



1



2

1



Housekeeping Notes

3

AGENDA

New Clients

12:00 ET Welcome & Housekeeping

12:05 ET Charging What You're Really Worth

12:25 ET John Kennedy – Concierge Onboarding

1:00 ET Emily Biehler – Goals Workbooks

1:30 ET 10-minute Break

Ongoing Clients

1:40 ET Daniel Kopp – Integrating Estate Planning

2:15 ET Thomas Meek – Services & Jobs-to-be-Done

2:45 ET 10-minute Break

Transitioning Clients

2:55 ET Nicole Milone – Segmenting Clients

3:30 ET Tim Goodwin – Implementing New Fees

4

2



**Download the
Attendee Workbook in
the Handouts tab**

5



**Access handouts
provided by the guests
in the Handouts tab**

6

3



**A recording is included with
your registration and will be
available by tomorrow evening.**



**Use the Chat tab to share
thoughts and ask questions**



Post-Summit Community Conversation

Make a connection.
Process what you've learned.

Shoutout to the Kitces Summit Adviser Ambassadors!

[Brendan C. Fuller](#), Tompkins Financial Advisors
[Daniel Allgaier](#), Equity Comp FP
[Zeke Anders](#), Hightower Advisors
[Filipe De Barros Gusmao](#), Gold Tree Financial
[Laurette Dearden](#), Dearden Financial Services
[Sam Chang](#), Thrivent

[Sara Stanich](#), Cultivating Wealth
[Sean Stockman](#), Hugo Wealth Partners
[Adam Chapman](#), YESmoney
[Amy Rosenow](#), Bold Vision Financial
[Kevin Giammalva](#), Brockmann Financial
[Lauren O'Brien](#), XML Financial Group

Shoutout to those who are joining us for the 10th time!

Adam Chapman
Chris Mullis
Jennifer Luzzatto
Joshua Melda
Rob Bruner
Tina Mistry



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KITCES  SUMMIT

What are we doing here?

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12

6

FINANCIAL PLANNING VALUE

**Getting paid for the
value of financial planning
(and doing it efficiently)
is really hard!**

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THE NEW YORK TIMES BUSINESS BESTSELLER

**SELLING
THE
INVISIBLE**

*A Field Guide
to Modern
Marketing*

*"The one
book on marketing
I'd have if I could
have just one.
A CLASSIC."
—HARVEY MACKAY*

HARRY BECKWITH

13

VALUE OF ADVISORTECH

Advisor Technology tools promise to help...


"Save hours every week"

"Deliver financial plans more efficiently"

"Enhance the client experience"

"Engage clients more deeply"

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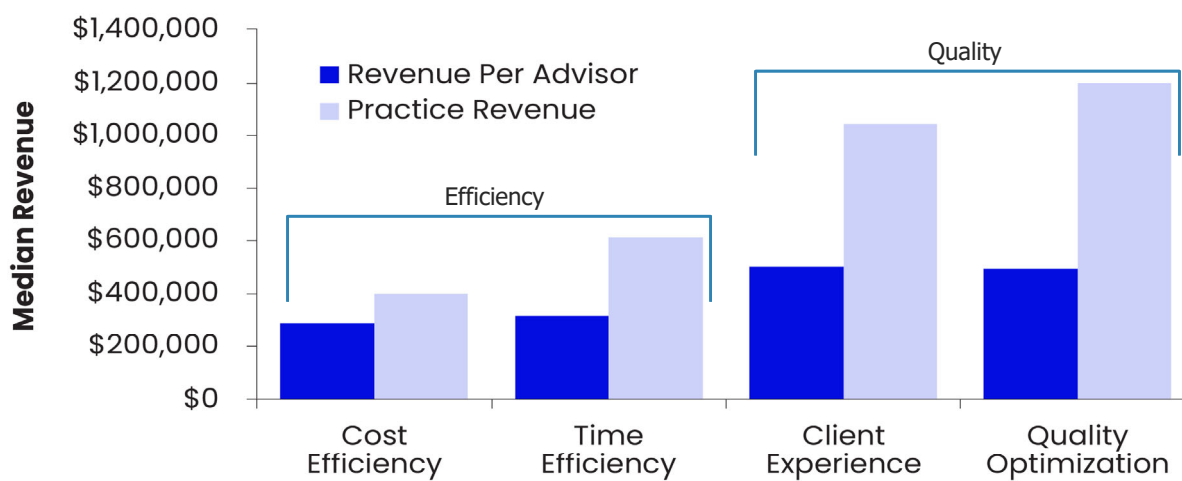
In your personal view, what is the single most important role technology should play in an advisory practice?

