
Jane Doe, CFP

Client Feedback Program

Client Report Card (Sample)

Independently and confidentially conducted by:

CLIENT  OPINIONS
MARKET-DRIVEN THINKING

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Brand Image

1. What IMMEDIATE THOUGHT comes to mind when you think of your financial planner? (word, short phrase)
Response
professional
Retirement
Very good
Insurance
Okay, trying to serve your clients better
my retirement funds
reliable
security
Caring for the client's best interests
Trust and competency; old friend
integrity
financial management
my money
Client Friendly
Effective
service
always there
personal service
cooperative
control
dependable
Trusted friend
effective
committed to my success
responsiveness
responsive
security
reliable
committed to their clients
able



Insight Provided by this Question:

The answer to this question will help you understand the 'top-of-mind' image that clients have of your firm. By looking through these comments and identifying themes, you will gain insight into how your firm is positioned in the minds of your clients. Do the comments reflect the tone and character that is consistent with the way you would like clients to think of your firm?

Potential Indicated Actions:

If the overall image seems inconsistent, consider developing a pro-active marketing plan to help communicate your desired image to your clients, and the marketplace more generally.

Favorability of Brand Image

2. How would you best characterize this thought?							
Responses	Count	%	Percentage of total respondents				
Mostly Favorable	103	90.35%					
Mostly Unfavorable	11	9.65%					
Total Responses	114		20%	40%	60%	80%	100%






Insight Provided by this Question:

The answer to this question will help you understand how favorable or unfavorable your client's "top-of-mind image" of your firm is. Consider the balance between "mostly favorable" and "mostly unfavorable" comments. Are the comments overwhelmingly positive, or do you feel there is room for improvement?

Potential Indicated Actions:

If client's brand image is not overwhelmingly favorable, consider developing a pro-active marketing plan to help communicate your desired image to your clients, and the marketplace more generally.

Client Satisfaction Score & Clients at Risk

3. Please rate your OVERALL SATISFACTION with your relationship with this firm.							
Responses	Count	%	Percentage of total respondents				
Very Satisfied	53	46.49%					
Satisfied	36	31.58%					
Neutral	12	10.53%					
Dissatisfied	7	6.14%					
Very Dissatisfied	6	5.26%					
Total Responses	114		20%	40%	60%	80%	100%


























Insight Provided by this Question:

The answer to this question will help you understand how satisfied your clients are with respect to their overall relationship with your firm. This question will help identify the proportion of clients that are highly satisfied, and the proportion of clients that may be at risk or in need of additional attention.

Potential Indicated Actions:

Take immediate action to follow up with any clients that indicated neutral, dissatisfied or very dissatisfied to understand and alleviate their concerns. Separately, contact those clients that were very satisfied to see if they may be willing to be a reference for future business or provide a referral as appropriate.

Satisfaction with Client Service

4. Please rate your SATISFACTION with CLIENT SERVICE in the following areas:							
		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Total
(a)	Having a clear understanding of your personal goals and financial objectives	[4] 3.51% 	[6] 5.26% 	[12] 10.53% 	[41] 35.96% 	[51] 44.74% 	114
(b)	Creating a sound plan to meet your goals	[4] 3.51% 	[6] 5.26% 	[18] 15.79% 	[61] 53.51% 	[25] 21.93% 	114
(c)	Communicating effectively to help you understand how your finances are managed	[2] 1.77% 	[11] 9.73% 	[6] 5.31% 	[48] 42.48% 	[46] 40.71% 	113
(d)	Being responsive in resolving your questions	[6] 5.26% 	[6] 5.26% 	[6] 5.26% 	[53] 46.49% 	[43] 37.72% 	114
(e)	The degree your account is handled with few errors	[5] 4.42% 	[6] 5.31% 	[6] 5.31% 	[36] 31.86% 	[60] 53.10% 	113


























Insight Provided by this Question:

The answer to this question will help you understand the degree of satisfaction clients have with respect to your assistance in their financial planning.

Potential Indicated Actions:

If satisfaction is low in a particular area we suggest reviewing the Business Opportunity Report to determine which clients gave low ratings, and in particular, review their specific comments to ascertain their reasons why. Depending on the situation you may also want to place a follow-up phone call to selected clients as appropriate.

