

Listening Channel Report

User Patterns, Findings & Recommendations for Advisor Marketing Central (AMC)

WMA User Experience



Agenda

- **Introduction**
- **Methodology**
- **User Patterns**
- **Recommendations**
- **Next Steps**

Methodology

- Ethnographic, one-on-one interviews conducted at multiple branches
- Interview Guide
- Interactive wireframes
- Each interview averaged 45 minutes

Who Participated

Locations: 4

- 1285 Ave of Americas, NYC
- 200 Park Avenue, NYC
- Paramus, NJ
- 590 Madison, NYC

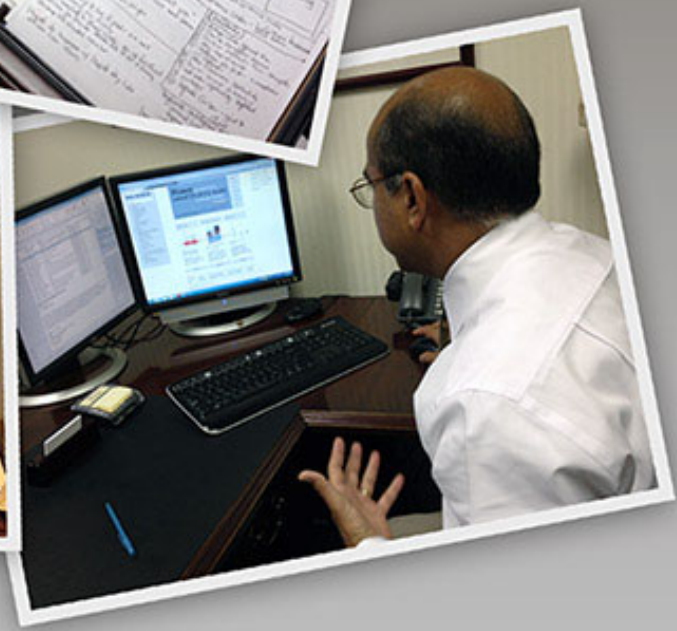
Total Participants: 20

- Branch Manager - 2
- FAs – 13
- CSAs – 5



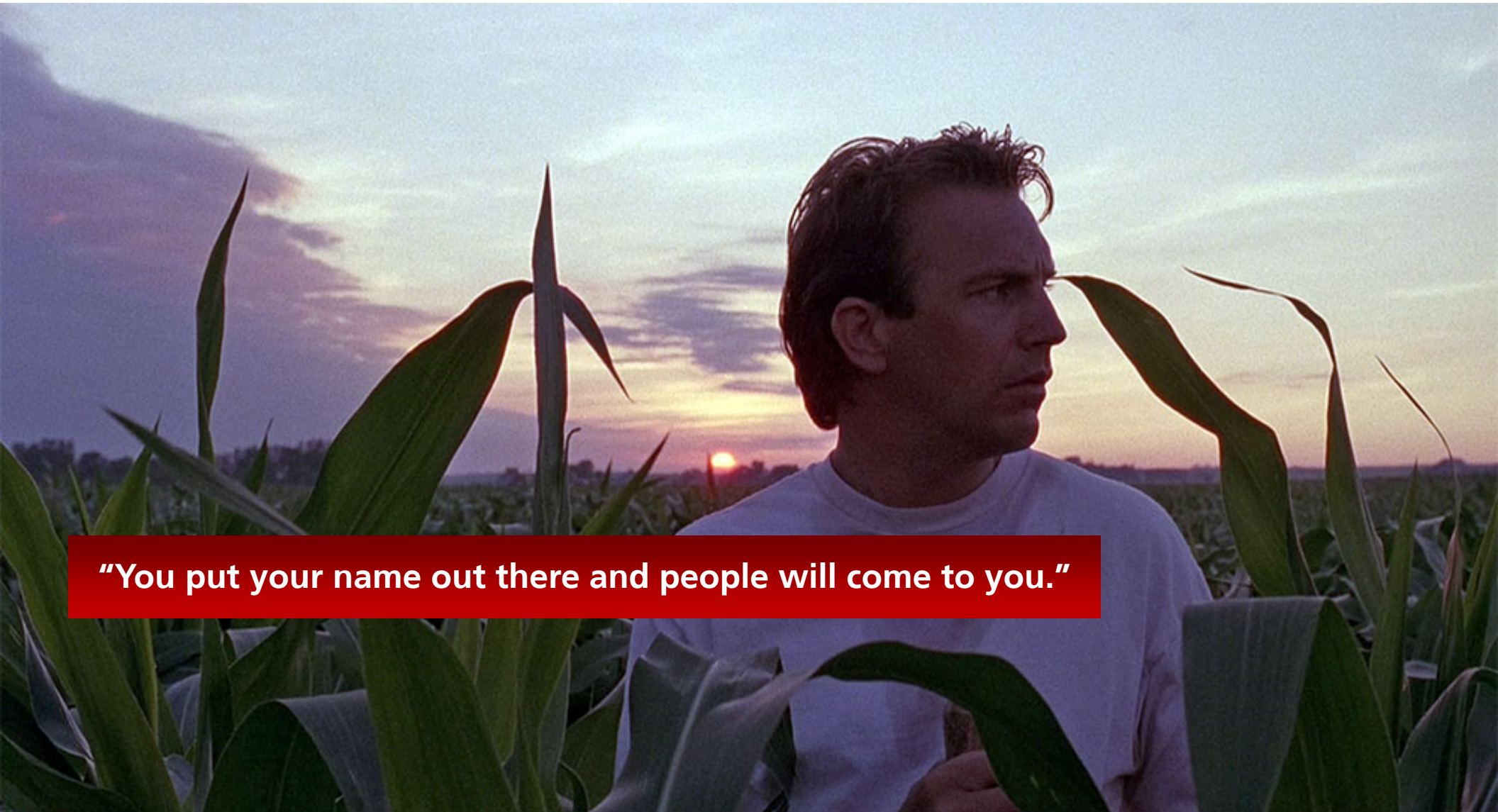


USER PATTERNS



Marketing is viewed as faith-based

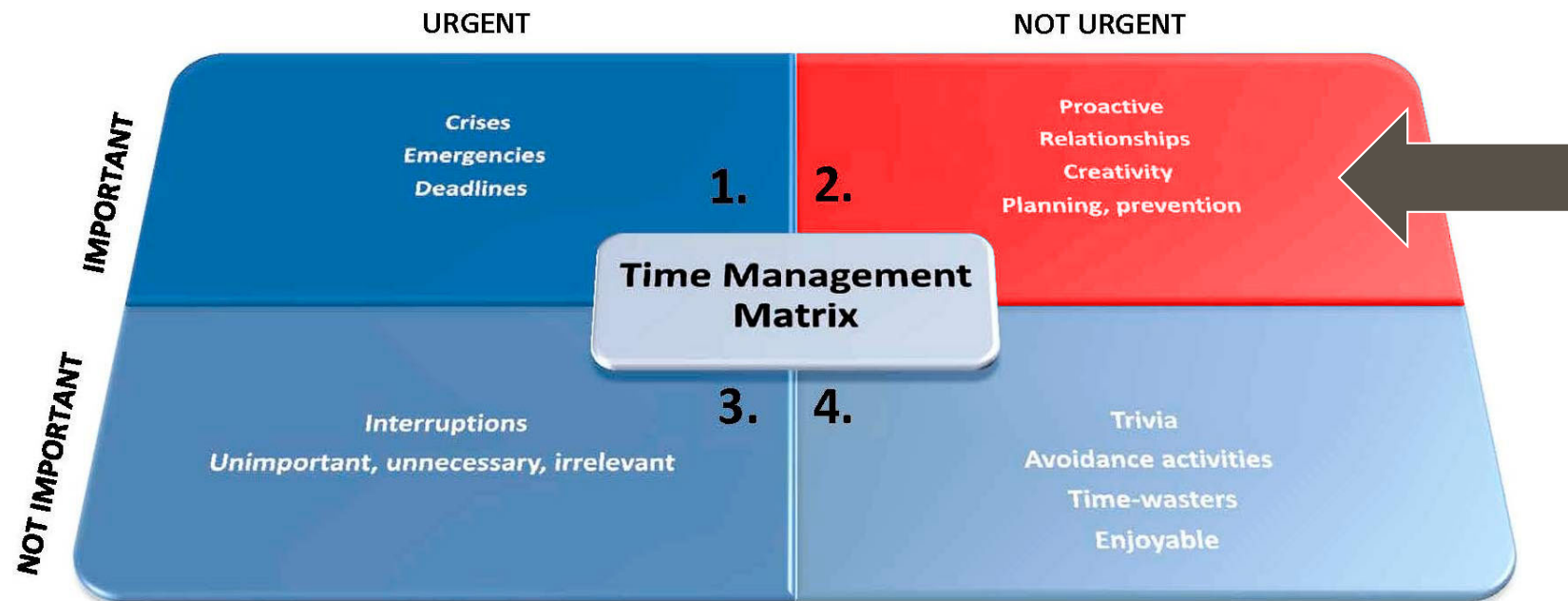
We heard very strong language when we asked what Marketing meant to FAs and their teams, but there wasn't a direct connection to revenue.



"You put your name out there and people will come to you."

Marketing is Important, but not Urgent

- While Marketing themselves was ultra-important to them, it was also something they did during “slow times.” This could range from time of year to time of day.
- We heard some stories of their core Marketing materials taking anywhere from six months to two years.



GOAL: A14r Labord Q1A0D - Week 1

1. LETTER TO CLIENTS
TIME: 2 WEEKS - Week of July 22

- Review letter to go out to clients
- Add custom elements for each prior team's clients

2. CLIENT TIERING
TIME: 2 WEEKS - Week of July 22

- Add custom elements for each prior team's clients

3. MARKETING MATERIALS
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

4. ROLES & RESPONSIBILITIES
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

5. INTERN HELP
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

6. WEBSITE
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

7. CLIENT INTRODUCTION
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

8. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

9. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

10. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

11. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

12. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

13. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

14. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

15. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

16. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

17. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

18. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

19. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

20. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

21. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

22. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

23. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

24. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

25. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

26. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

27. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

28. BUDGET REVIEW
TIME: 2 WEEKS - Week of August 5

- Add custom elements for each prior team's clients

What The Field Likes About AMC



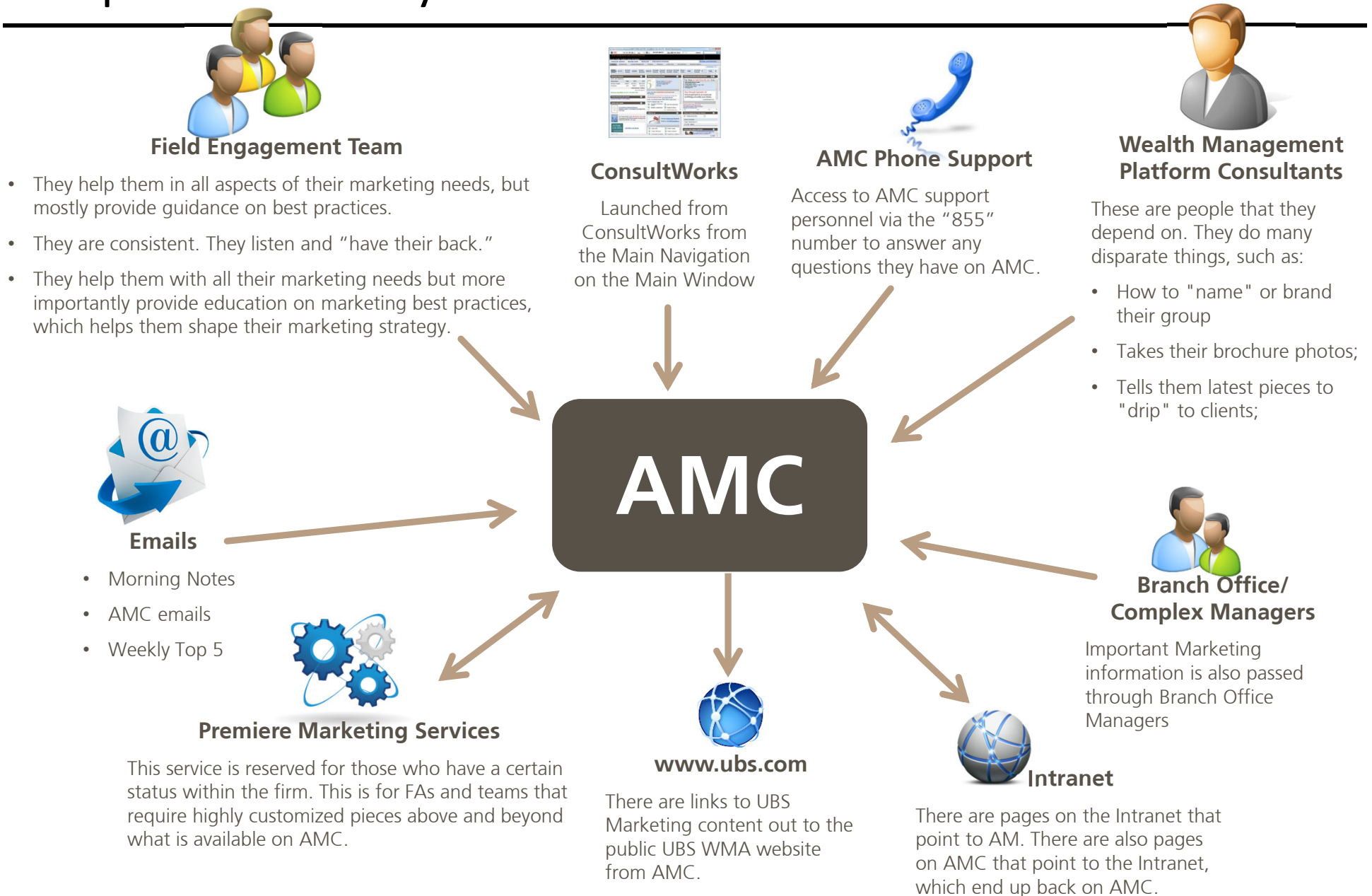
- AMC is something that distinguishes UBS from everyone else on The Street. Many described how their previous firms were “light years behind us.” This was the first time we have heard the field speak so glowingly about a UBS Technology.
- AMC makes them look “legit” and builds credibility
- Marketing through AMC lets them keep in touch with clients without having to actually meet or call them. “They know I’m thinking of them.”
- AMC saves the field time by developing pieces that they can quickly share with clients without having them come up with them on their own
- AMC is a place FAs go to see what is “Fresh”
- The Field Engagement Team and WMPC are highly valued by the field.

