

Referral Guide

Customize Your Referral Process



TABLE OF CONTENTS

Introduction.....	1
Benefits of Referral Prospecting	2
Referral Frame of Mind	2
Referral Strategy	4
Referral Workflow.....	6
Workbook Exercises	7
Step 1: Getting Started	7
Step 2: Building Your Referral Message	9
Step 3: Implementing a Referral System	13
Step 4: Post Referral Activities	17

INTRODUCTION

Last month my wife and I followed up on a friend's suggestion and went to a new restaurant for dinner. The menu was varied, the service was great and the food was exceptional. We have been back three times since, each time with a different group of friends. We have told many others about this new gem of a restaurant as well. We have turned into a referral machine for this restaurant.

That is the way word of mouth referrals are supposed to work for your practice, isn't it? You provide great service to your clients, who in turn cannot wait to tell all their friends about their great financial advisor and you are soon flooded with calls from these unsolicited referrals. The unfortunate reality is that referring friends to restaurants is different than referring them to trusted advisors. There is a natural reluctance to make referrals to advisors who will be dealing with the personal financial information that friends seem to rarely talk about.

So if your clients are not going to send all their friends and family to your door, what are you going to do? You know that referrals make great clients, because they often fit the same profile as the clients with whom you are already working. Acquiring clients through referrals requires a smaller investment in both time and capital than a marketing campaign. Referrals come to you prepared to get right to work. The trust you have built with your clients will transfer with the prospects they refer to you. All in all, referrals are a much better way of acquiring clients.

When you are done reading this guide, you will have a much better idea of how to get yourself and your practice in a position to capitalize on the opportunities that referrals can provide, from putting yourself in a referral frame of mind to the processes and systems you will need to successfully attract and capitalize on the referrals your clients willingly provide to you.

SEEKING AN OPTIMAL SOLUTION

Benefits of Referral Prospecting

Referrals are widely understood to be the best way to acquire clients. Marketing campaigns can be time-consuming and very costly. By building a strong referral system, you can dramatically reduce the time, effort and cost that you expend on growing your practice.

Referrals represent a higher quality of prospect, because they come to you from a current client who has identified them as someone who could benefit from your services. They will be more likely to fit the profile of your ideal client, because they have been referred by one.

Since they have been pre-qualified by your current client, you will have a higher closing ratio with referred clients than you have with clients who come to you from other sources.

People are looking for a financial advisor they can trust. If they hear from a friend or family member that you can be trusted, in addition to providing great service, they will be eager to work with you. Tiburon Strategic Advisors conducted a survey of high net worth investors and found that over 58% of clients found their financial advisor through a referral.

Referral Frame of Mind

One Advisor's Journey to Getting in a Referral Frame of Mind.

I was meeting the other day with one of my clients who is an architect. He specializes in contemporary residences and office buildings for small business owners. He had in fact designed my office building for me. During a lull in our review of his financial statements, he asked me the question that I have been hesitating to ask him for the last five years – Did I have any friends or colleagues that I could help with their building needs by referring them to him? At first I was caught off guard. One of my clients was asking me for a referral. Wasn't it supposed to be the other way around? Wasn't I supposed to be asking this client to refer all his architect friends to me? When I recovered I told him that I did not know of anyone that was currently thinking about a building project, but I would certainly keep my eyes open for an opportunity to refer someone to him. Since I was extremely happy with the process we went through in designing and building my office, and since I knew him to be knowledgeable, highly skilled and very personable, I will have no problems referring anyone to him.

After my client left the office, I knew it was time for me to confront the elephant in the room. Why did I rarely ask for referrals? What was I afraid of? Why did I not reciprocate by asking this very good client of mine for referrals when he had just asked me? I was confused and frustrated.

I run a very successful practice. My clients seem more than happy with the service they receive from my staff and myself. I do get an occasional referral from my clients. I had thought that by offering outstanding client service that unsolicited referrals would be pouring into my practice. Since I am not getting the level of referrals that I want by doing nothing, it now is abundantly clear to me that I am going to have to change my behavior. I am going to have to confront my fear of asking my clients directly for referrals.

58%
of Clients Found Their
Financial Advisor
Through a Referral.

My first step in this process was to do some research on the topic. A quick search on the internet revealed that I am not alone in being afraid to ask for referrals. The vast majority of sales representatives in all industries experience what is labeled as referral aversion. Even when you know how to ask for referrals, have every intention of asking for referrals and really want to ask for referrals, referral aversion will keep you from asking.