Importance of Client Service Elements

5. Please rate the level of IMPORTANCE of the following aspects of CLIENT SERVICE:							
		Not at all Important	Not Very Important	Neutral	Important	Very Important	Total
(a)	Having a clear understanding of your personal goals and financial objectives	[4] 3.54% 	[4] 3.54% 	[12] 10.62% 	[42] 37.17% 	[51] 45.13% 	113
(b)	Creating a sound plan to meet your goals	[6] 5.31% 	[6] 5.31% 	[6] 5.31% 	[26] 23.01% 	[69] 61.06% 	113
(c)	Communicating effectively to help you understand how your finances are managed	[5] 4.63% 	[5] 4.63% 	[6] 5.56% 	[43] 39.81% 	[49] 45.37% 	108
(d)	Being responsive in resolving your questions	[2] 1.80% 	[1] 0.90% 	[6] 5.41% 	[30] 27.03% 	[72] 64.86% 	111
(e)	The degree to which your account is handled with few errors	[4] 3.51% 	[3] 2.63% 	[12] 10.53% 	[45] 39.47% 	[50] 43.86% 	114

Insight Provided by this Question:







The answer to this question will help you understand how important clients consider the various elements of client service. The answer to this question taken together with the question that measures satisfaction with each element of client service will help you understand whether or not you are focusing on the aspects of client service that are the most critical to clients.

Potential Indicated Actions:

If satisfaction from question 4 is low in areas of high importance to clients, particular focus should be paid to improving in these areas.

Comfort in Working with Back-up Staff

6. If for some reason your primary financial planner is unavailable, how COMFORTABLE are you working with OTHER TEAM MEMBERS?

Responses	Count	%	Percentage of total respondents
Very Comfortable	63	55.26%	
Comfortable	27	23.68%	
Neutral	14	12.28%	
Not Very Comfortable	1	0.88%	
Not at all Comfortable	1	0.88%	
Unaware of your back-up staff/Unsure of who to call	8	7.02%	
Total Responses	114		20% 40% 60% 80% 100%





















Insight Provided by this Question:

The answer to this question will help you understand how clients feel about working with your back-up staff when they are unable to reach you.

Potential Indicated Actions:

If clients aren't as comfortable working with your back-up staff as you would like them to be, consider additional back-up staff training. Also, consider reviewing the Business Opportunity Report for potential client comments related to this question, as well as making phone calls to specific clients to gain a better understanding of the reasons for their discomfort.

Satisfaction with Reports & Meetings

7. Please rate your SATISFACTION with this firm's REPORTS AND MEETINGS:							
		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Total
(a)	Quality of reports/statements	[4] 3.54% 	[6] 5.31% 	[12] 10.62% 	[61] 53.98% 	[30] 26.55% 	113
(b)	Timeliness of reports/statements	[2] 1.75% 	[3] 2.63% 	[6] 5.26% 	[66] 57.89% 	[37] 32.46% 	114
(c)	Quality of in-person meetings	[3] 2.70% 	[2] 1.80% 	[6] 5.41% 	[54] 48.65% 	[46] 41.44% 	111
(d)	Frequency of in-person meetings	[2] 1.82% 	[2] 1.82% 	[12] 10.91% 	[36] 32.73% 	[58] 52.73% 	110

Insight Provided by this Question:




The answer to this question will help you understand the effectiveness of your client interaction as it relates to meetings and reporting.

Potential Indicated Actions:




If clients find the quality of reports lower than you would like to see, consider meeting with select individuals to understand how the report may be improved and incorporate revisions as appropriate. If clients find the quality of in-person meetings lower than you would expect, consider calling clients prior to meetings to gain a better understanding of what they would like to discuss, and align expectations accordingly. If the timeliness of reports or meeting frequency is an issue, consider contacting clients to determine the appropriate level of report timing and meeting frequency.

Desired Client Meetings

Phone Meetings

8. How often would you like to have a PHONE MEETING to review your financial situation?							
Responses	Count	%	Percentage of total respondents				
Quarterly	62	54.39%					
Semi-Annually	32	28.07%					
Annually	20	17.54%					
Total Responses	114		20%	40%	60%	80%	100%

In-Person Meetings

9. How often would you like to have an IN-PERSON MEETING to review your financial situation?							
Responses	Count	%	Percentage of total respondents				
Quarterly	24	21.05%					
Semi-Annually	33	28.95%					
Annually	57	50.00%					
Total Responses	114		20%	40%	60%	80%	100%

Insight Provided by these Questions:

The answer to these questions will help you understand the degree of interaction your clients desire to have with you and/or your team. This is critical to ensure each client feels there is an appropriate level of communication that takes place with your firm. If communication is less frequent than desired, misunderstanding and misperceptions are more likely to develop and create a need for significantly more attention with potentially negative, long-term consequences.

