



*Products & Services Research Report Series*

# Separately Managed Accounts & Other Packaged Fee-Account Programs: The Rapid Restructuring of a Growing Industry

---



*February 2011*

## **TABLE OF CONTENTS**

<b><u>INTRODUCTION, KEY FINDINGS, &amp; EXECUTIVE SUMMARY</u></b> .....	<b>30</b>
<b><u>A SYNOPSIS OF THE FINANCIAL SERVICES INDUSTRY PRODUCT &amp; SERVICE MARKETS</u></b> .....	<b>56</b>
<b><u>EVOLUTION OF THE SEPARATELY MANAGED ACCOUNTS &amp; OTHER PACKAGED FEE-ACCOUNT PROGRAMS BUSINESS</u></b> .....	<b>170</b>
Key Driving Factors.....	170
Fees Versus Commissions.....	170
Fiduciary Responsibility.....	171
Market History.....	176
Commissions Dominate Retail Business.....	176
Introduction But Slow Growth.....	177
Explosive Growth in Fee-Accounts.....	179
Recasting of Fee-Accounts.....	186
Market Definition.....	198
Proprietary Fee-Account Programs.....	199
TAMPs.....	199
Fee-Based Financial Advisors.....	199
Bank Trust Departments.....	199
Separate Account Managers.....	199
Market Growth.....	201
Packaged Fee-Account Sponsors.....	201
Packaged Fee-Account Programs.....	201
Packaged Fee-Account Clients.....	201
Packaged Fee-Accounts Accounts.....	201
Packaged Fee-Account Net Flows.....	202
Packaged Fee-Account Revenues.....	202
Packaged Fee-Account Net Profits.....	202
Leading Fee-Account Program Sponsors (Proprietary & TAMPs).....	202
Packaged Fee-Account Clients.....	202
Packaged Fee-Accounts.....	202
Packaged Fee-Account Assets Under Management.....	203
Packaged Fee-Account Net Flows.....	203
Packaged Fee-Account Revenues.....	203
Packaged Fee-Account Profits.....	203
<b><u>MARKET SEGMENTATION</u></b> .....	<b>206</b>
Proprietary Fee-Account Programs.....	207
Turnkey Asset Management Programs.....	207
Widespread Market Consolidation.....	207
Explosive Assets Growth.....	214
Intense Market Concentration.....	221
Products Usage (Mutual Funds & Separately Managed Accounts).....	221
<b><u>PRODUCT SEGMENTATION</u></b> .....	<b>223</b>
Separately Managed Accounts.....	227
Market Growth.....	248
Leading Separately Managed Account Program Sponsors.....	249
Multiple Style Portfolios.....	253

Market Growth.....	260
Leading Multiple Style Portfolio Program Sponsors .....	261
Mutual Fund Wrap Accounts.....	262
Market Growth.....	269
Leading Mutual Fund Wrap Account Program Sponsors .....	270
Annuity Wrap Accounts.....	271
Market Growth.....	272
Leading Annuity Wrap Account Program Sponsors .....	273
ETF Wrap Accounts.....	273
Market Growth .....	277
Leading ETF Wrap Account Program Sponsors .....	277
Unified Managed Accounts .....	278
Market Growth.....	283
Leading Unified Managed Account Program Sponsors.....	283
Broker Wrap Accounts .....	284
Market Growth.....	286
Leading Broker Wrap Account Program Sponsors .....	287
Fee-Based Brokerage Accounts.....	288
Market Growth.....	290
Leading Fee-Based Brokerage Account Program Sponsors.....	291
<b><u>MARKETS &amp; DISTRIBUTION CHANNELS</u></b> .....	<b>293</b>
Wirehouses.....	294
Other Financial Advisor Channels .....	294
Independent Broker/Dealers .....	298
Market Background .....	298
Fees Orientation .....	299
TAMP Usage .....	300
TAMP Feedback .....	303
Fee-Based Financial Advisors .....	304
Market Background .....	304
Fees Orientation .....	305
TAMP Usage .....	306
National, Regional, & Community Banks .....	307
Market Background .....	307
Increasing Importance of Fee-Accounts.....	308
Challenges in Building Fee-Account Programs.....	309
Solutions to Challenges .....	316
TAMP Usage .....	318
Insurance Companies.....	318
Market Background .....	318
TAMP Usage .....	319
CPA & Law Firms .....	319
Market Background .....	319
TAMP Usage .....	323
Other Financial Advisors .....	323
Upscale Channels .....	324
Direct Distribution.....	324
Increasing Advice Offers .....	324
TAMP Usage.....	325
Institutional Markets .....	325

