

A TSG WEALTH MANAGEMENT REPORT METHODOLOGY

Signals of Clarity

*The TSG Wealth Management Advisor Recruitment, Support & Growth
Manual*

Prepared for the Executive Leadership Team
2026 Edition

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Executive Overview

This manual provides a data-backed, actionable framework for the executive leadership team of **TSG Wealth Management**. It outlines a structured system to attract, support, grow, and retain high-performing independent financial advisors.

TSG supports more than \$20 billion in assets under management (AUM) across 174 professionals and 25 offices. Operating in a barbelled market where 2% of Registered Investment Advisors (RIAs) control over half of the channel's assets, TSG's hybrid structure — combining WFAFN/FiNet 1099 flexibility with a dedicated RIA channel — positions the firm to capture significant market share. This playbook translates industry data into clear, operational strategy.

The manual is organized in two sections. **Section I** builds the psychological and strategic framework used to understand, segment, and support independent advisors at the deepest level. **Section II** grounds that framework in publicly available regulatory data, so recruitment teams can identify and prioritize high-value targets before first contact.

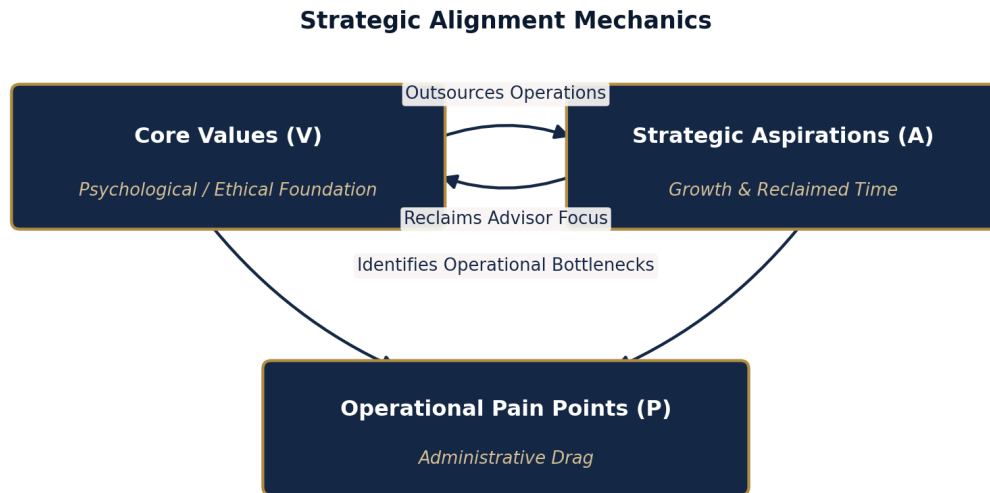
SECTION I

Strategic Framework

Understanding the independent advisor — values, aspirations, and the archetypes that connect them to TSG

Part 1 — The Core Mechanics of the Signals of Clarity Framework

Advisors do not make career or affiliation decisions based on a single factor. Their strategic alignment is determined by three variables: Core Values (V), Strategic Aspirations (A), and Operational Pain Points (P).



These elements function as vectors in a multidimensional matrix. To align an advisor's practice with TSG, leadership must solve for their **Strategic Identity Blend**:

$$\text{Identity} = (V + A) - P$$

To execute this, TSG uses the **Time-Value Equation**. By outsourcing operational and administrative tasks, advisors reclaim valuable hours each week:

$$H_{\text{reclaimed}} = H_{\text{portfolio}} + H_{\text{admin}} + H_{\text{AI}} + H_{\text{compliance}} + H_{\text{IT}}$$

Using industry-standard time-savings metrics:

$$H_{\text{reclaimed}} = 7.1 + 6.8 + 3.3 + 3.4 + 3.2 = 23.8 \text{ hours / week}$$

Reallocating just five of these reclaimed hours directly to client acquisition and planning activities generates an estimated \$270,000 to \$540,000 in additional annual revenue per producing advisor. Implemented across the platform, this model drives significant organic asset growth for TSG.

Part 2 — The Macro Value, Aspiration, and Pain Point Inventories

These matrices are constructed from industry data compiled by McKinsey, Cerulli, J.D. Power, and major custodians.

Core Values Inventory (V)

Core Value	Behavioral Expression	Empirical Foundation & Support Data
Fiduciary Alignment	Prioritizing client interests; utilizing transparent, asset-based fee models over commission sales.	70% of affluent investors expect their advisor to operate under a fiduciary standard; independent RIAs derive 82% of revenue from asset fees.
Operational Autonomy	Retaining control over local client branding, service pricing, and asset allocation decisions.	95% of independent RIA advisors plan to remain in the independent channel, indicating high satisfaction with structural freedom.
Holistic Client Stewardship	Focusing on comprehensive planning (estate, tax, lending) rather than simple portfolio management.	The share of investors seeking holistic planning grew from 29% in 2018 to 52% in 2023; planning is a key driver of relationship value.
Professional Integrity	Utilizing institutional-grade reporting, billing, and communication tools to build credibility.	Breakaways rank operational quality and technology capabilities as more critical transition priorities than client retention.
Collaborative Teaming	Joining ensembles or multi-advisor practices to share resources and specialized skills.	49% of independent advisors under 50 operate in teams; team practices manage 20% larger books of business.

Strategic Aspirations Inventory (A)

Strategic Aspiration	Target Objective	Growth & Operational Leverage Dynamics
Systematized Organic Growth	Establishing scalable, non-referral client acquisition pipelines to drive net new assets.	Personal referrals drive 68% of growth; advisors aspire to use digital marketing networks to reduce reliance on passive leads.
Operational Efficiency via AI	Deploying artificial intelligence to scale client capacity without increasing administrative staff.	Effective AI integration increases independent advisor satisfaction scores from 688 to 826 out of 1,000.
Enterprise Value & Succession	Monetizing business equity and securing a structured succession plan.	74% of advisors evaluate succession planning options when choosing to join an aggregator or strategic wealth platform.
Tech Stack Consolidation	Consolidating separate software systems into a single integrated platform of record.	71% of advisors aspire to eliminate tool sprawl; 71% of new client flows are directed to the advisor's primary platform.

