

Creating a Successful Advisory Practice



Guidelines for Communicating your
Value and Describing your Fees in an
Advisor-Client Relationship

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Introduction

In an increasingly complex financial world, investors are re-examining their approach to investing and redefining their relationships with financial advisors. Such turmoil challenges advisors to define why, exactly, current and prospective clients should pay for their services.

Defining the value of advice, how investors perceive that value, and how advisors can best communicate their value to clients is critical. By taking time to reflect on how clients perceive the costs and benefits of an advisory relationship, advisors will be better prepared to address common questions and concerns of current and prospective clients. Every time a client challenges the value of advice or fees, an opportunity is created to educate the client and strengthen the relationship.

This workbook is designed to help financial advisors best communicate the value they bring to their clients and successfully discuss fees with clients while avoiding common mistakes that can be detrimental to your business.

Every touch point between advisor and client opens the door to effective communication, stronger relationships, and, ultimately, a more successful practice.

Current State of Practice

To effectively communicate the value you bring to your current and prospective clients, you must first evaluate your practice.

How many years have you been in business? _____

How many households do you currently work with? _____

How many households do you want to work with in the next 6 months? _____

12 months? _____ 18 months? _____

How many assets do you currently have under management? _____

How many assets under management do you want to have in the next 6 months? _____

12 months? _____ 18 months? _____

What are your revenues? _____

What is your revenue goal in the next 6 months? _____

12 months? _____ 18 months? _____

How many new accounts have you acquired in the last 12 months? _____

What percentage of your current practice would you like to transition to advisory in the next 6 months? _____

12 months? _____ 18 months? _____

Identify 5 clients who are best suited to transition to advisory:

Name	Assets Under Management	Trailing 12 Month Revenue
------	-------------------------	---------------------------

1. _____

2. _____

3. _____

4. _____

5. _____

The Benefits of Advice

Good financial advice provides investors assistance with managing wealth, managing risk, and avoiding many pitfalls that investors often face without the guidance of a professional.

List 3 benefits of transitioning to advisory for you:

1. *Efficient client communication* _____
2. _____
3. _____

List 3 benefits your clients will enjoy in an advisory relationship:

1. *Simplification in terms of fees* _____
2. _____
3. _____

How can you demonstrate the benefits of advice to your clients?

Objections

Moving to a fee-based discretionary model provides many advantages to both the advisor and the client, but there may also be concerns associated with this transition.

Financial Advisor Objections

Do you have concerns with moving to an advisory relationship? Articulate them below:

How can you potentially resolve these issues?

Client Objections

What are the most common objections from your clients?

Script potential responses to these objections:

In the last 12 months, how many clients have left your practice?

Do you know the reasons they left?

How did you respond to these client departures?

How would you respond differently in the future?

Fees

95% of financial advisors say they discuss fees with their clients, but only 61% of clients say their financial advisor initiates the conversation.¹

What is your current pricing philosophy?

Discount policy?

Fee schedule?

What is included in your fee?

How often do you reprice your services to reflect cost of living increases and inflation?

If the services you provide have changed over time, how have you increased your fees?

¹ Bridging the Trust Divide: *The Financial Advisor-Client Relationship*, Knowledge @ Wharton.

What Clients Desire

Characteristics

Trust is the foundation of the advisor-client relationship.

Trust can be defined as **Competent, Ethical** and **Empathic** (*Strong Interpersonal Skills*).

How would you demonstrate to prospective clients that you are trustworthy in these 3 areas?

Competent: *Education*

Ethical: *I exercise my best efforts to act in good faith and in the best interests of the client*

Empathetic: *Listen more, speak less*

Qualities

Trust is key in a successful advisor-client relationship; however, there are other important characteristics that clients seek in a financial advisor. It is imperative to recognize these qualities and ensure you address these in your practice and your interactions with clients.

What do you believe to be the most important qualities an investor desires in his/her advisor relationship?

Responsive

How does an advisory platform help to deliver these desires?

