UBS Frequently Asked Questions

CEG Worldwide and Breaking Through

CEG Worldwide Overview

1. Who is CEG Worldwide (CEG)?
2. Why has UBS chosen to partner with CEG?
3. What is the Best Year Ever Consultation (BYEC)?

Breaking Through

4. What Advisors are right for the Breaking Through program?
5. What's included in the Breaking Through program?
6. What types of content does the program cover?
7. What are the dates for the program?
8. How can I learn more about Breaking Through?
9. How does Breaking Through differ from our internal Practice Management offerings?

Program Enrollment and Costs

10. How can Advisors enroll in Breaking Through?
11. How much does the program cost?
12. How will tuition payments for the program work?
13. Can Business Builder or Pacesetter Expense Allowance be used to pay tuition?
14. How can Advisors make a payment for the program?

Mind Map Software

15. What is mind map software?
16. Which software should Advisors purchase?
17. Where do Advisors purchase the software?
18. Can Advisors install the software themselves?

Inquiries

19. Who can I contact if I have additional questions?

CEG Worldwide Overview

1. Who is CEG Worldwide (CEG)?

For over a decade, CEG has helped hundreds of successful Advisors reach new levels of success via their coaching and development programs. CEG's proprietary empirical research, combined with the experience of their highly successful principals, has shaped their practices and programs in meaningful ways. We have found no other organization that offers their combination of services and delivery approach.

CEG was founded by CEO John Bowen in 2000 with the goal of bringing to bear the lessons he learned during his highly successful career. His 26 years as a Financial Advisor and investment firm CEO taught Bowen that many Advisors lacked the high-quality empirical data necessary to build hugely successful businesses. Bowen founded CEG Worldwide to fill that void, with the belief that providing Advisors and institutions with research about the best practices of top Advisors—and the coaching to use these practices effectively—would help them achieve new levels of success.

By partnering with a seasoned industry professional, Paul Brunswick, in 2009, Bowen's belief has become a reality as CEG is widely viewed as one of the very best coaching firms for Advisors. Paul has led CEG's teaching teams for UBS since the initial pilot in 2014.

2. Why has UBS chosen to partner with CEG?

We believe CEG Worldwide to be among the very best coaching resources for elite Financial Advisors. Not only does their program content align with UBS strategically, but CEG's **Breaking Through** program provides specific tactics (a step-by-step recipe, of sorts) that allows FAs to "bridge the knowing / doing gap."

3. What is the Best Year Ever Consultation (BYEC)?

BYEC is a two-part complimentary consultation. During the first phone appointment, a CEG Worldwide consultant will ask a series of questions about where the Advisor is now and where he or she wants to be in the future. The consultant will use the answers to these questions to develop a mind map called the Total Advisor Profile, which delivers a delivers a comprehensive look at the Advisor's business and life in a single-page, high-level synopsis.

During the second phone appointment, a CEG Worldwide consultant will explore with the Advisor a series of steps he or she can take to accelerate his or her desired future. The recommendations are based on CEG's empirical research on more than

30,000 Financial Advisors and its experience in coaching hundreds of the top Financial Advisors around the world.

Breaking Through

4. What Advisors are right for the Breaking Through program?

With peer sharing and peer coaching being critical elements of the program, it is important that participants are high-caliber Advisors who are:

- Serious about growing their business
- Committed to investing not only their capital, but also their time and effort required to implement the program's strategies
- Open to change
- Meet UBS' standards for qualification.

5. What's included in the Breaking Through program?

Access the **Breaking Through** fact sheet which details the key elements of the program, including:

- Monthly individual business coaching (one call a month for a year)
- Three, in-person two-day group coaching sessions focused on foundation, business development and mastery principles
- E-learning solutions
- Webinars
- Weekly emails
- Peer coaching

6. What types of content does the program cover?

Breaking Through has been designed around three high-level phases of the programs and 15 specific, proven strategies. In addition to live sessions, Advisors receive substantial coaching support on a number of levels to ensure that they effectively and profitably incorporate what they learn into their business.