Strategic Aspiration	Target Objective	Growth & Operational Leverage Dynamics
Intergenerational Asset Capture	Retaining client family assets across major generational wealth transfers.	Firms aim to mitigate asset loss, as 80% of heirs and 43% of widowed spouses typically depart their current advisor.

Operational Pain Points Inventory (P)

Core Pain Point	Operational Bottleneck	Quantitative & Enterprise Impact
Administrative Overload	Time-consuming operations limit growth and business development capacity.	Advisors spend 71% of their time on existing clients; a solo advisor loses 4.7 prospects a month, costing \$474,000 in annual lifetime value.
Disconnected Tech Sprawl	Incompatible software systems require manual data rekeying and reconciliation.	71% of advisors identify lack of integration between applications as their top technology challenge.
Compliance Complexity	Navigating ADV updates, communication archiving, and rigid marketing reviews.	73% of advisors state that compliance restrictions actively limit the practical functionality of their technology stack.
Multi-Custodial Reconciliation	Reconciling data across multiple clearing platforms with inconsistent formats.	67% of advisors run multi-custodian operations; fewer than half are satisfied with native data reconciliation tools.
Human Capital Constraints	Finding, training, and retaining professional support and administrative staff.	78% of firms are hiring to address capacity constraints amid a structural industry shortfall of 100,000 advisors.

Part 3 — The Five Strategic Advisor Archetypes

Advisors typically exhibit a combination of these five profiles. Leadership should evaluate candidates based on their weighted scoring across these archetypes.

The TSG Five-Archetype Spectrum



Archetype 1: The Legacy Transactor (The Exit-Focused Veteran)

Establishment advisors with mature practices who have spent decades building a business but are nearing the end of their career cycle.

$$\text{Identity}_{\text{Legacy}} = (V_{\text{Stewardship}} + V_{\text{Fiduciary}}) + (A_{\text{Enterprise}} + A_{\text{Intergenerational}}) - (P_{\text{HumanCapital}} + P_{\text{Compliance}})$$

Target Profile: Sole owners or senior partners aged 58 to 68, managing \$100 million to \$500 million in AUM, with 35% of assets in motion due to transition timelines.

Psychological Drivers: Desires to preserve client trust and secure personal retirement equity. Wants to avoid the complex legal, valuation, and transition hurdles of selling.

Archetype 2: The Capacity-Bound Integrator (The Scale-Constrained Ensemble)

Multi-advisor teams or ensemble practices that have scaled successfully but have hit a hard growth ceiling due to operational complexity.

$$\text{Identity}_{\text{Capacity}} = (V_{\text{Teaming}} + V_{\text{Autonomy}}) + (A_{\text{Growth}} + A_{\text{Integration}}) - (P_{\text{Overload}} + P_{\text{Sprawl}})$$

Target Profile: Team-based ensembles managing \$250 million to \$1 billion in AUM, operating across multiple custodians, with each advisor spending over 12 hours a week on manual back-office tasks.

Psychological Drivers: Frustrated by disconnected technology systems. Highly motivated to reclaim advisor hours for business development and client relationships.

Archetype 3: The Kinetic Acquirer (The Growth-Obsessed Marketer)

Ambitious, growth-oriented wealth professionals who view asset acquisition as a systematic process rather than a referral game.

$$\text{Identity}_{\text{Kinetic}} = (V_{\text{Autonomy}} + V_{\text{Fiduciary}}) + (A_{\text{Growth}} + A_{\text{AI}}) - (P_{\text{Leakage}} + P_{\text{Compliance}})$$

Target Profile: Next-generation advisors, typically under 50, with high organic growth rates, actively pursuing M&A opportunities, partner buyouts, and digital marketing strategies.

Psychological Drivers: Focused on scaling their practice without prospect leakage. Frustrated by restrictive compliance policies that limit digital marketing, social media outreach, or automated tools.

Archetype 4: The Sovereign Breakaway (The Autonomy-Driven Wirehouse Employee)

High-performing employee advisors at traditional wirehouses or regional broker-dealers who operate with a fiduciary mindset but are constrained by corporate mandates.

$$\text{Identity}_{\text{Sovereign}} = (V_{\text{Fiduciary}} + V_{\text{Autonomy}}) + (A_{\text{Integration}} + A_{\text{Enterprise}}) - (P_{\text{Transition}} + P_{\text{Compliance}})$$

Target Profile: Solo advisors or teams managing a high-net-worth client base, generating \$1.5 million to \$5 million in annual fees, and receiving a payout under 45% of their production.

Psychological Drivers: Seeks full control over client pricing, investment offerings, and branding. Concerned about the legal risk, startup cost, and operational downtime of launching an independent RIA.

Archetype 5: The Boutique Purist (The Relationship-First Optimizer)

Relationship-focused advisors who define professional success by client depth and personal freedom rather than building a large enterprise.