Issues with AMC

- The inventory is great, but it is hard to find “stuff”
- AMC is very slow.
- When it crashes, it takes down ConsultWorks
- Great at one time needs, but bad at management over time. Examples:
 - EASY: Creating an Team Brochure HARD: Updating content as members leave/join
 - EASY: Creating a circular HARD: Managing subscribers
 - EASY: Adding pieces to FA website HARD: They don't automatically refresh or expire
- Premiere Marketing Services and AMC Phone Support are valued, but at the same time there is a perception regarding responsiveness.

“AMC is dummy-proof, it just doesn't have what I need.”

Complex AMC Ecosystem



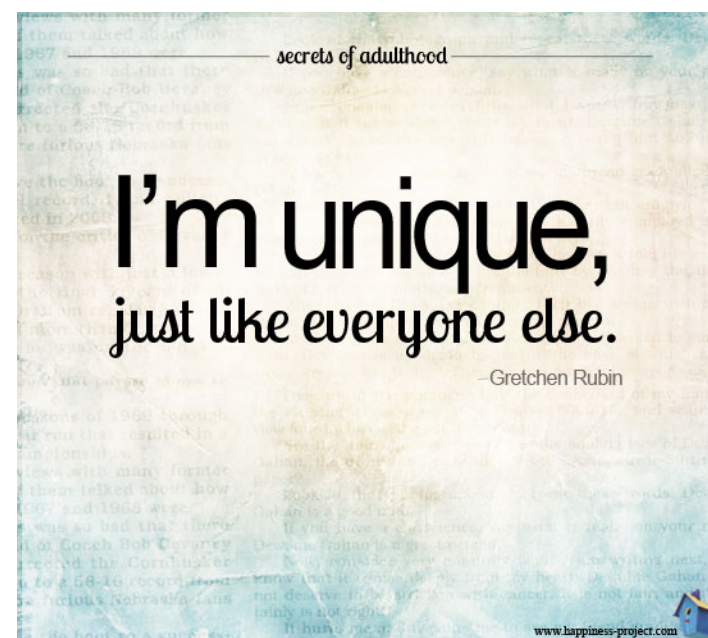
The Importance of Personalization

By nature, managing someone's finances is extremely personal. Each FA has a personal story that they need to tell through marketing that will reflect that personal connection with clients or prospects.

- They need to tell “their story” to clients, prospects and professionals
- Marketing needs to be personalized and impactful, and not watered down.
- Personalized pieces feel like they have contacted them without actually having to call them. It “tightens” relationships.

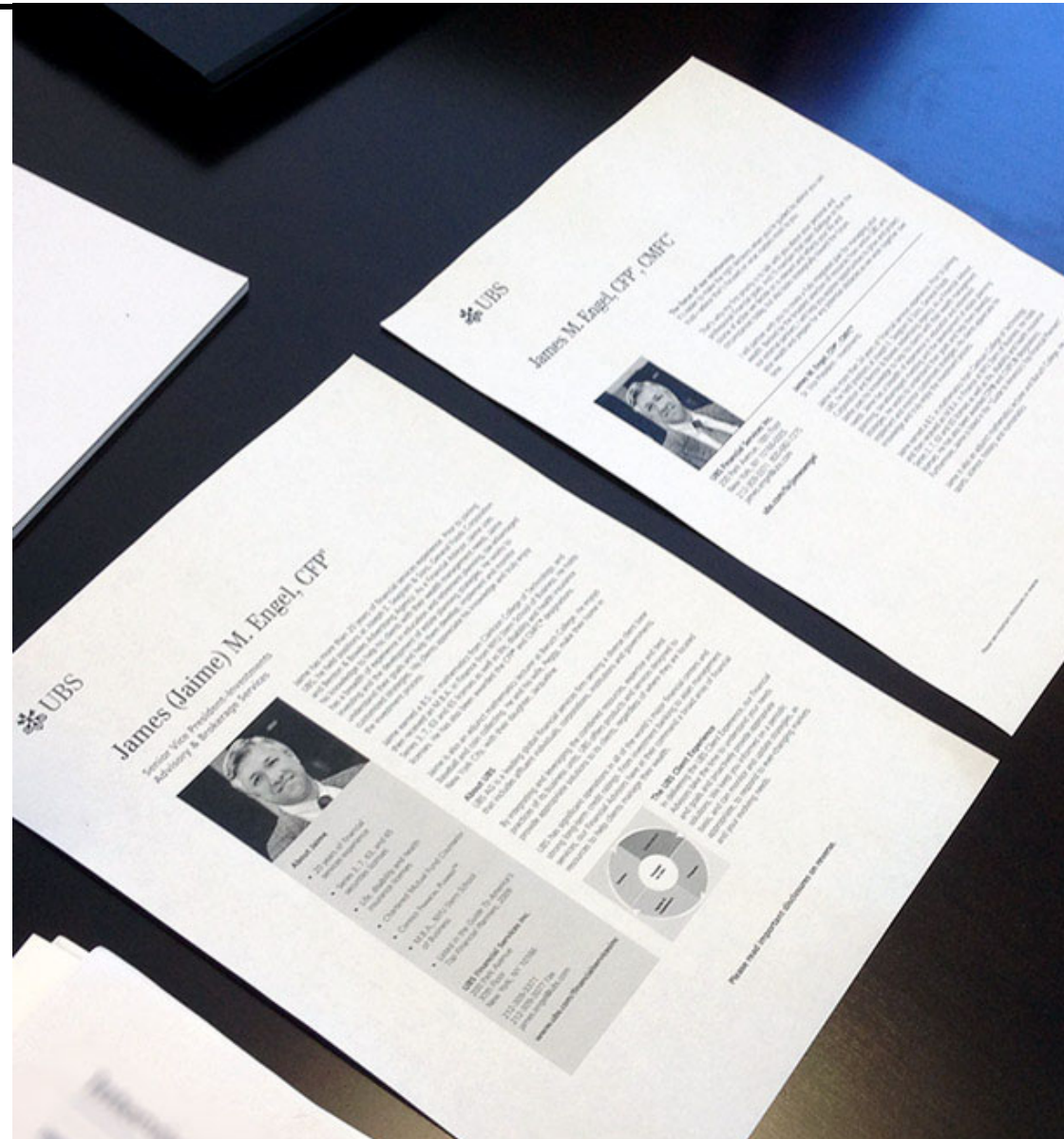
“We don’t want to make clients feel like cows in a pasture”

