Dimensional

PRACTICE MANAGEMENT

KPIs & Building Blocks of Growth

FPA of Michigan

Mark Colaço
Regional Director & VP Practice Management

October 9, 2025

Dimensional

Global Advisor Study

A strategic practice management tool

521
US Firms

14
Years

+4k
Unique participants
since inception

One of the largest advisor studies

FOCUS AREAS:

- Business Metrics
- Compensation
- Technology

Global Investor Study

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

1,000+
Firms

9
Years

99k+
Clients surveyed

FOCUS AREAS:

- Demographics
- Business Development
- Values & Services
- Investments

Global Investor Study, 2016-2025, 106,446 global respondents. Global Advisor Study results from 2024 (796 Global Respondents, 521 US Firms).

High Performing Firms Defined

Dimensional

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 Firms[4].

- Revenue Growth
- Client Retention[1]
- Employee Retention[2]
- Profit Margin
- Revenue per Advisor[3]

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

Results from the Dimensional 2024 Global Advisor Study. 521 US firms participated. 130 firms met High Performing criteria.

Pillars of an Advisory Practice

Dimensional

- Strategic Planning
- Growth and Marketing
- Human Capital
- Investments and Operations
- Client Experience

Pillars of an Advisory Practice

Dimensional

Strategic Planning	Growth and Marketing	Human Capital	Investments and Operations	Client Experience

2025 US Challenges

Dimensional

	GROWTH		OPERATIONAL	
	High Performing Firms	Other Firms	High Performing Firms	Other Firms
1	Capacity Constraints	Capacity Constraints	Implementing Workflow Processes	Implementing Workflow Processes
2	Client Referral Process	COI Network and/or COI Referral Process	Recruiting/Hiring Qualified Employees	Recruiting/Hiring Qualified Employees
3	Sourcing Prospective Clients	Client Referral Process	Developing Employees	Selecting/Maintaining Technology

Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.

Productivity Metrics

	High Performing Firms	Other Firms
Revenue per Senior Advisor	$2.1MM	$1.3MM
Households per Senior Advisor	176	129
FTEs per Senior Advisor	3.4	2.8
Operating Profit per Senior Advisor	$780K	$425K

Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.

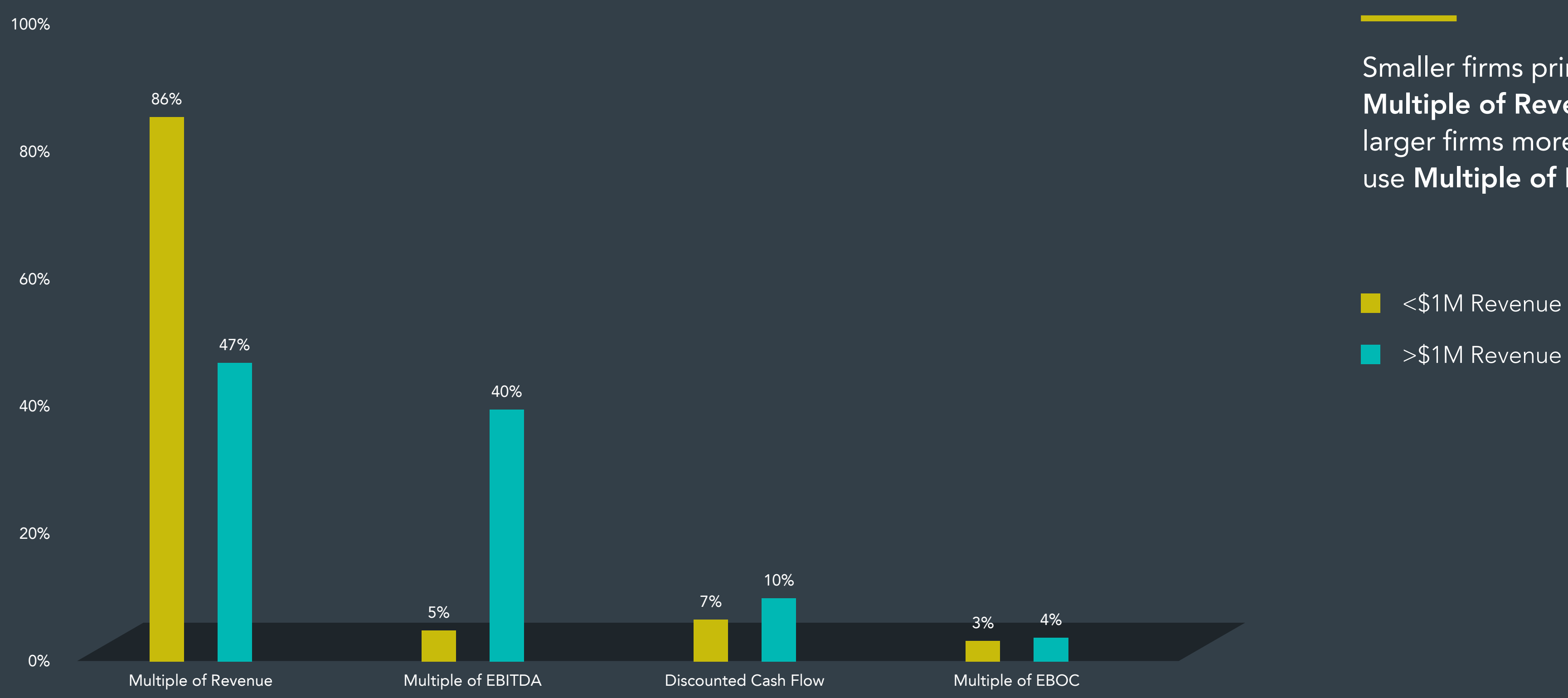
Dimensional

- **64%** Multiple of Annual Revenue
- **25%** Multiple of Earnings Cash Flow or EBITDA
- **8%** Discounted Cash Flow
- **4%** Multiple of EBOC
  Earnings Before Owners Compensation

Numbers may not sum due to rounding.
Results from the Dimensional 2025 Deals & Succession Survey. 161 participating US firms.

