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Advisor Services

Charting your own course

Discover five business models for the modern RIA

Own your tomorrow®

“Forward-thinking advisors are leading a fundamental change in the way the industry handles the management of people’s wealth.”

—Tim Oden
National Managing Director
of Business Development,
Schwab Advisor Services

The time for independence is now

For years, financial advisors have sought the control that the Registered Investment Advisor (RIA) model offers. Going independent unlocks more flexibility over how advisors can serve their clients and grow their businesses. But the RIA channel has become more than a place to break free from traditional advice models. It's the destination of choice for a mass movement of advisors in search of a better way of doing business—one where advisors and their clients can thrive.

In fact, while the advisor-managed asset market share in the wirehouse channel declined 10 percentage points over 10 years, the RIA channel increased 5.3 percentage points over the same period.[1] Tim Oden, national managing director of business development at Schwab Advisor Services™, sees this independent movement as more than a trend.

"Forward-thinking advisors are leading a fundamental change in the way the industry handles the management of people's wealth," Oden says. The driving force behind that change: investors.

DID YOU KNOW?

Clients are likely to follow you.

Most advisors considering independence wonder if their clients will follow them: Many clients do. Research shows that, on average, advisors who transition to the RIA model retain 87% of their client base.[2] The great news today is that investors are more educated than ever about the benefits of working with a fiduciary. The idea of working with an advisor who puts clients' best interests first is appealing for many clients and helps build trust.

The right move for you and your clients

Investors are shifting the way they choose financial advice. They want to work with advisors who see their clients' best interests as their top priority. According to a 2018 study, new clients drove more than twice as much growth in assets under management for median RIA firms as existing clients did.[3] In response, advisors are capitalizing on the opportunity in the RIA channel.

As RIAs, advisors are accessing an open architecture that enables them to select the right products for their clients. They're also customizing best-in-class technology solutions and designing policies and procedures to meet their clients' needs. Advisors who go independent are seeing it as the smart, strategic move for their clients and their professional futures.

Ask yourself what independence means to you

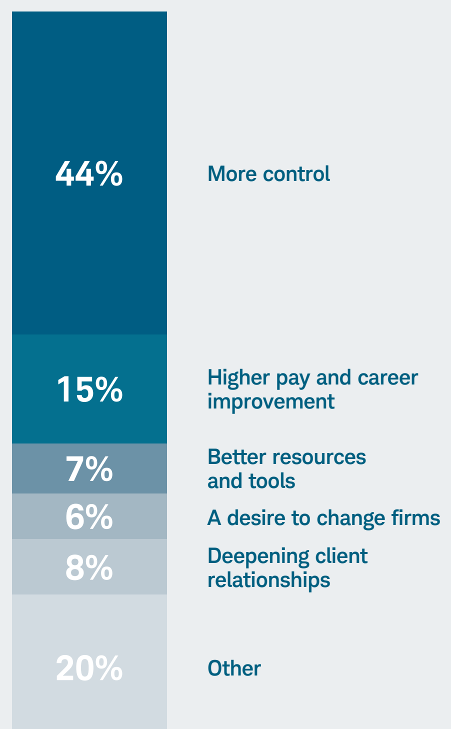
As more advisors envision their futures in the RIA model, more pathways are opening up to help them get there. No matter where they are in their careers or what they wish to accomplish, advisors can access a rich landscape of options to design the futures they want for themselves and better serve their clients. In fact, 94% of advisors go independent to do what's best for their clients.[4]

Even if you've considered independence before, you're satisfied with the amount of autonomy you currently have, or you feel unsure about running a business, you owe it to yourself to explore the options available now. The financial advising industry has evolved. The RIA model has matured. The ecosystem surrounding RIAs provides a wealth of expert resources to support you at every step. Today, there are more options than ever to customize an RIA model to suit your vision.

In the following pages, we'll cover insights and important questions to help you understand the five core models of modern independence, each with varying levels of ownership:

- Create your own independent RIA firm
- Outsource some RIA firm operations
- Share ownership with an equity partner
- Affiliate with an existing RIA firm
- Join an established RIA firm as an employee

The top reasons advisors are drawn to independence[5]



DID YOU KNOW?

