financial advice*

A Strong Core Why



What *The services & advice you offer*

How *I do this through best in class software and data*

Why *I believe in helping people better their lives through financial advice*

A Strong Core Why



What

What

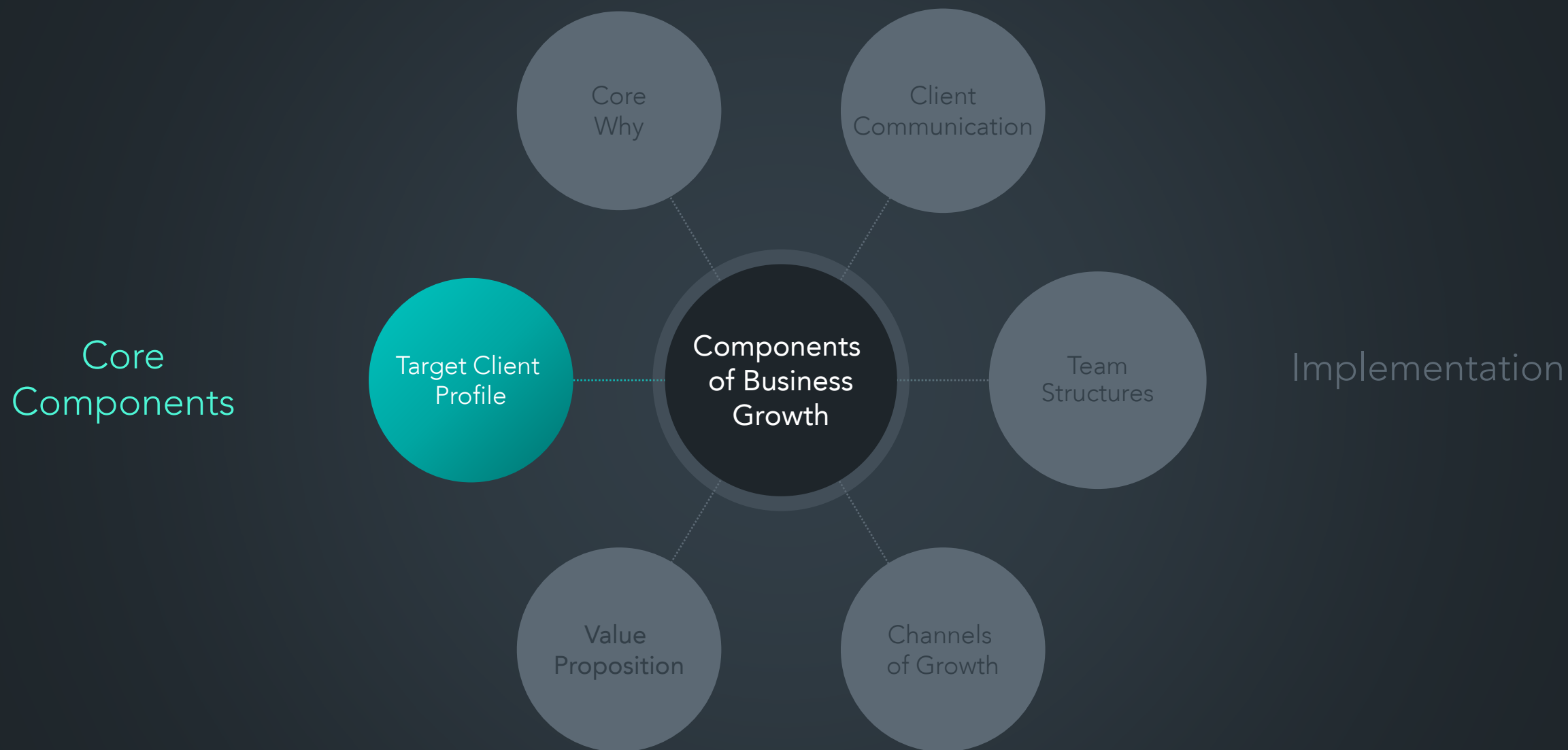
*To provide financial planning
to high net worth individuals*

How

*I do this through best in class
software and data*

Why

*I believe in helping people better
their lives through financial advice*



79%
of firms **have** identified
an ideal target client profile

Segmentation

Approaches for identifying groups

Demographic

- Age
- Nationality
- Gender
- Generation
- Family
- Income
- Wealth
- Education

Behavioral

Their Ideal Process:

- What They Want
- When They Want It
- How They Want It
- Where They Want It

Psychographic

- Personality
- Lifestyle
- Social Status
- Activities
- Interests
- Opinions
- Attitudes

Demographics/Psychographics



Person 1

Person 2

Born in 1969; American; Wealthy; Trailblazer

Female

Built a global brand empire

Co-authored a *New York Times* best-selling book

Performed on the world's biggest stage

Known for empowering women

Started from "the Block"



Demographics/Psychographics

Jennifer Lopez
"Jenny from the block"

Person 2

Born in 1969; American; Wealthy; Trailblazer

Female

Built a global brand empire

Co-authored a *New York Times* best-selling book

Performed on the world's biggest stage

Known for empowering women

Started from "the Block"



Demographics/Psychographics

Jennifer Lopez
"Jenny from the block"