Responsive: Connect with family in person once per quarter

Defining Your Value

Due to the lack of federal and state regulations, today almost anyone can claim to be a financial advisor. No legal protocol or guidelines exist to define what qualifies a so-called advisor to receive compensation for providing financial advice. Currently, only Registered Investment Advisors are held to a fiduciary standard by federal and state law. Efforts to determine a uniform fiduciary standard for both investment advisers and broker-dealers remain stalled with the SEC; however, the DOL released a fiduciary rule surrounding retirement accounts such as ERISA plans and IRAs that will go into effect in April 2017. In this environment, financial credentials and certifications are essential to stand out from the crowd. To be successful, your practice must have a proven degree of knowledge and experience.

What qualifications and/or skill sets do you and your team possess?

I am a CIMA designee

With such a vast Financial Advisor presence, why should a client choose you? Why are they willing to pay your fees? Certifications and qualifications are necessary, but to be extremely successful you need to go above and beyond by providing additional services to your clients that they would be hard pressed to find within other practices.

Customized services: What are the most important services your clients receive?

We offer Family Wealth Education programs for our clients

List common mistakes investors often make:

Poorly timed investment decision making

What do you do to protect your clients?

Construct a well-defined Investment Policy Statement

Assessing Your Skills:

On a scale of 1 to 5, with 1 being the weakest and 5 being the strongest, how would you rate your team's ability to provide:

- _____ *Investment Management/Consulting Services*
- _____ *Retirement Planning*
- _____ *Compensation Planning Considerations*
- _____ *Business Owner Services*
- _____ *Estate Planning*
- _____ *Charitable Planning*
- _____ *Tax Planning*
- _____ *Financing and Risk Management*
- _____ *Institutional Services*
- _____ *Practice Management*
- _____ *Client Administration*
- _____ *Advisor/Team Administration, Communication and Marketing*

Communicating Your Value

One of the hallmarks of a successful wealth management practice is a well-articulated value proposition that is easily communicated to current and prospective clients. Your value proposition is a few well-chosen sentences that capture the benefits to families and individuals who are clients of your practice. Some advisors choose a meaningful quote instead of or in addition to their brief original statement. The Practice Philosophy occupies one page so as to allow prospects to focus on it. A well-constructed mission statement should also be displayed.

What is your value proposition?

Does your current marketing material accurately reflect your value proposition?

What changes or enhancements could you make?

Describe your investment policy statement and its benefits:

Do you exercise your investment policy consistently?

Client Discovery

Top advisors recognize that beyond the need to capture financial data about new or existing clients, an interview session is the primary opportunity to understand clients' objectives, motivations and expectations — key factors in framing comprehensive, integrated wealth management solutions. With your description of your services and practice, you set the stage to ask clients a series of important, comprehensive questions. Your dialogue should help them understand how the interview advances your wealth management process and why it's important to ask them some of those "hard questions." The effective interview also links to your comprehensive client offering. Put another way, what you say you do, what you ask and what you do have to be the same — they have to be consistent. This is a good test of an effective, successful consulting practice.

Identify five thought-provoking discovery questions that help clients recognize the need or benefit of professional advice:

1. *Tell me about your past investment experiences. What were your greatest successes and greatest mistakes?*

2. _____

3. _____

4. _____

5. _____

Your investment of time and energy in conducting an effective dialogue will pay dividends in the years ahead in terms of a deeper understanding of clients and a higher quality of client relationships. Clients may leave your competitors for two reasons related to client discovery: incomplete understanding of client needs and poorly managed expectations, set years before in poorly conducted interview sessions.

Fill in the chart below with your top 5 clients in mind. The ability to fill in the last two columns is an indication of a strong client-advisor relationship.

Client	AUM	Names of family members	What keeps your client awake at night?	What is your client expecting to gain from your relationship?
1. _____				
2. _____				
3. _____				
4. _____				
5. _____				

Next Steps

Define your transition to advisory asset goal:

3 months:

6 months:

12 months:

Create a plan:

Name of prospective client	Method of contact (letter, phone call, in person)	Date of contact

Evaluate your skills by going through the skills assessment checklist at the end of the document.