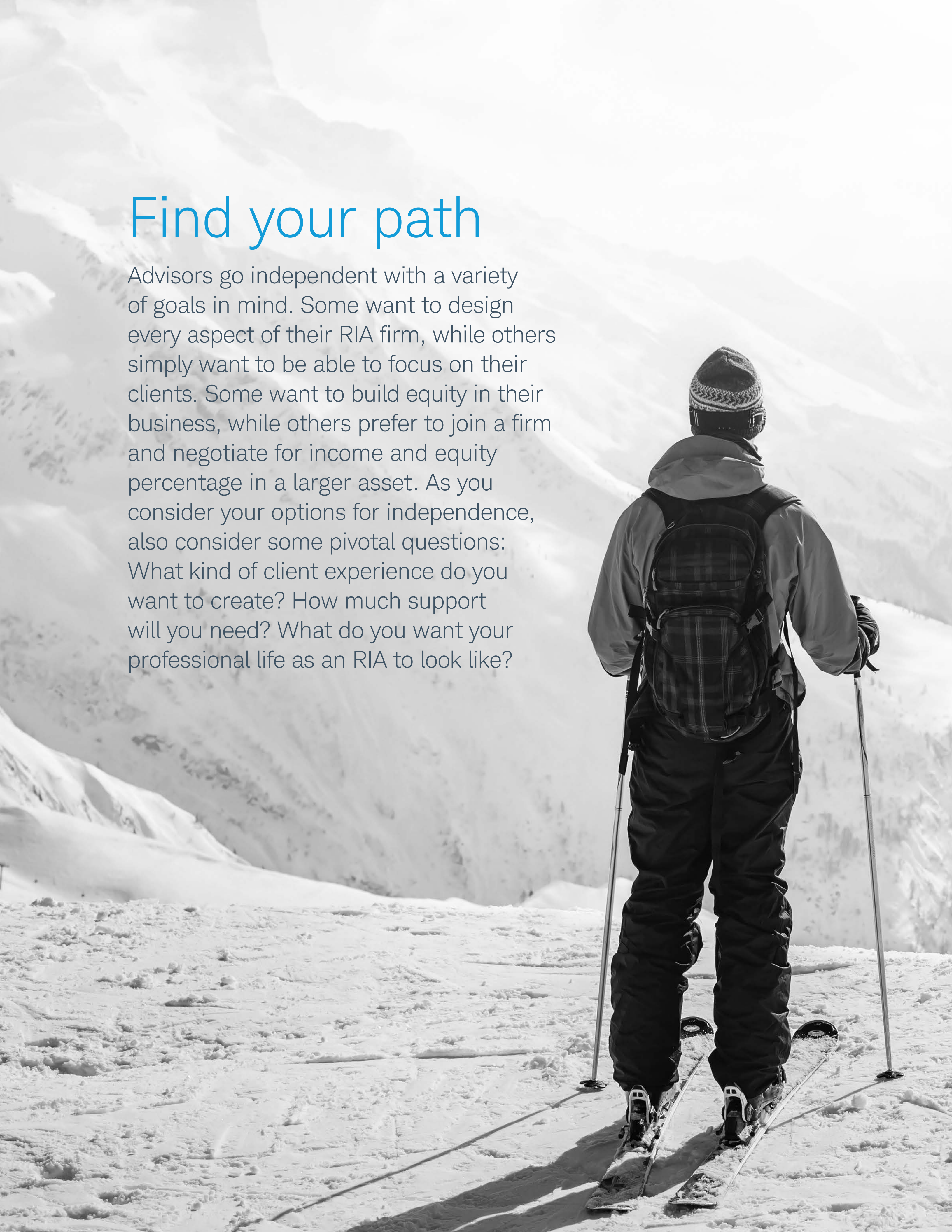
You can go hybrid.

Regardless of the core model you choose, you have the flexibility to maintain your commission business as a hybrid RIA. Hybrids can start or join a fee-based RIA firm and affiliate with an independent broker-dealer (IBD) or act as a contractor of an IBD with a corporate RIA.