Valuation Methodology

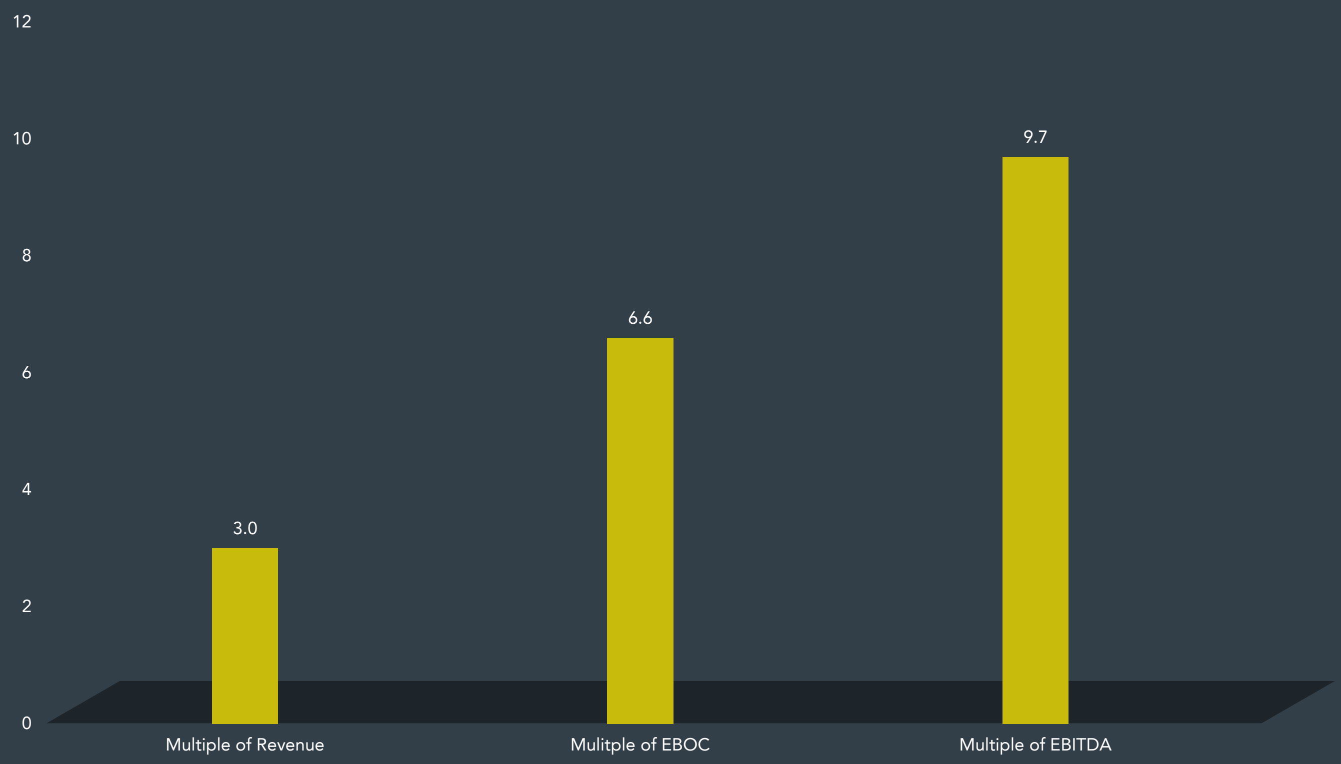
Breakout by firm revenue



Smaller firms primarily use **Multiple of Revenue**, while larger firms more often use **Multiple of EBITDA**.

Numbers may not sum due to rounding.
Results from the Dimensional 2025 Deals & Succession Survey. 161 participating US firms.

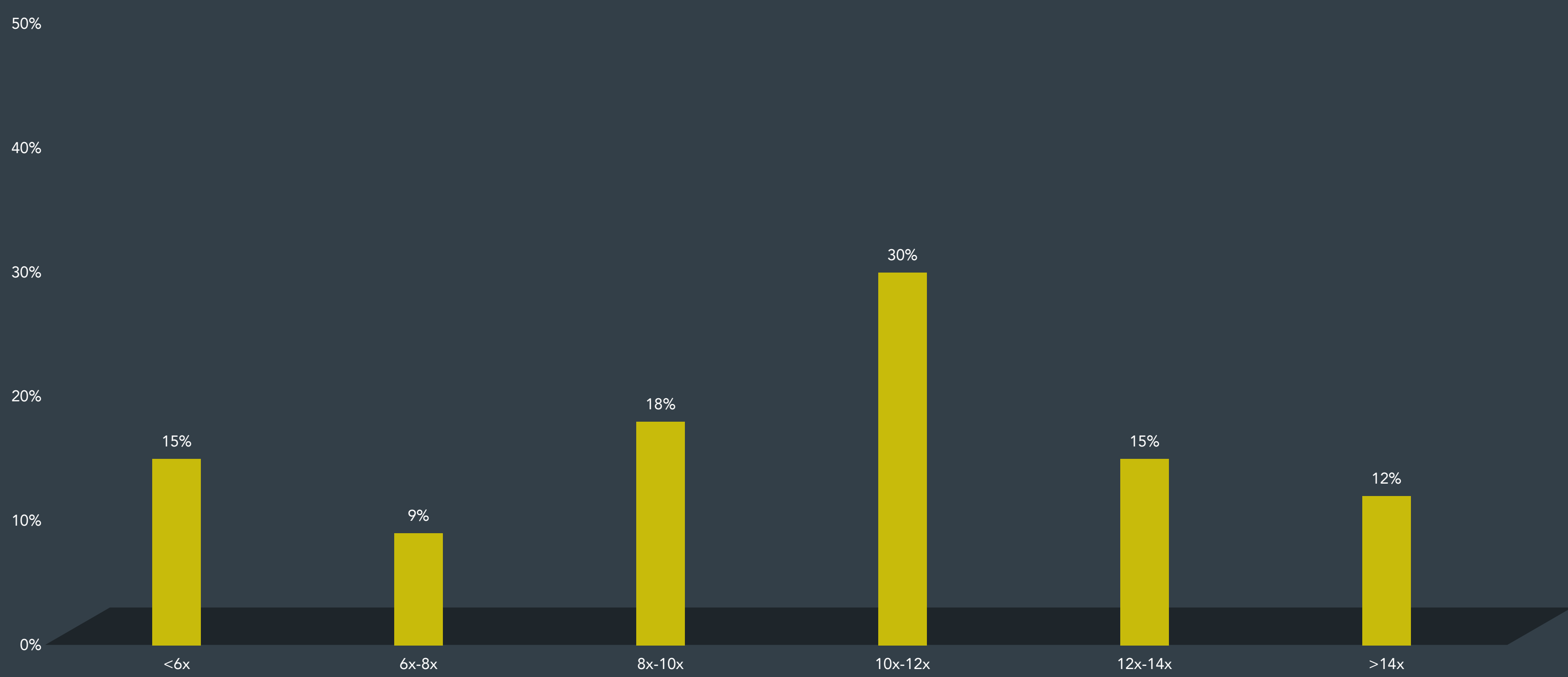
Average Valuation Multiple



Results from the Dimensional 2025 Deals & Succession Survey. 161 participating US firms.