<i>Defined Contribution Plans</i> .....	325
<i>Defined Benefit Plans</i> .....	326
<i>Endowments &amp; Foundations</i> .....	326
<i>Corporate Cash &amp; Treasury Management</i> .....	326
<i>Sovereign Wealth Funds &amp; Other Foreign Investors</i> .....	326
<i>International Markets</i> .....	326
<i>English Speaking Countries Markets</i> .....	326
<i>Europe, Middle East, &amp; Africa Markets</i> .....	326
<i>Asia Pacific Markets</i> .....	326
<i>Latin America Markets</i> .....	326
<i>Offshore Markets</i> .....	326
<b><u>FUTURE PREDICTIONS FOR THE SEPARATELY MANAGED ACCOUNTS &amp; OTHER PACKAGED FEE-ACCOUNT PROGRAMS BUSINESS</u></b> .....	<b>327</b>
<i>Substantial Expected Growth for Both the Packaged Fee-Accounts &amp; Broader Fee- Accounts Markets</i> .....	327
<i>Packaged Fee-Accounts Growth Projections</i> .....	327
Program Sponsors' & Money Managers' Projections.....	328
Financial Advisors' Projections.....	329
<i>Broader Fee-Account Growth Projections</i> .....	329
<i>Growth in Six of the Eight Types of Fee-Account Programs</i> .....	331
<i>Separately Managed Accounts</i> .....	332
Growth Projections.....	332
Program Sponsors' & Money Managers' Projections.....	333
Financial Advisors' Projections.....	334
Key Driving Factors.....	334
<i>Multiple Style Portfolios</i> .....	339
Growth Projections.....	339
Program Sponsors' & Money Managers' Projections.....	340
Financial Advisors' Projections.....	341
Key Driving Factors.....	342
<i>Mutual Fund Wrap Accounts</i> .....	342
Growth Projections.....	342
Program Sponsors' & Money Managers' Projections.....	342
Financial Advisors' Projections.....	343
Key Driving Factors.....	344
<i>ETF Wrap Accounts</i> .....	345
Growth Projections.....	345
Program Sponsors' & Money Managers' Projections.....	345
Financial Advisors' Projections.....	346
Key Driving Factors.....	347
<i>Annuity Wrap Accounts</i> .....	347
Growth Projections.....	347
Program Sponsors' & Money Managers' Projections.....	347
Financial Advisors' Projections.....	348
Key Driving Factors.....	348
<i>Unified Managed Accounts</i> .....	348
Growth Projections.....	348
Program Sponsors' & Money Managers' Projections.....	349
Financial Advisors' Projections.....	349
Key Driving Factors.....	350

<i>Broker Wrap Accounts</i> .....	351
Growth Projections .....	351
Program Sponsors' & Money Managers' Projections .....	352
Financial Advisors' Projections .....	352
Key Driving Factors .....	353
<i>Fee-Based Brokerage Accounts</i> .....	353
Growth Projections .....	354
Program Sponsors' & Money Managers' Projections .....	354
Financial Advisors' Projections .....	354
Key Driving Factors .....	355
<i>Emerging Distribution Opportunities</i> .....	356
<i>Wirehouses</i> .....	357
<i>Regional Broker/Dealers</i> .....	362
<i>Independent Advisor Markets</i> .....	365
Independent Reps .....	365
Fee-Based Financial Advisors .....	367
<i>Banks</i> .....	371
National Banks .....	374
Regional & Community Banks .....	375
<i>Discount Brokerage Firms</i> .....	375
<i>Other Financial Advisors</i> .....	376
<i>Upscale Channels</i> .....	380
401K Plans .....	383
Variable Life Policies .....	386
Business to Consumer.....	386
English Speaking Countries Markets .....	389
Europe, Middle East, & Africa Markets .....	390
Asia Pacific Markets .....	390
Latin America Markets .....	391
Offshore Markets .....	391
<i>Expected Process Improvements</i> .....	391
<i>Front-End Technology</i> .....	391
<i>Middle-Office Technology</i> .....	393
<i>Back-End Technology</i> .....	396
<i>Client Profiling, Asset Allocation, &amp; Proposal Generation</i> .....	417
Client Profiling .....	417
Asset Allocation .....	420
Proposal Generation.....	422
<i>Investment Vehicle &amp; Manager Selection</i> .....	424
<i>Ongoing Monitoring, Rebalancing, Performance Reporting, Billing, &amp; Reallocation</i> .....	464
Ongoing Monitoring .....	464
Rebalancing .....	465
Performance Reporting.....	467
Billing.....	472
Reallocation.....	472
<i>Training, Payouts, Operations &amp; Client Support, Technology, &amp; Compliance Issues</i> .....	473
Training .....	473
Payouts .....	473
Operations & Client Support .....	483
Technology.....	486

Compliance Issues .....	488
<i>Potentially New Pricing Models</i> .....	493
<b>APPENDIX</b> .....	<b>497</b>
<i>Profiles of Proprietary Fee-Account Program Sponsors</i> .....	497
<i>Bank of America Corporation</i> .....	497
History .....	497
Businesses .....	497
Merrill Lynch .....	497
Fee-Accounts .....	497
Organization & Ownership .....	502
<i>BB&amp;T Corporation</i> .....	503
History .....	503
Businesses .....	503
Scott & Stringfellow .....	503
Organization & Ownership .....	506
<i>Broadpoint Securities Group</i> .....	506
History .....	506
Businesses .....	506
Fee-Accounts .....	506
Organization & Ownership .....	507
<i>Edward Jones &amp; Company</i> .....	507
History .....	507
Statistics .....	508
Businesses .....	509
Retail Brokerage Business .....	510
Organization & Ownership .....	516
<i>Ferris, Baker, &amp; Watts</i> .....	516
History .....	516
Statistics .....	516
Businesses .....	516
Full-Service Brokerage .....	516
Organization & Ownership .....	517
<i>First Albany</i> .....	517
History .....	517
Statistics .....	517
Businesses .....	517
Organization & Ownership .....	517
<i>Fifth Third Bank</i> .....	518
History .....	518
Businesses .....	518
Howard Hammond .....	518
Organization & Ownership .....	518
<i>Friedman Billings Ramsey</i> .....	518
History .....	519
Businesses .....	519
FBR Mutual Funds .....	519
Organization & Ownership .....	519
<i>Mitsubishi UFJ Financial Group</i> .....	519
History .....	520
Businesses .....	520