After you've learned more about the five core RIA models in this white paper, find out how commission business can fit in by reading *Going Independent as a Hybrid RIA*.

Find your path

Advisors go independent with a variety of goals in mind. Some want to design every aspect of their RIA firm, while others simply want to be able to focus on their clients. Some want to build equity in their business, while others prefer to join a firm and negotiate for income and equity percentage in a larger asset. As you consider your options for independence, also consider some pivotal questions: What kind of client experience do you want to create? How much support will you need? What do you want your professional life as an RIA to look like?



Do you want to:

Build and own an advisory firm based on your vision

Have total control to customize and create every aspect of your business, including technology

Be in control and access best-in-breed solutions but have someone else handle specific details

Focus on your own clients while working with a support system

Establish a firm but without sole financial responsibility

Plug into an existing firm's culture and infrastructure

Retain some autonomy within your practice

Rely on established processes, branding, and client experience

Create
Create your own independent RIA firm
(p. 8)

Outsource
Outsource some RIA firm operations
(p. 10)

Share
Share ownership with an equity partner
(p. 12)

Affiliate
Affiliate with an existing RIA firm
(p. 14)

Join
Join an established RIA firm as an employee
(p. 16)

Go directly to the model that sparks your interest, or keep reading to explore all your options.

Create your own independent RIA firm

Absolute autonomy and ownership to realize your unique vision

The RIA model offers immense opportunities for entrepreneurial advisors to grow their assets and build successful RIA firms. According to Cerulli Associates, RIA assets have achieved a five-year compound annual growth rate (CAGR) of 11.7%.[6] Some advisors are even going independent with the intent to become consolidators—firms designed to scale and grow quickly.

“When advisors are standing on the precipice of transition, I always ask them what they’re trying to solve for,” says Kimberly Sanders, director of business startup consulting services at Charles Schwab. “Is it an itch to become an entrepreneur or deliver a better client experience?”

While the answer can be both, advisors who choose ownership often want the control to build their unique vision. Whether you want to grow into a nationally recognized brand or establish a local firm and serve clients your way, creating your own independent RIA gives you the power to pursue your goal.

11.7% CAGR

for assets in the RIA channel over five years[6]

Ask yourself:

Do you believe you can better serve your clients by designing every aspect of your firm?

Pure ownership means you have total control of the business from every angle. Advisors in this model start a firm, customize their client experience, and roll up their sleeves to build their own brand and company culture. Every decision—such as the technology you use, your marketing strategy, and even your office aesthetic—is yours to make. You define how you want to serve clients and the kind of firm you want to become. Even with total control, you can access support for the transition. Schwab's experienced startup, transition, and technology teams have helped many advisors successfully make the move.

Do you like the idea of selecting only the operational resources that directly benefit your clients?

Owners are in charge of business operations, which includes evaluating and choosing services and solutions such as customer relationship management systems, back-office technology, and compliance management. They can also work with providers and vendors to customize unique versions to meet the needs of their firms and clients. For example, when setting up for significant business growth, you'd want to make sure your technology has the capacity to scale with you. Schwab experts can help you plan for and execute such a strategy.

Are you comfortable taking on business risk in exchange for high potential rewards?

Advisors in this model have full firm responsibility, with all of its risks and rewards. They keep 100% of what they earn, take on the expenses, and control how revenue is reinvested back into the firm. Reinvestments can include everything from upgrading technology systems to opening a new office or acquiring another firm. Over the long term, advisors who take this path have the opportunity to build equity in their businesses, which they may be able to monetize down the road.

> "Our time now is much more deliberate than it was when we worked inside a big bank. Every decision—everything we do—is making sure we can benefit our clients."
>
> —**Brett Sharkey**
> Managing Director,
> Three Bridge Wealth Advisors

DID YOU KNOW?

Compliance isn't all on you.

Independence doesn't mean you have to become a compliance expert. You can hire a compliance professional as an employee. Or you can outsource the task to save time and effort, but remember that you'll still need a chief compliance officer at your firm to act as a liaison.