“I try to personalize everything because that is our brand.”



The Importance of Personalization (continued)

- **They want to “Tweak”:** HTML is chosen sometimes better than even PDF because you can edit it. We even heard of people tweaking PDFs.
- **They brand themselves differently to different people:** Professionals get the “official” looking things, clients get the “personal, current & smart” looking things and prospects get a combination of these.



Generic Marketing Pieces are Toxic

- They get less of a response from clients. Clients find them less favorable.
- *They* (The FAs) know what their clients want, not anyone else at UBS.
- They want **personalization** more than **customization**



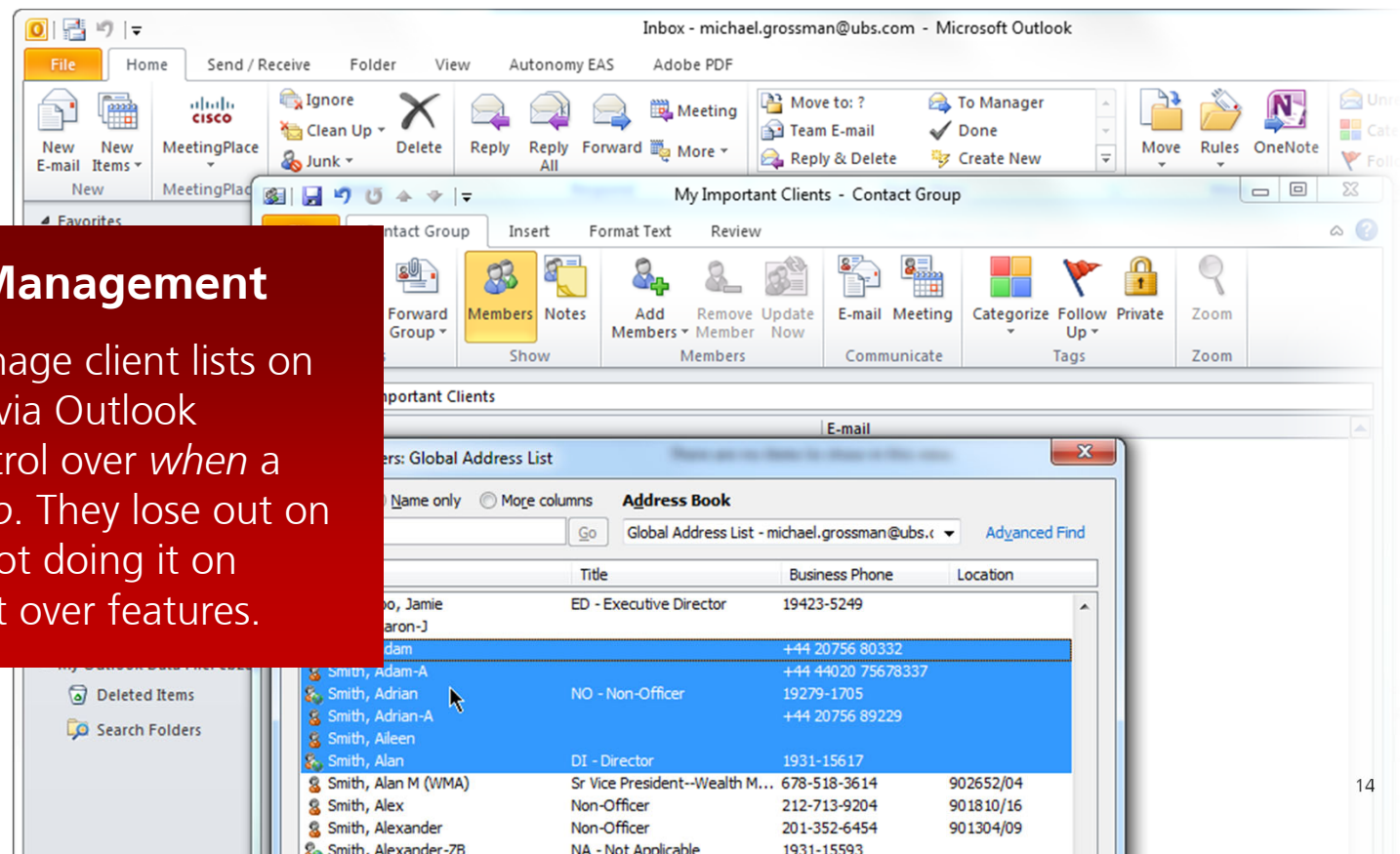
Extreme Need for Control by FA

They strongly have the need to control/proof the entire process because of:

- Accuracy
- Thoughtfulness
- Correct layout & pieces chosen
- Staying on message
- Uniqueness

Example: Client List Management

Even though they can manage client lists on AMC, they prefer to do it via Outlook because it gives them control over *when* a piece gets sent and to *who*. They lose out on a lot of valuable data by not doing it on AMC, but control wins out over features.



Emulating the best

- **Peer sharing:** They would love to leverage materials that the most successful FAs are utilizing without having to “reinvent the wheel”
- They don’t want to “Start the trend”
- This needs to be balanced with their need to personalize the piece



“I’d want to just be able to preview, click, boom!”

How They View PDFs

- **Here are some of what they expressed when talking about why they liked the PDF option:**
 - Easy to control
 - Fast to generate
 - Easy to archive
 - Cost efficient
 - Easy to proof
 - They are “bullet-proof”
 - PDFs resonate more with younger clients
 - Very easy to have a team review
- **Issue:** They never know if there is an updated version of a PDF that has been saved locally.