Sheryl Sandberg
Former COO of Meta; Built
Facebook's digital block

Born in 1969; American; Wealthy; Trailblazer

Female

Built a global brand empire

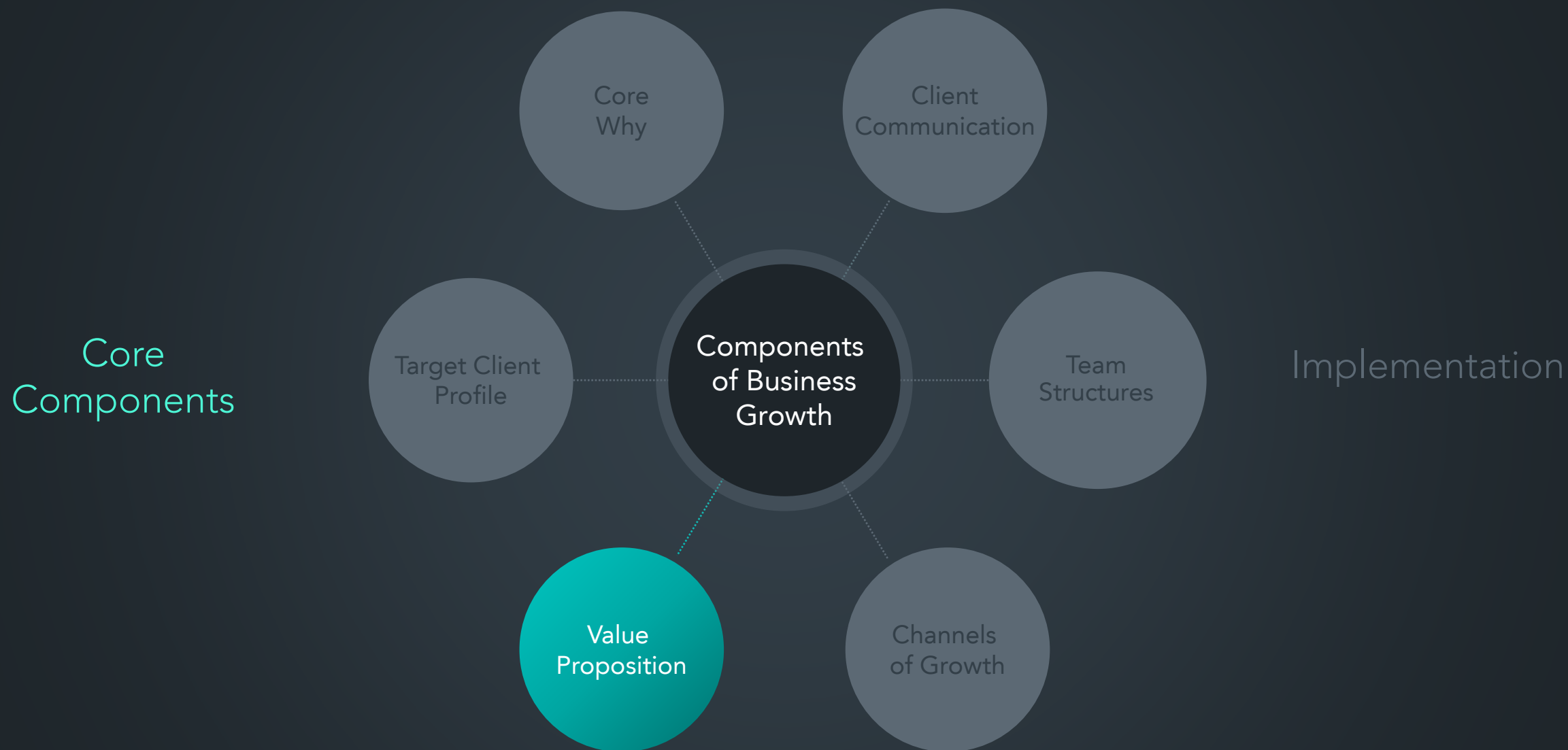
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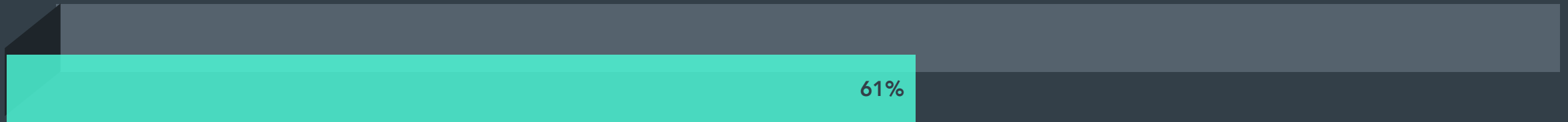




Articulating Your Value Proposition



How clearly can you and your employees articulate your value proposition to clients and prospects?



61% of high performing firms said everyone who works directly with clients could articulate their value proposition consistently to clients

The Value Of Advice



How do you measure the value you receive from your advisor?

Progress towards my goals

Sense of security or peace of mind

Investment returns

Knowledge of my personal financial situation

My investment account balance

The Value Of Advice



How do you measure the value you receive from your advisor?

#3 Progress towards my goals

#1 Sense of security or peace of mind

#4 Investment returns

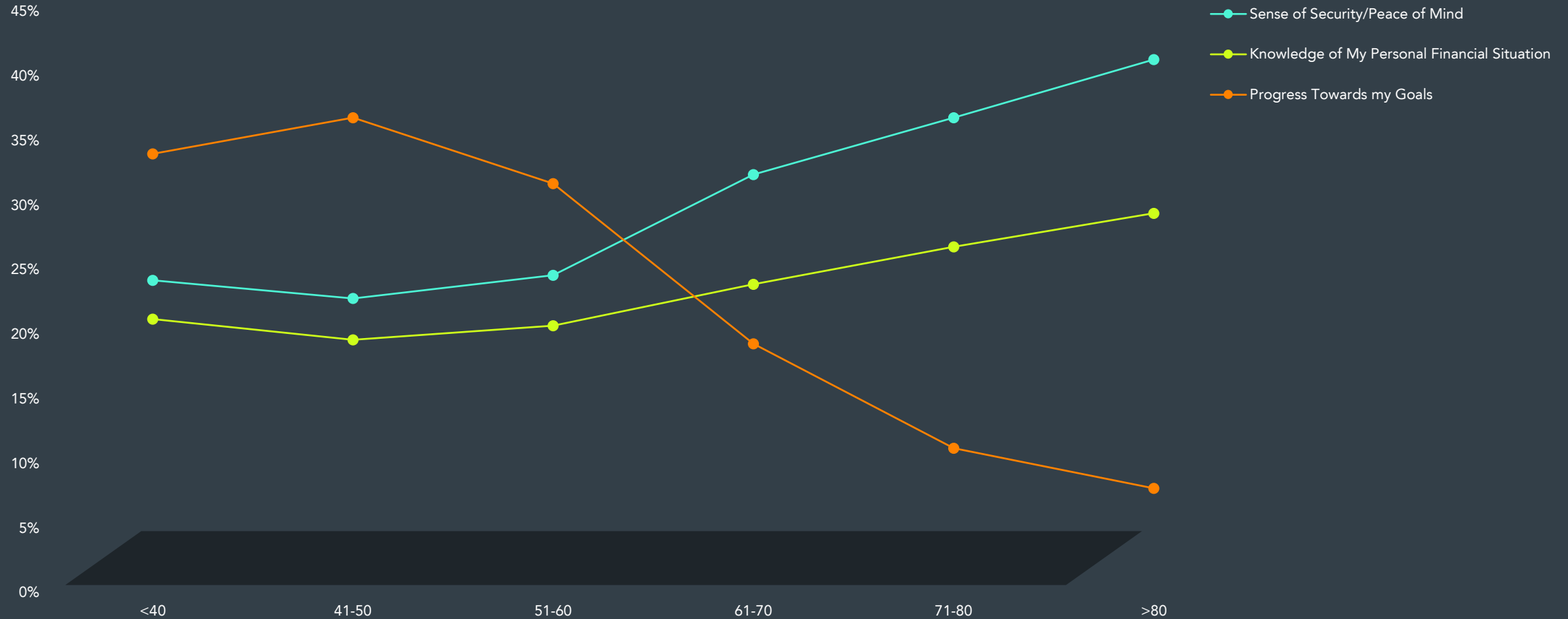
#2 Knowledge of my personal financial situation

#5 My investment account balance

Advisor Value



How do you measure the value you receive from your advisor?



Results from the Dimensional January 01, 2021 – June 30, 2025 Global Investor Study (36,009 clients.)
1,878 <40 Years. 2,686 41-50 Years. 6,617 51-60 Years. 12,592 61-70 Years. 9,315 71-80 Years. 2,712 >80 Years.

Investment Management is Important



How Important Are Each Of the Following Services? Scale of 0 – 5, select all that apply



Investment Management is the most importance service.

As levels of investable assets increase, all services become more important.

Deeper Research

"What Drives Growth for Financial Advisors?"



"Firms offering a larger variety of services tend to grow more.

