



Advisor Institute

PROGRAM CATALOG

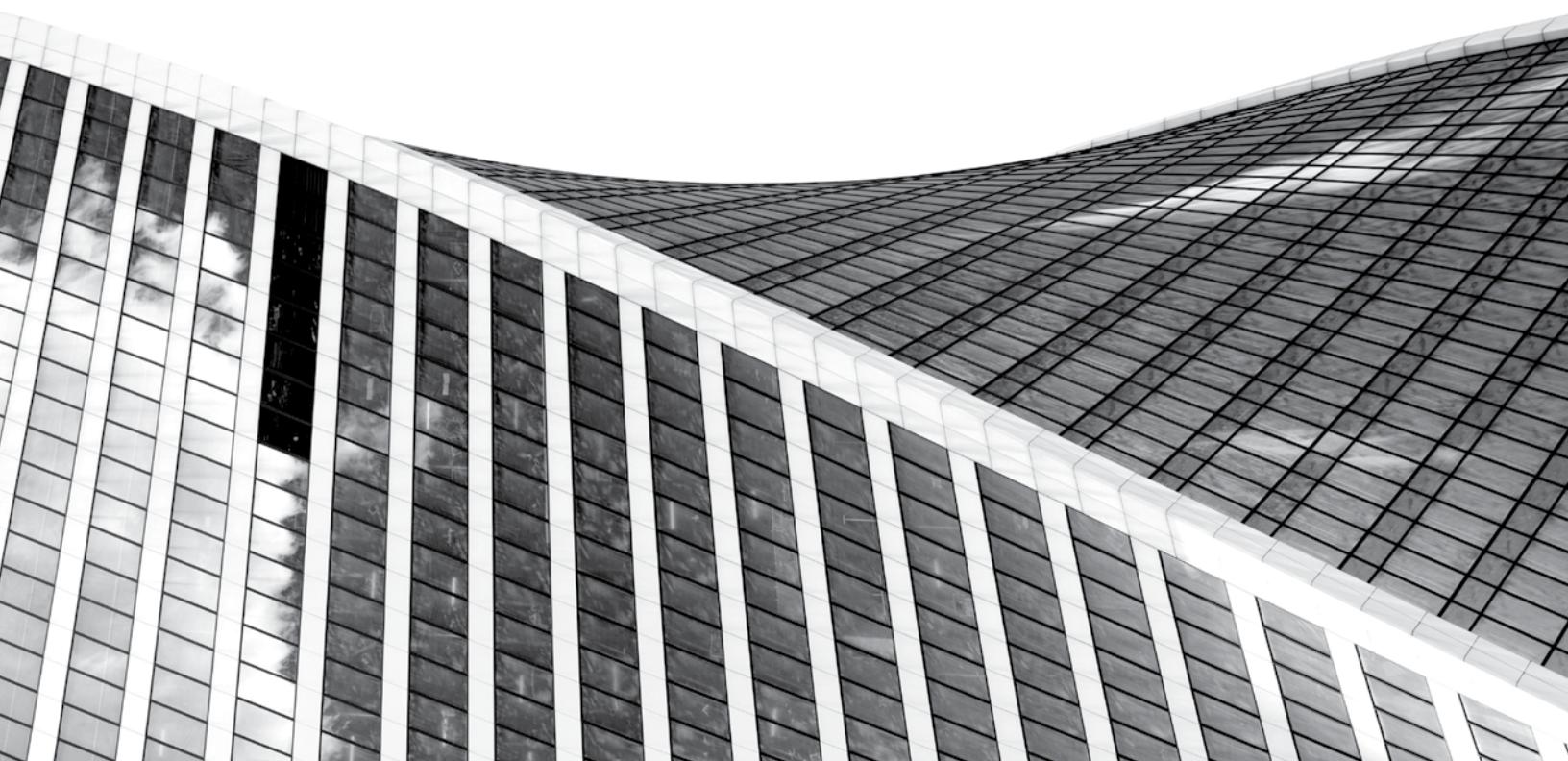


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* Investments & Wealth Institute® has accepted this program for one hour of CE credit towards the CIMA®, CPWA®, CIMC®, and RMA® certifications.

Not all materials may be approved by your firm. Please consult with your Regional Investment Consultant.



BNY MELLON
INVESTMENT MANAGEMENT

Our Mission

BNY Mellon Investment Management is committed to helping financial advisors acquire and retain their ideal clients, manage their practices more effectively and educate their clients. Our programs are developed in-house in partnership with our affiliate, **BNY Mellon | Pershing**. Our programs are based on proprietary research and expertise, bringing you unique and fresh insights.