❓The Need for “Drip” campaigns

- The term “drip” came up over and over in each conversation. This is a key part of how they try to solve the marketing puzzle
- “Drip” campaigns translate into business over time
- They think of them in terms of “Thematic months”
- They make sure to take care in pieces that have topics or calls to action in them because clients think they have to “do” something. This is supposed to be a “stay in touch” piece, not an actionable piece.

The Role of Holidays

- Holidays are a way to keep in touch with clients
- All have a philosophy on how to approach holiday cards with clients
 - They will buy cards that represent their personal relationship with their clients
 - The biggest holidays such as Christmas put even more emphasis on being the most personal (hand-written)
 - The smaller holidays are easier to use AMC for because just getting a card is personal enough, such as Memorial Day or July Fourth.



❓ Current AMC information architecture is messy

- It is confusing as to the field as to why docs were placed in certain places “Why isn’t this in here?” is a quote we heard many times when usability testing finding marketing materials.
- The problem is connected to how the overall site is designed to let users find things today.



The Field's View of "Advice. Beyond Investing"

- Field is still wrapping their heads around this. This is a 'learning ready moment' in that they are on board with it, but are open to being guided via tools such as AMC.
- This is a powerful tool because it provides an opening for FAs to let clients know they do a lot more than securities trading.

"I had clients for 20 years who didn't know I did other things"



Advice. *Beyond investing.*

plan

access

save

borrow

grow

protect

give



The Desire for Video Online

- We didn't ask about video, but wanting to create and use them on their websites came up a number of times
- They see that others have done it, but have no idea how they can do it.

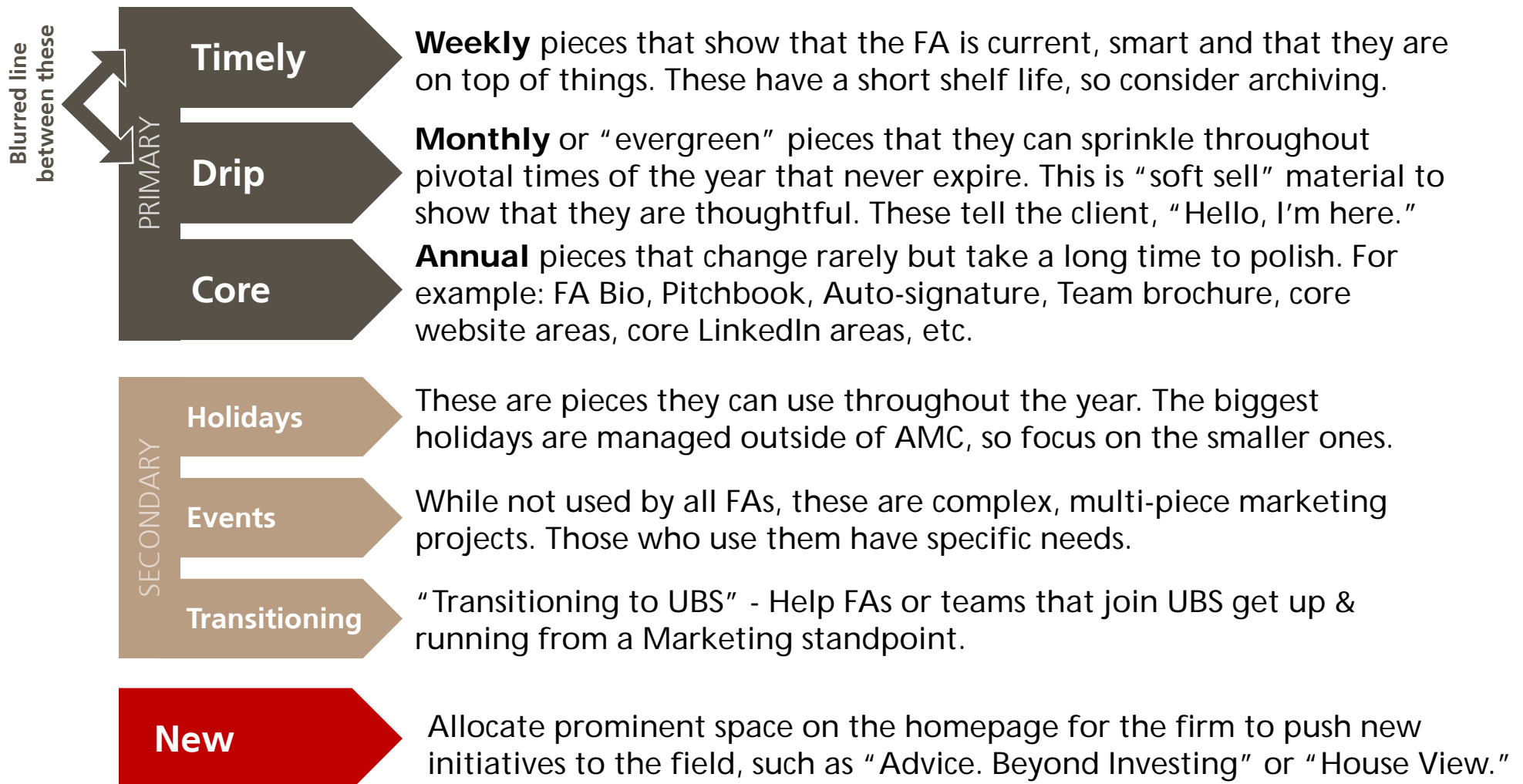


A screenshot of a web browser displaying the UBS Financial Services website for Bruce A. Neal. The browser's address bar shows the URL: financialservicesinc.ubs.com/fa/bruce Neal/index.html?start=/fa/bruce Neal. The website has a navigation bar with links: Home, My experience, My team, and Wealth management at UBS. The main content area features a large video player with a man in a suit talking to a woman. The video has a red "plan" watermark. To the left of the video is a portrait of Bruce A. Neal, Vice President – Wealth Management, with his contact information and a LinkedIn link. To the right of the video is a "Account Login" section with fields for Username and Password, and a "Login" button. Below the login section is a "Market Update" table showing DJIA, NASDAQ, S&P 500, and 30yr Tsy. At the bottom right is a "Top of the Morning" section with a "Listen now" button. The footer contains a "My perspectives" section with links to various articles and a "Cashin on the markets" section with a photo of Art Cashin.