Client Service Model:

To optimize your practice, it is important to segment your clients. Define the time and level of service that will be delivered to each client segment.

How do you segment your clients?

By revenue

Contact strategy by tier: What is your contact method and frequency for each client segment?

A _____

B _____

C _____

D *Mailed letters, quarterly* _____

Service deliverables strategy by tier: What differentiating services do you offer your clients?

A *Detailed Social Security planning analysis* _____

B _____

C _____

D _____

When discussing fees follow these guidelines:

1. Be proactive—Don't be afraid to discuss your fees
2. Be transparent—Describe your fees with clarity
3. Provide context—Benchmarks, industry averages
4. Define your value—Explain the benefits of your services versus costs
5. Avoid future confusion—Put your pricing policy in writing

Additional Resources from Nuveen Investments

Business Planning Essentials

A business plan is the roadmap that ensures an advisor's practice goes in the direction that will help achieve his or her goals. This workshop takes participants through the process of creating that roadmap, beginning with setting their vision, followed by strategic planning and finally identifying the tactics needed to put the plan into action. **Resources:** Presentation, White Paper, Workbook

Creating a Personal Brand

To differentiate themselves, financial advisors need a client-centered brand that is compelling and unique. One of the hallmarks of a successful wealth management practice is a clear and thoughtfully constructed value proposition that is easily communicated. Having in your toolkit a focused and concise presentation brochure, frequently called a "pitch book," provides a marketing edge in conveying the client experience. This program, takes advisors through the process of developing a personal brand. **Resources:** Presentation, White Paper, Workbook

Creating a Powerful Client Discovery Experience

A client interview does more than collect information — it helps build a strong, productive relationship. This interactive session uses case studies to help advisors sharpen their interviewing skills and includes techniques to make interviews more effective in communicating with clients and developing a deeper understanding of their concerns. **Resources:** Presentation, White Paper

Department of Labor Fiduciary Rule

The Department of Labor (DOL) recently adopted changes to the ERISA fiduciary rule. This presentation summarizes the current landscape, background of the fiduciary standard, key provisions and next steps advisors can take to address the potential changes. The intention of our program is to educate advisors on intent behind the DOL fiduciary rule, give an in-depth look at its provisions, and provide a process through which advisors can analyze how the rule might affect their business and address its impact. **Resources:** Presentation, Investor Briefing Paper

Structuring an Investment Policy Statement: A Tool for Gathering and Retaining Assets

A written Investment Policy Statement guides investment management decisions and aids efforts to manage clients' expectations. This program explores the process of creating a document that clearly identifies and defines investment criteria, restrictions and goals – and helps both clients and advisors reach their objectives. **Resources:** Presentation, Investor Briefing Paper, Investment Policy Statement Examples

The Value of Professional Advice: Overcoming Objections when Transitioning to Advisory

This program explores the various benefits of professional financial advice, considers ways to approach common fee-related client conversations, and discusses best practices for communicating value to current and prospective clients. **Resources:** Presentation, White Paper, Investor Briefing Paper

Skills Assessment

Use the chart below to conduct a skills assessment of yourself or your team. Check off or note initials of designated advisor, professional, firm support area or other entity that you feel has (or needs) sufficient expertise to meet the needs of your defined current and/or future clients in each category. If one of the solutions/services is not applicable to your practice, note that or a date when it will be reconsidered for inclusion.