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Practice Revenue And Revenue Per Advisor By Technology Philosophy



Source: The Kitces Report, Volume 1, 2025 - The Technology That Independent Financial Advisors Actually Use And Like

16

8

TECH EFFICIENCY

The problem with trying to leverage productivity with Technology Efficiencies ...

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17

THE MATH OF TECH EFFICIENCY

Advisor Perspective on tech efficiency...

Cut time/client by 50% = 2x clients/advisor

14 hours/client = 100 clients x \$5k rev/client = \$500k revenue

7 hours/client = 200 clients x \$5k rev/client = \$1M revenue

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18

THE MATH OF TECH EFFICIENCY

***Client* Perspective on tech efficiency...**

\$5k in annual fees for 14 hours of service = \$357/hour

\$5k in annual fees for 7 hours of service = \$714/hour

Shrinkflation!

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THE MATH OF TECH EFFICIENCY

The fork in the road when gleaning tech efficiencies...

Option #1 – Efficiency



“This is amazing! With this tech I won't need to spend as much time with each client, and can handle twice as many clients now!”

Option #2 – Quality



“Now that we have more capacity, I'm getting my TPCP designation and will start using Holistiplan for deeper tax planning with our clients!”

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10

STRATEGIC USES OF ADVISORTECH

***Productivity does not grow sustainably
using tech to expand client capacity***

Instead...

***Productivity grows when
using tech to add more value to clients***

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











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21

DEFINE FINANCIAL (2014-2016)

*"...better technology can **free up advisors** to spend more time attracting new clients and servicing existing ones."*

*~Financial Planning's Technology
Survey (2010)*

Monthly Retainer	\$99	\$109	\$149	\$249	\$349
Unlimited Access to Your Financial Planner					
Annual Reviews					
Budgeting					
Insurance Analysis					
Investment Management					
401(k) Rollover Analysis					
Employer Benefits Review					
Retirement Planning					
Estate Planning					
Social Security Planning					
Charitable Giving Planning					

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22

11



2018

*"I fooled myself into thinking that **technology could take over that administrative role**. That if I just found a couple of talented CFPs that had different backgrounds and areas of expertise...and we had **a ton of technology to support us**, that would work."*

~Taylor Schulte, XYPN Radio

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23

WHAT DRIVES ADVISOR PRODUCTIVITY?

- Kitces Research on Advisor Productivity
- >600 advisor participants; ~45-minute survey across Time, Process, FP Tech, & Pricing
- Analyzed inputs towards Adviser productivity



The Kitces Report
Volume 2, 2024

How Financial Planners Actually Do Financial Planning

2024 Financial Planner Productivity Study



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12

FOUR FACTORS THAT DRIVE PRODUCTIVITY

TEAM LEVERAGE
TEAM STRUCTURE
CLIENT AFFLUENCE
PRICING CONFIDENCE

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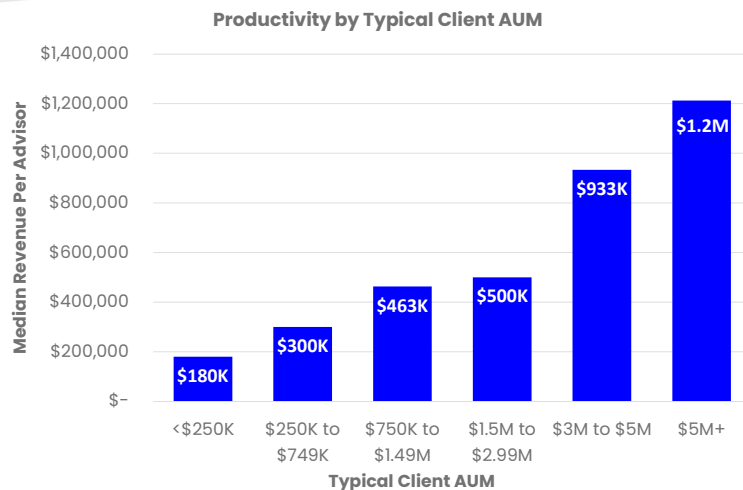
Handouts/Materials: kitces.com/???