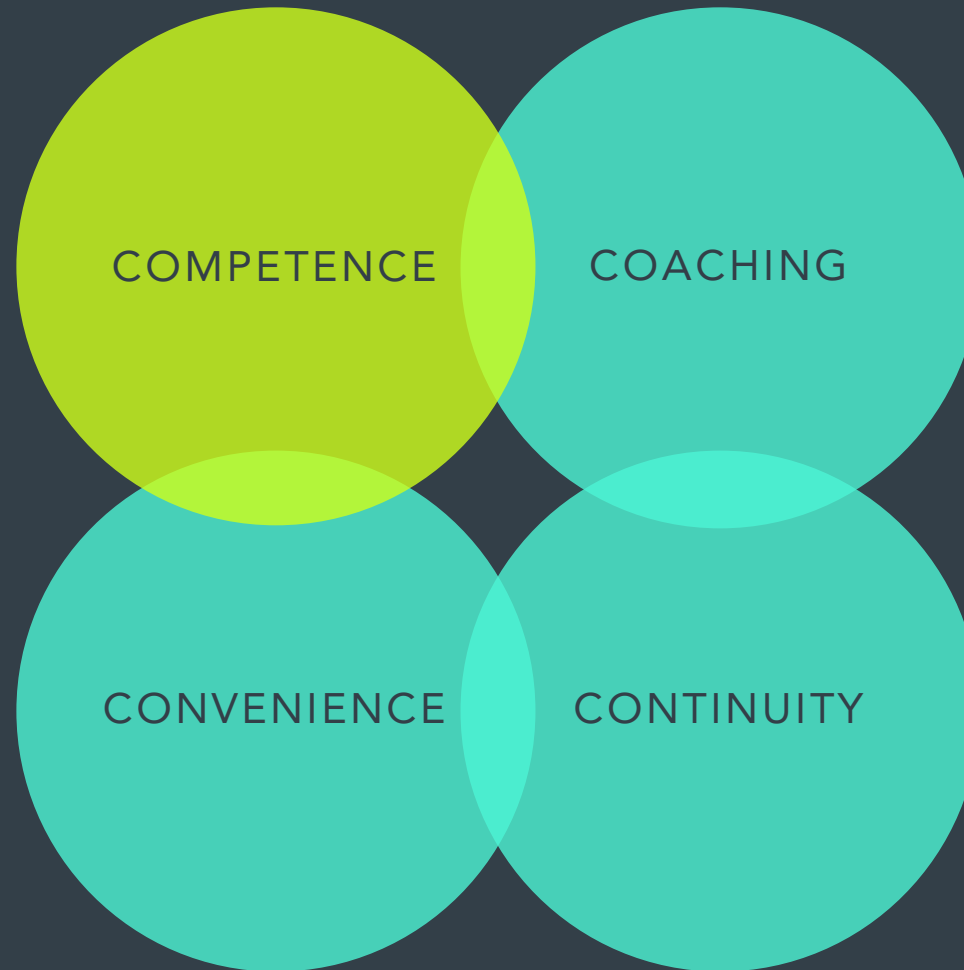
In addition, investment solutions play an important role. The use of model portfolios, a greater number of model portfolios, and the use of small-account solutions are associated with stronger growth"

Marco di Maggio

Associate Professor of Business Administration
Harvard Business School

Cornerstones of Advice

4C Framework



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Cornerstones of Advice

4C Framework



The Advisors Perspective of Value

- Personalized financial planning
- Holistic asset integration
- Investment selection & monitoring
- Asset allocation & rebalancing
- Risk management
- Generating income strategies
- Tax/estate considerations
- Specialized expertise

Cornerstones of Advice

4C Framework

The Client's Perspective of Value

- Financial education
- Saving and spending
- Adherence to plan and goals
- Setting realistic expectations
- Emotions, biases, and stress
- Maximize wellbeing
- Trusted second opinion
- Life/business transitions



Cornerstones of Advice

4C Framework

The Client's Perspective of Value

- Time savings
- Personalized service
- Coordinate trusted professionals
- Integrated and holistic view
- Vendor selection and monitoring
- Secure technology



Cornerstones of Advice

4C Framework

The Client's Perspective of Value

- Spousal involvement
- Joint financial goals
- Children engagement and legacy
- Family values
- Multigenerational planning
- Donations and philanthropy

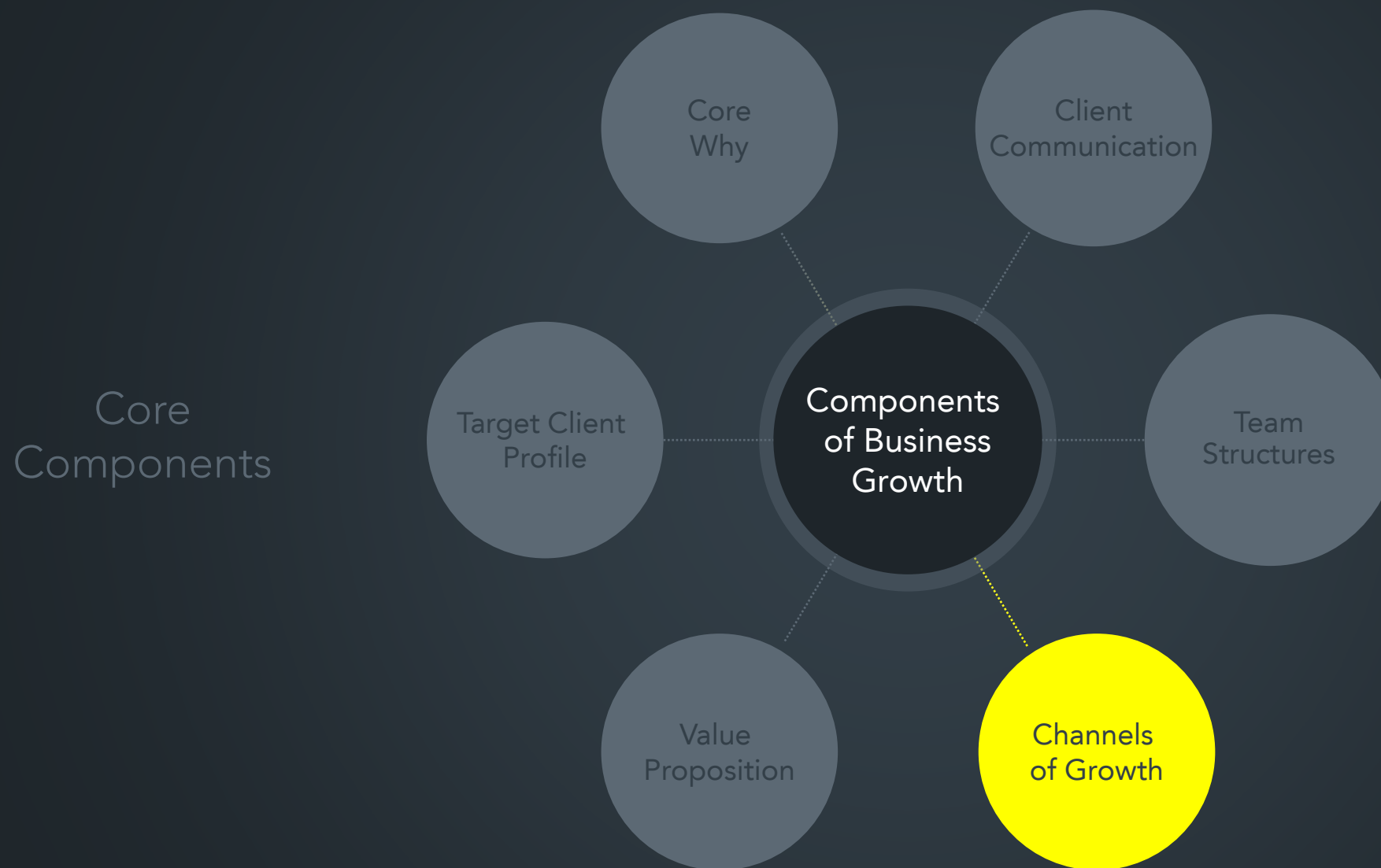


Cornerstones of Advice



4C Framework





Implementation

Client Growth by Channel

	High Performing Firms	Other Firms
Referrals from Existing Clients	1	1
Referrals from Centers of Influence (COI)	2	
Advisors	3	2
Digital Marketing		3

High performing firms consistently gain more clients through M&A.