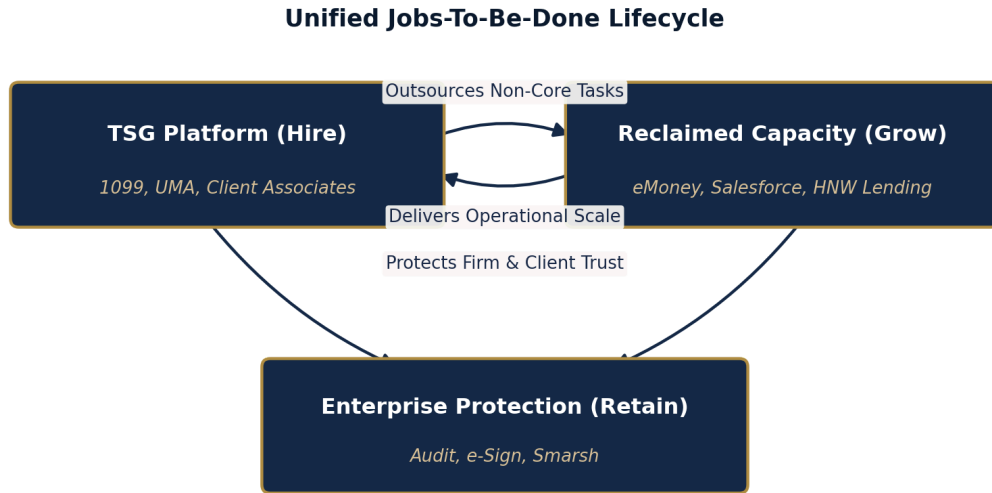
$$\text{Identity}_{\text{Boutique}} = (V_{\text{Stewardship}} + V_{\text{Autonomy}}) + (A_{\text{Efficiency}} + A_{\text{AI}}) - (P_{\text{Overload}} + P_{\text{HumanCapital}})$$

Target Profile: Solo boutique practitioners managing \$80 million to \$150 million in AUM across fewer than 100 high-net-worth households.

Psychological Drivers: Experiencing operational fatigue from technology integrations, compliance updates, and HR issues. Wants to focus entirely on deep financial planning.

Part 4 — The Firm-Perspective Jobs-To-Be-Done Framework

The Jobs-To-Be-Done (JTBD) framework defines the specific functional, emotional, and social objectives that advisors look to solve when partnering with a platform.



Archetype 1: The Legacy Transactor (The Exit-Focused Veteran)

Functional Job: To secure a documented succession plan and monetize the firm's equity.

Emotional & Social Job: To ensure client relationships are transferred to a trusted successor without disrupting the business.

The Attraction Trigger: TSG's turnkey valuation modeling, structured successor matching, and multi-year transition runway.

The Retention Strategy: Providing access to younger, credentialed advisors within TSG's talent program to manage the client transition, preserving the book's long-term value.

Archetype 2: The Capacity-Bound Integrator (The Scale-Constrained Ensemble)

Functional Job: To consolidate disconnected technology platforms and outsource back-office data reconciliation.

Emotional & Social Job: To reduce team stress and transition from managing operations to focusing on strategic growth.

The Attraction Trigger: Showing how TSG's consolidated operational framework reclaims over 10 hours per week for each advisor.

The Retention Strategy: Providing a dedicated team of TSG Client Associates to manage operational maintenance and client billing.

Archetype 3: The Kinetic Acquirer (The Growth-Obsessed Marketer)

Functional Job: To secure growth capital and access automated tools that prevent prospect leakage.

Emotional & Social Job: To build a high-growth, modern wealth management business without being limited by rigid compliance rules.

The Attraction Trigger: TSG's business advisory resources, financing options, and flexible compliance frameworks.

The Retention Strategy: Providing compliant marketing systems and automated tools to convert prospects and scale operations.

Archetype 4: The Sovereign Breakaway (The Autonomy-Driven Wirehouse Employee)

Functional Job: To transition to a 1099 or independent hybrid platform with minimal client disruption.

Emotional & Social Job: To exit corporate wirehouse structures to build equity and control client pricing and branding.

The Attraction Trigger: Transition data showing that breakaways joining established platforms achieve a 17.0% growth rate, compared with 11.4% for solo startups.

The Retention Strategy: Managing the transition, setup, and compliance from Day 1, allowing the advisor to focus on client relationships.

Archetype 5: The Boutique Purist (The Relationship-First Optimizer)

Functional Job: To offload billing, HR, and compliance tasks to focus exclusively on client planning.

Emotional & Social Job: To run a highly profitable boutique practice while reclaiming personal time.

The Attraction Trigger: Positioning TSG as an operational support system that handles backend logistics for a flat fee.

The Retention Strategy: Implementing standardized model portfolios and eMoney planning software to simplify operations.

Part 5 — Actionable TSG Leadership Execution Checklist

This checklist maps practical, existing features of **TSG Wealth Management** and the **Wells Fargo Advisors Financial Network (WFAFN/FiNet)** platform directly to each archetype.

1. The Legacy Transactor (The Exit-Focused Veteran)

Legacy Succession Timeline



How to Attract Them

- ☐ **Present the WFAFN 1099 Pathway:** Pitch the WFAFN 1099 model as a low-stress transition step, allowing the veteran to retain business ownership without starting an RIA from scratch.
- ☐ **Deploy the TSG “Post-Up” Program:** Offer a structured timeline where the advisor moves their practice onto TSG's infrastructure to stabilize client relationships before selling.
- ☐ **Provide Upfront Valuation Modeling:** Utilize TSG's internal business advisory division to provide valuation metrics and capital solutions.

How to Support & Retain Them

- ☐ **Delegate Administrative Tasks:** Assign TSG Client Associates to handle client service requests and operational maintenance.
- ☐ **Streamline Account Transitions:** Utilize TSG's transition support team to manage account transfers and onboarding documentation.
- ☐ **Assume Compliance Oversight:** Shift compliance tasks, ADV maintenance, and audit prep to TSG's core operational team.

How to Grow Them

- ☐ **Match with Next-Gen Successors:** Connect retiring veterans with younger, credentialed professionals from TSG's structured internship program to transition accounts.
- ☐ **Run Intergenerational eMoney Campaigns:** Use eMoney to systematically bring spouses and heirs into the planning process.
- ☐ **Introduce HNW Services:** Leverage Wells Fargo Bank, N.A. for residential mortgages, securities-based credit, and trust planning to engage heirs.