After I sat through my first training session on getting referrals, I was trained and ready and eager for my next client meeting, where I would put my newly learned skills to the test. By the end of the meeting, I had hesitated, vacillated and resisted several opportunities to ask for referrals. At each succeeding client meeting, I became more and more convinced that asking for referrals should not be part of my client meetings.

Not asking for referrals became a habit, and I practiced that habit at every client meeting thereafter, so that I became a master of not asking for referrals. Since I knew that this habit was a learned behavior, I knew that I could learn a new behavior and create the habit of asking for referrals.

For getting myself in a referral frame of mind, I came up with a three-step process. First, I focused on answering the question – was I referable? I made lists of all the services I provide to my clients, the expertise provided by my staff and myself, the time and effort we put forth to help clients meet their needs and the success we have had in helping clients achieve their goals. I came away from this exercise with a renewed belief that client's financial lives are enriched by being a part of my practice.

The second step was to confront the fear that clients will explode with anger and disbelief when I ask them for a referral. I thought of my recent experience with my architect client. I had been caught off guard when he asked, but I did not have a negative response. In fact, I recognized that if I knew anyone who needed the help

of an architect, I would be very comfortable referring them to him. As I thought about it, I frequently have been asked for referrals from a variety of other professionals, and I have never had a negative reaction. Clients who are not comfortable making referrals do not let that fact interfere with their relationship with you. I decided that since I am referable, (based on the first step) that clients would not have a negative reaction to me asking for referrals, and I do not need to let that fear stop me from asking.

The third step was to change how I think about who benefits from asking for referrals. Typically, I would ask for a referral to grow my business. But that is in contrast to my philosophy of running my practice with a singular focus on helping clients achieve their goals. I knew that none of my clients had growing my business as one of their goals. I again thought back to my conversation with my architect client and recalled the words he used to ask me for referrals. He asked if I had any friends or colleagues that I could help with their building needs by referring them to him. The focus of his question was on who I could help not on me helping him grow his business. It was a client-focused question rather than a question designed to help grow my practice. I realized that by changing how I ask for referrals, I could be more consistent with my philosophy and more comfortable making the request for referrals.

I am now ready to ask referrals consistently because I am confident of the following:

- My clients and I know that I provide value to them.
- My clients have friends, family and colleagues who would benefit from being associated with my practice.
- My clients are willing to refer those friends, family and colleagues to my practice if I am willing to ask them.
- I will create the new learned behavior of asking my clients for referrals.

Referral Strategy

We all have clients that we enjoy working with more than others. They are the clients that typically are the most comfortable with your planning process, willing to take your advice, disclose all of their financial information to you and are fun to spend time with. When these favorite clients also have investable assets, they are even more valuable to your practice. These are the clients you want to work with exclusively.

It only makes sense that as long as you are going to put an effort into adding clients to your practice that you would focus on adding more favorite or ideal clients. When you have clarity on the profile of your ideal clients, you will be in a better position to ask for referrals that will fit that profile.

The following is a simple exercise that you can use to help you identify the profile of your ideal clients:

My ideal client has the following characteristics:

1. **Age** Under 35 35-45 46-55
 56-65 Over 66
2. **Income** Under 40K 40K to 60K 61K to 100K
 101K to 250K Over 250K
3. **Net Worth** Under 50K 51K to 100K 101K to 250K
 250K to 500K Over 500K
4. **Risk Level** Conservative Average
 Above Average Speculative
5. **Motivated to act** _____
6. **Willing to take advice** _____
7. **Coachable** _____
8. **Source of referrals** _____
9. **Ability to have fun** _____

Now that you have created a list of the characteristics that represent your ideal client, you will want to scan your existing client list and find those who personify your ideal client. One easy way to do this is to use a system that Bill Bachrach of Values Based Selling fame calls “slots and replication.” Lay out in detail your ideal client profile on one side of a piece of paper. On the other side create a numbered list of your current clients who fit this profile. You should have as many “slots” as you will need ideal clients to meet the income and assets under management goals you have set for your practice. The number of slots with no client names represents the number of ideal clients you are going to acquire through your referral process. So if your goal is to have 50 ideal clients and you currently have 28, your goal will be to acquire or replicate 22 new ideal clients. This list will represent the starting point for your new referral prospecting process.