Potential Indicated Actions:

Review the Business Opportunity Report to learn which clients want to meet with you quarterly, semi-annually, and annually, and adjust your meeting schedule accordingly.

What Keeps Clients Up at Night

10. In thinking about your financial situation, what is your GREATEST CONCERN? (Please explain)
enough money to live the rest of our life.
as I reach and pass 65--and move into retirement, it's probably 65% income generation with the smallest amount of taxable liability and 35% moderate growth
loss of wealth
Sometimes do not fully understand why my funds are moved from one investment group to another...
Not having enough for today, or for retirement
\$ for retirement
That I'll have enough money to retire on, given the current state of the economy
comfortable retirement
protection of assets and security for our future financial independence
planning
Health care costs and outliving my finances.
income without too much exposure to risk
the future and having enough money for my needs
Retirement - Being able to do so as quickly as possible
sustaining an annual growth rate of 8%
PRESERVING THE PRINCIPLE OF THE INVESTMENT
That when we need the dough, the markets will be down.
Ability to retire in 2013.
Maintenance of current position
That the timing of purchases results in gains and not immediate losses.
Leaving a plan that is easy to understand and follow when I'm gone.
poor investments which can result in losses.
Reducing the impact of the downturn in the economy, & minimizing the impact of taxes.
My Investment keeps growing even when the Market takes a downward turn, The correct decisions are being made to keep it growing at a good percentage.
If I should die first will my wife be taken care of?
maximum income for retirement
Retirement planning. My pensions are minimal, the majority of our retirement costs will be from this investment.
credit card debt
That instability in the financial market will reduce my assets to the point where I will not be able to retire comfortably.
Continued growth of my funds so I'll continue to see that my money will last through my retirement. So far that has happened.

Insight Provided by this Question:

The answer to this question will help you understand the biggest concerns and overall mindset of your client base with respect to the investments they have with your firm.

Potential Indicated Actions:

Review the Business Opportunity Report to determine which client made which comment, and consider proactively addressing each concern with a phone and or face-to face-meeting. For example, if a client feels their portfolio is too concentrated in risky assets, take time to explain to them how you have taken measures to diversify their assets to minimize risk and volatility.

Upcoming Life Events

11. For planning purposes, what SIGNIFICANT EVENTS may take place in your life over the next 12 months? (Please select all that apply)

Responses	Count	%	Percentage of total respondents
Job change	23	43.40%	
Sale of a business	34	64.15%	
Purchase of a business	12	22.64%	
Sale of employee stock/options	10	18.87%	
Major charitable donation	7	13.21%	
Retirement/semi-retirement	5	9.43%	
College funding planning for children/grandchildren	12	22.64%	
Family wedding	7	13.21%	
Home relocation	9	16.98%	
Purchase of a vacation/second home	5	9.43%	
Inheritance	5	9.43%	
New child/grandchild	13	24.53%	
Other (please specify)	0	0%	
Total Responses	142		

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Insight Provided by this Question














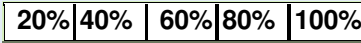
The answer to this question will help you understand significant life events taking place within your client base.

Potential Indicated Actions:

Review the Business Opportunity Report to understand which specific life events are taking place with each client. Review the client's financial plan and/or meet with the client to ensure his/her plan addresses these key life events as appropriate. If a number of clients have a particular life issue they are struggling with, you may consider putting together a seminar, or sending out a written informative piece to help educate clients on how these life events might be incorporated into their financial plan.

Business Opportunities

12. Which, if any, of the following would you be INTERESTED IN LEARNING MORE about from your financial planner? (Please select all that apply)

Responses	Count	%	Percentage of total respondents
Investment Management	8	13.56%	
Retirement Planning [401(k), 403(b), IRAs, etc.]	2	3.39%	
Tax Planning/Reduction Strategies	12	20.34%	
Trust & Estate Planning	26	44.07%	
Education Planning/Funding	20	33.90%	
Philanthropic/Charitable Planning	27	45.76%	
Life Insurance	28	47.46%	
Group Health Insurance	8	13.56%	
Long-term Care Insurance	15	25.42%	
Disability Income/Buy-Sell Arrangement	12	20.34%	
Business Succession Planning	17	28.81%	
Executive Compensation	14	23.73%	
Other (please specify)	0	0%	
Total Responses	189		

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.

Insight Provided by this Question:





The answer to this question will help you determine your clients' interest in the additional services your firm offers and provide a means for you to potentially deepen business relationships with each client.

Potential Indicated Actions:

Review the Business Opportunity Report to determine which clients are interested in which specific services, and contact these clients as appropriate to educate them about the services they expressed an interest in learning more about.