Morgan Stanley Smith Barney .....	524
Organization & Ownership .....	527
<i>Mutual of Omaha</i> .....	528
History .....	528
Businesses .....	528
Kirkpatrick Pettis .....	528
Organization & Ownership .....	528
<i>Pennsylvania Mutual Life Insurance</i> .....	528
History .....	528
Businesses .....	529
Janney Montgomery Scott .....	529
Organization & Ownership .....	529
<i>PNC Financial Services Group</i> .....	530
History .....	530
Businesses .....	530
Organization & Ownership .....	531
<i>Raymond James</i> .....	531
History .....	531
Businesses .....	532
Raymond James & Associates .....	532
Organization & Ownership .....	534
<i>Regions Financial Corporation</i> .....	534
History .....	535
Businesses .....	535
Morgan Keegan .....	535
Organization & Ownership .....	535
<i>Royal Bank of Canada</i> .....	536
History .....	536
Businesses .....	536
Wealth Management .....	536
Organization & Ownership .....	539
<i>RW Baird &amp; Company</i> .....	539
History .....	539
Independence Phase .....	540
Northwestern Mutual Owned .....	540
Independence Again Phase .....	540
Statistics .....	540
Businesses .....	542
Private Client Group .....	543
Robert Baird Group Limited .....	555
RW Baird's Baird Advisors .....	559
Baird Investment Management .....	559
Organization & Ownership .....	561
<i>Stifel Nicolaus</i> .....	562
History .....	562
Early Phase .....	562
Continuous Phase .....	562
Recent Phase .....	563
Statistics .....	563
Businesses .....	563
Ryan Beck & Company .....	563

Powell Johnson .....	565
Century Securities .....	565
Organization & Ownership .....	569
<i>Wells Fargo Corporation</i> .....	569
History .....	570
Businesses .....	570
Wachovia Corporation .....	570
Organization & Ownership .....	576
<i>UBS</i> .....	576
History .....	576
Businesses .....	576
UBS Financial Services .....	576
Organization & Ownership .....	579
<i>Profiles of Turnkey Asset Management Programs (TAMPs)</i> .....	581
<i>Allianz</i> .....	581
History .....	581
Businesses .....	581
Allianz Global .....	581
PIMCO .....	581
Organization & Ownership .....	586
<i>Asset Administration Group</i> .....	587
History .....	587
Early Phase .....	587
Middle Phase .....	587
Recent Phase .....	587
Statistics .....	587
Businesses .....	587
Separately Managed Accounts .....	587
Organization & Ownership .....	588
<i>Astrop Advisory</i> .....	588
History .....	589
Early Phase .....	589
Middle Phase .....	589
Recent Phase .....	589
Statistics .....	589
Businesses .....	589
Portfolio Management Services .....	590
Organization & Ownership .....	591
<i>Bell Capital Management</i> .....	591
History .....	591
Early Phase .....	591
Middle Phase .....	592
Recent Phase .....	592
Statistics .....	592
Businesses .....	592
Investment Portfolios .....	592
Organization & Ownership .....	593
<i>Bellatore</i> .....	594
History .....	594
Initial Acquisitions Phase .....	594
Development Phase .....	595

Introduction & Additional Acquisitions Phase .....	595
Financial Troubles Phase .....	596
Statistics .....	596
Businesses .....	596
Advisor Services .....	596
Investment Services .....	597
Bellator Partners .....	597
Organization & Ownership .....	598
<i>BNP Paribas</i> .....	599
History .....	599
Businesses .....	599
FundQuest .....	599
Organization & Ownership .....	613
<i>Brinker Capital</i> .....	613
History .....	614
Captive Years Phase .....	614
Early Independent Years & Slow Development Period Phase .....	614
Recent Progress Phase .....	614
Statistics .....	615
Businesses .....	616
Fee-Account Programs .....	618
Organization & Ownership .....	627
<i>BTS Asset Management</i> .....	628
History .....	629
Early Phase .....	629
Middle Phase .....	629
Recent Phase .....	629
Statistics .....	629
Businesses .....	629
Managed Accounts .....	629
Organization & Ownership .....	632
<i>Clark Capital Management</i> .....	632
History .....	632
Early Phase .....	633
Middle Phase .....	633
Recent Phase .....	633
Statistics .....	633
Businesses .....	633
Navigator Asset Management .....	634
RTE Asset Management .....	634
Organization & Ownership .....	635
<i>Concord Wealth Management</i> .....	636
History .....	636
Early Phase .....	636
Middle Phase .....	636
Recent Phase .....	636
Statistics .....	636
Businesses .....	636
Organization & Ownership .....	641
<i>Dale Ehrhart</i> .....	641
History .....	641

Early Phase .....	641
Middle Phase.....	641
Recent Phase.....	641
Statistics.....	642
Businesses .....	642
Portfolio Design Service .....	642
Organization & Ownership.....	642
<i>Dunham &amp; Associates</i> .....	643
History .....	643
Retail Phase.....	643
Build Out Phase .....	644
Institutional Ramped Up Phase .....	644
Statistics.....	645
Businesses (Limited Partnerships, Mutual Funds, Asset Allocation Advisory Program, & Trust Accounts).....	647
Series III Limited Partnerships.....	650
The Dunham Funds.....	650
Asset Allocation Advisory Program.....	653
Trust Accounts .....	657
Organization & Ownership.....	667
<i>Emerson Investment Management</i> .....	669
History .....	669
Early Phase.....	670
Middle Phase.....	670
Recent Phase.....	670
Statistics.....	670
Businesses .....	670
Managed Portfolios .....	670
Organization & Ownership.....	672
<i>Envestnet Asset Management</i> .....	672
History .....	673
Acquisitions Phase .....	674
Business Growth Phase .....	676
Initial Public Offering Phase.....	677
Statistics.....	679
Businesses .....	688
TAMP .....	689
Investment Management.....	722
Licensing.....	722
Organization & Ownership.....	723
<i>Financial Design</i> .....	728
History .....	728
Early Phase.....	729
Middle Phase.....	729
Recent Phase.....	729
Statistics.....	729
Businesses .....	729
Managed Portfolios .....	729
Organization & Ownership.....	729
<i>Flexible Plan</i> .....	729
History .....	730