Keep in mind there are multiple ways for you to acquire 22 ideal clients to fill your slots, including a variety of marketing campaigns as well as working with centers of influence. We will continue to focus on getting referrals from existing clients, as it remains one of the best ways of acquiring new clients.

**Identify the Profile
of Your
Ideal Client.**

Asking for Referrals

Now that you have identified who you will ask for referrals, you will need to decide what you are going to say and when you are going to say it. In talking to advisors about their reluctance to ask for referrals, these two items always come up as justification for not asking for a referral. “There is never a time that seems like the right time to ask” is a frequent quote, along with “I do not know how to ask in a way that will result in the client actually providing me with some names.”

There are a lot of theories about when is the right time to ask for referrals. Some would say that there is never a bad time to ask. If you have put yourself in a referral frame of mind (as was discussed earlier in this paper), then there is likely never a bad time to ask. The confidence you have in your referability will overcome any awkwardness that may arise from your timing in asking for the referral.

What is the Right Way to Ask for a Referral?

There are no magic words that will work every time when asking for a referral. The key is finding the method that you are most comfortable with and that works for you.

Historically, advisors have suggested to clients that one of the ways they are compensated is through the referrals that clients provide to them. We would urge some caution with this approach. Clients are more aware than they have ever been about how advisors are compensated. To add referrals on top of the fees, commissions and trails can seem like too much to some clients. If you are using this approach successfully now, by all means continue to use it. Just be aware that it may not be as useful as it has in the past.

One approach to asking for referrals suggests that the right time to ask for a referral is when a client is aware of the value he has received from the services you provide. To make this point clear with clients, ask them for their perception of the value they receive from the many services your office provides them. If they are able to share with you the services that they appreciate and value, you should ask them if they have friends or family they would like to help by referring them to your practice.