Other Firms gain more clients via Digital Marketing than HPFs

Client Referrals

The Referral Gap



100

Households



The Referral Gap



100

Households

82

Are promoters



The Referral Gap

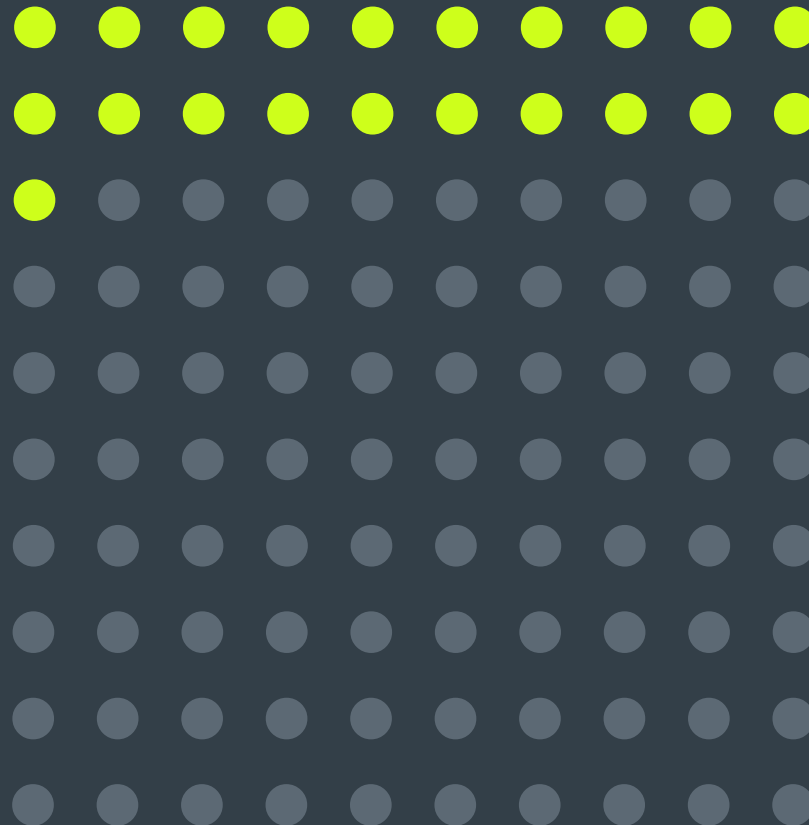


100

Households

82

Are promoters



26

Are promoters and
have referred

The Referral Gap



100

Households

82

Are promoters



26

Are promoters and
have referred

5

New Clients from
Referrals

When do you engage with clients about referring?

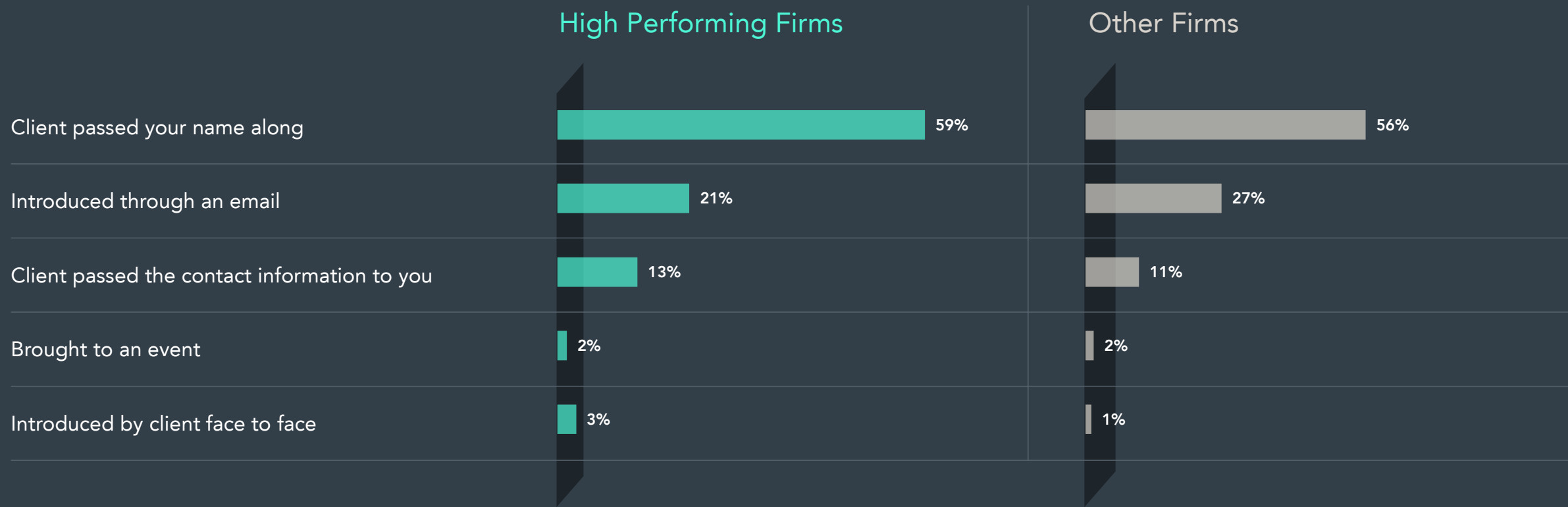


High Performing Firms

	Rank
Standard part of a meeting agenda	1
Part of a client feedback initiative	2
“Bring a friend/prospect”- focused client events	3
Communicated during the onboarding process	4

Results from the Dimensional 2023 Global Advisor Study. 500 US firms participated, of which 125 were designated as High Performing Firms.

Over the past 12 months, what was the most common way your clients made a referral?



Results from the Dimensional 2023 Global Advisor Study. 500 US firms participated, of which 125 were designated as High Performing Firms.

Client Referrals

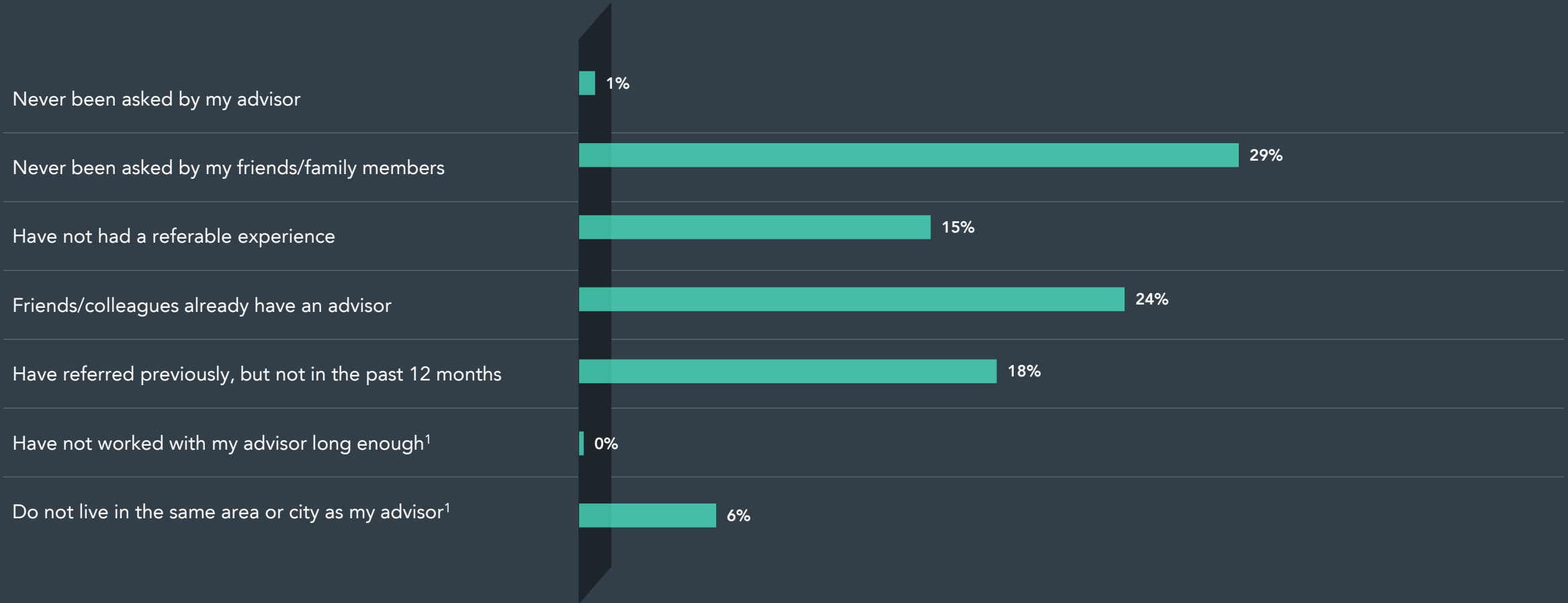
A horizontal bar chart with a dark grey background. A teal-colored bar represents 34% of the total. The percentage '34%' is written in white text at the end of the teal bar.