2. The Capacity-Bound Integrator (The Scale-Constrained Ensemble)

How to Attract Them

- ☐ **Deliver an Integration Audit:** Demonstrate how Advisor Gateway consolidates Salesforce, eMoney, FactSet, and over 200 applications into a single system.
- ☐ **Showcase Operational Leverage:** Use industry data to show that outsourcing portfolio construction and administrative tasks reclaims over 10 hours per week.
- ☐ **Highlight Enterprise Pricing:** Show the cost efficiency of moving off separate software contracts onto TSG's consolidated platform.

How to Support & Retain Them

- ☐ **Unify Client Databases:** Migrate the ensemble onto Salesforce CRM to establish a single source of truth and reduce redundant data entry.
- ☐ **Provide Aladdin Wealth Analytics:** Deliver portfolio risk monitoring and analysis using BlackRock's PPA by Aladdin.
- ☐ **Deploy High-Net-Worth Reporting:** Set up Black Diamond integration to generate performance reporting for high-net-worth clients.

How to Grow Them

- ☐ **Separate Client Service and BD:** Delegate client service to TSG Client Associates, freeing lead advisors to focus on client acquisition.
- ☐ **Transition to Model Portfolios:** Standardize the team's investment process using model portfolios and Unified Managed Accounts (UMAs).
- ☐ **Expand Business Advisory Services:** Position TSG's corporate retirement plan specialists to help the ensemble win 401(k) and defined-benefit plans from local business owners.

3. The Kinetic Acquirer (The Growth-Obsessed Marketer)

How to Attract Them

- ☐ **Pitch Strategic Growth Capital:** Provide access to TSG's financing solutions to fund local partner buyouts and independent practice acquisitions.
- ☐ **Offer Affiliation Flexibility:** Present TSG's hybrid model, giving them a choice between WFAFN 1099 or TSG's independent RIA channel.
- ☐ **Present the Regional Scale Playbook:** Share case studies of TSG's recent office roll-outs — such as the Colorado expansion that added \$1.24 billion in assets — to prove the platform's ability to support rapid scale.

How to Support & Retain Them

- ☐ **Streamline Smarsh Archiving:** Set up compliant, automated text, email, and social media archiving via Smarsh Professional Archive to speed up marketing approvals.
- ☐ **Deploy Aladdin GenAI Commentary:** Utilize Aladdin Wealth's generative AI tools to automatically synthesize portfolio analytics and generate meeting materials.
- ☐ **Simplify Alternatives Sourcing:** Streamline alternative asset selection and trading using iCapital integrated with Black Diamond.

How to Grow Them

- ☐ **Automate Salesforce Marketing:** Configure automated email campaigns and lead-nurturing workflows in Salesforce to prevent lead drop-off.
- ☐ **Leverage Professional Referral Networks:** Connect their business development with TSG's network of estate planning attorneys, CPAs, and pension plan administrators.
- ☐ **Build a Transition Succession Pipeline:** Match the advisor as a successor to retiring Legacy Transactors within the TSG ecosystem.

4. The Sovereign Breakaway (The Autonomy-Driven Wirehouse Employee)

How to Attract Them

- ☐ **Present the Solo vs. Platform Growth Data:** Use industry metrics to show that breakaways who join an established platform grow their assets faster (17.0% median growth) than those who start from scratch (11.4%).
- ☐ **Offer Turnkey Capital Support:** Provide transition capital to reduce the personal financial risk of leaving a wirehouse.
- ☐ **Deliver Payout Analysis:** Run custom pro-forma models showing the potential compensation increase of moving to a 1099 model with TSG.

How to Support & Retain Them

- ☐ **Deploy the WFAFN Transition Team:** Provide a dedicated transition specialist to manage client data migration, account matching, and compliance setup.
- ☐ **Leverage Regional Brand Authority:** Use TSG's established office network and brand reputation to reassure clients during the transition.
- ☐ **Outsource Office Operations:** Manage billing, HR, lease negotiations, technology setup, and compliance from Day 1.

How to Grow Them

- ☐ **Access Custom Lending Programs:** Provide direct connections to Wells Fargo Affiliates, N.A. for securities-based lending and residential mortgages.
- ☐ **Connect with In-House Specialists:** Instantly connect them to TSG's internal specialists, including Certified Divorce Financial Analysts (CDFAs).
- ☐ **Integrate Business Banking Solutions:** Provide access to Wells Fargo's cash management services (lockbox, receivables, and merchant services) to help them win corporate clients.

5. The Boutique Purist (The Relationship-First Optimizer)

How to Attract Them

- ☐ **Position TSG as an Operational Sanctuary:** Pitch TSG as an institutional partner that handles compliance, billing, and technology for a flat fee.
- ☐ **Offer Personal Freedom:** Focus recruitment messaging on restoring the joy of advising by letting TSG Client Associates handle administrative details.
- ☐ **Deliver Turnkey Transition Support:** Provide hands-on assistance to transfer accounts, maintaining client confidence during the move.