"Once independent, RIAs are often surprised that their fear of compliance was unsubstantiated," says Brian Hamburger, president and CEO of the compliance consultancy MarketCounsel. "It's actually about establishing an ethical culture and reinforcing the standards by which they'll define their business."

Experienced Schwab Business Development Officers can help you weigh your options and, should you choose to outsource, help you find a suitable match.

Learn more about creating your own independent RIA firm.

Contact a Schwab Business Development Officer at **877-687-4085**, or keep reading to explore more paths to independence.

Outsource some RIA firm operations

Ownership with less time spent managing all the details

The RIA model gives advisors access to a robust and ever-evolving support ecosystem of world-class service providers. "One of the great things about the ecosystem is that entrepreneurs serve entrepreneurs," says Shirl Penney, CEO of Dynasty Financial Partners, a platform provider within the ecosystem. "It has allowed a whole new set of capabilities to be delivered to RIAs in a differentiated and very accountable way."

Platform providers such as Dynasty deliver proven solutions that advisors can implement to help launch and run their firms efficiently. They supply professional management and support for technology selection, ongoing compliance, and more, as well as business strategies to help firms accelerate growth. The support ecosystem is filled with consultants and specialists. Firms of all kinds can find the business-management help they need—often backed by experts who have experience helping advisors of varying sizes transition and operate efficiently.

"Selecting the right platform partner allows an advisor to be entrepreneurial where it matters most—which is serving their clients," says Jeff Concepcion, CEO of Stratos Wealth Partners.

Ask yourself:

Does it excite you more to serve your clients or design business operations?

Ownership with support means you make fewer management decisions. Platform providers can help with many of the details or handle them outright. From the transition onward, these specialized providers can simplify business operations such as technology, reporting, investment solutions, compliance, employee training, and even securing financing for future expansion. Some platform providers can also connect you with a community of independent financial advisors who share best practices and insights. Schwab Business Development Officers can introduce you to a deep network of providers and help you find the right fit.

Would you like to leverage expert support to professionalize your business and gain more autonomy?

Platform providers can deliver more than transition assistance. Many offer the expertise to help you achieve operational excellence in how you run your firm, which can lay a solid foundation for scale and growth. Even with the extensive support of platform providers, the advisor is still in control. Your business is your own. But your time is freed up so that you can stay laser focused on your top priorities, which may include having more face time with clients, growing your business, or recruiting advisor employees.

Are you willing to pay a fee to outsource some operations?

Advisors who choose this model are willing to pay a fee for platform-provider services. The platform provider isn't likely to request an ownership stake in the business, so you still maintain 100% equity in the firm and build value over time. In fact, leveraging these advanced, best-in-class services can often better position you for growth and succession.

“Dynasty worked with us to set up payroll, HR, and insurance. They helped us go independent and be successful at independence.”

—**Paul Strid**
Chief Operating Officer,
Concentus Wealth Advisors

Learn more about outsourcing some RIA firm operations.

Contact a Schwab Business Development Officer at **877-687-4085**, or keep reading to explore more paths to independence.

Share ownership with an equity partner

Control—without shouldering the full cost and ownership alone

The high growth rates of the RIA channel are attracting investors—and investment capital. Advisors have a greater opportunity now to access seed funding for their businesses. Private equity firms and RIA aggregators are looking to obtain a partial stake in RIA firms. Some act as passive investors and are hands-off, while others provide both financial and operational support to help RIAs run their firms.

For example, Focus Financial Partners is an equity partner that invests exclusively in fiduciary wealth management businesses and acts as a value-add investor. "There's a comprehensive list of things we can help with without having decision-making authority, from practice management to strategic recruiting and mergers," says Lenny Chang, Focus Financial Partners managing director. "It's a consultative approach that creates value for the RIA and their clients." In the future, equity partners can also help you grow inorganically or find other advisors to join your firm.

Financing and building an RIA firm enables you to monetize a piece of your business during the move.

Ask yourself:

Are you willing to trade some ownership for capital to support your firm?