Recommendations

How FAs Seek Marketing Pieces – Homepage Design

In general, the field is strained for time. When they go to AMC the navigation should be “need” based first, then by category. For example, “Advice Beyond Investing” has pieces in all need areas. Here are the main marketing “needs” areas:



Create “What Other FAs Like” Features Where Possible

- They are already researching what, and more importantly “how” other successful FAs and Teams are doing Marketing-wise. Implement features on the platform to leverage this. Here are some examples:
 - Put a “FAs that chose this also chose this” type of component at the end of the cart purchase
 - Allow the field to easily **rate pieces** with a simple voting mechanism, then show that data wherever appropriate
 - Create a **gamification system** where you can score how well each FA or Team is doing from a marketing perspective
 - Show “most popular” with other FAs in all appropriate areas (except for Core)

Customers Who Bought This Item Also Bought



Customer Reviews

1 Review			Average Customer Review ★★★★☆ (1 customer review)
5 star:		(0)	
4 star:		(1)	
3 star:		(0)	
2 star:		(0)	
1 star:		(0)	

Most Helpful Customer Reviews

2 of 2 people found the following review helpful:

★★★★☆ **Predictocracy Review**, February 27, 2008

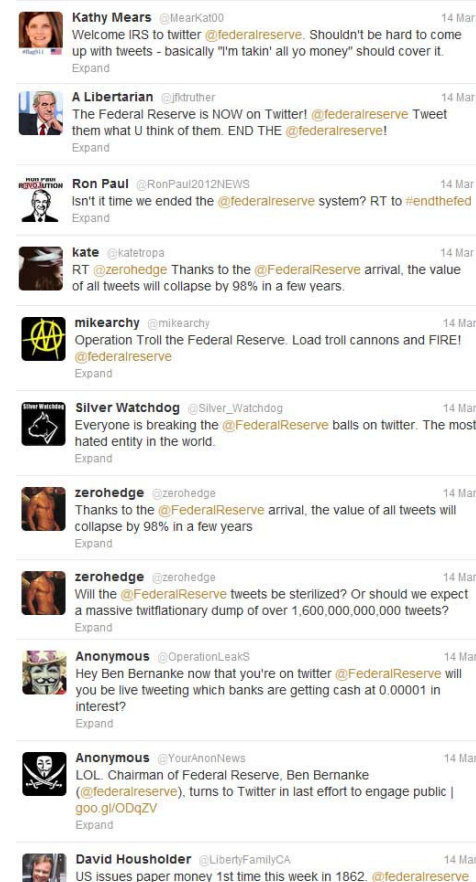
By [Alexander Kirtland "UsableMarkets"](#) (Brooklyn, NY Unite reviews)

REAL NAME™

Michael Abrahamowicz, in his new book, Predictocracy: Market

Create Digital Marketing “Sherpas”

- **What is working:** Part of what is working really well in the field is the access to “people.” Between the Field Engagement Team and BTAs, the field likes to leverage people helping them to get their Marketing needs met.
- **Digital Sherpas:** Consider creating a blog, a twitter-ish account or something that shares stories directly with the field on how they can better market themselves. This type of live feedback loop connects directly with the field’s need to stay on top of things. Not only are you showing the latest pieces, but you can explain why they are working so well for others.
- **Case studies:** Showing what is working for other FAs really resonates with the field. Unpacking how these type of pieces is as important as the pieces themselves. For example, you can unpack how you created a core piece with a successful FA in a case study. Core pieces need that type of help.

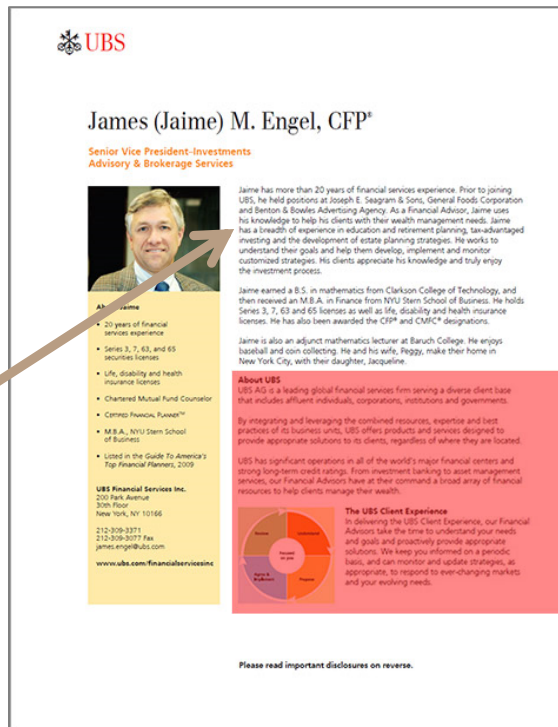


Personalization vs. Customization

Afford the field enough room to tell their story, but don't give endless customization options. Here are some thoughts on guidelines you should develop:


- Lead with the FA, not the firm
- Know that team structure is important, so have enough templates for team bios to have enough team member options that will fit their team size
- Editable text (not custom fonts) wherever appropriate for them to “tell their story”

“Juicy” Leads with FA, ends with the firm.



UBS

James (Jaime) M. Engel, CFP®
Senior Vice President-Investments
Advisory & Brokerage Services



About Jaime

- 20 years of financial services experience
- Series 3, 7, 63, and 65 licenses
- Life, disability and health insurance licenses
- Chartered Mutual Fund Counselor
- Certified Financial Planner™
- M.B.A., NYU Stern School of Business
- Listed in the Guide to America's Top Financial Planners, 2009

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James has more than 20 years of financial services experience. Prior to joining UBS, he held positions at Joseph E. Seagram & Sons, General Foods Corporation and Benton & Bowles Advertising Agency. As a Financial Advisor, Jaime uses his knowledge to help his clients with their wealth management needs. Jaime has a breadth of experience in education and retirement planning, tax-advantaged investing and the development of estate planning strategies. He works to understand their goals and help them develop, implement and monitor customized strategies. His clients appreciate his knowledge and truly enjoy the investment process.

Jaime earned a B.S. in mathematics from Clarkson College of Technology, and then received an M.B.A. in Finance from NYU Stern School of Business. He holds Series 3, 7, 63 and 65 licenses as well as life, disability and health insurance licenses. He has also been awarded the CFP® and CMFC® designations.

Jaime is also an adjunct mathematics lecturer at Baruch College. He enjoys baseball and coin collecting. He and his wife, Peggy, make their home in New York City, with their daughter, Jacqueline.

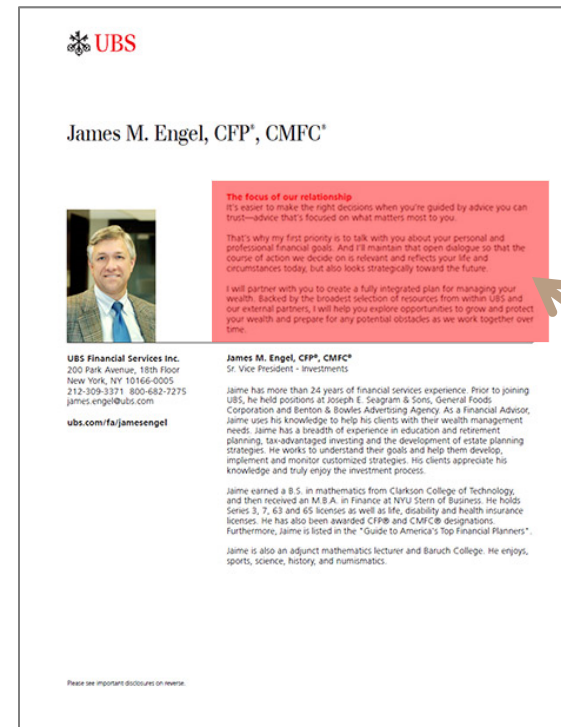
About UBS
UBS AG is a leading global financial services firm serving a diverse client base that includes affluent individuals, corporations, institutions and governments.