Early Phase .....	730
Middle Phase.....	730
Recent Phase.....	730
Statistics .....	730
Businesses .....	730
Sosnowy Investment Services (SIMCO).....	730
Organization & Ownership.....	730
<i>Focus Financial Partners</i> .....	730
History .....	730
Businesses .....	731
Buckingham Family of Financial Services.....	731
BAM Advisor Services .....	731
Organization & Ownership.....	736
<i>Freemark Investment Portfolios</i> .....	736
History .....	736
Early Phase .....	736
Middle Phase.....	736
Recent Phase.....	737
Statistics .....	737
Businesses .....	737
Managed Portfolios .....	737
Organization & Ownership.....	737
<i>Genworth Financial</i> .....	737
History .....	737
Businesses .....	738
Asset Mark .....	738
Organization & Ownership.....	755
History .....	756
Early Phase .....	756
Separately Managed Accounts Phase.....	756
Tiburon Affiliation Phase.....	756
Statistics .....	756
Businesses .....	756
Separately Managed Accounts.....	756
Organization & Ownership.....	757
<i>Green Investment Management (GIM)</i> .....	757
History .....	757
Early Phase .....	757
Middle Phase.....	758
Recent Phase.....	758
Statistics .....	758
Businesses .....	758
Investment Programs .....	758
Organization & Ownership.....	759
<i>GS<sup>2</sup></i> .....	760
History .....	760
Early Phase .....	760
Middle Phase.....	760
Recent Phase.....	760
Statistics .....	760
Businesses .....	760

Separately Managed Accounts.....	760
Organization & Ownership.....	760
<i>Investment Consulting Group (ICG)</i> .....	761
History.....	761
Early Phase.....	761
Middle Phase.....	761
Recent Phase.....	761
Statistics.....	761
Businesses.....	761
Separately Managed Accounts.....	761
Organization & Ownership.....	762
<i>Lindner Capital Advisors</i> .....	763
History.....	763
Early Phase.....	764
Middle Phase.....	764
Certified Phase.....	764
Statistics.....	764
Businesses.....	764
Separately Managed Accounts.....	764
Organization & Ownership.....	764
<i>Lydian Trust Company</i> .....	764
History.....	765
Businesses.....	765
Fortigent.....	765
Organization & Ownership.....	768
<i>Matrix Asset Allocation</i> .....	768
History.....	768
Early Phase.....	769
Middle Phase.....	769
Recent Phase.....	769
Statistics.....	769
Businesses.....	769
Prima Capital.....	769
Organization & Ownership.....	769
<i>Meeder Financial</i> .....	769
History.....	770
Early Phase.....	770
Middle Phase.....	770
Recent Phase.....	770
Statistics.....	770
Businesses.....	770
Asset Management.....	771
Advisory Services.....	771
Flex-Funds.....	771
Retirement Plan Services.....	773
Mutual Fund Services.....	774
Organization & Ownership.....	774
<i>Meridian Investment Management</i> .....	774
History.....	775
Early Phase.....	775
Middle Phase.....	775

Recent Phase.....	775
Statistics.....	775
Businesses.....	775
Sector Fund Management.....	776
ICON Funds.....	776
Organization & Ownership.....	777
<i>Northstar Financial Services Group</i> .....	777
History.....	777
Early Phase.....	777
Middle Phase.....	777
Recent Phase.....	777
Statistics.....	777
Businesses.....	778
Clarke Lanzen Skalla.....	778
Organization & Ownership.....	784
<i>Northwestern Mutual</i> .....	784
History.....	784
Businesses.....	784
Russell Investment Group.....	785
Organization & Ownership.....	798
<i>Overture Asset Managers</i> .....	799
History.....	799
Early Phase.....	800
Middle Phase.....	800
Recent Phase.....	800
Statistics.....	800
Businesses.....	800
Avatar Investors Associates.....	800
Organization & Ownership.....	804
<i>Oxford Financial</i> .....	804
History.....	804
Early Phase.....	804
Middle Phase.....	804
Recent Phase.....	804
Statistics.....	804
Businesses.....	805
Separately Managed Accounts.....	805
Organization & Ownership.....	805
<i>Pacific Financial Group</i> .....	805
History.....	805
Early Phase.....	805
Middle Phase.....	806
Recent Phase.....	806
Statistics.....	806
Investment Advisory Services.....	806
Businesses.....	808
Organization & Ownership.....	808
<i>Prudential Financial</i> .....	808
History.....	809
Businesses.....	809
Prudential Investments.....	809

Organization & Ownership .....	816
<i>Quantum Asset Management</i> .....	817
History .....	817
Early Phase .....	817
Middle Phase .....	817
Recent Phase .....	817
Statistics .....	817
Businesses .....	817
Separately Managed Accounts .....	817
Organization & Ownership .....	817
<i>Rockwater Capital</i> .....	818
History .....	818
Early Phase .....	818
Middle Phase .....	818
Recent Phase .....	818
Statistics .....	818
Businesses .....	818
TAMP Program .....	818
Organization & Ownership .....	818
<i>Rochdale Investment Management</i> .....	818
History .....	819
Businesses .....	819
Investment Management .....	819
Organization & Ownership .....	819
<i>Saratoga Capital Management</i> .....	820
History .....	820
Early Phase .....	820
Mutual Fund Launches Phase .....	820
Mutual Fund Expansion Phase .....	820
Statistics .....	820
Businesses .....	820
TAMP Program .....	821
Mutual Funds .....	821
Organization & Ownership .....	826
<i>SEI Investments</i> .....	826
History .....	826
Trust Accounting System Phase .....	826
Institutional Consulting Phase .....	827
Business Evolution Phase .....	827
Troubled Investment Advisor Business Phase .....	828
Successful Asset Management & Technology Phase .....	829
Statistics .....	830
Businesses .....	833
SEI Investments Private Banking & Trust Business .....	833
Investment Advisors Business .....	836
Enterprise Business .....	847
Money Manager Business .....	851
New Businesses Business .....	862
Organization & Ownership .....	865
<i>SunGard</i> .....	867
History .....	867