Multiple of EBITDA

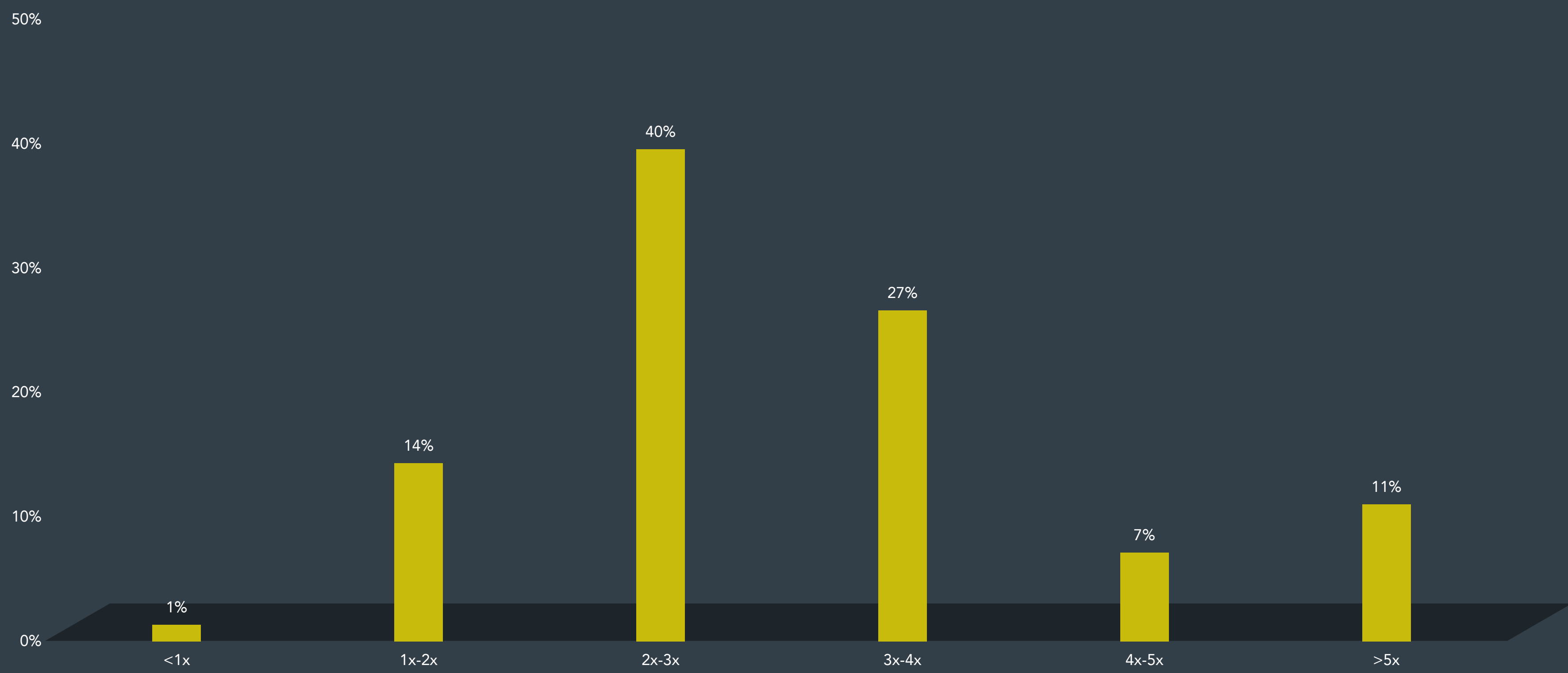
Distribution of valuations



Numbers may not sum due to rounding.
Results from the Dimensional 2025 Deals & Succession Survey. 161 participating US firms.

Multiple of Revenue

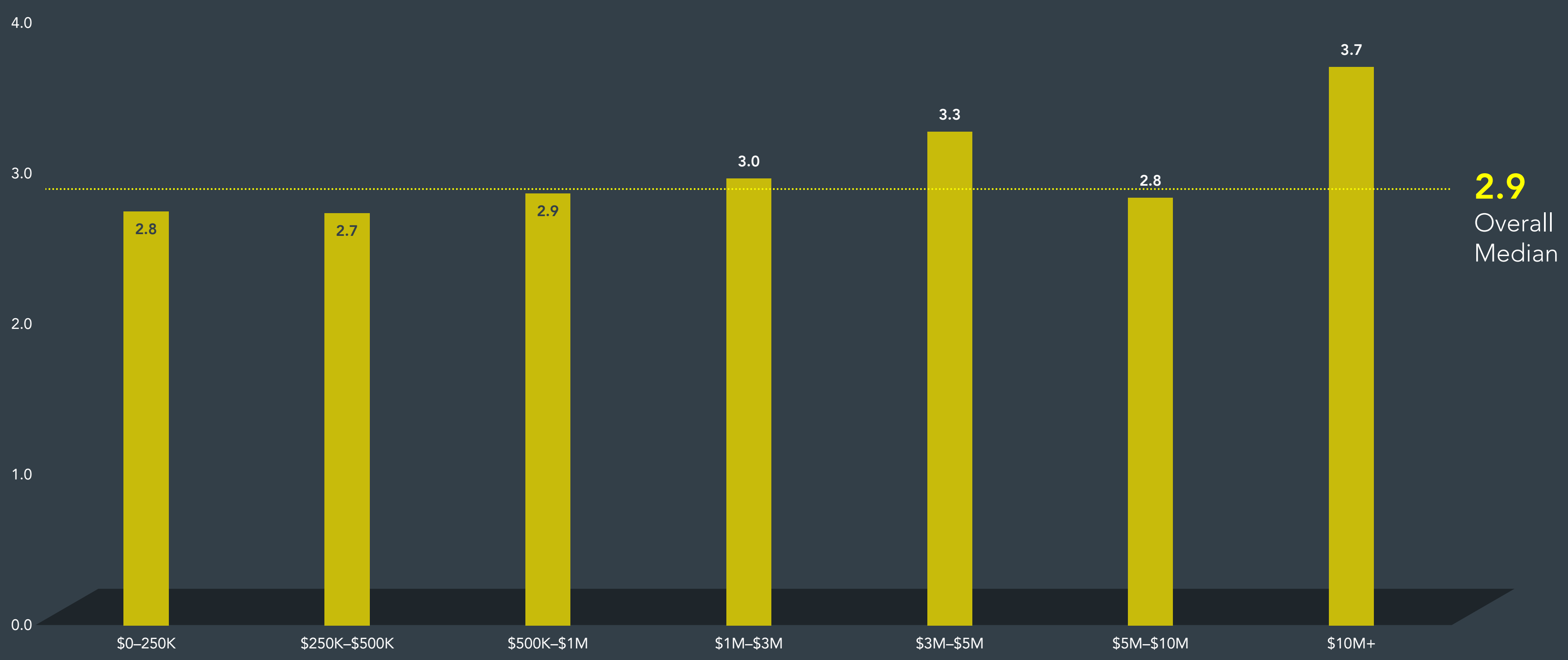
Distribution of valuations



Results from the Dimensional 2025 Deals & Succession Survey. 161 participating US firms.

Multiple of Revenue: Median

By revenue peer group



Results from the Dimensional 2025 Deals & Succession Survey. 161 participating US firms.

Pillars of an Advisory Practice

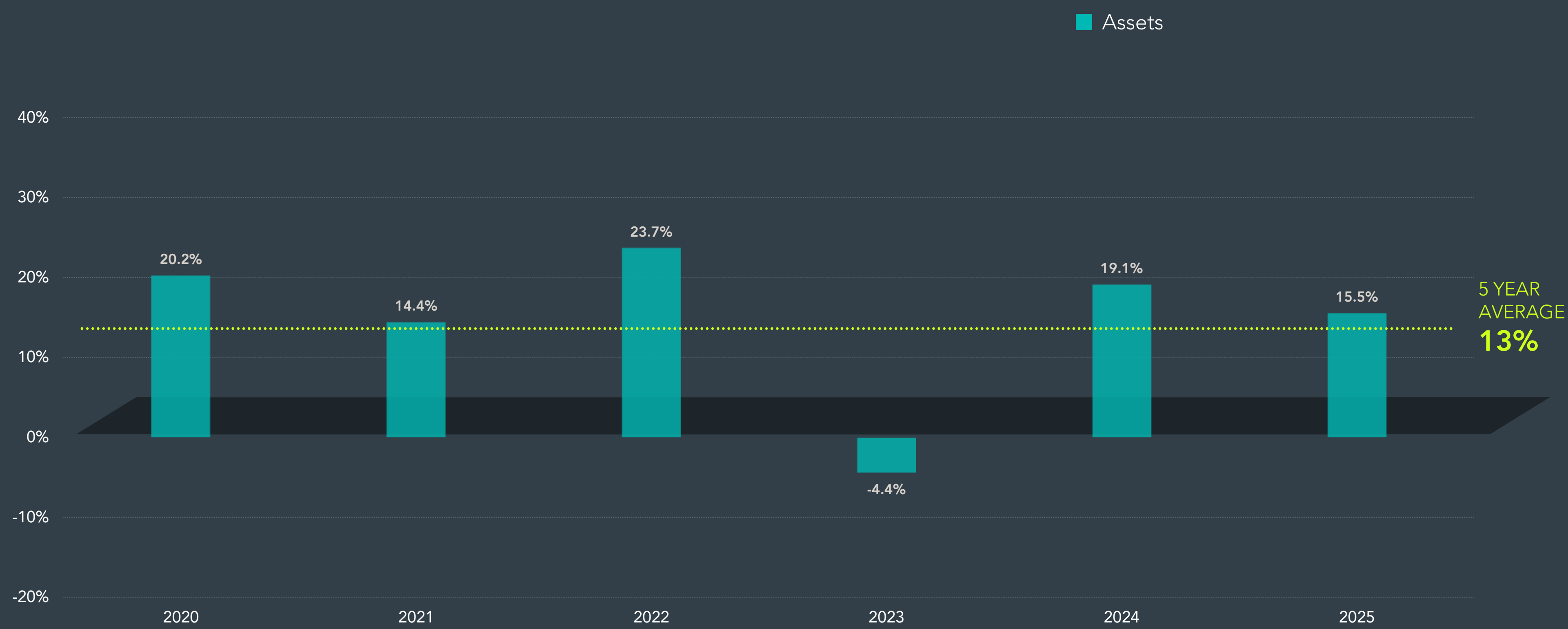
Strategic Planning	Growth and Marketing	Human Capital	Investments and Operations	Client Experience