When advisors secure capital from equity partners or private investors, they can rest easier knowing they have a financial strategy for the transition. As the firm evolves, it can be nice to know that equity partners may be there to help you scale and grow. Financial backing can also prove useful in succession planning. If you have a desire to cash out a senior partner and pass the business to younger advisors, equity partners can finance the deal.

Do you believe it's important to rely on outside expertise as you build your business?

Experienced equity partners can deliver more than investment capital. Some deliver firm-management support, such as help designing technology solutions, optimizing business operations, and executing on strategies for the future. The level of involvement varies by partner, so it's important to understand which areas of your firm you want investors to influence and which you want entirely in your court.

Do you find comfort in sharing business risks and rewards?

Equity partners and investors buy a portion of an advisor's cash flow up front and receive partial equity. The percentage is up for negotiation, and you can maintain a majority stake in the business. In this model, business risks as well as the rewards—revenue, growth, or an eventual sale—belong to both parties. In some cases, you may have the option down the road to secure full ownership of the firm by buying out the equity partners.

> "Not only did they [Focus Financial Partners] give us the financial footing to break away, but also they gave us the ongoing guidance we needed on how to run a business."
>
> —**Herman Rij**
> Founding Partner,
> Quadrant Private Wealth

DID YOU KNOW?

You have financing options.

Equity partners and private investors are just two of many options to obtain transition financing. If it makes more sense, you can pursue a loan rather than give up partial equity in your firm. Perhaps you'd benefit from a small business loan, an express line of credit where you can draw money as you need it, or a more conventional time-based loan. No matter what, you're not alone in evaluating banks and finding the right deal. Experienced Schwab Business Development Officers can help.

Learn more about sharing ownership with an equity partner.

Contact a Schwab Business Development Officer at **877-687-4085**, or keep reading to explore more paths to independence.

Affiliate with an existing RIA firm

A balance of autonomy and support

The RIA industry is seeing a trend toward consolidation of advisor practices as firms seek to broaden or deepen their service capabilities for clients. According to Cerulli, the number of advisors per RIA practice has grown at a four-year CAGR of 2.2% for the independent RIA model and 5.5% for the hybrid RIA model.[7] And 73% of firms plan to bring on advisors in the next 12 months.[8]

But consolidation doesn't necessarily mean you have to become a full-fledged employee of another firm.

Affiliating with an existing RIA firm may allow you to keep your book of business and also maintain your autonomy. Plus, you can access a ready-made infrastructure for business operations and management.

Ask yourself:

Are you interested in leveraging an established brand?

When an advisor associates with an existing group, their business model can often stay the same. The affiliation can bring flexibility and can lead to increased growth through tapping into pre-existing marketing campaigns, events, and expanded product offerings. Advisors may even have their own office or location. You likely can control your schedule and work-life balance and also enjoy the advantage of leveraging the firm's brand recognition and expertise. When selecting a firm, keep in mind that it's important to evaluate whether it's a good match for you.

Do you like the idea of control over day-to-day tasks, with support when needed?

When you affiliate, you may operate as a 1099 employee instead of a W-2 employee. In this model, you can stay in control of your day while leveraging solutions already in place at the firm, such as technology, compliance management, and other business operations. In some cases, you can share existing support staff. In a 2018 Schwab study of advisors considering independence, 9 out of 10 advisors said they preferred at least moderate support with branding, operations, and staffing.[9] Plugging in can simplify the transition and give you a running start as an RIA. Succession planning may be simpler too, as parameters may already be defined by the parent company.

Would you prefer to take on a partial stake in business rewards in exchange for less risk?

In this model, advisors operate as RIAs but are not necessarily self-employed. The Form ADV (the Securities and Exchange Commission registration) as well as insurance and liability coverages are the responsibility of the firm instead of the advisor. Advisors are also empowered to negotiate the terms of their earnings. A 2018 Schwab study of advisors considering independence found that 68% of advisors would prefer a revenue percentage as their compensation, while 32% would prefer salary and incentive.[10] This model can potentially enable you to secure an equity percentage in the parent company, which could translate into a future payout should the company do well or be sold.

> "Affiliating was a mission-driven decision for me. I wanted to focus on my core business while relying on experts for some of the risk management."
>
> —**Brent Johnson**
> Founder,
> Vision Wealth

DID YOU KNOW?