By reviewing the Business Opportunity Report you will be able to divide clients into areas of interest as shown in the table below, and use this as means to follow-up with each client.

Share of Wallet

13. What percent of your INVESTABLE (liquid) FINANCIAL ASSETS does this financial planning firm help you manage?				
Responses	Count	%	Percentage of total respondents	
Less than 25%	50	45.87%		
25%-50%	28	25.69%		
50%-75%	13	11.93%		
More than 75%	18	16.51%		
Total Responses	109		20%	40%
			60%	80%
			100%	







Insight Provided by this Question:

The answer to this question will allow you to assess the depth of your relationship with each client.

Potential Indicated Actions:

If you are managing less than 75% of a specific client's assets, there may be an opportunity to deepen the relationship with that client. By reviewing the Business Opportunity Report you will be able to learn which clients have additional assets that your firm may help them manage.

Competitive Firms that Work with Your Clients

14. What OTHER ADVISORS (if any) do you use to help manage your financial and investment needs? (Please select all that apply)				
Responses	Count	%	Percentage of total respondents	
I do not use any other planners or advisors	49	44.14%		
Financial Planner or Advisor (in addition to this firm)	36	32.43%		
CPA firm	27	24.32%		
Attorney	8	7.21%		
Bank	36	32.43%		
Other (please specify)	0	0%		
Total Responses	156		20%	40%
			60%	80%
			100%	

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.














Insight Provided by this Question:

The answer to this question will reveal other firms that your clients use to help them manage their financial and investment needs.

Potential Indicated Actions:

We suggest that you review the Business Opportunity Report to determine which clients are using other providers and follow-up with them as appropriate to consolidate services with your firm.

Services Provided by Competitive Firms to Your Clients

15. What SERVICES do these other firms provide to you? (Please select all that apply)				
Responses	Count	%	Percentage of total respondents	
Investment Management	26	35.62%		
Retirement Planning [401(k), 403(b), IRAs, etc.]	8	10.96%		
Tax Planning/Reduction Strategies	16	21.92%		
Trust & Estate Planning	18	24.66%		
Education Planning/Funding	26	35.62%		
Philanthropic/Charitable Planning	15	20.55%		
Life Insurance	22	30.14%		
Group Health Insurance	28	38.36%		
Long-term Care Insurance	33	45.21%		
Disability Income/Buy-Sell Arrangement	7	9.59%		
Business Succession Planning	22	30.14%		
Executive Compensation	15	20.55%		
Other (please specify)	0	0%		
Total Responses	236		20%	40%
			60%	80%
			100%	

Multiple answers per participant possible. Percentages added may exceed 100 since a participant may select more than one answer for this question.





Insight Provided by this Question:

The answer to this question will help you determine the extent to which your client base is accessing services from competitive firms.

Potential Indicated Actions:

We suggest that you review the Business Opportunity Report to determine which clients are using other services and follow-up with them as appropriate to consolidate services with your firm.

Preferred Method of Communication

16. What is your PREFERRED METHOD of communication?				
Responses	Count	%	Percentage of total respondents	
By regular mail	7	6.14%		
By email	36	31.58%		
By phone	59	51.75%		
No preference	12	10.53%		
Total Responses	114		20%	40% 60% 80% 100%

Insight Provided by this Question:

The answer to this question will help you understand the preferred method of client interaction.

Potential Indicated Actions:

We suggest that you review the Business Opportunity Report to determine the preferred method of communication on a client by client basis, and adjust your client service program accordingly.

Referencability Rating

17. Would you RECOMMEND this firm to a close friend or colleague who is in search of a strong financial planning organization?				
Responses	Count	Assigned Weight	%	Percentage of total respondents
0 - No, definitely not	0	0	0%	
1	0	1	0%	
2	0	2	0%	
3	2	3	1.75%	
4	0	4	0%	
5	6	5	5.26%	
6	12	6	10.53%	
7	6	7	5.26%	
8	17	8	14.91%	
9	43	9	37.72%	
10 - Yes, definitely	28	10	24.56%	
Weighted Score : 8.36				
Total Responses	114			

Insight Provided by this Question:

The answer to this question will help you understand how referenceable you are. A high percentage (80% or more) of clients willing to recommend your firm indicates that your business is in a sound financial position for the future. On the other hand, a low level of referenceability may indicate that there are areas for improvement in terms of strengthening client relationships.

Potential Indicated Actions:

Review the Business Opportunity Report to see which clients were neutral, unlikely, or not at all likely to refer your firm. Meet with these clients as appropriate to understand what it would take to move them into the 'definitely recommend' category, and take action as appropriate.