By integrating and leveraging the combined resources, expertise and best practices of its business units, UBS offers products and services designed to provide appropriate solutions to its clients, regardless of where they are located.

UBS has significant operations in all of the world's major financial centers and strong long-term credit ratings. From investment banking to asset management services, our Financial Advisors have at their command a broad array of financial resources to help clients manage their wealth.


The UBS Client Experience
In delivering the UBS Client Experience, our Financial Advisors take the time to understand your needs and goals and proactively provide appropriate solutions. We keep you informed on a periodic basis, and can monitor and update strategies, as appropriate, to respond to ever-changing markets and your evolving needs.

Please read important disclosures on reverse.



UBS

James M. Engel, CFP®, CMFC®



The focus of our relationship
It's easier to make the right decisions when you're guided by advice you can trust—advice that's focused on what matters most to you.

That's why my first priority is to talk with you about your personal and professional financial goals. And I'll maintain that open dialogue so that the course of action we decide on is relevant and reflects your life and circumstances today, but also looks strategically toward the future.

I will partner with you to create a fully integrated plan for managing your wealth. Backed by the broadest selection of resources from within UBS and our external partners, I will help you explore opportunities to grow and protect your wealth and prepare for any potential obstacles as we work together over time.

James M. Engel, CFP®, CMFC®
Sr. Vice President - Investments

Jaime has more than 24 years of financial services experience. Prior to joining UBS, he held positions at Joseph E. Seagram & Sons, General Foods Corporation and Benton & Bowles Advertising Agency. As a Financial Advisor, Jaime uses his knowledge to help his clients with their wealth management needs. Jaime has a breadth of experience in education and retirement planning, tax-advantaged investing and the development of estate planning strategies. He works to understand their goals and help them develop, implement and monitor customized strategies. His clients appreciate his knowledge and truly enjoy the investment process.

Jaime earned a B.S. in mathematics from Clarkson College of Technology, and then received an M.B.A. in Finance at NYU Stern of Business. He holds Series 3, 7, 63 and 65 licenses as well as life, disability and health insurance licenses. He has also been awarded CFP® and CMFC® designations. Furthermore, Jaime is listed in the "Guide to America's Top Financial Planners".

Jaime is also an adjunct mathematics lecturer and Baruch College. He enjoys, sports, science, history, and numismatics.

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Please see important disclosures on reverse.

Not “Juicy” leads with the firm, ends with FA

Easy to Access & Manage Team Data

- **Allow a team to access stored data, such as:**
 - Bio information for each member. Imagine a CSA being able to include each members bio
 - Credit card info. Many mentioned the issue of “who” would pay for a piece being difficult
 - Any auto-fill fields per user
 - There are times when an FA needs their personal bio or their team bio.
- **Store the data by who the field is targeting**
 - FAs promote themselves to three main types of people: Clients, Prospects and Professionals. They brand themselves differently to each. Clients are personalized, professionals are “legit” and prospects are a combination of both.

Automatically Create PDFs



- Regardless of what output type a user chooses for a marketing piece, automatically send them a PDF as soon as possible.
- Create a library that is very organized for them to access these PDFs easily.
- Create the ability for users to “flag” PDFs that they use frequently
- Show when a PDF has updated content on the platform, but don’t replace the current PDF
- Store them contextually if possible. Talk to other folks building things on the ConsultWorks platform that would want to know what pieces and FA is creating for clients. For example, show the last 5 marketing pieces sent to a client on Client 360.
- Note: The current Library is invisible to users. It’s too complex and doesn’t resonate with them. Make sure you build something simple and obvious.

Virtualize Complex Navigation & Surface Trigger Words



Advisor Marketing Central

Good afternoon, Robert ▼ | Log Out | Approvals | Contact Marketing Central

My Saved Items 11 | My Cart 4



BY TYPE

BY PRODUCT

ADVERTISEMENT

Advice. Beyond Investing
Wealth Management
Municipal Bonds
Business Card Ads
Salutatory Ads
Announcement Ads
Industry Ranking Ads

CIRCULARS

Corporate Profile
Washington Weekly
Market Outlook
CD Rates
Lending Solutions
Municipal Spotlight
Fixed Income Review
Business Finance SBL
Revitalizing America
Lending Jet
Real Estate Financing
Lending Yacht
Mortgage Jumbo
Mortgage Conforming
Private Bank

FA/TEAM BIO SHEET

Individual FA Bio Sheet
Team FA Bio Sheet
Wealth Advisor-Individual Bio Sheet
Wealth Advisor-Team Bio Sheet

FA/TEAM BROCHURES

Trifold Brochure, 4 x 9
Eight Page Brochure, 4 x 9
Eight Page Brochure, 6 x 9
Eight Page Brochure, 9 x 12
Capabilities Brochure
Advice. Beyond Investing
UBS Institutional Consulting
Brochures
Private Wealth Management

FA WEB WIZARD

INVITATIONS

Event Invitations
Seasonal Event Invitations
Seminar Invitations
Vendor Invitations

LETTERS

Industry Rankings
UBS Moody's Credit Rating
Wealth Advisor
IRA Required Minimum Distribution
to a Charity (LTR_RMD)
Announcing a Promotion
(LTR_PROMO)
Thank a Client for Giving a Referral
(LER_REFTY)
Follow Up with a Prospect after
Initial Meeting (LTR_FUP)
Forming Your New Team (LTR_NT)
Introducing yourself to a New
Resident in the Area (LTR_INTRO)
Contacting a Referral (LTR_REF2)
Client Retention