Pillars of an Advisory Practice

- Strategic Planning
- **Growth and Marketing**
- Human Capital
- Investments and Operations
- Client Experience

Historical Asset Growth Rates

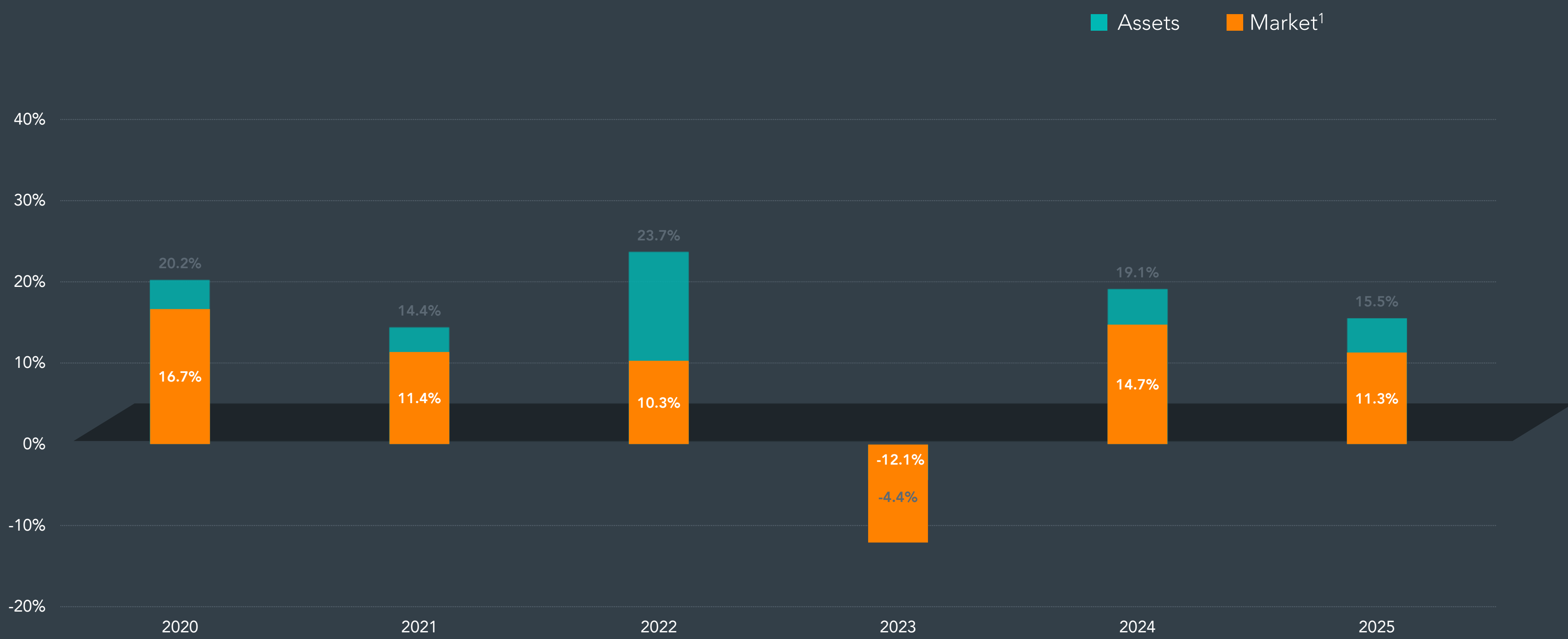
Median



Results from the Dimensional 2020-2025 Global Advisor Study. 515 US participants in 2025, 521 US participants in 2024, 500 US participants in 2023, 518 US participants in 2022, 523 US participants in 2021, 734 US participants in 2020. 5 Year average calculated by CAGR.

Historical Asset Growth Rates

Median

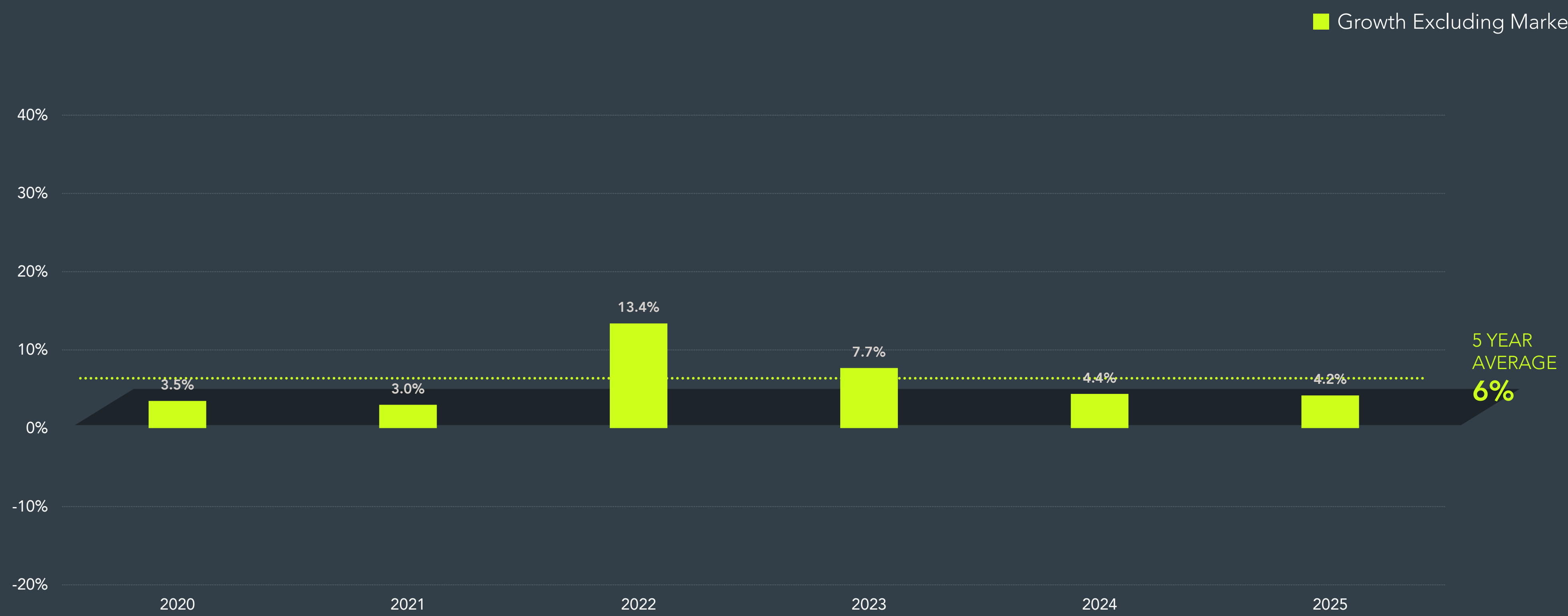


Results from the Dimensional 2020-2025 Global Advisor Study. 515 US participants in 2025, 521 US participants in 2024, 500 US participants in 2023, 518 US participants in 2022, 523 US participants in 2021, 734 US participants in 2020. 5 Year average calculated by CAGR.

1. Global Allocation 60/40 Portfolio.

Historical Asset Growth Rates – Less Market

Median



Results from the Dimensional 2020-2025 Global Advisor Study. 515 US participants in 2025, 521 US participants in 2024, 500 US participants in 2023, 518 US participants in 2022, 523 US participants in 2021, 734 US participants in 2020. 5 Year average calculated by CAGR.