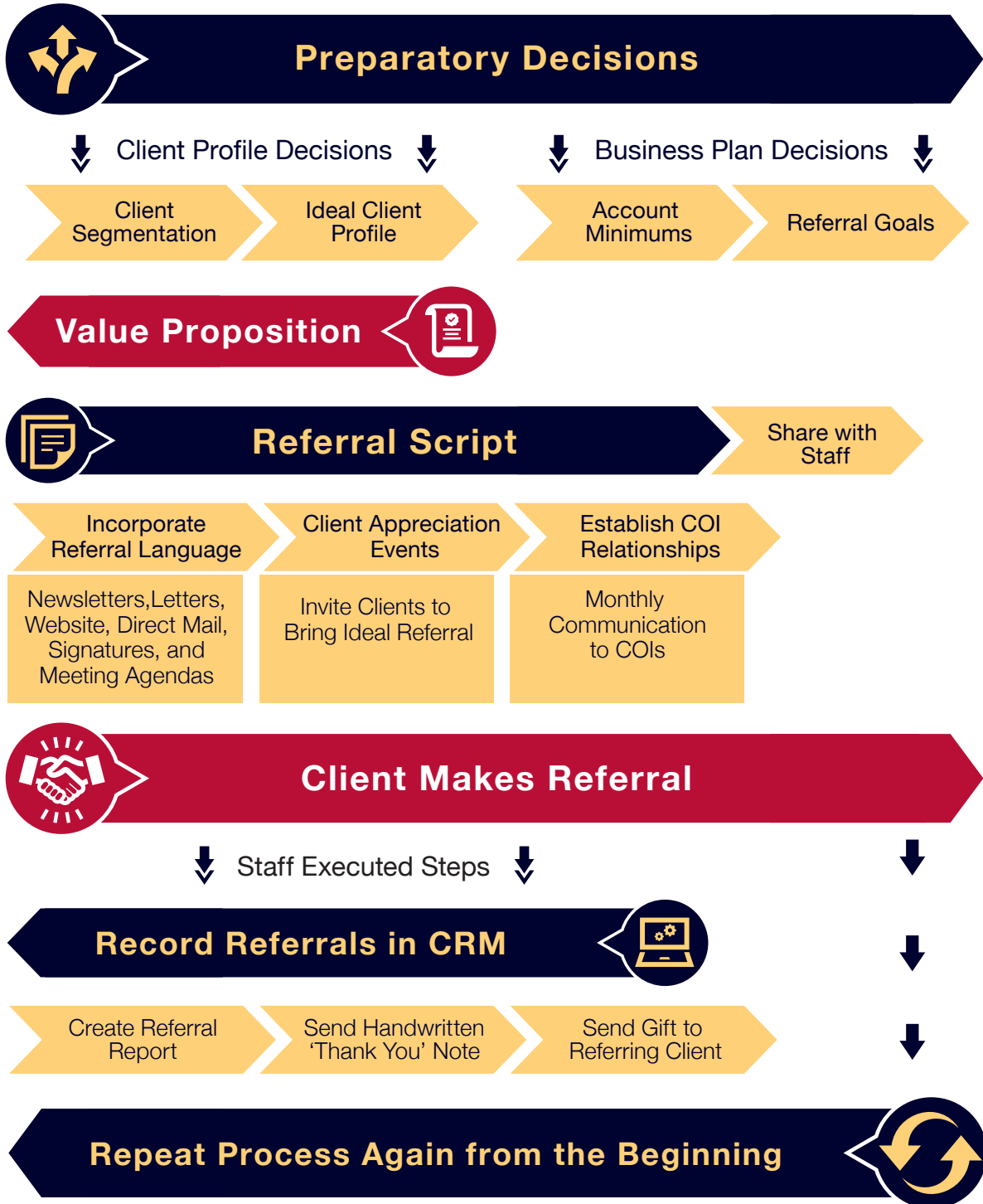
Next Steps

Review the many services you provide your clients. During your next five client meetings, take a few minutes and ask your clients what they like about the services they receive from your practice. You will be surprised by the response. The fact is, your clients like what you are doing for them, or they would not keep coming back to meet with you.

As you meet with your clients over the next couple of weeks, think about the kind of clients you want to work with in the future, not just from a financial perspective but also from a relationship and style perspective. If you are analytic and enjoy client meetings where the clients are engaged in the detailed analysis you have provided them, then make note of that fact. You will want to be sure to ask your analytical clients for referrals.

As we discussed above, there are many approaches to actually asking for referrals. While none are wrong, clearly some are better than others. When you are putting together your approach, think about how clients will hear this request. Remember, most clients will not consider helping you build your practice as one of their goals. You will need to find an approach that will be meaningful to your clients.

REFERRAL WORKFLOW



WORKBOOK EXERCISES

The best advice for implementing a successful referral system is to simply get started. Leave your concerns about asking for referrals in the past. Now is the best time to get a fresh start on growing your practice through referral prospecting.

The purpose of this workbook is to help create and implement a customized referral system for your practice.

Step 1: Getting Started

The first step to building your customized referral process is to make some initial decisions in four areas:

Client Segmentation - Segmenting clients helps you to understand which clients are the most profitable for your firm. Visit the Business Center- Running Your Office section for additional client segmentation tools.

Ideal Client Profile - Your Ideal Client Profile helps you define and share with others the types of clients that are a good fit for your services.

Account Minimums - Account minimums help to define your ideal client from a quantitative standpoint.

Referral Goals - The setting of referral goals helps you and your staff to focus on the important activity of asking for referrals.

Client Segmentation:

Segmentation criteria are defined both qualitatively and quantitatively. Determine the criteria that fit your practice by completing the boxes below:

Qualitative

- Center of Influence
- Referral from Center of Influence
- Pro bono
- Future income potential
- Like doing business with client
- _____
- _____
- _____
- _____

Qualitative

- Revenue per client
- Referral per client
- Assets under management
- _____
- _____
- _____
- _____
- _____

The Best Advice
for Implementing a
Successful Referral
System is to Simply
Get Started.

Ideal Client Profile:

Define your ideal client profiles for each segment:

A - A+ ACHIEVERS, YOUR SEGMENT NAME:

B - BEST IN CLASS, YOUR SEGMENT NAME:

C - CENTRAL, YOUR SEGMENT NAME:

D - DEDICATED, YOUR SEGMENT NAME:

Account Minimums:

Most offices find that they spend the same amount of time and resources servicing an A client as they do a C or D client. From a profitability standpoint, this is an inefficient practice. Account minimums help to raise the level of profitability from new each client that begins working with you.

My current account minimum is: \$ _____

My ideal account minimum is: \$ _____

My goal to implement my ideal account minimum is: _____

Month/Year

Referral Goals:

Goals can help you concentrate your time and effort. One important reason goal setters achieve such outstanding results is that they have learned how to focus and concentrate their time, energy and resources on a single objective, even if just for a few hours at a time.