34%

Only 34% of firms had a defined process for driving client referrals.

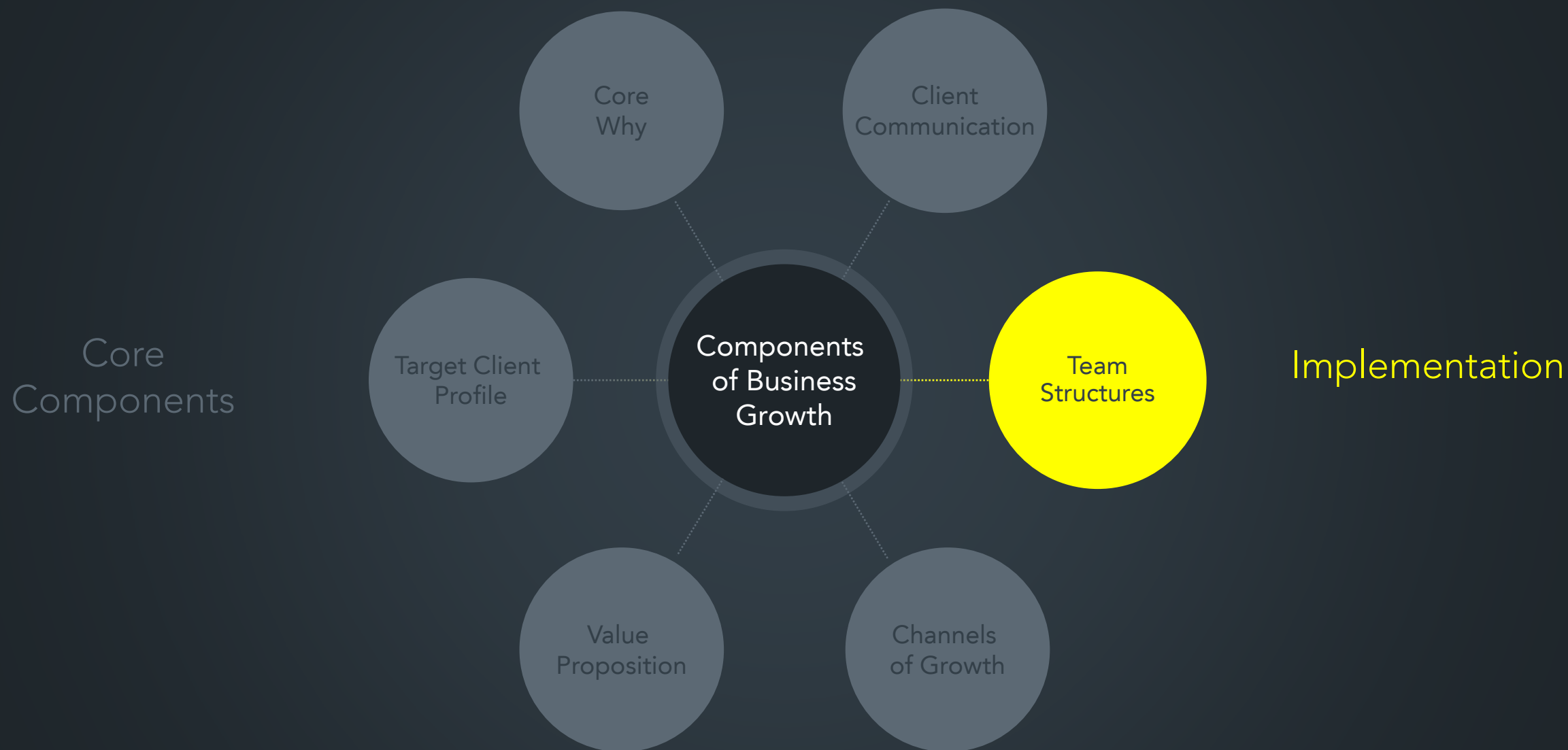
Why Not?

What is the primary reason you have not introduced a friend or colleague to your advisor?



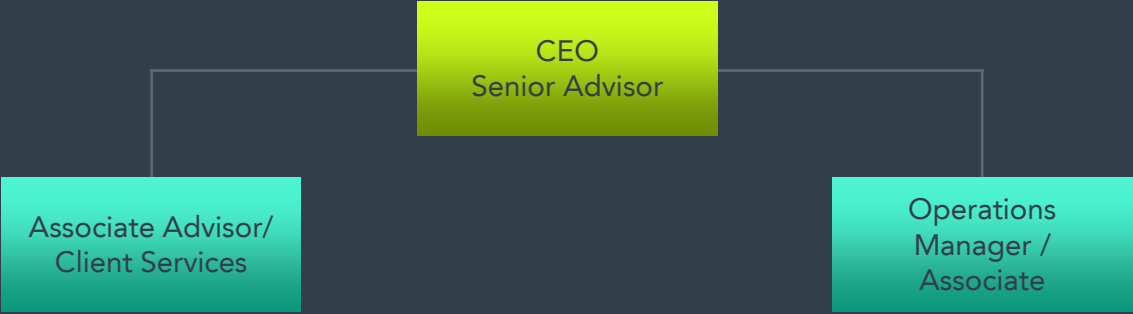
 Promoters

1. Added as of October 2024.
Results from the Dimensional 2021-2024 Global Investor Study. 31,356 clients. 25,730 Promoters. 1,380 Detractors.



