

Sales Management 2021

December 2021

ON HEADCOUNT

The ratio of externals to divisionals has leveled off at 12. As firms reorient their support of advisors post-pandemic, it will be important to assess the new norm.

Study Overview

The FUSE BenchMark Series is a comprehensive research service focused on benchmarking and optimization of resources within different functional areas of an asset management firm. Our BenchMarks are effectively support programs that combine market intelligence with a pre-defined methodology for self-assessment to produce a structured approach to the decision-making process of senior executives. FUSE provides upfront evaluations and ongoing monitoring to help ensure that business needs are met and objectives realized. The baseline research for the Sales Management study comes from a detailed survey and series of interviews with senior sales/distribution executives.

Benefits

This study will help Heads of Sales Management, National Sales Managers, and distribution strategy pros improve productivity and effectiveness by providing the following:

- Size and hiring plans of sales organization
- Sales budget allocations and efficiency
- Wholesaler compensation metrics by firm size
- Time allocation and wholesaler meeting metrics
- Advisor segmentation strategies
- Recommendations and insight on the most important topics impacting fund distribution today

Table of Contents

CHAPTER ONE
INDUSTRY SALES AND REDEMPTIONS

CHAPTER TWO
SALES MANAGEMENT STAFFING TRENDS

CHAPTER THREE
SALES MANAGEMENT COMPENSATION TRENDS

CHAPTER FOUR
SALES MANAGEMENT BUDGET TRENDS

CHAPTER FIVE
TIME ALLOCATION AND ADVISOR INTERACTIONS

CHAPTER SIX
WHOLESALE SEGMENTATION AND EFFECTIVENESS

APPENDIX A
SAMPLE FIRM SALES ORGANIZATION

There are more than 60 exhibits in the study, including:

- Factors Impacting Focus List of Advisors
- Average Wholesaler Commission Rate by Asset Class, 2019–2021
- Total Sales Budget, 2015–2021
- Average Weekly Interactions Conducted by External Wholesaler

The Study Provides Answers to These Questions:

How does the pandemic continue to influence sales coverage?

How can wholesalers plan for success in building new relationships with advisors?

How are external wholesalers effectively using their internal sales partners?

What improvements do wholesalers need to make to better connect with advisors?

What are the latest trends in hiring, relationship management, and pandemic-related best practices within the sales process?

... and many more that are critical to the overall success of your sales initiatives.

ON INTERACTION WITH ADVISORS

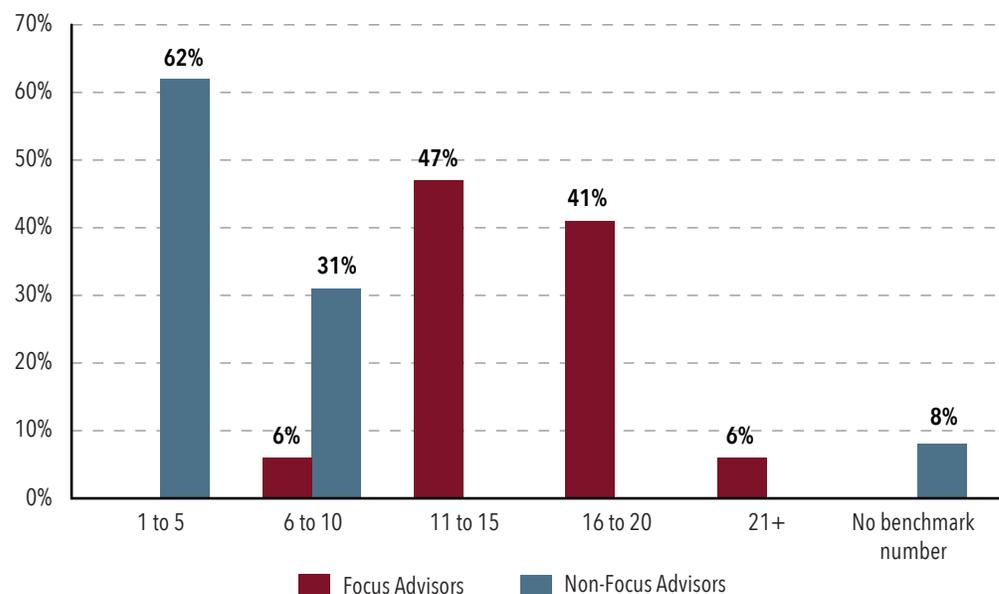
Wholesalers will be tasked with continuing to deliver quality content via virtual meetings, as well as offering a compelling reason to meet in-person when the opportunity presents itself.

Study Excerpt on Benchmark Number of Meetings per Week for External Wholesalers

Absent any travel restrictions, the vast majority of managers believe the benchmark number of meetings that an external wholesaler should have with focus advisors in a given week is between 11 and 20. The data makes it abundantly clear that sales leaders want their externals spending the bulk of their time on their approved list of focus advisors. Since there is so much focus placed on getting in front of focus advisors, the success of the external wholesaler with their focus list starts with a structured process around the collection and implementation of sales data.

It appears that meetings with non-focus advisors are frowned upon since most managers want limited, if any, of these interactions. These advisors can be monitored by the internal wholesaler and shifted into the focus group if and when appropriate.

Exhibit – Benchmark Number of Meetings per Week for External Wholesalers, Focus vs. Non-Focus Advisor



Source: FUSE Sales Management Survey, 2021



Service & Pricing

FUSE's mission is to deliver actionable, practical recommendations that are customized to each client's business situation. Our BenchMark series studies are far more than a "data dump" of statistics and general trends.

When you purchase a BenchMark series study, FUSE will provide ongoing support and periodic updates to help ensure that our research will have a longer shelf life than similar studies available in the marketplace.

About FUSE Research Network, LLC

FUSE Research Network was launched with the view that research and consulting support for asset managers has failed to evolve with the changing needs of the client. The competitive environment today demands that clients make important business decisions within shorter and shorter time frames.

In order to support clients in this setting, FUSE provides a dynamic research platform that covers our clients' current and future decision areas (strategic and tactical). Our goal is to become an invaluable business partner through the delivery of highly informed and forward-looking recommendations that are among the critical inputs our clients need to optimize results.

FOR MORE
INFORMATION
CONTACT:

Jason Heinhorst

720-221-5223

jheinhorst@

fuse-research.com