By looking at the Business Opportunity Report, you will be able to divide your clients into tiers as shown below, and target actions to improve referenceability.

Suggestions for Improvement

18. How could this firm or financial planner IMPROVE to make you truly ENTHUSIASTIC?
Response
increase the return on our investments
Doing fine as it is, thank you.
Better communications before funds are moved from one investment source to another..
I am enthusiastic - they are SUPERB
I think they shouldn't earn fees PLUS commissions on the monies they invest for me. I think it ought to be one or the other. My personal feeling would be fee based
not put investments into underperforming accounts to just obtain fees and to have those investment be non liquid for years at a time
keep us informed of any new tax laws and any changes in our plan. We need to feel secure.
I question the value I receive for the annual fees.
you guys are great how you put up with my financial requests I don't know! please keep an eye on my money and be frank with me
no way
We're fine
i feel the frequent newsletters and updates are excellent and keep me engaged in my investments more than in the past.
TEACH US HOW TO READ A CORP. FINACIAL STATEMENT
I am truly enthusiastic.
I am happy with the way they do business now, I would not change anything.
Provide a Web Site that allows transfers of funds to personal accounts. A web site that has information about the investments including tax liability information.
Take a stronger lead with legal counsel. Help client drive process so that counsel is more efficient and estate plan is less expensive.
To be more open to a clients suggestion for stock or mutual fund choice.
More conversation to let us know why certain changes are made, and how we can improve our position in the markets.
Double my investments in the next year!!!!!!!!!!
provide maximum return on principal
better performance as market allows
I am very happy with the way things are currently.
I feel beaten down by market trends. Convince me that my Team managed accounts are performing well compared to other possible investments. Is there really light at the end of this tunnel?
I can't think of anything at this time.
Performance has been excellent. If the returns outpaced the market that would be wonderful.
The whole purpose of having them is to maximize my ROI. Histroically I would have done better on my own just by investing in an S&P fund.

Insight Provided by this Question:

The answers to this question will help you determine specific ways in which to improve client satisfaction and your business as a whole.

Potential Indicated Actions:

In addition to reviewing these comments, use the Business Opportunity Report to see which clients made which comment and consider selectively incorporating new ideas into your investment process and business practice as appropriate.

Areas of Client Satisfaction

19. What is this firm or financial planner DOING WELL that should be continued?
Response
I am very happy being a client of the firm. Keep helping me with tax planning, estate planning would be helpful.
Overall, you do a great job as I am very comfortable with our relationship.
We are pleased with the financial results, the prompt answers and help we receive.
Keep doing all that you are doing
Everything is being executed perfectly.
Providing relevant educational material
Timely feedback.
The really excellent articles or other information about investments, retirement planning, etc.
Great communication
Meet all of my expectations and being willing to help
The diversification of their personal is a benefit to my investments and my overall security
I like that more than one person is involved with financial investment decisions
Everything is excellent
Communication efforts
proactive in managing my account and suggesting ways that i can better my entire estate and tax plan.
Growing my investments better than I can grow them myself.
Being proactive in helping us to make wise investment decisions.
Communication has always been excellent.
Educating and advising
They are very proactive in discovery of needs
I'm very well pleased with all the help they provide
excellent to work with and very professional
More advising on trusts
Honesty
improving our financial position
I love how you provide educational material
Keep up the great work!
very courteous and knowledgeable.
They truly know what client service is and how to deliver it professionally.
remain competent and professional
We appreciate an active communication with them and continuing dialogue on issues that affect our account
Their people are outstanding
The company and staff have been very professional and have always assisted me in a very timely manner.

Insight Provided by this Question:

The answers to this question will help you determine specific areas in which you are performing well and exceeding client expectations.

Potential Indicated Actions:

Be sure to invest and continue to improve in these areas of high satisfaction among your client base.

Client Referrals

20. If you are comfortable, please provide the names of any friends/colleagues you feel may benefit from working with this firm? (Please be assured that the firm will not contact these individuals without speaking with you first)
Response
Kristen T. 555-123-0678
Mark and Linda L. Give me a call and I will put you in touch
Frank Smith, 555-555-555
Andrea T
Roger V
Jason D, 555-123-456
Jeff S, Susan T
David S
The Smiths, I will arrange a meeting
Daniel F, 555-678-0987
Judy L
Harry L

Insight Provided by this Question:

The answer to this question will help you uncover new sources of business and generate qualified referrals.

Potential Indicated Actions:

Follow-up with clients who have provided named referrals as appropriate to discuss contact with the refereed parties.