Sample Organizational Charts

\$500K–\$1M Annual Revenue



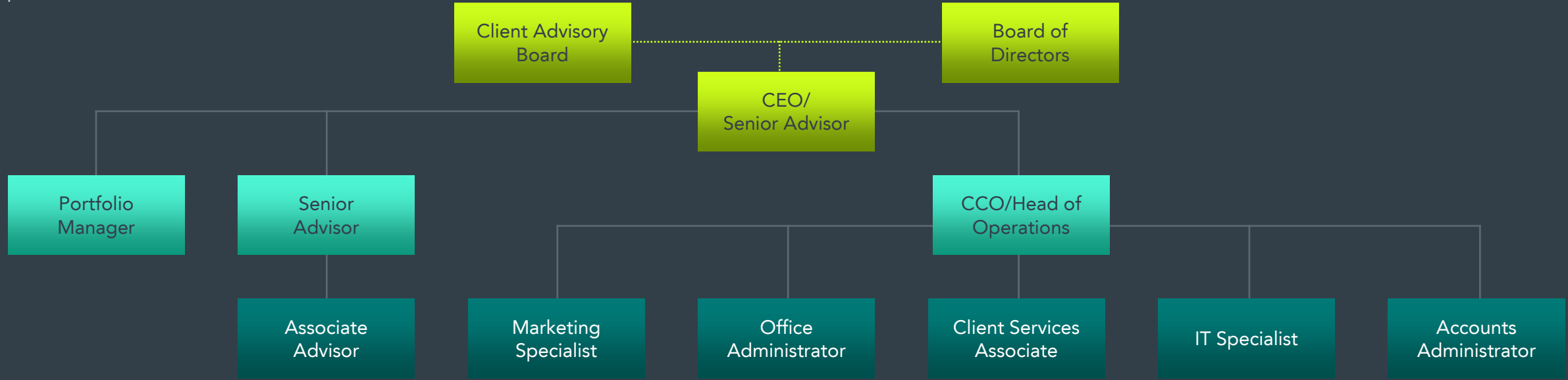
Possible Outsourced Services and Resources				
Compliance <ul style="list-style-type: none">▪ Policies▪ Procedures▪ Oversight	Human Resources <ul style="list-style-type: none">▪ Payroll▪ Benefits▪ Recruiting▪ L&D	Information Tech <ul style="list-style-type: none">▪ Admin▪ Security▪ Infrastructure	Marketing and Branding <ul style="list-style-type: none">▪ Social Media▪ Events▪ Website	Portfolio Admin <ul style="list-style-type: none">▪ Reporting▪ Rebalancing▪ Reconciliation

Illustrative only. Not a recommendation. Each organization’s structure is dependent on firm’s unique needs.

Sample Organizational Chart



\$1–3M Annual Revenue



Service Teams

(Frontline client facing team)

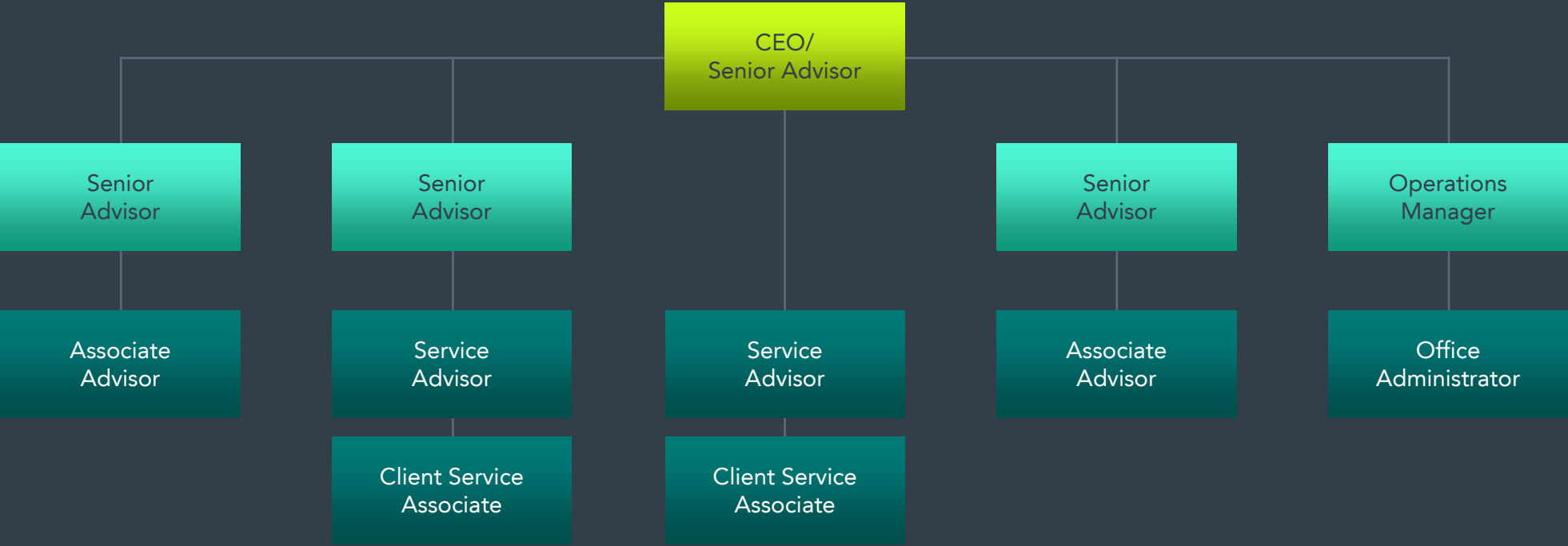
- Lead Advisor
- Service/Associate Advisor
- Client Services Associate/Admin

Possible Outsourced Services and Resources				
Compliance	Human Resources	Information Tech	Marketing and Branding	Portfolio Admin
<ul style="list-style-type: none">▪ Policies▪ Procedures▪ Oversight	<ul style="list-style-type: none">▪ Payroll▪ Benefits▪ Recruiting▪ L&D	<ul style="list-style-type: none">▪ Admin▪ Security▪ Infrastructure	<ul style="list-style-type: none">▪ Social Media▪ Events▪ Website	<ul style="list-style-type: none">▪ Reporting▪ Rebalancing▪ Reconciliation