Our Programs

We offer a carefully curated selection of proprietary programs designed to address the most pressing concerns of financial advisors today.

The programs are delivered by a team of dedicated professional educators who draw on their experience as branch managers, business development officers, and financial advisors.

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Driving Growth Through Multigenerational Relationships



PROGRAM GOAL

To secure your firm's future with a strategy that equips you to retain your best clients, grow your assets and attract a new generation of investors.

AUDIENCE

Financial Advisors

DESCRIPTION

This program enables advisors to take the necessary steps to help build a long-term, sustainable business by engaging multiple generations of families. Driving Growth Through Multigenerational Relationships combines professionally driven insights, action-planning tools, and best practices to help you transform your business into a destination for families.

The data below illustrates how cultivating a multigenerational relationship may be essential to the success and longevity of an advisor's business.

87%

of investors do NOT use their parents' advisors.¹

89%

of married women will experience widowhood.²

\$10 trillion

of US household assets (nearly $\frac{1}{2}$) are controlled by women.³

618,000

millennial millionaires in the US are on track to inherit even more wealth from the richest generation ever.⁴

OBJECTIVES AND OUTCOMES

Extend the bonds you've built with clients to engage their family members — not years from now, but today — when these individuals need unbiased advice from a voice they can trust.

- Understand the economics of working with the entire family
- Cultivate relationships with multiple generations
- Prepare your business to service multiple generations

¹ Source: The Cerulli Edge, U.S. Retail Investor Edition, Q2, 2019. ² Source: United States Census Bureau, 2015. ³ Source: 2019 Women in the Workplace Survey, McKinsey & Co. ⁴ Source: "A Look at Wealth 2019: Millionaire Millennials," Coldwell Banker, Luxury Program and Wealth Engine, Oct. 2019.

Digital Marketing: The Growth Engine of Your Future



PROGRAM GOAL

To enable advisors to take the steps necessary to develop and/or improve their digital marketing strategy. This program will cover key digital marketing topics and trends that will take financial professionals on a journey resulting in a more robust and effective digital marketing strategy.

AUDIENCE

Financial Advisors

DESCRIPTION

Today, we exist in a world that relies heavily on the digital experience. Your clients and prospects of all ages use technology every day to communicate, search for information and find answers to their questions.

Studies have shown that financial advisors who have expanded their marketing efforts beyond the traditional ways, in general, have seen their opportunities increase and businesses grow. More importantly, not having a strong digital presence can be detrimental to the success of an advisor's business.

It's time for advisors to take action and capture the benefits of having a digital marketing strategy. For example, below are simple steps to build your brand on social media:

- Include a current picture
- Add your link
- Make an impact with your value proposition
- Tell your story
- Include your interests

OBJECTIVES AND OUTCOMES

- Understand how a digital marketing strategy plays a key role in the success of your business
- Learn how to effectively increase visibility and engage clients through digital marketing
- Determine which digital marketing options will increase your chances of growing your business

Myths and Realities of Portfolio Construction



PROGRAM GOAL

Learn about the principles of portfolio construction, diversification, major themes, challenges and possible solutions.

AUDIENCE

Financial Advisors

DESCRIPTION

What topics are top of mind for investors today? The Portfolio Strategy Team at BNY Mellon Investment Management shares three major trends that they are seeing in the marketplace and hearing from clients.

These major themes involve portfolio construction — including the potential effectiveness of bonds in hedging equity risk and the effect on a balanced portfolio, the gap between growth and value, and the possible consequences of “de-risking” a portfolio.

OBJECTIVES AND OUTCOMES

- Understand the principles of why a balanced portfolio of stocks and bonds has worked so well for the period examined, and the challenges to performance going forward
- Explore the difference between de-risking a portfolio and diversification and evaluate effects of duration in a balanced portfolio
- Consider the drivers causing value to underperform growth and what may change that

* Investments & Wealth Institute® has accepted “Myths and Realities of Portfolio Construction” for one hour of CE credit towards the CIMA®, CPWA®, CIMC®, and RMA® certifications.

Advisor Value Propositions



How advisors showcase their value to investors (*and what investors secretly think*)

PROGRAM GOAL

Helps you leverage our research to develop your own *unique* value proposition, the foundation of your personal marketing plan.

AUDIENCE

Financial Advisors

DESCRIPTION

Sooner or later, there comes a moment that many advisors dread. They find themselves in a situation where they need to tell their story quickly and convincingly — but they can't quite do it. Maybe they're picking up the phone to tell a client why they're changing their business model. Or they're trying to recruit talent, talking to a merger partner, or conducting a first meeting with a prospective client. They may even simply be trying to get their partners to agree on website copy. But when the moment comes, they often struggle to give simple answers to investors' simple questions: *"What will you do for me? How can you justify your fee? How are you different from other advisors?"* Advisors try their best to respond. But in their hearts, they know when their words are missing the mark.