Businesses .....	867
SunGard Advisor Technologies .....	868
Organization & Ownership .....	874
<i>Symmetry Partners</i> .....	875
History .....	876
Statistics .....	876
Businesses .....	876
Discretionary Management .....	876
Organization & Ownership .....	876
<i>The Bank of New York Mellon Corporation</i> .....	877
History .....	877
Businesses .....	877
Lockwood .....	877
PFPC Global Investment Servicing .....	897
Advisor Port .....	899
Organization & Ownership .....	915
<i>The Prudential</i> .....	916
History .....	916
Businesses .....	917
Jackson National Life .....	917
Curian Capital .....	917
Organization & Ownership .....	925
<i>Profiles of Fee-Account Service Providers</i> .....	926
<i>Advent Software</i> .....	926
History .....	926
Businesses .....	926
AXYS .....	926
Organization & Ownership .....	932
<i>Advisor Software</i> .....	932
History .....	933
Businesses .....	933
Rules Based Platform .....	933
Organization & Ownership .....	934
<i>Ashland Accounting</i> .....	934
History .....	934
Statistics .....	935
Businesses .....	935
Verification Services .....	935
Organization & Ownership .....	935
<i>Assette</i> .....	935
History .....	935
Businesses .....	936
Fee-Account Program Technology .....	936
Organization & Ownership .....	936
<i>Axioma</i> .....	936
History .....	936
Businesses .....	937
Axioma Portfolio .....	937
Organization & Ownership .....	937
<i>Bill Harris Holding Company</i> .....	937
History .....	937

Businesses .....	937
My Vest .....	937
Strategic Portfolio System .....	938
Organization & Ownership .....	938
<i>Bridge Portfolio</i> .....	939
History .....	939
Businesses .....	939
Model Portfolio Trading & Rebalancing .....	939
Open Architecture Platform .....	939
Organization & Ownership .....	939
<i>Callan Associates</i> .....	939
History .....	940
Statistics .....	940
Businesses .....	940
Fund Sponsor Consultant Business .....	940
Organization & Ownership .....	940
<i>CFA Institute</i> .....	941
History .....	941
Services .....	941
Education .....	941
Organization & Ownership .....	941
<i>Center for Fiduciary Studies</i> .....	941
History .....	941
Statistics .....	941
Businesses .....	941
Fee-Accounts Research .....	941
Organization & Ownership .....	942
<i>Citigroup</i> .....	942
History .....	942
Businesses .....	942
Bisys .....	942
Organization & Ownership .....	943
<i>Corviant</i> .....	944
History .....	944
Businesses .....	944
Systems Integration .....	944
Organization & Ownership .....	944
<i>Destiny Web Solutions</i> .....	944
History .....	944
Businesses .....	945
Education .....	945
Organization & Ownership .....	945
<i>DST Systems</i> .....	945
History .....	945
Businesses .....	945
Transfer Agency Technology .....	946
Organization & Ownership .....	946
<i>Eaton Vance</i> .....	947
History .....	947
Businesses .....	947
Organization & Ownership .....	948

<i>Emerging Information Systems (EIS)</i> .....	949
History .....	949
Statistics .....	949
Businesses .....	949
Naviplan .....	949
Financial Profiles .....	950
Organization & Ownership .....	950
<i>Fidelity Investments</i> .....	950
History .....	951
Businesses .....	951
National Financial Services Corporation .....	951
Fee-Accounts .....	951
Organization & Ownership .....	952
<i>Fidelity National Financial</i> .....	952
History .....	952
Businesses .....	952
Metavante .....	952
Organization & Ownership .....	953
<i>Fineware</i> .....	954
History .....	954
Businesses .....	954
Wealth Care Wealth Management Platform.....	954
Organization & Ownership .....	954
<i>Financial Computer Support (FCSI)</i> .....	955
History .....	955
Businesses .....	955
dbCAMs+.....	955
Organization & Ownership .....	957
<i>Financial Information Network (FIN)</i> .....	957
History .....	957
Businesses .....	957
Technology Platform.....	957
Organization & Ownership .....	957
<i>First Rate Investment Systems</i> .....	958
History .....	958
Businesses .....	958
First Rate Performance .....	958
Organization & Ownership .....	959
<i>Fiserv</i> .....	959
History .....	959
Businesses .....	959
Investment Services .....	959
Organization & Ownership .....	965
<i>FoliofN</i> .....	965
History .....	965
Businesses .....	966
Folio Institutional .....	966
Organization & Ownership .....	967
<i>Greenrock Research</i> .....	967
History .....	967
Businesses .....	968

On-Going Investment Manager Research .....	968
Organization & Ownership .....	969
<i>Hyland Software</i> .....	970
History .....	970
Businesses .....	970
OnBase .....	970
Organization & Ownership .....	970
<i>Imaging Solutions</i> .....	970
History .....	970
Businesses .....	971
Document & Data Management Systems .....	971
Organization & Ownership .....	971
<i>Investment Management Consultants Association (IMCA)</i> .....	971
History .....	971
Services .....	972
CIMA Designation .....	972
Conferences .....	973
Publications .....	974
Consultants Performance Standards .....	975
Membership Discounts .....	976
Legislative Network .....	976
Organization & Ownership .....	978
<i>Investworks</i> .....	980
History .....	980
Businesses .....	980
Separately Managed Accounts Database .....	980
Organization & Ownership .....	981
<i>Market Street Advisors</i> .....	981
History .....	981
Businesses .....	981
Portfolio Management .....	981
Portfolio Accounting .....	981
Portfolio Measurement .....	981
Data Warehouse .....	981
Robust Reporting Capabilities .....	981
Real Time Reconciliation .....	982
Automated Workflow .....	982
Account Services & Client Support .....	982
Connectivity .....	982
Organization & Ownership .....	983
<i>Money Management Institute (MMI)</i> .....	983
History .....	983
Statistics .....	983
Services .....	983
Publications .....	983
Conferences .....	985
Organization & Ownership .....	986
<i>Morningstar</i> .....	987
History .....	987
Businesses .....	987
Organization & Ownership .....	988