It's essential to find the right fit.

An important aspect of joining a firm is finding one that's a good cultural fit and that matches your investment philosophy. In fact, 75% of advisors who seek to affiliate with or join an RIA say their timeline for transition would shrink from two years to 12 months or less if they found the right match.[11] When evaluating a firm, make sure you understand whether they share your and your clients' values and goals.

If the perfect match has yet to present itself, keep in mind that designing your own unique version of independence is an option. Experienced Schwab consultants can provide expertise and guidance to help you make the transition and manage your firm successfully.

Learn more about affiliating with an existing RIA firm.

Contact a Schwab Business Development Officer at **877-687-4085**, or keep reading to explore more paths to independence.

Join an established RIA firm as an employee

Independence without the responsibility of ownership

Firms in the RIA channel are increasingly looking to achieve inorganic growth through acquisitions such as advisor tuck-ins, in which an advisor and their business are absorbed into the infrastructure of a parent company.

In fact, in 2017 the number of mergers and acquisitions—153—set a record for the fourth consecutive year.[12] When RIA aggregators, national multi-office firms, and even local RIAs are acquiring or hiring new advisors, they look for people who complement their company culture and supplement their service offering. For example, they may bring on a next-generation advisor or someone with specialized expertise.

Joining an established RIA firm allows you to capitalize on the benefits of the RIA model without taking on the risk of owning a business.

Ask yourself:

Would you prefer to plug into a culture and client experience that align with your values instead of designing something from scratch?

Just as W-2 employees do, advisors who join an existing firm agree to reflect and champion the company's values. The advantages of this arrangement can include: You can plug into a ready-made platform and established brand, your transition is lower-risk and less disruptive to your clients, you have access to guidance from firm management, and you can leverage the expertise of your co-workers. With any firm you join, it is very important to do your due diligence and evaluate whether the firm's culture and investment philosophy are a good match.

Do you like the idea of relying on the ready-made support of an established infrastructure?

In a 2018 Schwab study of advisors considering independence, 29% of respondents cited the ability to leverage an existing infrastructure as the top reason why joining a firm is more appealing than ownership.[13] When advisors join a firm, they may gain access to the firm's existing technology solutions, compliance management, administrative processes, staff, and even the coffee in the breakroom. It's all set up for you, which means you spend less time on firm operations and more time serving your clients.

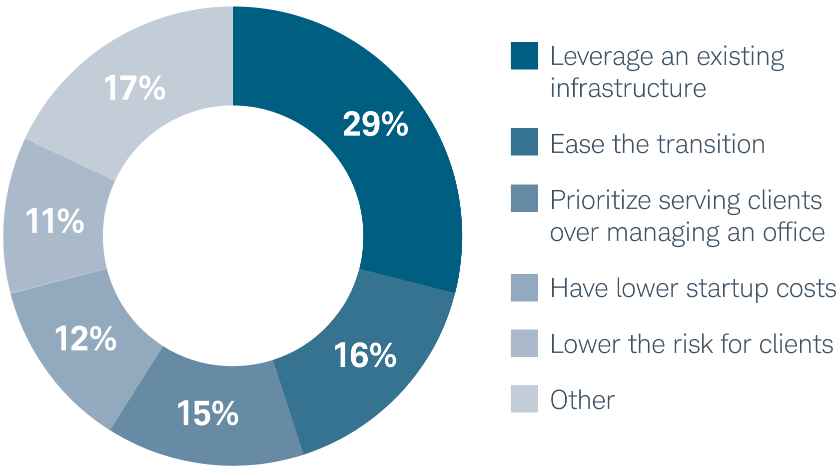
Are you comfortable having your income potential and asset growth tied to other advisors' and the firm's performance?

Advisors in this model can operate as employees or potential partners of the firm. Before signing a contract, you may have the opportunity to negotiate the financial terms, which can include an up-front payout, long-term equity, or a combination. In some cases, firms are willing to split expenses and take a percentage of an advisor's revenue. Other times, compensation is a salary and potential bonus. If the firm grows, you may share in the revenue. Its success is your success and vice versa.