Why is creating a value proposition so hard? Is there any way to make the process easier? What are the secrets to a really good value proposition?

A recent study of 1,000 high-net-worth investors conducted by BNY Mellon | Pershing working with the Harris Poll offers a data-driven perspective on the process of creating a value proposition.

This program draws on practical tips from the report, as well as from Pershing's extensive practice management consulting experience, to help advisors succinctly and effectively tell their unique story.

* Investments & Wealth Institute® has accepted "How Advisors Showcase Their Value to Investors — and What Investors Secretly Think" for one hour of CE credit towards the CIMA®, CPWA®, CIMC®, and RMA® certifications.

OBJECTIVES AND OUTCOMES

- Understand the importance of a differentiated, unique value proposition in today's market
- Understand the implications for clients, advisors and firms
- Develop a new or refined unique value proposition
- Consider marketing methods and media in which to put the new statement to work

Advisory Conversations



PROGRAM GOAL

Enables you to evaluate your segmentation strategy and service model — and create a communication plan to position the value of a fee-based relationship.

AUDIENCE

Financial Advisors

DESCRIPTION

Top advisors are transitioning their practices from commission-based to fee-based business for closer alignment with client needs, to establish recurring revenue streams, facilitate growth of the practice, increase practice valuation and address fiduciary concerns.

Advisors are often challenged by redefining the value they bring to the relationship to justify charging a recurring fee, identifying the appropriate clients, and ensuring their service model adds value.

The program enables advisors to evaluate their segmentation strategy and their service model, and create a communication plan to position the value of their fee-based relationship.

OBJECTIVES AND OUTCOMES

- Evaluate and refine client segmentation
- Enhance client service model
- Develop a client communication strategy
- Transition to advisory conversations with clients

Engaging Clients Through Discovery



PROGRAM GOAL

Advisors who master the discovery process are more apt to meet the expectations of their clients by developing much deeper and more personalized relationships — and grow their practices.

AUDIENCE

Financial Advisors

DESCRIPTION

In a recent study,⁵ when asked to identify what high-net-worth clients expect from their financial advisor,

89% of respondents indicated he/she “takes the time to understand their needs, goals and risk tolerance.”

86% of respondents indicated “proposes solutions customized to my needs and goals.”

84% of respondents indicated “he/she looks at my entire financial picture.”

Advisors who master the discovery process are more apt to meet the expectations of their clients by developing much deeper and more personalized relationships.

Challenging advisors to take their client knowledge to new levels, Engaging Clients Through Discovery stimulates self-assessment and best practices sharing. It provides advisors with a consistent process to obtain the most relevant insights, build trust and set a path to deeper client loyalty, increased assets and referrals.

The program includes a complete discovery process using a questioning strategy focusing on client goals, values, interests and assets framed in a structured client discovery meeting.

OBJECTIVES AND OUTCOMES

- Understand the key motivators that drive clients to do business with an advisor
- Apply a consistent structure for conducting client discovery meetings
- Enhance discovery aligned with client goals, values, interests and assets
- Implement a five-step process to enhance client discovery process

⁵ The Cerulli Report: U.S. Retail Investor Products and Platforms 2018. Exhibit 1.07 “Factors Rated Extremely Important in Selecting a Financial Advisor by Advice Orientation, Phoenix Marketing International 2017.”

An Introduction to Your Best Clients



PROGRAM GOAL

Financial Advisors will develop a deeper understanding of the significant differences between men and women when it comes to money and investing to connect more effectively with prospects and existing clients. This program offers insights and best practices for working with female investors.

AUDIENCE

Financial Advisors

DESCRIPTION

Women's economic influence and power continue to build—yet, less than one-third of women partner with a financial advisor.⁶ This leaves an estimated 80 million women who need advice right now. And it translates into a huge opportunity for your business. Our speakers and our comprehensive materials help advisors evaluate and fine-tune their approach to working with women clients.

OBJECTIVES AND OUTCOMES

Armed with this information and by incorporating our best practice approach into your business, you can help women become even more confident stewards of their futures -- and grow your practice. Prepare and position your business, facilitate engagement with prospects, and motivate clients with tools and resources.

⁶ Source: Morningstar, "75 Must-Know Statistics About Women and Retirement," Christine Benz, March 2, 2020.