These are the three phases and 15 strategies:

1) Foundation

- Succeed on Purpose
- Know the Affluent
- Define Ideal Client Profile
- Select Your Market Niche
- Implement Wealth Management
- Build Your Professional Network

- Segment Existing Clients
- Launch to the Right Clients

2) Business Development
- Focus on the Right Clients
- Articulate Your Value Promise
- Drive Second Opinions
- Forge Powerful Strategic Alliances

3) Mastery
- Replicate Ideal Clients
- Connect to Your Future Clients
- Expand Your Reach

7. What are the dates for the program?

Location	Session 1	Session 2	Session 3
East - Philadelphia	June 20-21, 2017	September 19-20, 2017	January 9-10, 2018
West - Denver	May 23-24, 2017	September 13-14, 2017	December 5-6, 2017

8. How can I learn more about Breaking Through?

Review the custom UBS / CEG portal, which includes Financial Advisor reviews of the program and its impact on their businesses. You can also register for the complimentary Best Year Ever Consultation via the portal.

9. How does Breaking Through differ from our internal Practice Management offerings?

Breaking Through complements our internal offerings. Those that have gone through Wealth Advisor, Supernova or Teaming programs will find it a natural fit, and a good next step in helping to accelerate their success in building a wealth management practice.

However, **Breaking Through** extends beyond practice management and covers three primary phases and numerous associated strategies as described above.

Program Enrollment and Costs

10. How can Advisors enroll in Breaking Through?

If, after the Best Year Ever Consultation, Advisors wish to move forward with enrolling in **Breaking Through**, CEG will facilitate the process for them. They will be asked to electronically review and sign the Reimbursement Agreement, which is the contract between the Advisor and UBS Financial Services, Inc. regarding tuition payments.

11. How much does the program cost?

Those who are familiar with CEG know that the **Breaking Through** tuition is typically $24,000, plus travel expenses. Hundreds of successful FAs sign up for the program at that level annually.

Based on the UBS partnership, our Financial Advisors' tuition for the program will be reduced to $17,500, plus travel to/from the three in-person events.

Those advisors who are on UBS Signature teams will qualify for an additional discount that will allow additional team members to enroll at $14,000 each—as long as they are attending the same program.

> Please note that a **new reimbursement program** has been put in place by UBS for 2017 which allows participating advisors the ability to obtain partial, or even full, reimbursement based on their production growth over a three-year period with payments being calculated and paid net of any prior payments.
>
> For example, FA grows 20% in the first year, they receive 20% reimbursement ($3,500); FA grows 20% in year 2, they receive 20% (another $3,500) reimbursement in year 2. FAs are eligible for reimbursement, up to a cap of 100% of the original tuition. The minimum growth percentage that will qualify for reimbursement is 5%.

Note that other T&E, including hotel, food and beverage are covered top-side by the firm.

12. How will tuition payments for the program work?

Advisors are offered the option to pay the tuition in up to three installments broken out as follows:

- $6,000 due at time of enrollment*
- $6,000 due by May 31, 2017

- $5,500 due by September 30, 2017

*CEG will hold an initial orientation and provide access to Breaking Through Online and the advisor's CEG coach only after the first payment has been received.

13. Can Business Builder or Pacesetter Expense Allowance be used to pay tuition?

Yes. The expense is eligible for reimbursement under both the Pacesetter Expense Allowance and Business Builder programs.

- **2016 Funds**: If Advisors wish to use 2016 expense reimbursement funds, they will need to make their initial payment during the 2016 calendar year. This will enable the firm to issue them a receipt which they must submit for reimbursement by January 9, 2017.
- **2017 Funds**: Business Builder and Pacesetter allocations will be made in throughout December of 2016. If Advisors would like to use funds from either program, they must ensure that their elections are reflective of the full tuition amount.

14. How can Advisors make a payment for the program?

Payments must be made via check only, as follows:

Check payable to:	UBS Financial Services Inc.
Mailing address:	Maura Rahman UBS Financial Services Inc. 1200 Harbor Boulevard 6th Floor Weehawken, NJ 07086

Once payment is received, Advisors will be issued a receipt within **five business days**, which they can then use to submit for reimbursement via the "Training" category in the T&E system.

Mind Map Software

15. What is mind map software?

MindManager is versatile mind mapping software that Advisors use like a virtual whiteboard. They can brainstorm, capture ideas and communicate plans—all in a single view.

16. Which software should Advisors purchase?

Mindjet as the preferred vendor for mind mapping software. Mindjet's premier mind mapping program is MindManager, which is very well-suited to creating client profiles and thus is an integral part of both the discovery and consultative wealth management processes Advisors will learn during **Breaking Through**.