Learn more about joining an established RIA firm as an employee.

Contact a Schwab Business Development Officer at **877-687-4085**.

Reasons why advisors would join instead of own an RIA firm[14]



"Joining an RIA provided a way for me to leverage their existing technology platform, business infrastructure, relationships, and brand recognition without having to create it all myself."

—**Scott McClatchey**
Wealth Advisor, WWM Financial

Choose your vision of independence

While advisors have been making the move to independence for decades, a combination of circumstances has created unparalleled opportunity for advisors in the RIA channel. The core models are mature. The support ecosystem is robust and filled with innovative services to help advisors scale and grow. Most important, investors have made a fundamental shift in the way they want to receive financial advice by embracing the fiduciary standard. More and more advisors are meeting them there.

A path for success

Capitalizing on established pathways and support resources, advisors are navigating to a place where they can create the client experience they envision and pursue successful professional careers. Advisors report that the move to independence is worthwhile in more ways than one. A Schwab survey of recently transitioned advisors found that 7 out of 10 advisors have increased their gross revenue since going independent. Nearly all of these advisors said they were happier after going independent, and 96% said they would do it again.[15]

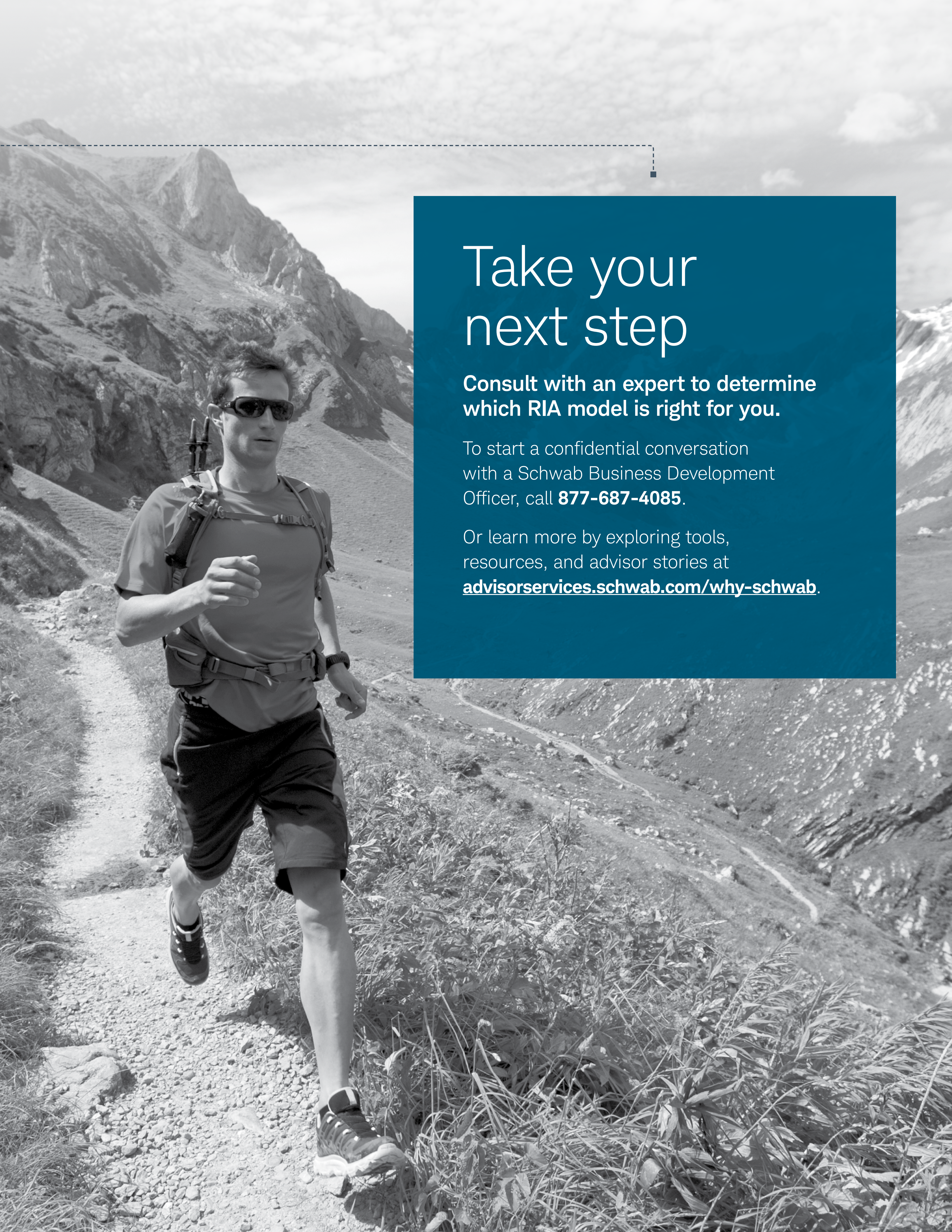
96% of advisors who have gone independent said they would do it again.[15]