PRESENTATION BUILDER

SEMINAR MATERIAL

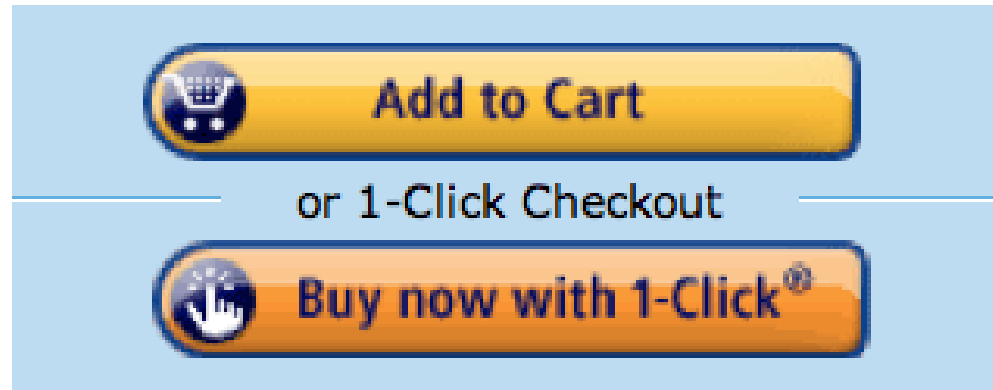
Career Crossroads Suite (Job Loss
& Early/Forced Retirement)
(Updated 03/2013)
The Importance of Financial
Planning Suite (Updated 03/2013)
UBS House View Seminar Suite
Finding the Right Balance of Bonds
Suite (Updated 04/2013)

SEMINAR MATERIAL (cont'd)

The Decade Ahead Suite
2013 The Year Ahead (Updated
01/2013)
Vendor Invitations
Fund a Child's Education (Updated
03/2013)
Life in Retirement (Updated 2013)
Fund a Child's Education (Updated
2013)
Plan for Long Term Care (Updated
02/2013)
Wants to Maximize Social Security
(Updated 02/3013)
Managing Healthcare Costs During
Retirement (Updated 02/2013)
Manage Wealth with a LGBT
Perspective (Updated 06/2013)
Needs to Pursue Her Goals With
Confidence
Needs an Estate Plan (non-FL
residents)
Needs an Estate Plan (FL residents)
Investing for Retirement Seminar
Suite
Understanding Your Retirement
Plan Distributions Seminar Suite

1-Click Option

- Allow the field to choose a payment method for simple purchases, especially those that don't require approval
- Whatever can save the field time is always good



Data Up Front: Preview Wherever Possible

- **Preview:** Educate them as soon as possible as to what the piece is about visually
- **Estimates:** Showing estimated things like how long it will take to deliver, how much it might cost, does it require approval, etc., was really helpful to them making decisions before having to go through the entire cart process
- **Control & proofing** along every step of the checkout process is important to make sure they know what they will physically get
- Add **thumbnails** wherever possible in lists.



The screenshot displays the UBS Advisor Marketing Central interface. At the top, the UBS logo and "Advisor Marketing Central" are visible, along with a user greeting "Welcome, Robert Smith" and a "Logout" link. A navigation bar includes links for Home, Order History, Campaign Management, and Custom Marketing. The main heading is "Building a Sound Retirement Income Plan", with a breadcrumb trail "Home / Retirement Services / Building a Sound Retirement Income Plan".

A red arrow points from the top right towards the "PDF" option. Another red arrow points from the left towards a thumbnail preview of a document labeled "PREVIEW".

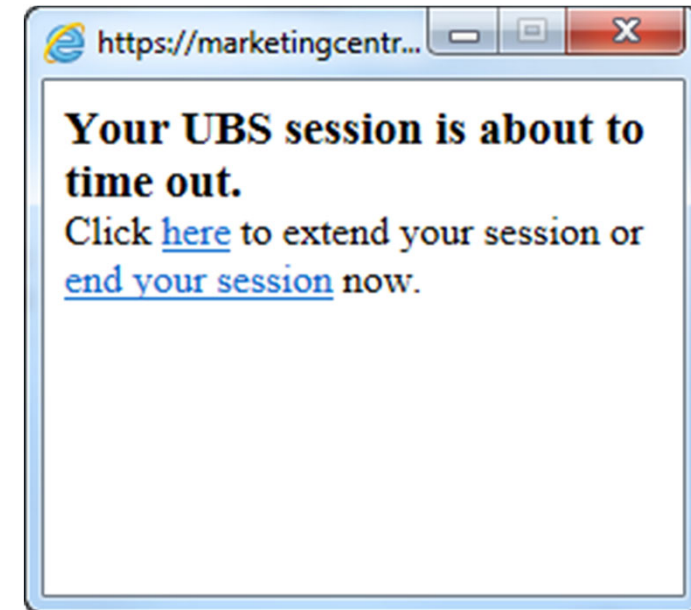
Below the heading, there is a description: "Personalize and share insights on building a retirement plan with annuities with clients".

Four action options are listed, each with an estimated price, time to build, and delivery time:

- [PDF](#)
Estimated Price: **Free**
Estimated time to build : **5 mins**
Estimated delivery time: **Instant download**
- [Print and Send Mail List](#)
Estimated Price: **\$10.00**
Estimated time to build : **20 mins**
Estimated delivery time: **6-10 business days**
- [Print and Bulk Ship](#)
Estimated Price: **\$50.00**
Estimated time to build : **20 mins**
Estimated delivery time: **6-10 business days**
- [Email to Clients](#)
Estimated Price: **\$5.00**
Estimated time to build : **5 mins**
Estimated delivery time: **Instant email**

Small but Important Changes to AMC

- **Change the Timeout Functionality.** It makes no sense to them and costs them valuable time. Use the same timeout parameter that ConsultWorks uses or remove altogether.
- Put the “**Download logo**” menu on mouseover of the logo to show hi-resolution options. That is where they are going to obtain the official UBS logo.
- Distinguish **content from hierarchy**. Make hierarchy look “folder-ish” and give content thumbnails, data, etc.
- Distinguish actual marketing pieces to download/buy from any other types of content, such as education materials.
- Show “Pending Approval” status vs. “Buy” at end of process. Create a list of all pieces awaiting approval for them to take action on.



Strategic Thoughts

- **Change the process** for current pieces to begin the “AMC-ing” template part of it sooner. If it takes 3 weeks for it to get on AMC, don’t bother. They no longer look “Current” to clients. This only is for time sensitive pieces.
- **Simplify The AMC Ecosystem:** Having content and navigation spread between AMC/ConsultWorks/UBS.com/UBS Intranet causes multiple problems from difficulty in searching for things to managing multiple browser windows.
- **AMC dashboard:** Add an AMC dashboard component for Approvers (Managers) on AMC – Their “home”
- **FA Website Video:** Video has an emotional reaction that text and images does not. Coming up with video standards and guidelines is something you should consider doing now as this becomes more of an expected tool online. This is also an opportunity for us to lead other firms by getting ahead of this.
- **Content Management Tools:** Add "Expiration" and other CMS tools to FA Web. Doesn't want things to stay on website too long so they don't look current
- **Distribution:** Most manage their own distribution lists away from AMC. Knowing this, either stop building AMC tools that duplicate this effort, or try to connect with Outlook somehow.

User Experience Design

Thank you.