<i>My Vest Corporation</i> .....	988
History .....	988
Statistics .....	988
Businesses .....	988
Organization & Ownership .....	989
<i>Northfield Information Services</i> .....	989
History .....	989
Businesses .....	989
Models & Software .....	989
Organization & Ownership .....	989
<i>Northstar Financial Services</i> .....	990
History .....	990
Statistics .....	990
Businesses .....	990
Organization & Ownership .....	990
<i>Osprey Partners</i> .....	990
History .....	991
Businesses .....	991
Organization & Ownership .....	991
<i>Placemark Investments</i> .....	991
History .....	991
Businesses .....	991
Organization & Ownership .....	992
<i>PPCA</i> .....	992
History .....	992
Businesses .....	992
Organization & Ownership .....	993
<i>Quantitative Science Technologies</i> .....	993
History .....	993
Businesses .....	993
Organization & Ownership .....	993
<i>Smart Folios</i> .....	994
History .....	994
Businesses .....	994
Organization & Ownership .....	994
<i>Smartleaf</i> .....	994
History .....	994
Businesses .....	995
Smart Leaf Portfolio Manager .....	995
Organization & Ownership .....	995
<i>Softpak Financial Systems</i> .....	995
History .....	996
Businesses .....	996
Organization & Ownership .....	997
<i>SS&amp;C Technologies</i> .....	997
History .....	997
Businesses .....	997
Financial Models Company .....	997
Investment Advisory Network .....	998
Organization & Ownership .....	999
<i>Stat Pro</i> .....	999

History .....	999
Businesses .....	999
Performance & Attribution .....	999
Fixed Income Attribution .....	999
Risk Management .....	999
Composites .....	1000
Organization & Ownership .....	1000
<i>State Street Corporation</i> .....	1000
History .....	1000
Businesses .....	1000
By All Accounts .....	1001
Organization & Ownership .....	1001
<i>SunGard</i> .....	1002
History .....	1002
Businesses .....	1002
Software & Processing .....	1002
Investment Support Systems .....	1002
Wealth Management .....	1003
Organization & Ownership .....	1003
<i>Tamarac</i> .....	1003
History .....	1003
Businesses .....	1003
Tamarac Advisor .....	1004
Tax-Managed Indexing .....	1004
Organization & Ownership .....	1004
<i>The Bank of New York Mellon Corporation</i> .....	1004
History .....	1004
Businesses .....	1005
PFPC Global Investment Servicing .....	1006
Organization & Ownership .....	1027
<i>The McGraw Hill Companies</i> .....	1028
History .....	1028
Businesses .....	1028
Organization & Ownership .....	1038
<i>Thomson Reuters</i> .....	1039
History .....	1039
Businesses .....	1039
Thomson Corporation Financial .....	1039
Beta .....	1039
Organization & Ownership .....	1040
<i>Vestek</i> .....	1040
History .....	1040
Businesses .....	1040
Holding-Based Style Analysis .....	1040
Organization & Ownership .....	1041
<i>Vestmark</i> .....	1041
History .....	1041
Businesses .....	1041
Life Harbor .....	1041
Organization & Ownership .....	1042
<i>Zephyr Associates</i> .....	1042

History .....	1042
Businesses .....	1042
Style Advisor .....	1042
Allocation Advisor .....	1042
Composite Advisor .....	1043
Organization & Ownership .....	1043
<i>Profiles of Fee-Account Markets &amp; Distribution Channels Examples .....</i>	<i>1043</i>
<i>Advanced Equities Financial Corporation .....</i>	<i>1043</i>
History .....	1043
Early Phase .....	1043
Middle Phase .....	1043
Recent phase .....	1044
Statistics .....	1045
Businesses .....	1045
Advanced Equities .....	1045
First Allied Securities .....	1045
Round Hill Securities .....	1058
Greenbook Financial Services .....	1062
Organization & Ownership .....	1063
<i>Allianz .....</i>	<i>1064</i>
History .....	1064
Businesses .....	1064
The Hartford .....	1064
<i>Woodbury Financial Services .....</i>	<i>1064</i>
Organization & Ownership .....	1068
<i>American International Group (AIG) .....</i>	<i>1068</i>
History .....	1068
Businesses .....	1069
Royal Alliance .....	1069
AIG Financial Advisors .....	1113
Financial Service Corporation (FSC) & Advantage Capital .....	1131
Organization & Ownership .....	1175
<i>Ameriprise Financial .....</i>	<i>1175</i>
History .....	1176
Businesses .....	1176
Securities America .....	1176
Organization & Ownership .....	1218
<i>Axa Group .....</i>	<i>1219</i>
History .....	1219
Businesses .....	1219
Axa Advisors Fee-Accounts .....	1219
Organization & Ownership .....	1220
<i>Bank of America Corporation .....</i>	<i>1221</i>
History .....	1221
Businesses .....	1221
Fee-Accounts .....	1221
Organization & Ownership .....	1222
<i>BDO International .....</i>	<i>1223</i>
History .....	1223
Businesses .....	1223
BDO Seidman .....	1223