Median Revenue Growth Rate

23%
High Performing Firms

15%
Other Firms

Median TBA Growth Rate

19%
High Performing Firms

16%
Other Firms

Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.

Channels of Growth

Dimensional

Percentage of new clients by channel, all firms

	2022	2023	2024	2025
Referrals from Existing Clients	50%	49%	48%	49%
Referrals from COIs	11%	13%	13%	11%
Digital Marketing	7%	8%	7%	8%
Advisor Business Development	10%	12%	13%	12%
Referrals from Parent Company	5%	4%	3%	4%
Business Development Officers	0.5%	0.4%	1.2%	1.1%
All Other Employees	1%	1%	1%	2%
Events	1%	1%	1%	1%
Traditional Marketing	7%	5%	5%	1%
M&A	4%	3%	5%	3%
Lead Generation[1]	-	-	-	2%

1. Added for 2025 GAS
Results from Dimensional 2022-2025 Global Advisor Study. 517 US Firms participated in 2022. 500 US firms participated in 2023. 521 US firms participated in 2024. 515 US Firms participated in 2025.
Median client size, USD, All Firms, US Only.

Channels of Growth

Percentage of new clients by channel, all firms

	2022	2023	2024	2025	Median New Client Size
Referrals from Existing Clients	50%	49%	48%	49%	$828,431
Referrals from COIs	11%	13%	13%	11%	$1,000,000
Digital Marketing	7%	8%	7%	8%	$865,144
Advisor Business Development	10%	12%	13%	12%	$974,556
Referrals from Parent Company	5%	4%	3%	4%	$844,748
Business Development Officers	0.5%	0.4%	1.2%	1.1%	$1,137,500
All Other Employees	1%	1%	1%	2%	$666,667
Events	1%	1%	1%	1%	$747,778
Traditional Marketing	7%	5%	5%	1%	$974,500
M&A	4%	3%	5%	3%	$1,137,800
Lead Generation[1]	-	-	-	2%	$816,533

1. Added for 2025 GAS
Results from Dimensional 2022-2025 Global Advisor Study. 517 US Firms participated in 2022. 500 US firms participated in 2023. 521 US firms participated in 2024. 515 US Firms participated in 2025.
Median client size, USD, All Firms, US Only.

Source of New Clients

Client growth by channel

		High Performing Firms		Other Firms
1	Referrals from Existing Clients	54%	+5% YoY	48%
2	Advisors	11%		12%
3	Referrals from Centers of Influence (COI)	9%	-5% YoY	11%
4	Digital Marketing	7%		8%
5	Other	5%		5%

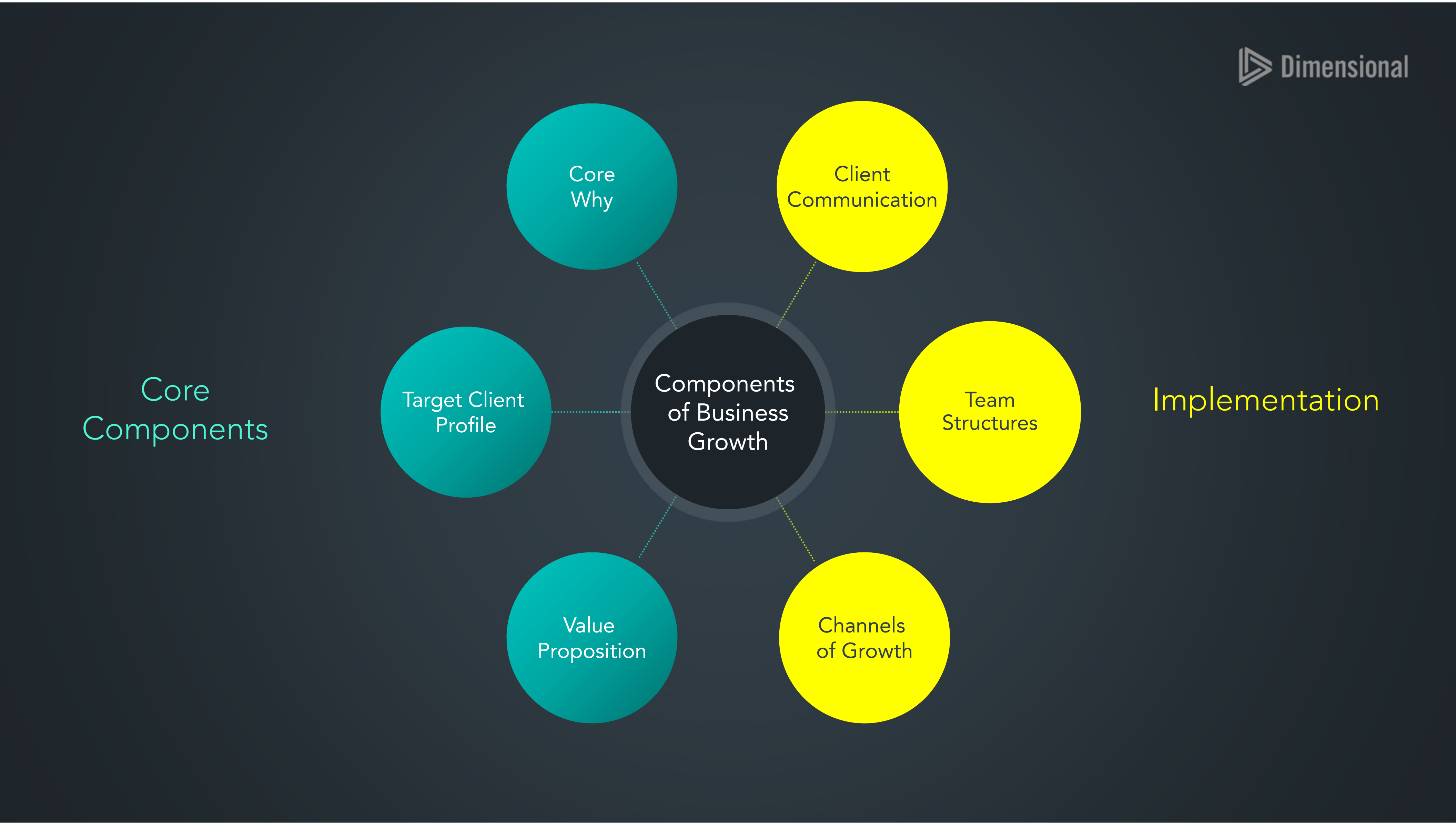
Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.

Prospect Conversion Rate

63%
High Performing Firms

56%
Other Firms

Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.


Dimensional
Core Components
Core Why
Target Client Profile
Value Proposition
Components of Business Growth
Client Communication
Team Structures
Channels of Growth
Implementation


Dimensional
Core Components
Core Why
Client Communication
Target Client Profile
Components of Business Growth
Team Structures
Value Proposition
Channels of Growth
Implementation

A Strong Core Why

Dimensional

What

What *The services & advice you offer*

How

Why

For illustrative purposes only.

A Strong Core Why

What	*The services & advice you offer*
How	*Your processes*
Why	

For illustrative purposes only.

A Strong Core Why

Dimensional

What *The services & advice you offer*

How *Your processes*

Why *Transforming how people feel*

For illustrative purposes only.

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*

For illustrative purposes only.