How to Support & Retain Them

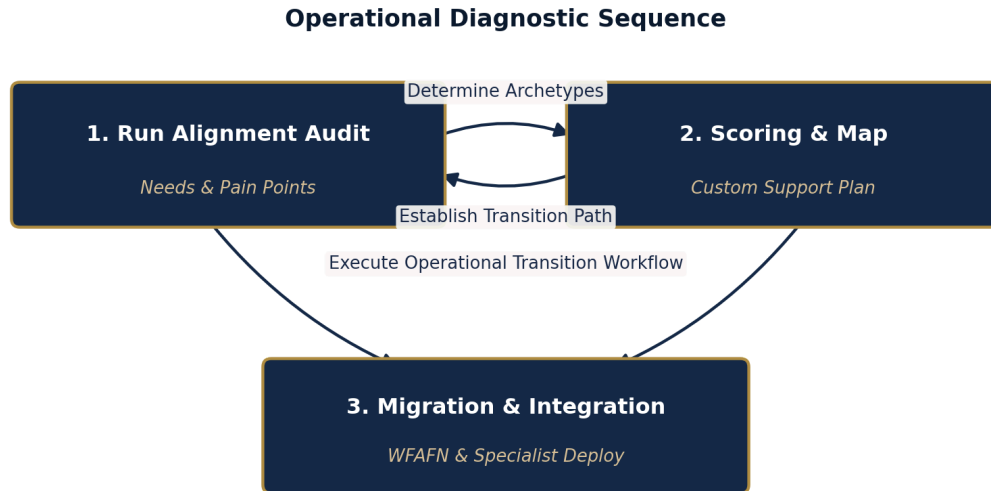
- ☐ **Outsource Portfolio Management:** Move client portfolios to tax-efficient model portfolios via WFAFN's investment engine to save roughly 7 hours per week.
- ☐ **Assign Dedicated Client Associate Coverage:** Assign dedicated TSG Client Associates to handle client scheduling, paperwork, and standard requests.
- ☐ **Provide Planning Software Access:** Deliver eMoney via Advisor Gateway, allowing them to focus entirely on visual, personalized financial planning.

How to Grow Them

- ☐ **Implement Client Segmentation:** Use Salesforce CRM to identify and automate service for lower-margin accounts, prioritizing high-value relationships.
- ☐ **Deploy Generative AI Assistants:** Train them to use Aladdin's GenAI tools to streamline meeting preparation and client correspondence.
- ☐ **Apply Tax Optimization Strategies:** Leverage WFAFN's tax-loss harvesting and charitable giving tools to deliver tax-efficient portfolio management for high-net-worth families.

Part 6 — Leadership Operational Methodology

To operationalize this playbook immediately, TSG leadership should implement a standardized three-step diagnostic and sequencing methodology.



Step 1: Run the Alignment Audit (Discovery Diagnostic)

During the initial discovery phase with prospective advisors, have them complete the following diagnostic grid, rating each item 1 to 5 based on current operational pressure (1 = insufficient/no friction, 5 = critical bottleneck/high priority). This shifts the recruitment conversation from payout discussions to structural solutions.

Friction & Pain Points Assessment

- **Administrative Drag:** How much time does your team spend on manual billing, client scheduling, and routine account maintenance?
- **Tech Disconnection:** Do you manually rekey data across CRM, planning, and performance systems?
- **Compliance Constraint:** Does compliance review or ADV maintenance slow down your business growth?
- **Staffing & Capacity Constraints:** Are you struggling to recruit, train, and retain qualified junior advisors or client associates?

Business Aspirations Assessment

- **Strategic Succession:** Do you need a structured, funded exit plan to monetize your equity?
- **Scale Optimization:** Do you want to outsource portfolio construction to focus on client acquisition?
- **Modern Marketing Execution:** Are you looking to scale your practice using digital, social, or automated marketing?

- **HNW Specialized Capabilities:** Do you need direct access to specialist networks (estate, CDFA, corporate banking)?

Step 2: Calculate the Identity Scoring Map

Analyze the diagnostic results to calculate the advisor's weighted archetypal identity. Use these weightings to build a customized support proposal:

$$\Sigma W_i = W_{\text{Legacy}} + W_{\text{Capacity}} + W_{\text{Kinetic}} + W_{\text{Sovereign}} + W_{\text{Boutique}} = 1.0$$

- If $W(\text{Legacy}) \geq 0.50$: align them with TSG's **1099 Sunset runway**. Match them with a junior advisor from the TSG internship program and assign dedicated TSG Client Associates.
- If $W(\text{Capacity}) \geq 0.50$: pivot the proposal to **Advisor Gateway platform consolidation** — integrate Salesforce, Black Diamond, and Aladdin, and transition portfolios to Unified Managed Accounts (UMAs) to reclaim advisory hours.
- If $W(\text{Kinetic}) \geq 0.50$: pivot the proposal to **Capital Solutions and Business Advisory services** — pitch TSG's M&A division and provide access to flexible hybrid compliance and automated marketing systems.
- If $W(\text{Sovereign}) \geq 0.50$: focus on TSG's **Turnkey Transition Blueprint** — deliver WFAFN's Day 1 setup support and handle back-office operations, HR, compliance, and office space setup.
- If $W(\text{Boutique}) \geq 0.50$: focus on **The Operational Sanctuary program** — provide full TSG Client Associate coverage and transition portfolios to model portfolios to reduce administrative drag.

Step 3: Execute the Operational Transition Workflow (Day 1 – Day 90)

Once the advisor affiliates with TSG, implement this structured timeline to reduce transition friction and build early business growth.



Phase 1: Day 1 – Day 7 (Turnkey Launch)

- ☐ **Data Migration:** Activate custodian data feeds and import client records into Advisor Gateway.
- ☐ **Client Communication Setup:** Set up email, phone systems, and compliant Smarsh call/text recording.
- ☐ **Launch Client Portals:** Go live with branded client portals and distribute transition packages with pre-filled e-signature links.

Phase 2: Day 8 – Day 45 (Operational Integration)

- ☐ **Build eMoney Planning Models:** Rebuild planning models for top-tier clients in eMoney.
- ☐ **Delegate Portfolio Construction:** Move client portfolios onto WFAFN's model portfolios and UMAs, reclaiming up to 7 hours of investment management time each week.
- ☐ **Establish Client Associate Workflows:** Assign TSG Client Associates to handle routine account inquiries and transition paperwork.