Organization & Ownership.....	1224
<i>Bessemer Trust</i> .....	1224
History.....	1224
Businesses.....	1224
Fee-Accounts.....	1224
Organization & Ownership.....	1224
<i>Cambridge Investment Research</i> .....	1225
History.....	1225
Businesses.....	1225
Fee-Accounts.....	1225
Organization & Ownership.....	1226
<i>Capital One Financial</i> .....	1226
History.....	1226
Businesses.....	1226
Hibernia Bank.....	1227
Organization & Ownership.....	1227
<i>Centaurus Financial</i> .....	1227
History.....	1227
Businesses.....	1227
Fee-Accounts.....	1227
Organization & Ownership.....	1228
<i>Cherry Beakaert &amp; Holland</i> .....	1228
History.....	1229
Businesses.....	1229
Fee-Accounts.....	1229
Organization & Ownership.....	1229
<i>Citigroup</i> .....	1229
History.....	1230
Businesses.....	1230
Fee-Accounts.....	1230
Organization & Ownership.....	1230
<i>Comerica Corporation</i> .....	1231
History.....	1231
Statistics.....	1231
Businesses.....	1231
Fee-Accounts.....	1231
Organization & Ownership.....	1231
<i>Commerce Bank</i> .....	1231
History.....	1231
Businesses.....	1232
Fee-Accounts.....	1232
Organization & Ownership.....	1232
<i>Commonwealth Financial Network</i> .....	1232
History.....	1232
Businesses.....	1232
Fee-Accounts.....	1232
Organization & Ownership.....	1233
<i>CUNA Mutual Group</i> .....	1235
History.....	1235
Businesses.....	1235
Fee-Accounts.....	1235

Organization & Ownership.....	1235
<i>Deloitte Touche Tohmatsu</i> .....	1236
History.....	1236
Businesses.....	1236
Fee-Accounts.....	1236
Organization & Ownership.....	1236
<i>Elliot Davis &amp; Company</i> .....	1236
History.....	1237
Businesses.....	1237
Fee-Accounts.....	1237
Organization & Ownership.....	1237
<i>Ernst &amp; Young</i> .....	1237
History.....	1237
Businesses.....	1237
Fee-Accounts.....	1238
Organization & Ownership.....	1238
<i>First Citizens Bank</i> .....	1238
History.....	1238
Businesses.....	1238
Fee-Accounts.....	1238
Organization & Ownership.....	1238
<i>1st Global</i> .....	1238
History.....	1239
Businesses.....	1239
Fee-Accounts.....	1239
Organization & Ownership.....	1249
<i>First Horizon National Corporation</i> .....	1249
History.....	1249
Businesses.....	1250
First Tennessee Bank.....	1250
Organization & Ownership.....	1250
<i>First Merit Bank</i> .....	1250
History.....	1250
Businesses.....	1250
Fee-Accounts.....	1250
Organization & Ownership.....	1250
<i>Founders Bank</i> .....	1251
History.....	1251
Businesses.....	1251
Fee-Accounts.....	1251
Organization & Ownership.....	1251
<i>Frank, Rimmerman, &amp; Company</i> .....	1251
History.....	1252
Businesses.....	1252
Fee-Accounts.....	1252
Organization & Ownership.....	1252
<i>Goldman Sachs Group</i> .....	1252
History.....	1252
Businesses.....	1252
Separately Managed Accounts.....	1252
Organization & Ownership.....	1253

<i>Grant Thornton</i> .....	1253
History .....	1254
Businesses .....	1254
Fee-Accounts .....	1254
Organization & Ownership .....	1254
<i>Guardian Life</i> .....	1254
History .....	1254
Businesses .....	1254
Park Avenue Securities .....	1254
Organization & Ownership .....	1256
<i>Harbour Investments</i> .....	1256
History .....	1256
Businesses .....	1256
Fee-Accounts .....	1256
Organization & Ownership .....	1257
<i>Huntington Bancshares</i> .....	1257
History .....	1257
Businesses .....	1257
Fee-Accounts .....	1258
Organization & Ownership .....	1258
<i>ING Group</i> .....	1258
History .....	1258
Businesses .....	1258
Financial Network Investment Corporation (FNIC) .....	1258
ING Financial Partners .....	1260
Multi-Financial Securities .....	1261
Organization & Ownership .....	1263
<i>JP Morgan Chase</i> .....	1263
History .....	1263
Businesses .....	1263
Fee-Accounts .....	1263
Separately Managed Accounts .....	1263
Organization & Ownership .....	1264
<i>JP Turner &amp; Company</i> .....	1264
History .....	1264
Businesses .....	1264
Fee-Accounts .....	1264
Organization & Ownership .....	1265
<i>Key Corporation</i> .....	1265
History .....	1265
Businesses .....	1265
Fee-Accounts .....	1265
Organization & Ownership .....	1267
<i>KPMG</i> .....	1267
History .....	1267
Businesses .....	1267
Fee-Accounts .....	1268
Organization & Ownership .....	1268
<i>Lincoln Financial Group</i> .....	1268
History .....	1268
Businesses (Lincoln Financial Advisors) .....	1268

Organization & Ownership .....	1283
<i>Lovell Minnick Partners</i> .....	<i>1284</i>
History .....	1284
Businesses .....	1284
Mercer Advisors, Mastery, and Transitions .....	1284
Organization & Ownership .....	1285
<i>LPL Financial</i> .....	<i>1285</i>
History .....	1285
Businesses .....	1285
Core LPL Independent Broker/Dealer .....	1285
Mutual Service Corporation (MSC) .....	1357
Waterstone Financial Group .....	1399
Organization & Ownership .....	1407
<i>M Financial Group</i> .....	<i>1408</i>
History .....	1408
Businesses .....	1408
M Holdings Securities .....	1408
Organization & Ownership .....	1413
<i>M&amp;T Bank</i> .....	<i>1413</i>
History .....	1413
Businesses .....	1414
Fee-Accounts .....	1414
Organization & Ownership .....	1414
<i>Manulife Financial</i> .....	<i>1414</i>
History .....	1414
Businesses .....	1414
John Hancock .....	1414
Organization & Ownership .....	1416
<i>Mass Mutual Financial Group</i> .....	<i>1416</i>
History .....	1416
Businesses .....	1416
MML Investors Services .....	1416
Organization & Ownership .....	1428
<i>Mercantile Bankshares Corporation</i> .....	<i>1429</i>
History .....	1429
Businesses .....	1429
Fee-Accounts .....	1429
Organization & Ownership .....	1429
<i>Met Life</i> .....	<i>1429</i>
History .....	1429
Businesses .....	1430
Walnut Street Securities .....	1430
Organization & Ownership .....	1437
<i>Mitsubishi UFJ Financial Group</i> .....	<i>1438</i>
History .....	1438
Businesses .....	1438
Union Bank of California .....	1438
Organization & Ownership .....	1438
<i>Montauk Financial Group</i> .....	<i>1439</i>
History .....	1439
Businesses .....	1439