Referral goals help you focus your efforts and activities around obtaining referrals in your practice. Every member of your team should be a part of the process of reaching your monthly and annual referral goals.

As you move forward through this workbook and design your referral process, include measurement steps along the way.

My Referral Goals:

_____ % of new assets/revenue from referrals in the next _____ months.

_____ # of new A clients from referrals in the next _____ months.

Step 2: Building Your Referral Message

Value Proposition - Your value proposition is your core message for all written and verbal communication mediums. It defines who you are and helps you stand out in the marketplace. Your written description is your value proposition and your verbal description is your Elevator Speech.

Referral Script - Your referral script is used by you and your staff to effectively communicate the types of referrals that will benefit your firm. This script, much like an elevator speech, is communicated to clients whenever possible.

Your Value Proposition:

Your value proposition should be based on the special benefits you offer and on unique traits, characteristics or accomplishments. Your value proposition expresses how you wish to be perceived. A well-crafted value proposition answers seven essential questions:

- Who you are
- What business you're in
- For whom (what people do you serve)
- What's needed by the market you serve
- Against whom do you compete
- What's different about your business
- What unique benefit is derived from your product or service

Answer the following six questions and use them to develop your personal value proposition:

- What makes me unique as a financial advisor?
- What makes me stand out as a financial advisor?
- What distinguishes me from other financial advisors in my geographical area?
- What am I most excited or passionate about in my financial business?
- Why should a high net worth individual or family hire you as their financial planner?
- What makes ME unique? Do I have a special degree or designation?

Here are some example value propositions to help you.

- We help clients plan to make the most of their money in their retirement years.
- We specialize in helping small business owners with all aspects of their finances.
- I help executives maximize their employee benefits for a sound financial future.
- We help families reach for their financial dreams.
- We specialize in multi-generational wealth planning.
- We specialize in comprehensive financial planning for pre-retirees.
- Specializing in retirement plan rollovers.
- We help pre-retirees to identify what is important in their lives, prioritize their goals and organize their finances to achieve those goals.
- Helping people plan for the financial and emotional implications of one of the biggest transitions they will ever experience – retirement.

Complete your Unique Selling Proposition:

An Elevator Speech is a 15 - 20-second introduction of yourself and what you do. As the adage goes, you get only one chance to make a first impression. Your elevator speech should feel natural to you. You and your staff should practice the elevator speech so you can deliver it to anyone you meet in a polished, professional manner.

Complete your Elevator Speech:

Hello, my name is _____ and I own _____ Financial Services.

I help people to _____

Your Referral Script:

Your referral script should contain key aspects of your Value Proposition that you want to make sure you communicate to your clients. The answers to the questions from page six will reveal all the reasons why clients will be happy to refer their friends, family and colleagues to your practice.

However, you do not want to ask for referrals like you are reading a script. When you have asked for referrals a few times, you will come across to your clients as you normally do – honest, natural and sincere. Think of your referral script as an outline of key points you want to communicate to clients.

Review the example script and then create your personalized script.

Clients: Jack, this has been great. We appreciate all the work you do for us.

Advisor: Thanks. If you don't mind, it would be helpful to me to get an idea of what part or parts of this meeting you found most helpful.

Clients: There were several things. One was having an agenda, so we knew what we were going to be discussing. I really liked the analysis of the income we can expect during retirement. Every time we review that, it makes me think about how close we are to reaching our goal. I also like reviewing our investment portfolio. It gives me an appreciation of the value of continuing our savings plan, so we know we will retire comfortably.

Advisor: Thanks. I really enjoy working with people like you who are serious about achieving their goals and will participate in an investment plan so they can enjoy their retirement. My practice is focused on working with people who are interested in working to achieve a comfortable retirement. Who do you know who might benefit from the services we are offering?

Notice that you do not need to make a long speech before asking for the referral. Keep it simple and clients will be more likely to respond positively to your request.

Another approach is to emphasize the exclusivity of your practice. There is an undeniable allure to being a part of a group for which not everyone can qualify.

Clients: Jack, this has been great. We appreciate all the work you do for us.

Advisor: I have been very fortunate to have built a successful practice. In fact, we are at a stage where we are very careful about whom we choose to do business with. One of the benefits you have as a part of my practice is that you can introduce us to your friends, family and colleagues who could benefit from the services we provide.