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25

CLIENT AFFLUENCE

**Complexity of
Need
+
Capability to
Pay**



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13

CLIENT AFFLUENCE

Hourly Rate Equivalent:
Annual Revenue /
Hours Spent serving Clients

(2/3rds x 2,000 = ~1,300 hours/year?)

What's YOUR hourly rate equivalent?

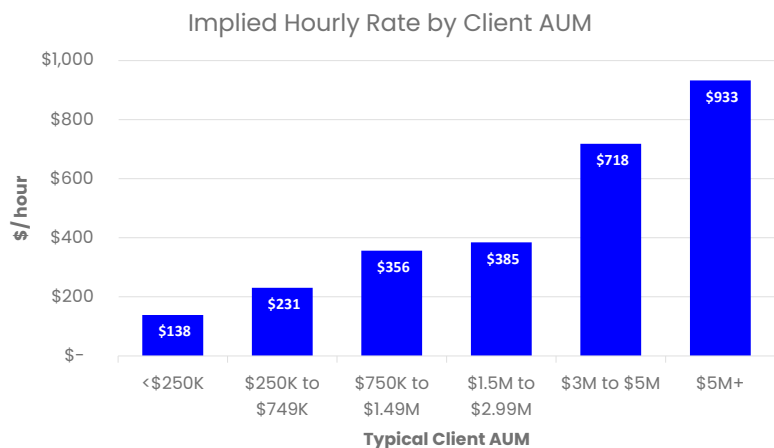
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CLIENT AFFLUENCE