First Montauk Securities .....	1439
Organization & Ownership .....	1443
<i>National Financial Partners (NFP)</i> .....	1443
History .....	1444
Businesses .....	1444
NFP Securities .....	1444
Organization & Ownership .....	1455
<i>National Life Group</i> .....	1455
History .....	1455
Businesses .....	1455
Equity Services.....	1455
Organization & Ownership .....	1460
<i>Next Financial Group</i> .....	1460
History .....	1460
Businesses .....	1460
Fee-Accounts .....	1460
Organization & Ownership .....	1461
<i>New York Life</i> .....	1461
History .....	1462
Businesses .....	1462
New York Life Securities .....	1462
Fee-Accounts.....	1462
Organization & Ownership .....	1462
<i>Northern Trust</i> .....	1463
History .....	1463
Businesses .....	1463
Separately Managed Accounts .....	1463
Organization & Ownership .....	1463
<i>Northwestern Mutual</i> .....	1463
History .....	1463
Businesses .....	1463
Fee-Accounts .....	1464
Organization & Ownership .....	1465
<i>Oberlin Financial Corporation</i> .....	1465
History .....	1465
Businesses .....	1465
Fee-Accounts .....	1465
Organization & Ownership .....	1466
<i>PNC Financial Services Group</i> .....	1466
History .....	1466
Businesses .....	1467
National City Bank.....	1467
Organization & Ownership .....	1467
<i>Price Waterhouse Coopers</i> .....	1467
History .....	1467
Businesses .....	1467
Fee-Accounts .....	1468
Organization & Ownership .....	1468
<i>Principal Financial Group</i> .....	1468
History .....	1468
Early Phase .....	1468

Middle Phase.....	1469
Recent Phase.....	1469
Statistics.....	1470
Businesses.....	1470
US Asset Accumulation.....	1470
Global Asset Management.....	1473
International Asset Management & Accumulation.....	1474
Life & Health Insurance.....	1474
Organization & Ownership.....	1474
<i>Provident Financial Group</i> .....	1474
History.....	1475
Businesses.....	1475
Fee-Accounts.....	1475
Organization & Ownership.....	1475
<i>Raymond James</i> .....	1475
History.....	1475
Businesses.....	1475
Raymond James Financial Services.....	1476
Organization & Ownership.....	1538
<i>Securities Service Network</i> .....	1538
History.....	1538
Businesses.....	1539
Fee-Accounts.....	1539
Organization & Ownership.....	1539
<i>Shine Investment Advisory Services</i> .....	1539
History.....	1540
Businesses.....	1540
Fee-Accounts.....	1540
Organization & Ownership.....	1540
<i>Sigma Financial Corporation</i> .....	1540
History.....	1540
Businesses.....	1540
Fee-Accounts.....	1541
Organization & Ownership.....	1541
<i>Signal Securities</i> .....	1541
History.....	1541
Businesses.....	1542
Fee-Accounts.....	1542
Organization & Ownership.....	1542
<i>State Street Corporation</i> .....	1543
History.....	1543
Businesses.....	1543
Separately Managed Accounts.....	1543
Organization & Ownership.....	1544
<i>Stifel Nicolaus</i> .....	1544
History.....	1544
Businesses.....	1544
Thomas Weisel Capital Partners.....	1545
Organization & Ownership.....	1545
<i>SunTrust Bank</i> .....	1545
History.....	1545

Businesses .....	1545
Fee-Accounts .....	1545
Organization & Ownership .....	1546
<i>The Bank of New York Mellon Corporation</i> .....	1546
History .....	1546
Businesses .....	1546
Lockwood .....	1546
Organization & Ownership .....	1547
<i>The Investment Center</i> .....	1547
History .....	1547
Businesses .....	1547
Fee-Accounts .....	1547
Organization & Ownership .....	1548
<i>The Prudential</i> .....	1548
History .....	1548
Businesses .....	1548
Invest Financial .....	1548
Investment Centers of America .....	1552
Organization & Ownership .....	1556
<i>US Bancorp</i> .....	1556
History .....	1556
Businesses .....	1557
Fee-Accounts .....	1557
Organization & Ownership .....	1557
<i>VSR Financial Services</i> .....	1557
History .....	1557
Businesses .....	1557
Fee-Accounts .....	1557
Organization & Ownership .....	1558
<i>Wall Street Financial Group</i> .....	1558
History .....	1558
Businesses .....	1559
Fee-Accounts .....	1559
Organization & Ownership .....	1559
<i>Walker Capital Management</i> .....	1559
History .....	1559
Businesses .....	1560
Fee-Accounts .....	1560
Organization & Ownership .....	1560
<i>Webster Bank</i> .....	1560
History .....	1560
Businesses .....	1561
Fee-Accounts .....	1561
Organization & Ownership .....	1561
<i>Wells Fargo Corporation</i> .....	1561
History .....	1561
Businesses .....	1561
HD Vest .....	1561
Organization & Ownership .....	1563
<i>WFP Securities</i> .....	1563
History .....	1563

Businesses .....	1563
Fee-Accounts .....	1563
Organization & Ownership .....	1564
<i>Whittier Trust Company</i> .....	<i>1564</i>
History .....	1564
Businesses .....	1564
Fee-Accounts .....	1564
Organization & Ownership .....	1564
<i>Wilmington Trust</i> .....	<i>1565</i>
History .....	1565
Businesses .....	1565
Fee-Accounts .....	1565
Organization & Ownership .....	1565

Duplication or distribution of this report, and/or the data in this report, is strictly prohibited without the written consent of Tiburon Strategic Advisors, LLC™