A Strong Core Why

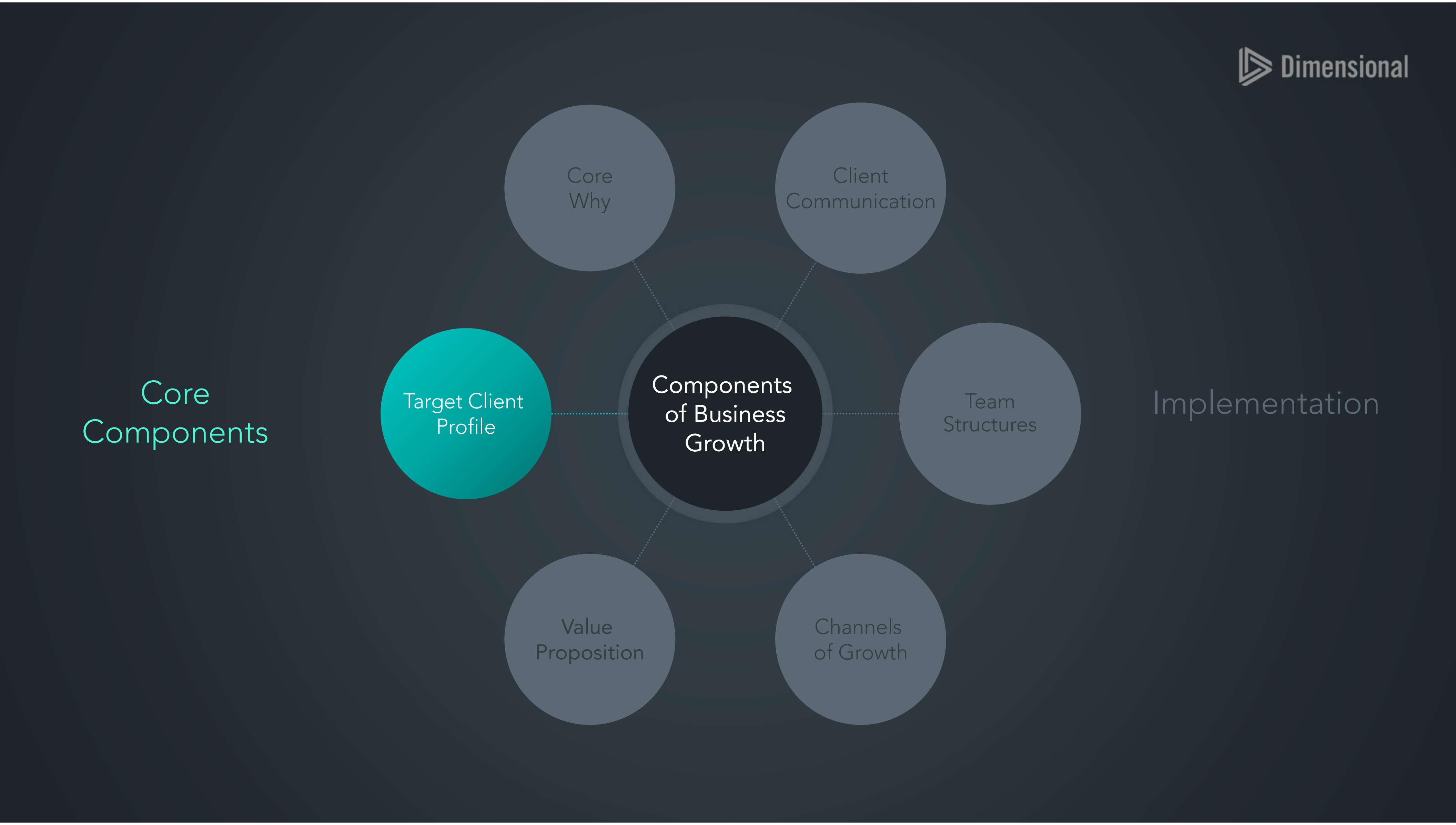
What	*The services & advice you offer*
How	*I do this through best in class software and data*
Why	*I believe in helping people better their lives through financial advice*

For illustrative purposes only.

A Strong Core Why

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*

For illustrative purposes only.


Dimensional
Core Components
Core Why
Client Communication
Target Client Profile
Components of Business Growth
Team Structures
Implementation
Value Proposition
Channels of Growth

79%

of firms have identified
an ideal target client profile

Results from the Dimensional 2025 Global Advisor Study. 515 US firms participated.

Target Client Profile

Approaches for identifying groups

Demographic

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

Psychographic

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

https://www.surveymonkey.com/market-research/resources/market-segmentation

What client relationships do you value most?

Simple, gracious people. "Salt-of-the earth". Enjoy the wealth they've built, but also live life with an open-hand versus closed-fist. Live below their means and want to share their excess with others.	Clients that are self-built and know how to work hard and pick themselves up when they fall
Clients who are not out to consume every last dollar they have, but trying to change the world. Changing the world can be big or small.	Minimal to moderate amounts of servicing. Want options presented, then make decisions and move forward.

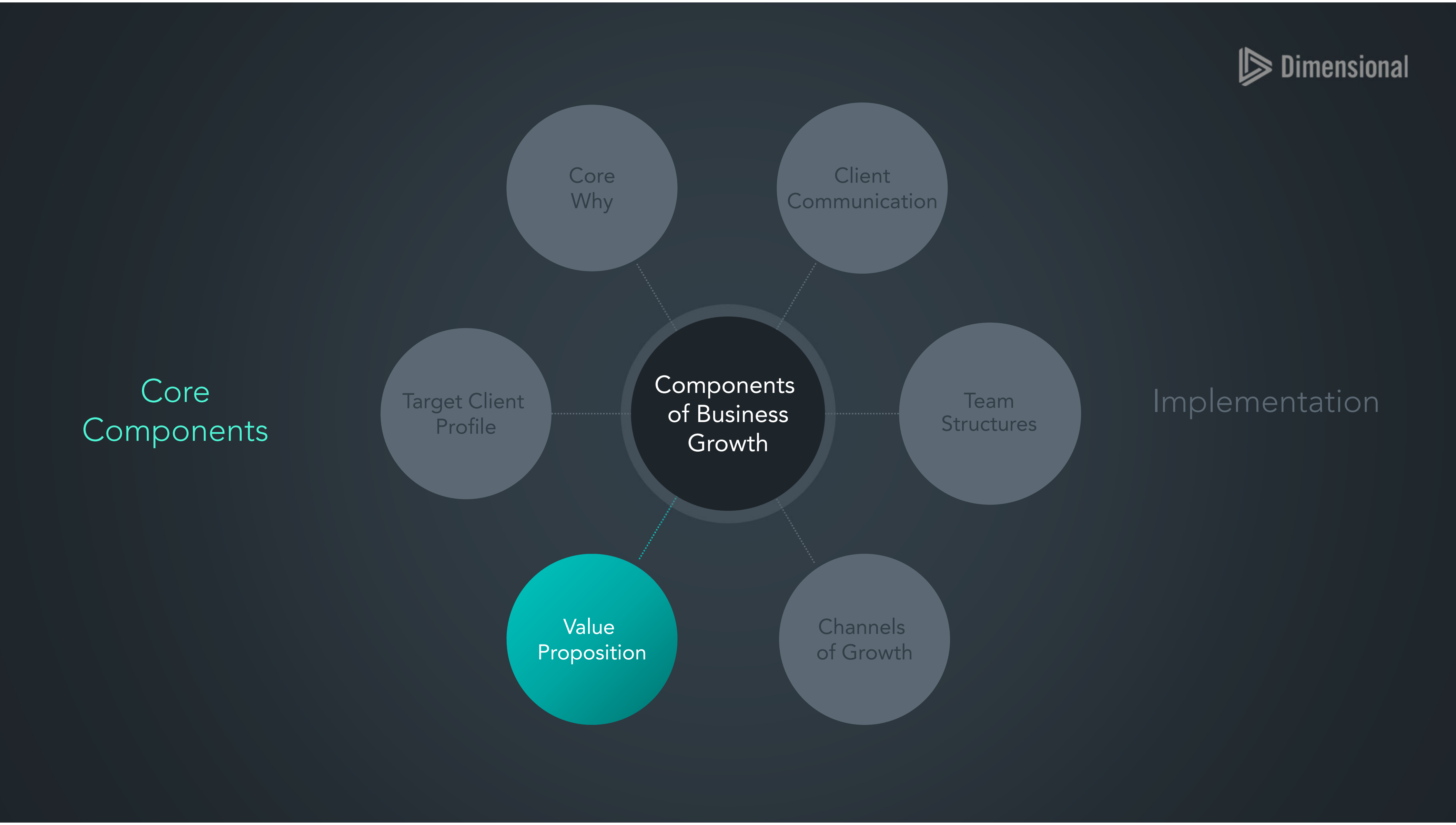
Not a recommendation. Notes from consultation.