	ADVISOR RESPONSIBLE	ADDITIONAL EXPERTISE NEEDED	OFFER THROUGH MY FIRM	OFFER THROUGH PROFESSIONAL ALLIANCE	NOT APPLICABLE TO MY PRACTICE
Investment Management/Consulting					
Investment Policy Statement Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asset Allocation Strategies (including Portfolio Rebalancing)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax-Managed Investment Strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundamental Risk Management and Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advanced Risk Management (e.g. Risk Budgeting and Value at Risk)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monte Carlo Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equity Portfolio Construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fixed Income Portfolio Construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manager Selection and Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attribution Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alternative Investments (Private Equity, Hedge Funds)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Planning					
Retirement Lifecycle Planning – Accumulation and Income, Distribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Qualified Plan Distribution Options, including Rollover, NUA, 72(t)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beneficiary Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compensation Planning Considerations					
Concentrated Stock Strategies including Collars, Prepaid Forwards, Exchange Funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Registered Restricted Stock Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stock Option Exercise Strategies (ISOs, NSOs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deferred Compensation Alternatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Wealth Management Services

	ADVISOR RESPONSIBLE	ADDITIONAL EXPERTISE NEEDED	OFFER THROUGH MY FIRM	OFFER THROUGH PROFESSIONAL ALLIANCE	NOT APPLICABLE TO MY PRACTICE
Business Owner Services					
Fundamental Strategies for Business Owners including, Corporate Structure, Liquidity Management, Family Issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advanced Strategies for Business Owners including Business Valuation, Succession Planning, Sale of Business (including ESOP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Estate Planning					
Development of Integrated Lifetime and Estate Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundamentals of Transfer Strategies and Taxation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grantor Retained Annuity Trusts (GRAT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Living Trusts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Qualified Terminable Interest Trusts (QTIP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family Limited Partnerships (FLP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Qualified Personal Residence Trusts (QPRT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Annuities, Self-Canceling Installment Notes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life Insurance Trusts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Charitable Planning					
Helping Clients with Philanthropic Strategies, Creation of Integrated Charitable Philosophy and Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Charitable Trusts and Gifting Strategies (Annual, Direct Gifts) including Understanding Differences, Appropriateness of Charitable Vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Donor Advised Funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family Wealth Issues					
Family Wealth Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family Meetings and Mission Statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family Office Services (including Lifestyle Management)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	ADVISOR RESPONSIBLE	ADDITIONAL EXPERTISE NEEDED	OFFER THROUGH MY FIRM	OFFER THROUGH PROFESSIONAL ALLIANCE	NOT APPLICABLE TO MY PRACTICE
Tax Planning					
Fundamental Income Tax Planning (including Investment Implications, Option Exercises)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Income Tax Planning for Business Owners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alternative Minimum Tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gift and Estate Tax Implications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax Preparation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing And Risk Management					
Liquidity Event Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Liability/Asset Protection and Oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundamental Asset Protection Strategies (e.g. Insurance, Property Titling, Business Structure)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advanced Asset Protection Strategies (e.g. Limited Partnerships, Asset Protection Trusts)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bank Financing and Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Alternatives for Individuals (e.g. Mortgages, 1031 Exchanges)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional					
Fiduciary Responsibility Standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to Serve Foundations and Endowments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Practice Management					
Client Interviewing Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investor Behavior and Behavioral Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conducting Client Reviews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Wealth Management Services

	ADVISOR RESPONSIBLE	ADDITIONAL EXPERTISE NEEDED	OFFER THROUGH MY FIRM	OFFER THROUGH PROFESSIONAL ALLIANCE	NOT APPLICABLE TO MY PRACTICE
Client Administration					
Centralized Recordkeeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consolidated Reporting Functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bill Paying	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cash Flow Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asset Custody and Management (Cars, Property)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Income Taxes and Accounting Counsel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advisor/Team Administration, Communication And Marketing					
Team Organizer/Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Client Relationship Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asset Gatherer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asset Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Portfolio Review Administrator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Account Review Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Niche Market Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Packaged Product Specialists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insurance Specialist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managed Money Specialist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology Specialist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing/Communications Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seminar Coordinator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Disclosures

This material is provided for informational and educational purposes only, and should not be construed as specific legal, financial or business advice. The statements contained herein are the opinions of Nuveen Wealth Management Services. All opinions and views constitute our judgments as of the date of writing and are subject to change at any time without notice. Information obtained from third party sources is believed to be reliable, but is not guaranteed for accuracy or completeness.

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