The future promises even more for RIAs. Cerulli projects that the independent RIA and hybrid RIA channels will grow in asset share from 22.7% in 2016 to 25% in 2021.[16]

A model for everyone

The options for independence are virtually unlimited, giving you the flexibility to design and follow your own path. "The RIA model allows for infinite amounts of creativity in how advisors deliver services and interact with clients," says Tim Oden, national managing director of business development at Schwab Advisor Services™. "This makes the model so unique."

Going independent can help you realize your vision—whether you want to own a nationally recognized or a local boutique firm, leverage best-in-class support, or join an existing RIA firm. It all hinges on who you are and what you want to achieve for yourself and your clients.



Take your next step

Consult with an expert to determine which RIA model is right for you.

To start a confidential conversation with a Schwab Business Development Officer, call **877-687-4085**.

Or learn more by exploring tools, resources, and advisor stories at **advisorservices.schwab.com/why-schwab**.

About Schwab Advisor Services™

Schwab Advisor Services is the industry leader and largest custodian of RIA assets,[17] providing custodial, operational, practice management, and trading support to more than 7,500 independent RIA firms. For over 30 years, Schwab has worked resolutely with independent advisors to develop proven processes and insights for starting, building, and growing RIA businesses. Schwab Advisor Services has a strong vision for RIAs and their futures and is committed to pushing the financial advising industry forward on behalf of advisors.

1. *The Cerulli Report: U.S. Advisor Metrics 2017*, Exhibit 2.08.
2. Independent Advisor Sophomore Study from Schwab Advisor Services, Logica Research (formerly Koski Research), March 2018.
3. 2018 RIA Benchmarking Study from Charles Schwab, fielded January to March 2018. Results for all firms with $250 million or more in assets under management (AUM). Study contains self-reported data from 1,261 firms. Participant firms represent various sizes and business models categorized into 12 peer groups—7 wealth manager groups and 5 money manager groups—by AUM size.
4. Independent Advisor Sophomore Study from Schwab Advisor Services, Logica Research (formerly Koski Research), March 2018.
5. Spectrum of Advisor Independence Custom Study, conducted for Schwab Advisor Services by Phoenix Marketing International, June 2018.
6. *The Cerulli Report: U.S. Advisor Metrics 2017*, Exhibit 2.07.
7. *The Cerulli Report: U.S. Advisor Metrics 2017*, Exhibit 2.16.
8. 2018 RIA Benchmarking Study from Charles Schwab, July 2018.
9. Spectrum of Advisor Independence Custom Study, conducted for Schwab Advisor Services by Phoenix Marketing International, June 2018.
10. Ibid.
11. Ibid.
12. DeVoe and Company, RIA Deal Book™: Q4 2017 Annual Review.
13. Spectrum of Advisor Independence Custom Study, conducted for Schwab Advisor Services by Phoenix Marketing International, June 2018.
14. Ibid.
15. Independent Advisor Sophomore Study from Schwab Advisor Services, Logica Research (formerly Koski Research), March 2018.
16. *The Cerulli Report: U.S. Advisor Metrics 2017*, Exhibit 2.14.
17. Charles Schwab Strategy.

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