What client relationships do you value most?

Dimensional

Generous and humble	Grit and resilience
Higher purpose – people who think beyond themselves	Decisive, Trusting, Appreciative

Not a recommendation. Notes from consultation.


Dimensional
Core Components
Core Why
Client Communication
Target Client Profile
Components of Business Growth
Team Structures
Implementation
Value Proposition
Channels of Growth

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

Results from Dimensional 2021-2024 Global Investor Study. 31,356 responses.

The Value Of Advice

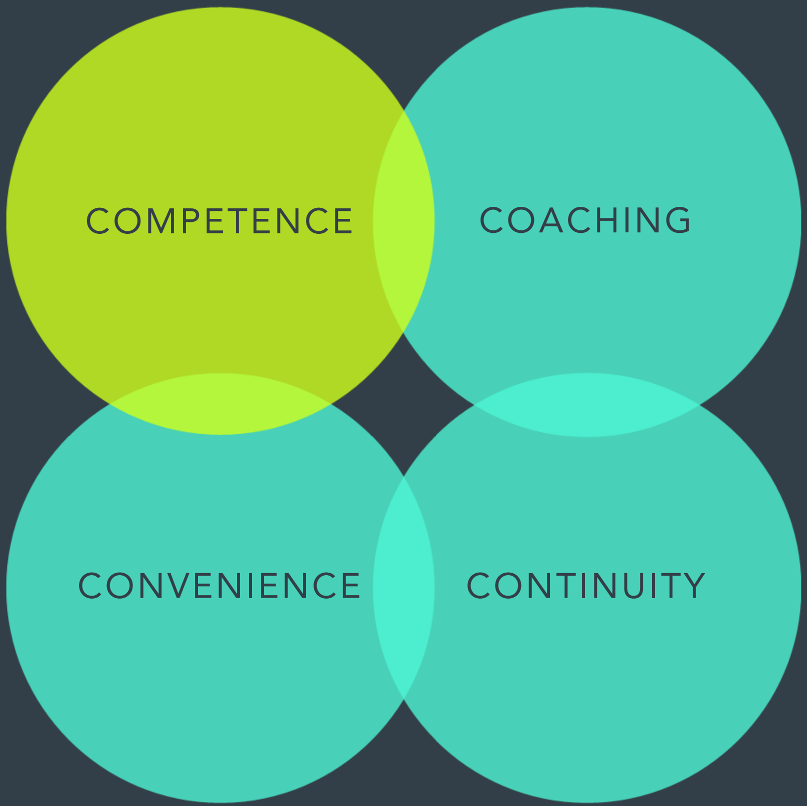
How do you measure the value you receive from your advisor?

#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

Results from Dimensional 2021-2024 Global Investor Study. 31,356 responses.

Cornerstones of Advice

4C Framework



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

For illustrative purposes only.

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

For illustrative purposes only.

Cornerstones of Advice

4C Framework

Dimensional

The Client's Perspective of Value

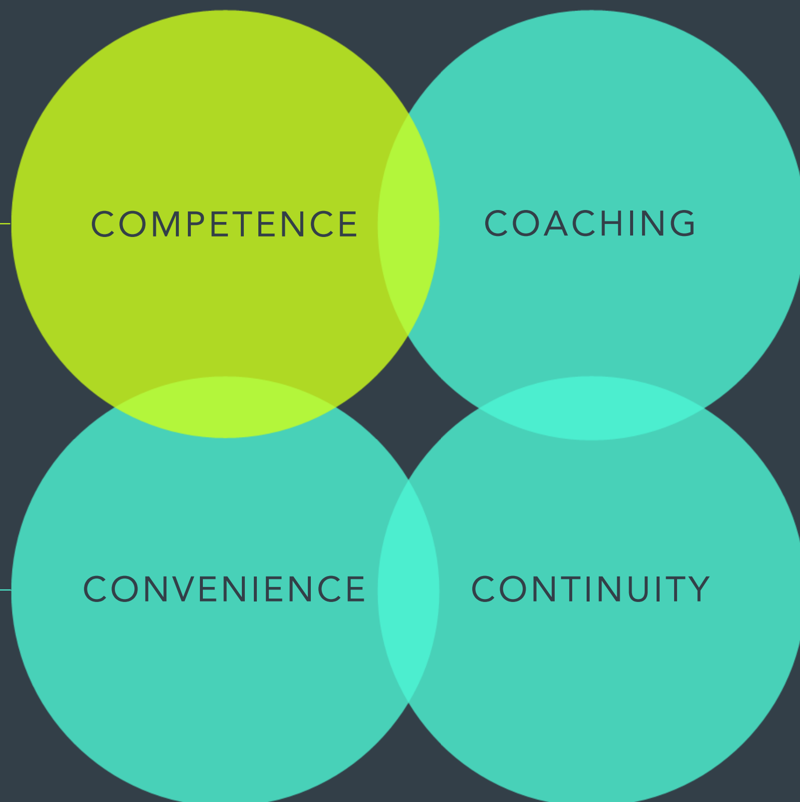
- Spousal involvement
- Joint financial goals
- Children engagement and legacy
- Family values
- Multigenerational planning
- Donations and philanthropy

For illustrative purposes only..

Cornerstones of Advice

4C Framework

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



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

Time savings
Personalized service
Coordinate trusted professionals
Holistic wealth view
Vendor selection and monitoring
Secure technology

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

Pillars of an Advisory Practice

- Strategic Planning
- Growth and Marketing
- Human Capital
- Investments and Operations
- Client Experience

Pillars of an Advisory Practice

Dimensional

- Strategic Planning
- Growth and Marketing
- Human Capital
- Investments and Operations
- Client Experience

Client-Facing Team

US

	High Performing Firms	Other Firms
Senior Advisor	39%	43%
Service Advisor	14%	19%
Associate Advisor	16%	14%
Client Service Associate	31%	24%

Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.

How Are Advisors Spending Their Time?

All firms

	Senior Advisor	Service Advisor
Servicing	65%	73%
Business Development	17%	10%
Other	18%	17%

Results from 2025 Global Advisor Study US Only, 515 firms.