A Retirement Approach as Unique as You



PROGRAM GOAL

Guide clients and prospects to a more engaged approach to their financial wellness. By discussing the distinct needs of women, and specific differences between men and women when it comes to money and investing, clients and prospects are likely to feel more energized and empowered to work with a financial advisor for a more confident and fulfilled financial future.

AUDIENCE

Clients and Prospects

DESCRIPTION

Women's economic influence and power continue to build—yet, less than one-third of women partner with a financial advisor.* Our client-facing presentation and program support advisors in connecting with women investors and partnering in an accessible way.

OBJECTIVES AND OUTCOMES

Kick-start the conversation with your audience for mutually beneficial partnerships, and greater engagement and confidence among women investors. Relay the message “Financial wellness is a journey, not a destination” to educate and inspire women investors transform what, for many, is a challenging process into an energized and forward-thinking journey with her advisor.

The Educators



Janet Kelly

Vice President,
Group Head, Pershing
Senior Practice Management
Consultant

With over 30 years in the financial services industry, Janet has successfully engaged and inspired hundreds of individuals and teams, including financial advisors, private bankers, institutional salespeople and senior executives. These professionals look to her for guidance and advice across critical areas of managing a successful practice, client acquisition and retention strategies. Janet is known for her sales and presentation skills coaching. She is passionate about making a difference by sharing the best practices, allowing financial professionals to leverage her expertise for greater confidence.

Prior to joining Pershing, Janet was a director and senior program manager for UBS, where she designed, developed and delivered programs for financial advisors, from large-scale conferences to local market workshops. Janet has worked for Merrill Lynch, Shearson Lehman Brothers and several financial consulting firms. She began her career as a financial advisor at Merrill Lynch and later with Shearson Lehman Brothers. Janet earned a Bachelor of Business Administration from the University of Texas at Austin with a concentration in Marketing.



Andrew Hirschler

Vice President, Pershing
Senior Practice Management
Consultant

Andrew consults, coaches and trains financial advisors, bankers, sales leaders and executives. His goal is to inspire them to create efficiencies within their businesses and practices that allow them to grow, attract new clients and deliver a world-class client experience. He conducts workshops and does individual coaching, incorporating best practices and current industry trends.

Drew has over 29 years in the financial services industry. Prior to joining Pershing in 2015, he spent 12 years with UBS Financial Services as a management training advisor, head of financial advisor development and as a practice management consultant.

Drew started his career with EF Hutton and worked at Shearson Lehman Brothers, Northwestern Mutual Life, Industrial Bank of Japan, Charles Schwab and several other financial service firms. He has had success as a financial advisor, branch manager and coach. Andrew earned a degree in finance from the University of Massachusetts in Amherst.



Egle Wilcher

Vice President, Pershing
Practice Management
Consultant

Egle Wilcher is a Vice President and a member of the Practice Management Consulting team at BNY Mellon | Pershing. Egle is responsible for delivering professional consultation to our client's executives and field leadership as well as driving adoption of our advisor programs. Egle's primary role is providing comprehensive and customized support to advisors with a focus on business development with dedicated coverage of Citi and other select Broker Dealer clients.

She brings over 13 years of industry experience in personal banking, advisor training and recruitment, most recently with Morgan Stanley. Prior to joining Pershing, Egle worked with leading financial firms such as Bank of Montreal, JP Morgan Chase, and Northwestern Mutual. At Morgan Stanley, Egle was a Regional Training Officer responsible for managing a financial advisor training program in a nine-state territory.

Egle earned a Bachelor of Arts degree from Klaipeda College. She is fluent in Lithuanian and Russian.



Eric Hundahl, CFA

Head of Portfolio Strategy,
North America,
BNY Mellon Investment
Management

Eric Hundahl is the Head of Portfolio Strategy for BNY Mellon Investment Management. In this role, Eric is responsible for leading thought leadership and sales programs focused on portfolio construction and outcomes-based advisory solutions.

Prior to joining BNY Mellon in 2014, Eric served as a Product Strategist at the EDHEC Risk Institute responsible for the strategic distribution and marketing of the firm's Scientific Beta platform in North America. In that role, he worked closely with large institutional asset owners to implement alternative beta strategies, factor indices and multi-beta indices into investment portfolios. Previously, Eric served as a Managing Director at BNY Mellon Investment Services where he partnered with the firm's strategic clients to develop customized solutions based on their risk management and portfolio construction objectives. He also has experience working as a Senior Investment Analytics Consultant at Russell/Mellon Analytical Services and was an engineer in the US Army.

Eric has an MBA and a BA in Business and Finance from the University of Washington, is a CFA charter holder, member of the CFA Institute and the Boston Security Analysts Society and has 16 years of industry experience.

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