The primary reason clients work with you is the belief that you will help them achieve their goals. Asking for a referral to build your business or as an additional means of compensation is not consistent with helping clients meet their goals. It is unlikely that growing your practice is a goal for any of your clients. The language you use when asking for a referral should keep this fact in mind. You will want to use a phrase such as "Who do you know that you would like to help achieve their retirement goals?"

Consider an opening sentence such as:

- Unlike some advisors who are trying to see how big they can get, I am trying to see how small I can stay.
- Rather than be all things to all people, I am all things to some people.
- I am selective about the clients I work with.
- There has to be a good fit: My clients have to feel that there is a good fit with me as their advisor, and I have to feel there is a good fit with my clients.

Use an ask phrase as "Who do you know that you would like to help achieve their retirement goals?"

The bottom line about referrals is that you have to ask for them. By keeping your request simple and using language that lets the client know they are helping their friends, family and colleagues achieve their goals, you will experience an increase in the quantity and quality of referrals you receive from your clients.

Answer the following three questions and use them to develop your referral script:

How do I want to personalize my opening statement, such as years in the business? Desire to help people?

In the 10 years I have been in this business, I have learned that the greatest service we can provide is to help clients gain clarity on their goals and to diligently focus their resources on achieving those goals.

Do I want to make reference that I service a unique niche?

While we work with clients who have a wide variety of financial goals, my office specializes in helping employees from Boeing plan for and enjoy their retirement years.

Do I want to make reference to the type of planning I specialize in?

While we work with clients who have a wide variety of financial goals, my office specializes in helping current and former business owners preserve their assets and reduce their estate taxes.

Complete your Referral Script:

Communicate the script to your staff:

List three ways in which you will communicate and train your staff on your referral script:

#1: _____

#2: _____

#3: _____

List three ways in which you will reward your staff for referrals:

#1: _____

#2: _____

#3: _____

Step 3: Implementing a Referral System

The third step to building your customized referral process is to define the action steps you will take to implement a referral system for your practice. There are four areas to build on:

Adding Referrals to Meeting Agendas - Client agenda meetings should include a formal request for referrals.

Client Appreciation Events - A fun way to increase the amount of referrals generated by your office is to have your clients bring potential clients to an event you sponsor.

Adding Referral language to Client Communication - One of the most overlooked steps in the referral process is to formally add that you are seeking referrals in your written communication channels.

Establishing COI Relationships - Centers of Influence are the best sources of referrals, if they know what you are looking for in a client and what services you have to offer.

Adding Referrals to Meeting Agendas:

If you currently use a client meeting agenda simply add Introductions to the agenda. If you currently do not use an agenda, an agenda is great tool to set expectations and keep you on track for a fruitful meeting.

Some trigger questions you can use during your client meeting when asking for referrals are:

Who do you know who is changing jobs and may need assistance with his or her retirement planning?

Who do you know who is thinking about selling a business or has recently sold a business?

Who do you know has money passing to them from another generation?

Who do you know who might be receiving a court settlement?

Sample Client Meeting Agenda

1. Review financial plan
2. Update goals and priorities
3. Review investment holdings

Introductions:

We welcome the opportunity to get to know any of your friends, family members or business colleagues you think may benefit from learning about our services.

or

If you would like for us to provide or discuss our financial services to someone you know, contact us and we'll take care of the rest. You can be assured that we will treat your friend or family member with the same level of personal care and respect you have come to expect of us.

or

Do you know someone who is worried about retirement, sending a child to college or estate planning issues? Our goal is to help people attain their financial dreams. If you know someone who needs assistance attaining theirs, we may be able to help them better prepare for their future.

Keep in mind not to ask for referrals when:

- The client has experienced poor portfolio performance and the client is upset
- The client doesn't seem open to it
- The client does not fit your ideal profile

Client Appreciation Events:

Hosting a client appreciation event is a great way to get to know your clients on a more informal basis. You should communicate to your clients that referrals are not only welcome but are expected at your events.

- Invite A clients
- Ask A clients to bring an Ideal Client referral

Ideas for Client Appreciation Events:

#1: _____ #2: _____
 #3: _____ #4: _____
 #5: _____ #6: _____

Use the Event Planning Guide found on Business Center under Running Your Office. It contains ideas, themes and checklists on how to plan and hold a client appreciation even.

Add Referral Language in all Communication:

Review all types of communication used in your practice. Develop a message that fits each medium and assign your staff to update each piece.