Phase 3: Day 46 – Day 90 (Growth Acceleration)

- ☐ **Implement Salesforce Automation:** Set up Salesforce workflows, email templates, and lead-tracking systems.
- ☐ **Integrate Aladdin Risk Analytics:** Deliver institutional portfolio reviews and client commentaries using PPA by Aladdin.
- ☐ **Introduce Specialized Wealth Solutions:** Connect the practice with Wells Fargo Bank, N.A. specialists to deliver custom residential mortgages, securities-based credit lines, and trust planning services.

SECTION II

Public Data Profiling Methodology

Identifying and mapping advisor archetypes through Form U4 and Form ADV

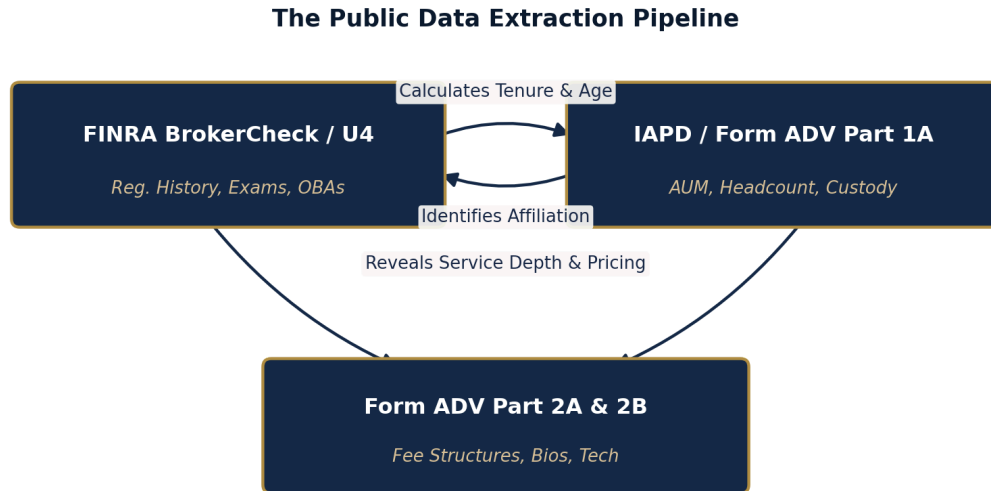
Section Overview

To scale TSG's platform past \$21 billion in AUM, the executive leadership and recruitment teams must move beyond generic cold outreach. The following methodology uses publicly available regulatory data — the FINRA BrokerCheck database, the SEC's Investment Adviser Public Disclosure (IAPD) system, and Form ADV Parts 1 and 2 — to identify, profile, and categorize high-value advisor targets before making first contact.

By extracting data from these three public regulatory sources, TSG can surface an advisor's values, aspirations, and operational pain points — mapping them to the five archetypes defined in Section I — well before the first conversation.

Part 7 — The Public Data Scraping Architecture

To profile a target advisor, the recruitment team must extract specific fields from three public regulatory databases.



1. The FINRA BrokerCheck & Form U4 Feed

- **Initial Registration Date:** Found in the “Registration History” section. This establishes the advisor's length of service (LOS) and tenure.
- **Exam Qualifications:** Lists passed examinations (e.g., Series 7, 24, 63, 65, 66).
- **Outside Business Activities (OBA — Section 13):** Lists active external entities, corporate structures, consulting practices, and hours dedicated to non-advisory activities.
- **Disclosure Events:** Discloses past customer arbitrations, regulatory actions, employment terminations, and personal financial disclosures (liens, bankruptcies).
- **Professional Designations:** Verifies active CFP®, CFA, ChFC, or CDFA credentials.

2. The Form ADV Part 1A (Firm Level)

- **Item 5.A (Headcount):** Lists the total number of employees performing advisory functions, defining whether the target is a solo practitioner or an ensemble practice.
- **Item 5.D (Client Mix):** Discloses the breakdown of accounts across retail, high-net-worth (HNW), institutional, and corporate clients.
- **Item 5.F (Regulatory AUM):** Discloses exact Regulatory Assets Under Management (RAUM) and the split between discretionary and non-discretionary assets.
- **Item 5.I (Custodial Qualified Indicators):** Lists the custodians holding 10% or more of managed account RAUM, identifying multi-custodial complexity.

- **Schedule A & B (Ownership & Control):** Identifies the direct and indirect owners of the firm, revealing private equity backing or aggregator control.

3. Form ADV Part 2A (The Brochure) and Part 2B (The Brochure Supplement)

- **Part 2A, Item 5 (Fees and Compensation):** Outlines fee calculations, tiered asset-based fees, fixed hourly financial planning rates, and product commissions.
- **Part 2B (Individual Supplement):** Discloses the educational background, past business experience, and certifications of key personnel.

Part 8 — The Data Estimation and Sequencing Formulas

TSG's data analysts can use these four formulas to convert raw regulatory filings into actionable advisor metrics.

1. Actuarial Age Estimation

Because date of birth is not a public record on BrokerCheck, target advisor age must be estimated using the licensing registration timeline, assuming an average entry age of 22 for a newly licensed professional:

$$\text{Estimated Age} = (2026 - \text{Year of Initial Registration}) + 22$$

2. Average Account Size (AAS)

This metric identifies whether an advisor runs a mass-market business or a high-net-worth boutique:

$$\text{Average Account Size} = \text{Regulatory AUM (Item 5.F.2.c)} \div \text{Total Client Accounts (Item 5.F.2.f)}$$

3. Estimated Year-Over-Year Organic Asset Growth Rate

This calculation isolates organic net new asset flows by backing out average market appreciation — assuming a standard 60/40 blended benchmark return, $R(\text{blended})$ — from the year-over-year asset change:

$$\text{Organic Growth Rate} = [\text{AUM}_t - (\text{AUM}_{t-1} \times (1 + R \text{ blended}))] \div \text{AUM}_{t-1}$$

4. Advisor Capacity Ratio (ACR)

This ratio measures the operational pressure on a practice by calculating the volume of clients managed per advisory employee:

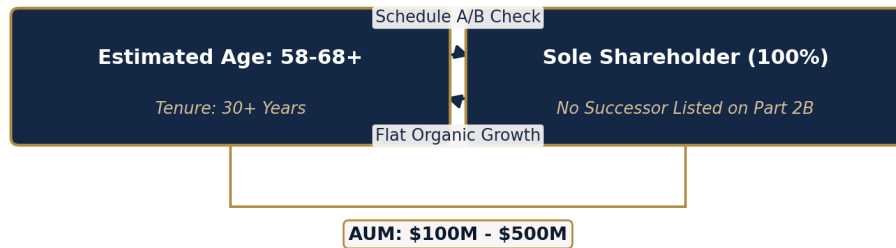
$$\text{Advisor Capacity Ratio} = \text{Total Advisory Accounts} \div \text{Advisory Headcount (Item 5.A)}$$

Part 9 — Data Signposts for the Five Archetypes

This section maps public regulatory markers to each of the five core advisor archetypes.

Archetype 1: The Legacy Transactor (The Exit-Focused Veteran)

The Legacy Transactor Data Signature



These veteran independent advisors have built highly valuable practices but are approaching retirement without an internal succession strategy.

Public Data Signposts

- **Tenure & Age:** Initial registration date prior to 1996; estimated age is 58 to 68 or older.
- **Schedule A/B Ownership:** Schedule A lists the lead advisor as a 75%-plus or 100% owner, with no junior partners holding minority equity stakes.
- **Form ADV Part 2B (Personnel):** The list of advisory personnel is limited to the founder and administrative assistants, with no next-generation advisors.
- **Organic Growth Dynamics:** The practice exhibits flat or declining net new assets, with asset growth driven almost entirely by market appreciation.
- **AUM / Account Density:** Manages \$100 million to \$500 million-plus in AUM across a high volume of accounts, resulting in an average account size under \$750,000.

Target Filter Criteria

Public Data Field	Target Values	Correlated Pain Point / Aspiration
Initial Registration Year	≤ 1996	Desires a secure, funded succession plan.
Item 5.A (Advisory Staff)	1 – 2	Experiences capacity constraints and lacks a successor.
Schedule A Ownership %	75% to 100%	Seeks to monetize firm equity.
YoY Organic Growth Rate	≤ 2%	The business is plateauing due to a lack of marketing capacity.

Archetype 2: The Capacity-Bound Integrator (The Scale-Constrained Ensemble)

These multi-advisor teams are hitting an operational growth ceiling, spending too many hours on administrative work and manual tech management.

Public Data Signposts

- **Item 5.A Advisory Headcount:** Lists 3 to 10 advisory professionals, indicating an established ensemble practice.
- **Item 5.I Custodial Qualified Indicators:** Multiple custodians are listed as holding 10% or more of aggregate RAUM, indicating a complex, multi-custodial infrastructure.
- **Form ADV Part 2A, Items 4 & 5 (Custom Portfolio Management):** The brochure describes customized asset allocation and individual stock/bond selection, with no mention of standardized model portfolios or turnkey asset management programs.
- **Capacity Ratio:** The Advisor Capacity Ratio exceeds 120 accounts per advisor, indicating high operational pressure.
- **U4 Section 13 (OBAs):** Multiple corporate entities are listed under Section 13 for billing and technology management, highlighting administrative overhead.

Target Filter Criteria

Public Data Field	Target Values	Correlated Pain Point / Aspiration
Item 5.A (Advisory Staff)	3 – 10	Frustrated by team management and HR overhead.
Qualified Custodians	≥ 2, each with ≥ 10% RAUM	Experiences multi-custodial data reconciliation pain.
Advisor Capacity Ratio	≥ 120 accounts / advisor	Experiencing administrative bottlenecks and tool sprawl.
Exam Qualifications	Multiple Series 24 (supervisory) registrations	High supervisory and compliance burdens.

Archetype 3: The Kinetic Acquirer (The Growth-Obsessed Marketer)

These younger, highly active advisors are focused on aggressive organic and inorganic growth but are constrained by marketing rules and administrative burdens.

Public Data Signposts

- **Initial Registration Date:** Initial registration after 2011; estimated age is under 50.
- **Form ADV, Item 1.I (Social Media Links):** Lists multiple URLs, including LinkedIn, YouTube, X, and custom podcasts, indicating active digital marketing.
- **Form ADV, Item 5.F (Account Growth):** Displays double-digit year-over-year organic asset growth.
- **Schedule A/B Ownership Structure:** Schedule A lists minority owners, and Schedule B reveals private equity or strategic aggregator backing.

- **U4 Section 13 (OBAs):** Multiple active, marketing-related LLCs are registered, showing an entrepreneurial focus.

Target Filter Criteria

Public Data Field	Target Values	Correlated Pain Point / Aspiration
Estimated Age	Under 50	Seeks to scale using advanced marketing and AI.
Item 1.I (Social Media)	≥ 3 active links / URLs	Frustrated by slow, restrictive compliance reviews.
YoY Organic Growth Rate	≥ 12%	Desires M&A capital and acquisition support.
Item 5.F.2.f (Account Growth)	High account-count growth alongside low average account sizes	Needs automated prospect nurturing to prevent lead leakage.

Archetype 4: The Sovereign Breakaway (The Autonomy-Driven Wirehouse Employee)

These high-performing wirehouse employees are ready to break away to build equity and gain operational freedom.

Public Data Signposts

- **Current Employment:** Currently registered with a major broker-dealer/wirehouse (such as Merrill Lynch, Morgan Stanley, or UBS).
- **Tenure & Registration History:** 10 to 25 years of continuous service, indicating deep industry experience and high client loyalty.
- **No Firm Form ADV:** The advisor does not have an active firm-level Form ADV, as they are currently affiliated as a W-2 employee.
- **Exam Qualifications:** Holds a Series 7 and Series 66 (or Series 63 and 65), plus active CFP® or CDFA designations, showing a commitment to holistic planning.
- **Estimated Production:** Identified through industry rankings (such as Forbes Best-in-State Teams or Shook Research), typically managing \$150 million to \$500 million-plus in assets.