Complexity +
Capability
=
Higher
Hourly Rate
Equivalent



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28

14

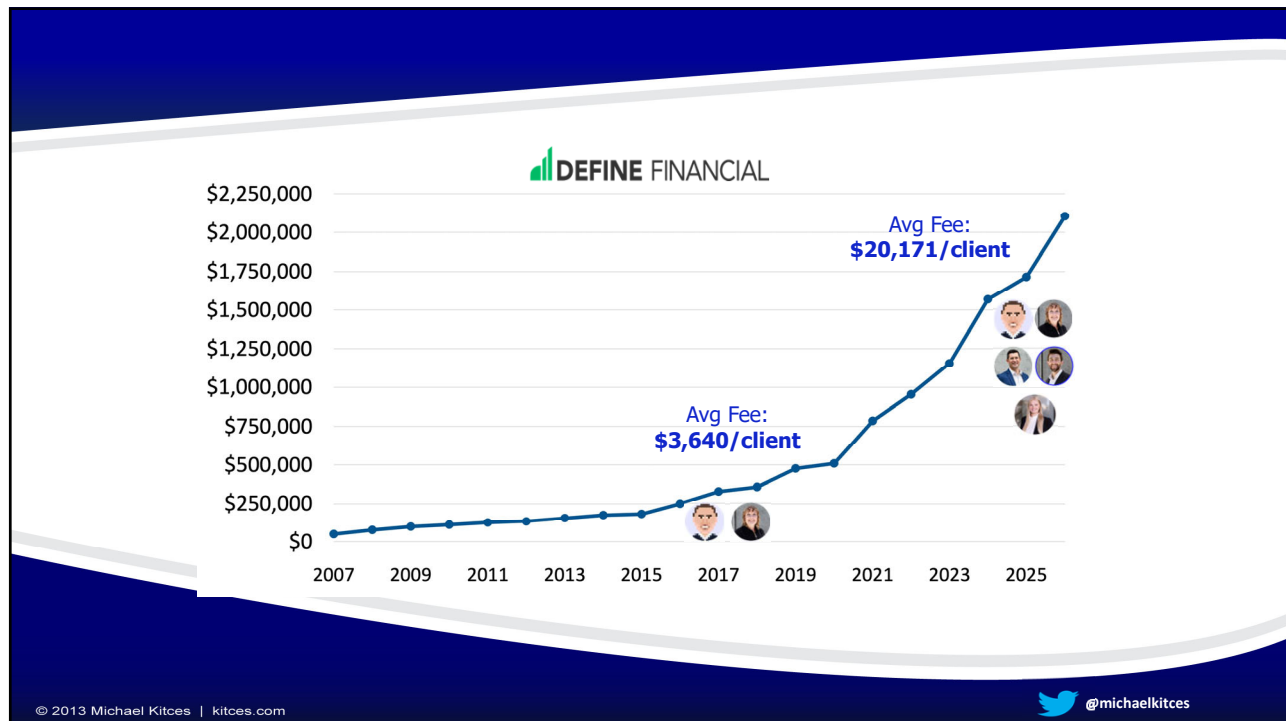
CLIENT AFFLUENCE

Productivity grows faster when you
stop trying to solve \$250/hour problems
more efficiently, and
start solving \$500/hour problems instead!

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29



30

15

ENHANCING VALUE

Greater Productivity =

Reinvesting into value OF our time/services

Finding clients who want and can pay for it

(Charge what it takes to deliver that value)

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31

Explaining & Showing Planning Value



New Clients



**Ongoing
Clients**



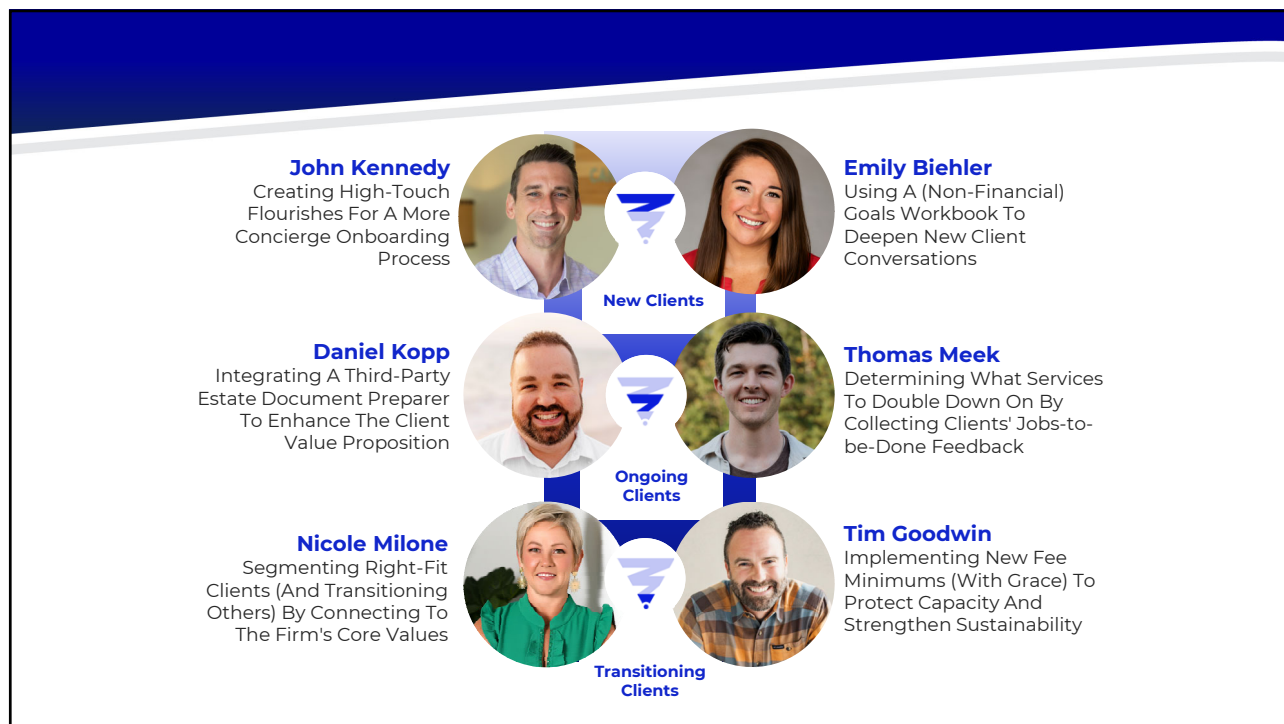
**Transitioning
Clients**

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32


16




33

Thanks for joining us!

Let's Get Started!

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34

17