Pillars of an Advisory Practice

Strategic Planning

Growth and Marketing

Human Capital

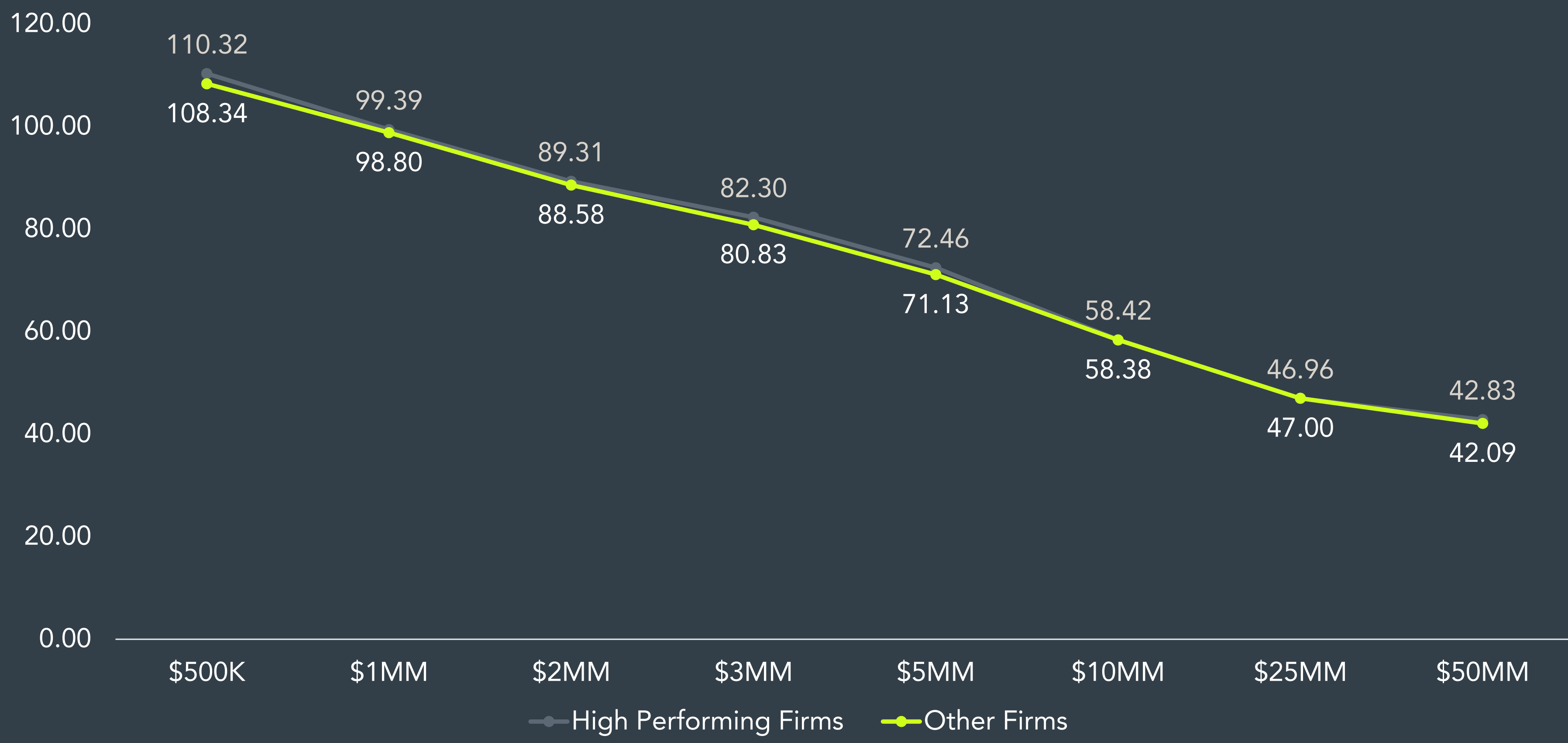
Investments and Operations

Client Experience

Pillars of an Advisory Practice

- Strategic Planning
- Growth and Marketing
- Human Capital
- Investments and Operations
- Client Experience

Blended Fee Schedule



Results from the Dimensional 2025 Global Advisor Study, with 515 US Firm Participants, (129 HPF and 286 Other).

Fee Schedules

	High Performing Firms	Other Firms
Paying Today's Full Fee Schedule	70%	63%
Paying Discount to Full Fee Schedule	15%	14%
Paying Grandfathered Fee Schedule	14%	23%

Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.

Pillars of an Advisory Practice

Dimensional

- Strategic Planning
- Growth and Marketing
- Human Capital
- Investments and Operations
- Client Experience

Pillars of an Advisory Practice

Dimensional

Strategic Planning	Growth and Marketing	Human Capital	Investments and Operations	Client Experience

Number of Weeks to Onboard New Clients

Successful firms do not cut corners—
they cut confusion.

With clear workflows and integrated technology onboarding is efficient.

8.5
High Performing Firms

10.3
Other Firms

Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.

2024 Revenue Growth

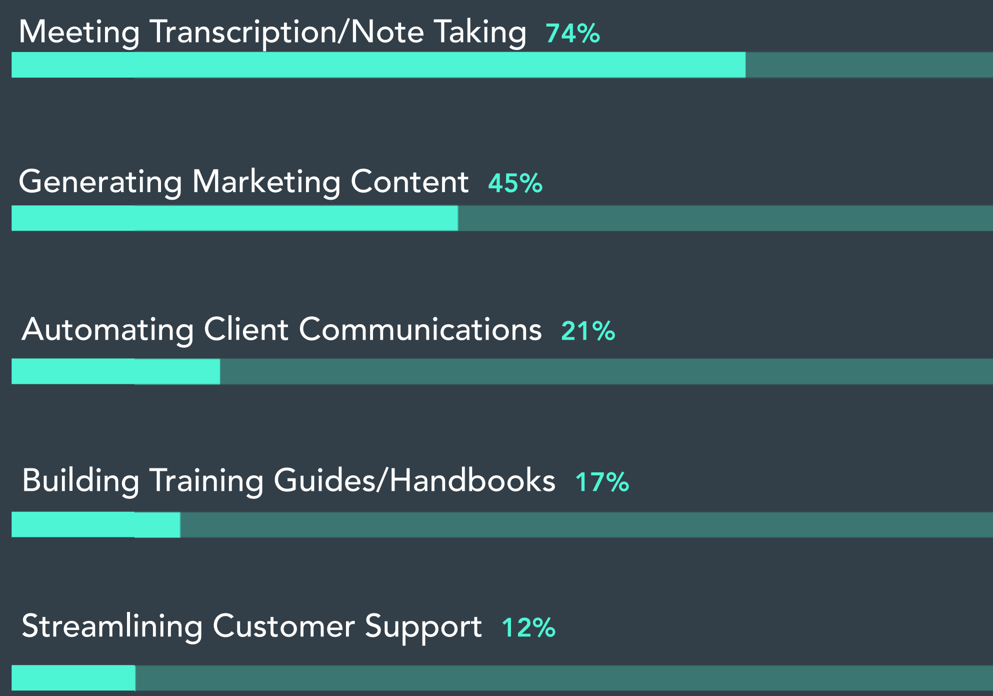
Firms with documented workflows tend to have higher revenue growth than firms without.

18.6%
Median Growth for Firms With Documented Workflows

16.3%
Median Growth for Firms Without Documented Workflows

Results from the Dimensional 2025 Global Advisor Study. 521 US firms participated. Firms with Workflows, 291 Firms. Firms without workflows, 62 (Excluding firms started within <2 Years.

60% of firms are using artificial intelligence.



Results from the Dimensional 2025 Global Advisor Study. 515 US firms participated.

Summary: US

2025 High Performing Firms vs. Other Firms

Dimensional

23%
YOY Revenue Growth (median)
16%

99%
Client Retention Rate
97%

96%
Employee Retention Rate
95%

66%
EBOC Profit Margin
48%

$1.7MM
Revenue per Advisor (Senior & Service)
$843K

● High Performing Firms ● Other Firms

Results from the Dimensional 2025 Global Advisor Study. 515 participating US firms of which 129 US firms met High Performing criteria.

MKT28859-0922

2026 Global Advisor Study

Dimensional

Results from our 2025 study represent:

868
Firms Globally

$670B
Total Billable Assets Managed

446K
End-client Households[2]

$4.7M
Average Firm Revenue

2026 FOCUS AREAS

Core Business Metrics	Income Statement[1]	Roles and Compensation[1]
Investments[1]	Compliance and Cybersecurity[1]	

US Timeline:

- Save the Date: Early January
- Study Launch: Late January
- Study Close: Mid-March
- Dashboard Reporting: May

USD. This information is provided for registered investment advisors and institutional investors and is not intended for public use.
Results from Dimensional 2025 Global Advisor Study
1. Optional component of study.
2. The number of household clients that all 2025 participants had in total.

Dimensional