Develop your personalized messages:

MARKETING TYPE	MESSAGE
Newsletter	
Website	
Letters & Direct Mail	Most of our new clients come as a result of referrals from people like you. If you know a friend, family member, or small business owner who might benefit from our services, please let me know. Be assured that anyone you refer to our firm will be treated with the same high standards of professionalism and confidentiality that I extend to you and all of our clients.
Email Signature	
Practice Brochure	
Client Welcome Kit	Thank you for joining us! Our entire office is excited to be working with you. Im confident that you'll find the level of advice and service satisfyng. If you know any friends, colleagues or family members who could benefit from working with us, please take a moment to send him or her a note with one of my business cards. Thank you.
Client Survey	
P.S.	Don't forget to join us at Joe's Restaurant on July 10 at 7 p.m for a dessert and education presentation on retirement. Look forward to seeing you there!

Establishing COI Relationships:

Centers of Influence and professional alliances can be a great source of referrals. Develop a message that showcases your services and expertise. Then build a base list of Centers of Influence you can meet with.

Determine what you can do to benefit the Center of Influence and the Center of Influence’s clients.

Benefits you can provide:

Message:

*Your goal is to add one COI relationship to your list monthly. Make it a habit to schedule one lunch or breakfast with a COI each month.

Attorneys, CPAs, Opinion Leaders That I Know

#1: ----- #2: -----

#3: ----- #4: -----

#5: ----- #6: -----

Attorneys, CPAs, Opinion Leaders That My A Clients Know

#1: ----- #2: -----

#3: ----- #4: -----

#5: ----- #6: -----

Step 4: Post Referral Activities

The last step to building your customized referral process is to make some initial decisions in four areas:

Record Referrals - Record all referrals into your client relationship management system or a referral book.

Handwritten Thank You Notes - Handwritten notes are very powerful. Your client will appreciate your gesture and possibly refer more clients to you.

Referral Gifts - Referral gifts should be sent when appropriate to remind the client that you valued the referral.

Ask for More Referrals - Ask for more referrals. The more you ask, the more you will receive!

Record Referrals:

Referrals should be recorded in your customer relationship management system or referral book the same day, and the referral should be contacted within 48 hours. Build your process to include:

- Automatic reminders and a task list to contact the referral so an opportunity is not missed
- Automatic reminders and a task list to thank the party giving the referral
- Adding referral to mailing list of newsletters, communication pieces
- Cross referencing the customer's name versus the Do Not Call List

Build into your process a template to be used to capture information about the referral in your CRM or referral book.

Information to be collected:

- | | |
|--|--------------------------------------|
| • Name of Referral | • Address |
| • City, State, Zip | • Home Phone |
| • Email | • Employer |
| • Date Referral was Received | • Referral Source |
| • Referral Relationship to Referral Source | • Interesting Facts about Referral |
| • Employer | • Date of Contact and Contact Method |
| • _____ | • _____ |
| • _____ | • _____ |
| • _____ | • _____ |

Handwritten Thank You Notes:

Handwritten Thank You notes are a personal touch that should be part of your overall referral process. Build your personalized message into your firm's operating procedures.

Referral Gifts:

Build your own referral reward schedule. Currently, I reward my clients for referring someone to be by _____
_____.

In the future, I will reward my clients for referring someone to me by:

NUMBER OF REFERRALS	REWARDS	MY REWARDS
1-3		
4		
5		
6		
7		

Be sure to send something to your clients for the referrals. A card always should be included, and in some cases, only a card is sent.

When it comes to actual gifts, a food gift (like a box of chocolates, an assorted gift basket, fruit or even coffee) is the most common, and a calendar type item (daytimer, wall calendar, personalized or not) comes in second.

Other gift ideas include small trinkets, a dinner or entertainment and donations to charity, but the best gift is a thoughtful one. Here are some additional ideas:

- a gift that fulfills a desire – perhaps tickets to a show mentioned in passing
- an addition to a collection you know your client has – such as a figurine
- a gift related to a hobby – a subscription to a classic car magazine, a clothing item with the client’s favorite sport team logo embroidered on it
- something humorous – based on a shared common joke
- a small item your client would not buy himself – an indoor golf putting mat, an automatic jewelry cleaner, a desk clock

Ask for More Referrals:

And finally, the best tip for all financial representatives to build the number of referrals obtained on a consistent basis is to...ask for more referrals!



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