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Sample Organizational Chart

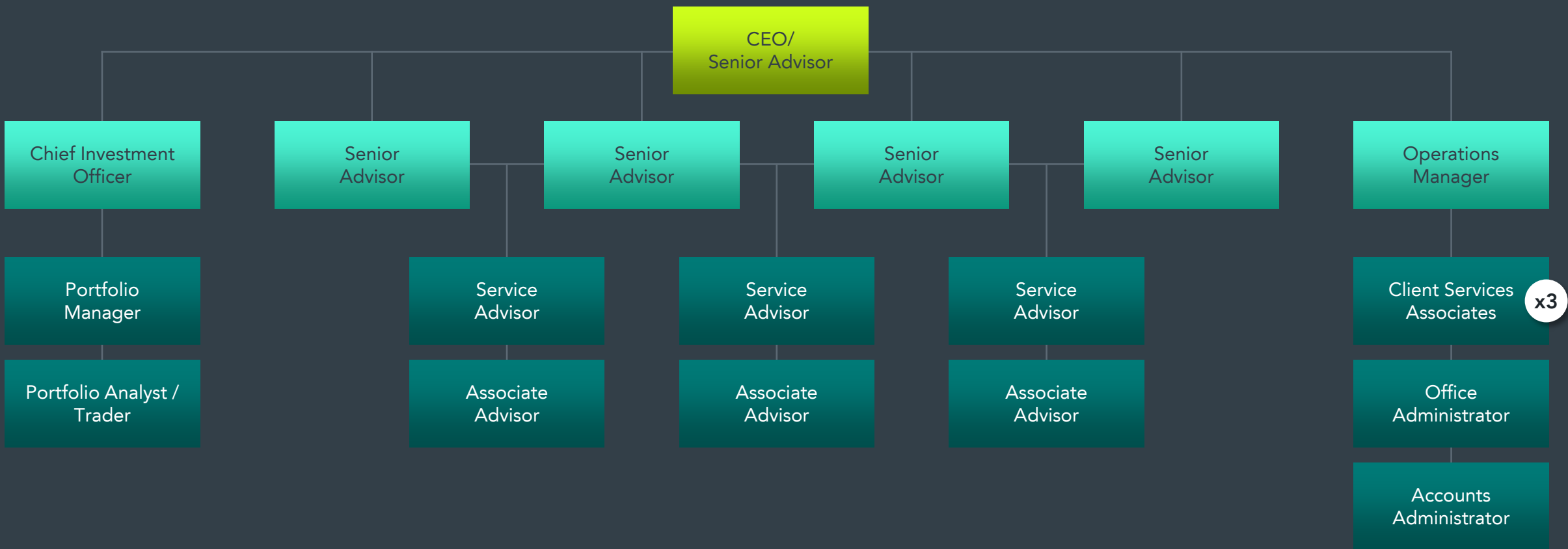
\$3–5M Annual Revenue

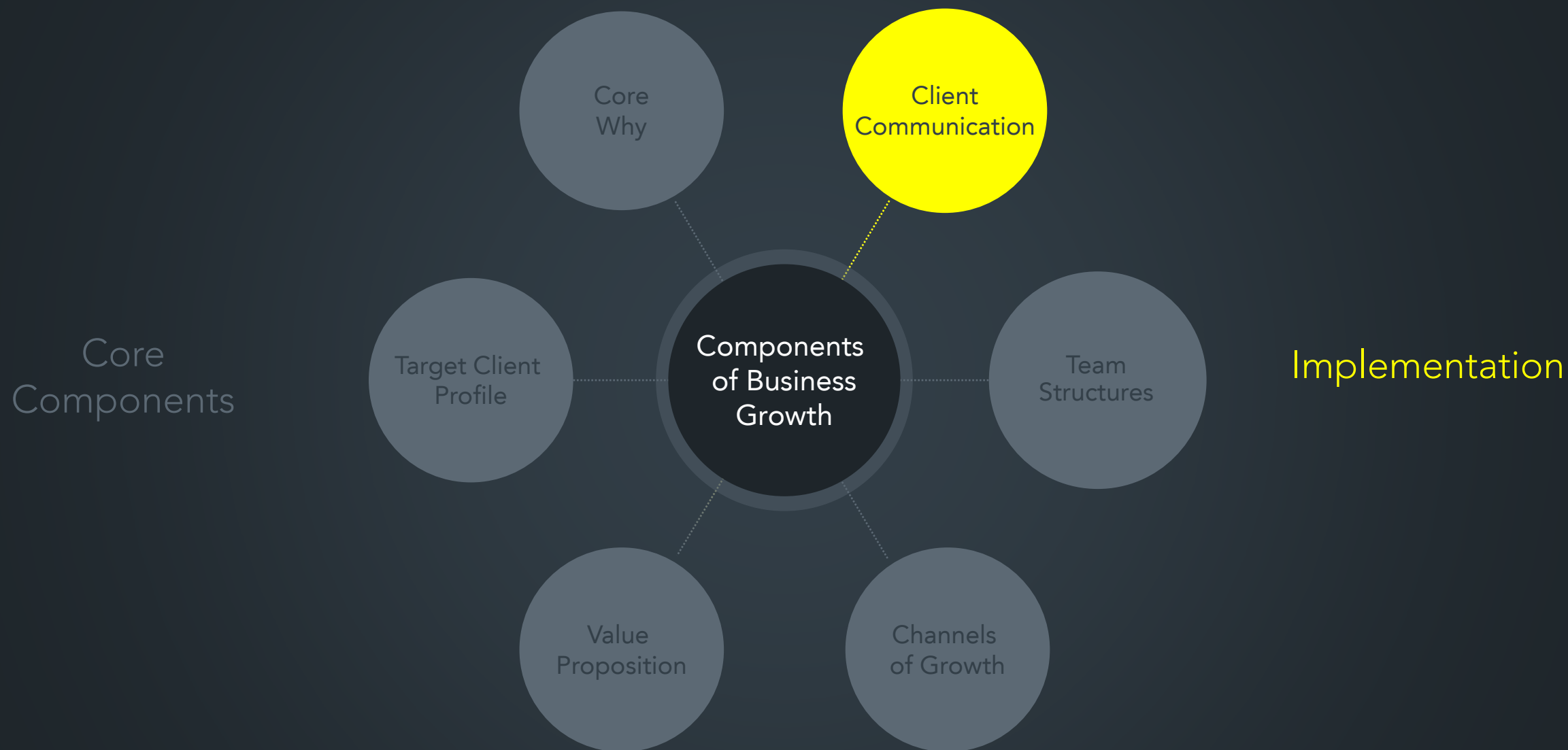


Possible Outsourced Services and Resources				
Compliance	Human Resources	Information Tech	Marketing and Branding	Portfolio Admin
<ul style="list-style-type: none">▪ Policies▪ Procedures▪ Oversight	<ul style="list-style-type: none">▪ Payroll▪ Benefits▪ Recruiting▪ L&D	<ul style="list-style-type: none">▪ Admin▪ Security▪ Infrastructure	<ul style="list-style-type: none">▪ Social Media▪ Events▪ Website	<ul style="list-style-type: none">▪ Reporting▪ Rebalancing▪ Reconciliation