MindManager is available for a one-time cost of $349. However, if Advisors are unfamiliar with the program, they may wish to purchase MindManager Plus, which includes technical support, for $449.

17. Where do Advisors purchase the software?

- Call customer service at (415) 229-4451.
- Reference code SALES606Z to receive a 10% discount.

18. Can Advisors install the software themselves?

Software installation will be managed by the UBS Service Group Monday through Friday, between the hours of 2:00 p.m. and 5:00 p.m. ET. Advisors may schedule their installation by emailing Servicegroup@ubs.com as follows:

- **Subject**: MindManager Installation
- **Body**: Include the specific date and time the Advisor would like to have the software installed

Note: A representative will contact the Advisor within 24 hours to confirm his or her appointment.

Inquiries

19. Who can I contact if I have additional questions?

- UBS Program Management: Contact Maura Rahman at maura.rahman@ubs.com or (201) 352-6506.
- CEG Program Management: Contact Jennifer Stanton at jstanton@cegworldwide.com or (888) 456-7245.
- CEG Senior Managing Principal: Contact Paul Brunswick at pbrunswick@cegworldwide.com or (877)-320-1663.

CEG Worldwide Overview

Biography: Paul Brunswick

Senior Managing Principal Paul Brunswick brings proven sales, coaching and leadership skills to the CEG Worldwide team. He has extensive financial services experience and a proven track record working with both institutional and ultra-high-net-worth clients, as well as with financial advisors and branch managers. Paul has both field and corporate expertise in developing talent at all levels within a financial services organization. He has 30 years of success in the financial services industry.

Paul led CEG's coaching team during the UBS **Breaking Through** pilot in 2013-14, 2015 programs and leads the team for the current programming being held in 2016. He has conducted the UBS **Breaking Through** coaching program for more than 200 UBS advisors around the country. The relationship between UBS and CEG has been expanded, and Paul will again lead all of UBS's **Breaking Through** programs in 2017.

Paul is a co-author of the ebook *The Client-Centric Shift* and has authored numerous white papers pertaining to the wealth management industry. The second-edition of his most popular book, *Building a World-Class Wealth Management Business*, was released during the summer of 2013.

Prior to his position at CEG, he was the managing director of national business development (national sales) for Smith Barney, where he provided strategic and tactical direction to the firm's entire private client distribution channel.

Earlier, he worked at Smith Barney in a variety of management positions across the country. He started his financial career as a financial consultant for Merrill Lynch in St. Louis, Missouri.

Company Mission

CEG Worldwide provides financial institutions with breakthrough results through the focused execution of value-added solutions.

Approach and Results

CEG Worldwide brings the leading authorities in the financial services industry together with state-of-the-art research methodologies and analysis. The result is a uniquely powerful insight into what makes financial advisors highly successful.

This expertise provides the foundation for our proven business-development solutions and coaching programs that enable financial advisors—and the institutions that serve them—to create ever-higher levels of excellence.

CEG Worldwide's programs are anchored by empirical research that benchmarks advisor best practices throughout the financial services industry. By combining these programs with the expertise of its team of experts—all leading authorities in the industry—the company is able to offer proven, pragmatic solutions to elite advisors and the financial institutions that serve them.

CEG Worldwide's industry-leading coaching program, **Breaking Through**, serves as a living laboratory in which its concepts and processes are proved. It also offers custom-designed and private-label coaching programs to meet the specific needs of its institutional clients, all leveraging the proven business-building strategies and tactics of the coaching programs.

Summary of Experience

CEG Worldwide brings a broad range of industry experience to the table. Combining its business-building expertise with original industry research, CEG Worldwide has provided consulting, coaching and publishing services to numerous financial institutions. Focusing on its specialty of value-added solutions, it has enabled its clients to achieve substantial goals in advisor recruitment and retention as well as assets under management.

CEG Worldwide has developed and conducted hundreds of advisor training and coaching programs, from one-hour presentations to in-depth, multiday sessions. Participants in these events have included advisors from every part of the industry, including wirehouse brokers, bank registered representatives, independent broker-dealer representatives, registered investment advisors and certified public accountants.

CEG Worldwide's flagship advisor coaching program, **Breaking Through**, provides select leading advisors with comprehensive instruction on essential business-building strategies and tactics combined with ongoing coaching support to ensure successful implementation.