

The following is a list of the Management Information (MI) required to both track the overall progress of the business in terms of implementing strategy and specifically, to track proposition implementation over a period of time. Entries in blue would be information that should be split across each client segment.

No	Ratio	What does it tell us?
1	Total revenue	Up or down vs expectation and why?
2	Total initial fee income	Matching expectation – if not then are initial fees being discounted to win clients?
3	Total recurring fee income	Matching expectation – how does this look as % of total client FUA – are we penetrating?
4	Total profit (EBITDA)	Against expectation – at the highest level, is the business producing what we expect it to?
5	Total clients	Have we lost anyone and why?
6	Total new clients in year	Is the marketing function working?
7	Total staff	Does this match what we think we need to deliver our propositions?
8	Total of each type of staff	Do we have enough/too many consultants, technical, administrators etc?
9	Total client FUA	How much do we now have and what's the average recurring income vs our target?
10	Total new client FUA in year	Match to total new clients and average assets to see if consultants are managing to attract an acceptable level of each client's wealth
11	Clients per total staff	Useful to track against industry average
12	Clients per adviser	Moving towards our optimum?
13	Revenue per client	If high are we super-charging and if low are our consultants discounting the service (or is change just down to movements in markets)?
14	Gross profit per client	If revenue per client is as expected but gross profit margin is too low, are we paying away too much to introducers/getting more new clients from introducers than expected?
15	Operating profit per client	Are propositions helping to create the profit we expect and if not, is it the proposition or the process of delivery?
16	Revenue per staff member	Useful to track against industry average
17	Revenue per adviser	Are we making progress towards targets (ie average number of clients per adviser)?
18	Operating profit per adviser	Are they spending time in front of clients or getting involved in other tasks?
19	Operating profit per staff member	Are the right people doing the right jobs effectively?
20	Clients in segment vs expectation	Are we getting the take-up we expected and if not what's going wrong?
21	Segmented clients per adviser	Who is/isn't actively promoting propositions?