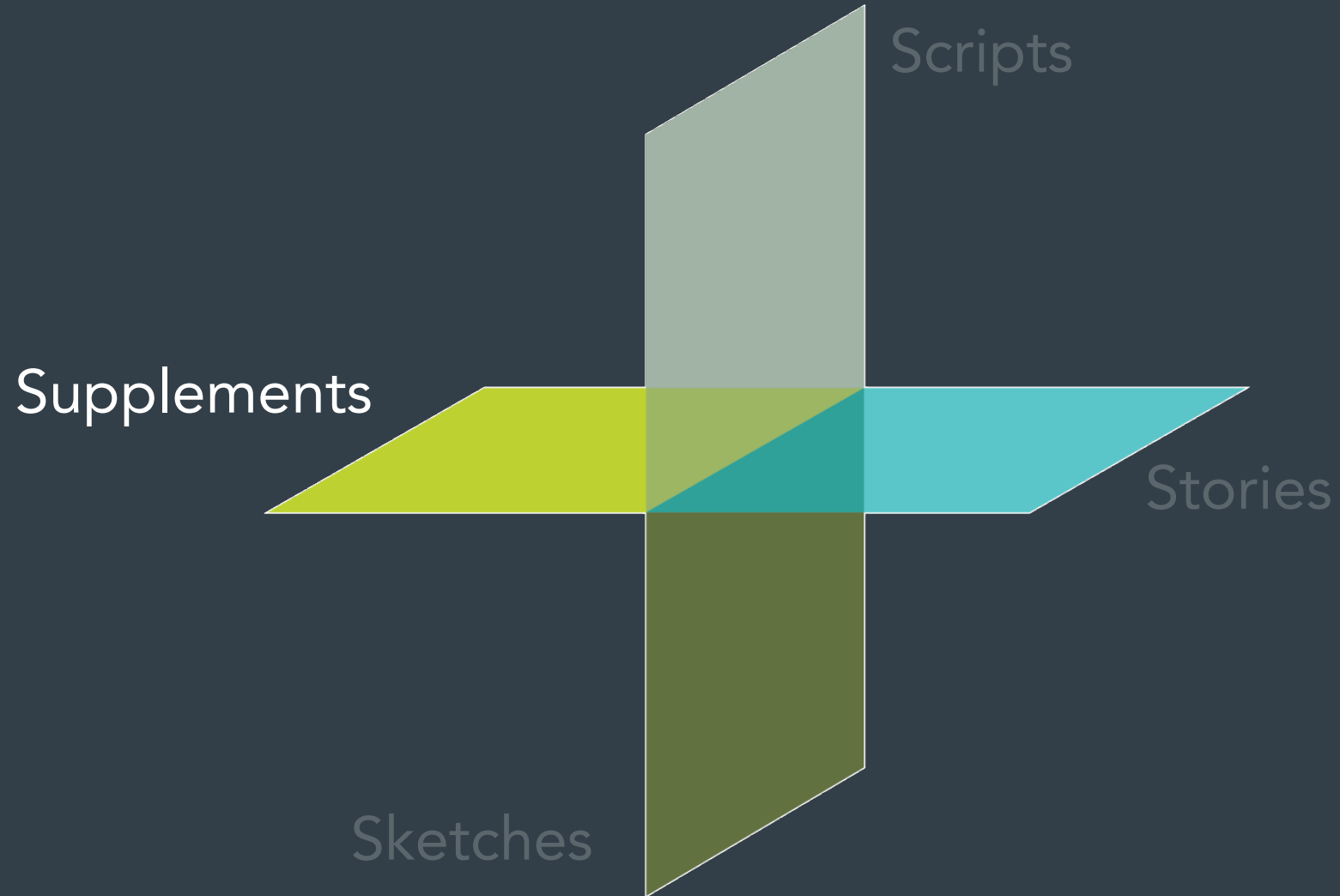
Sample Organizational Chart

\$5–10M Annual Revenue





4S Framework for Effective Client Communication



4S Framework for Effective Client Communication



Value of Advice

[VIEW SERIES](#)

Scripts

Short, memorable
complex topics

Click on a script

It's hard to put

The value of a

There is value

Many investors
volatile markets

Fees are only

Life is unpredictable

Value of Advice

[VIEW](#)

Sketches

A simple drawing can appeal to preferred communication styles and help clients visualize ideas, or relationships through universal images.

Managing the Emotions of Investing

People's emotions are often tied to the market's recent performance, which can lead them to buy high and sell low across time. Instead of this wealth destruction, investors should take a longer-term view of wealth creation. With patience, discipline, and quality advice, you can go from being an average investor to a transformed one.



Dimensional 4S Framework™
for Effective Client Communication

Value of Advice

A financial professional can bring clarity, objectivity, and efficiency to their client's financial life. An advisor can help keep clients focused on their long-term financial goals and put them in the best position to have a good outcome. Quality financial advice can profoundly impact a client's financial experience and deliver value that transcends their total assets or a rate of return.

SCRIPTS

- It's hard to put a price tag on peace of mind.
- The value of an advisor goes well beyond investment selection and asset allocation.
- There is value in the time and resources required to manage one's financial life.
- Many investors may find it difficult to remain objective and stay disciplined during volatile markets.
- Fees are only one consideration when selecting a provider of professional advice.
- Life is unpredictable, but a financial plan doesn't have to be.

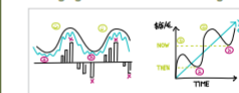
STORIES

Why Hire an Advisor?

Hiring an advisor is much like delegating other tasks to specialists—for example, lawn care or housekeeping. Although you may be able to do the work yourself, you can benefit from a professional's knowledge, experience, and attention to detail, and in the process, reclaim precious time for higher-priority activities. Working with an advisor also can make you a more knowledgeable investor, which is comparable to a personal coach helping an elite athlete fine-tune his or her skills and apply discipline in training.

SKETCHES

Managing the Emotions of Investing



People's emotions are often tied to the market's recent performance, which can lead them to buy high and sell low across time. Instead of this wealth destruction, investors should take a longer-term view of wealth creation. With patience, discipline, and quality advice, you can go from being an average investor to a transformed one.

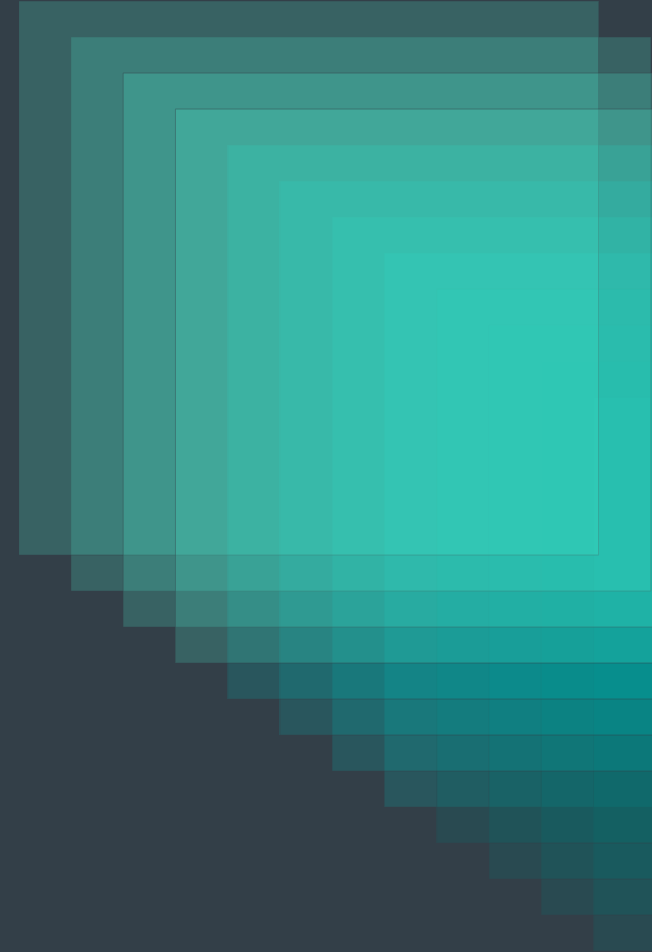
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SUPPLEMENTS

- [Trust the Financial Advisor Who Trusts the Market](#) (article)
- [10 Attributes of Great Financial Advisors](#) (article)
- [The Future of Investing](#) (article)
- [Pursuing a Better Investment Experience](#) (signature materials)

Taking Action

- ▶▶ Core Why
 - Watch Simon Sinek TED Talk, Develop Core Why, Share with Team
- ▶▶ Target Client Profile
 - Develop/Enhance Target Client Profile Using Demographics/Psychographics
- ▶▶ Value Proposition
 - Cornerstones of Advice Framework
- ▶▶ Channels of Growth
 - Determine which channels to grow through and the Strategy, Training, Activities, and Resources required
- ▶▶ Team Structures
 - Develop a human capital plan that maximizes organic growth
- ▶▶ Client Communication
 - Use the 4S Framework to communicate concepts to prospects and clients





Managing *your* Practice



Dimensional's podcast, Managing Your Practice, is dedicated to providing financial professionals with best practices in key areas such as driving growth, business efficiency, and the client experience.

Smooth Scaling: Navigating the Murky Waters of Hiring, Outsourcing, and Partnerships to Manage Growth

Ben Slater, Buckingham Strategic Partners

What's in a Dream Team: Key Characteristics of Highly Effective Teams

Shandel Sutherland, Shandel Group, and Liv Olson, Liv Olson Consulting

"Geeking Out" on the Past, Present, and Future of Finance

Robin Wigglesworth, FT Alphaville and Trillions

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