Target Filter Criteria

Public Data Field	Target Values	Correlated Pain Point / Aspiration
Current Registration	National wirehouse / broker-dealer	Limited by corporate payouts and proprietary product rules.
Industry Tenure (LOS)	10 – 25 years	Seeks to build business equity and own client relationships.
Professional Designations	Active CFP®, ChFC, or CDFA	Desires to deliver holistic planning as a true fiduciary.
Disclosures / Complaints	Clean record, or minor and long-settled	Risk-averse; seeks transition support to preserve reputation.

Archetype 5: The Boutique Purist (The Relationship-First Optimizer)

These high-touch solo practitioners run highly profitable, client-focused boutiques but are experiencing operational burnout.

Public Data Signposts

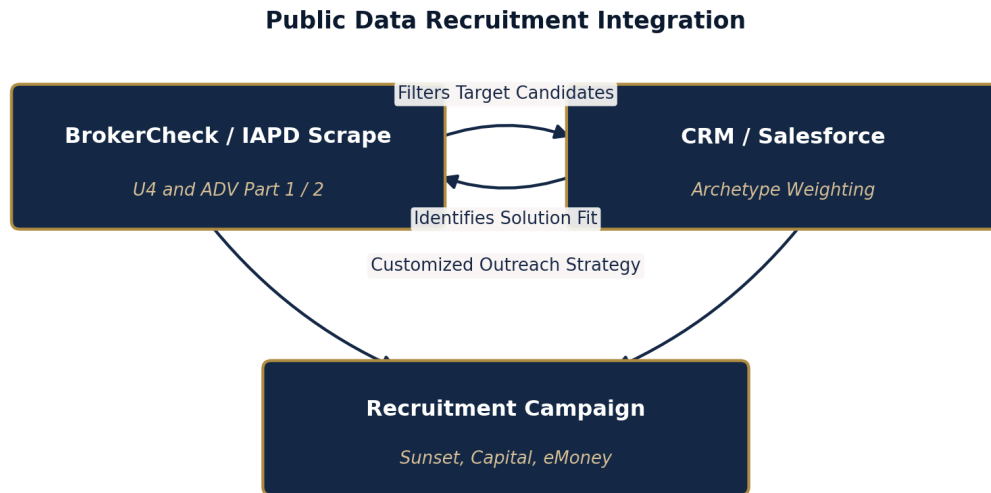
- **Item 5.A Advisory Headcount:** Lists 1 to 2 advisory professionals.
- **Schedule A Ownership:** Shows 100% ownership held by the lead advisor, with no other equity partners.
- **Average Account Size (AAS):** The calculated average account size is high (exceeding \$1.5 million), indicating a focus on high-net-worth clients.
- **Form ADV Part 2A, Item 5 (Advisory Fees):** Lists high fixed planning fees or tiered AUM fees, with no commission schedules.
- **Form ADV Part 1A, Item 5.F (Account Volume):** Stable, flat total account count, showing they are not actively prospecting.

Target Filter Criteria

Public Data Field	Target Values	Correlated Pain Point / Aspiration
Item 5.A (Advisory Staff)	1 (pure solo advisor)	Experiencing administrative burnout and staffing challenges.
Average Account Size	≥ \$1,500,000	Wants to focus entirely on high-touch client service.
YoY Organic Growth Rate	-2% to +2% (flat)	No desire to build a large enterprise; values personal time.
Professional Designations	Active CFP® and/or CDFA	Focuses on deep, holistic financial planning.

Part 10 — TSG Prospecting Action Plan and Integration Checklist

To operationalize this profiling methodology, TSG leadership should implement this targeted recruitment workflow.



1. Build the Scraper and Data Pipeline

- ☐ Partner with a data intelligence provider (such as Discovery Data or Dakota Marketplace) to aggregate SEC and FINRA data feeds.
- ☐ Configure your system to scrape Form ADV Part 1A (Items 1.I, 5.A, 5.D, 5.F, 5.I) and Schedule A/B for target firms within TSG's expansion markets.
- ☐ Scrape the associated U4 filings to extract registration history, exams, OBAs, and professional designations.

2. Configure Salesforce CRM with Archetype Mapping

- ☐ Upload the scraped dataset into Salesforce CRM using custom data fields.
- ☐ Implement calculation fields to compute the four key metrics: Estimated Age, Average Account Size (AAS), Estimated YoY Organic Asset Growth, and Advisor Capacity Ratio (ACR).
- ☐ Build a scoring model that automatically assigns a percentage weighting to each archetype based on the public data markers.

3. Deploy Targeted Recruitment Campaigns

- ☐ **For Legacy Transactors:** Launch campaigns focused on succession solutions, highlighting how independent advisors can join TSG as 1099 partners to stabilize and transition their practice on their own terms.

- ☐ **For Capacity-Bound Integrators:** Focus on operational efficiency, demonstrating how TSG's integrated platform (including Advisor Gateway, Salesforce, and Aladdin risk analytics) eliminates tool sprawl and reclaims time.
- ☐ **For Kinetic Acquirers:** Highlight TSG's scale and capital solutions, showcasing recent acquisitions (such as the Colorado expansion that added \$1.24 billion in AUM) to demonstrate its capability as an M&A growth partner.
- ☐ **For Sovereign Breakaways:** Position TSG as a turnkey bridge to independence, sharing data that shows breakaways who join established platforms grow faster than those who start from scratch.
- ☐ **For Boutique Purists:** Lead with messages of balance and time freedom, showcasing how TSG Client Associates can handle administrative burdens.