

Intelligent Investing

Five Key Concepts for Financial Success

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Taking a Comprehensive Approach to Your Financial Life

Money means different things to different people. Each of us has a different approach to financial planning.

You may want to achieve financial freedom so that you never have to work again – even if you plan on working the rest of your life. You may want to make a top-flight college education possible for your children or grandchildren. You might want to provide the seed capital that will give your children or grandchildren a great start in life, whether that’s with a home or a business. You may dream of a vacation home on the beach or in the mountains. Or you may have achieved tremendous success throughout your career and want to leave behind an enduring legacy that will enable your favorite charity to continue its work.

No matter your dreams, you need a framework for making wise decisions about your money that will help enable you to achieve all that is important to you. Chances are you have a wide range of financial goals, as well as diverse financial challenges.

Common sense tells us that such a broad range of issues requires a broad, comprehensive outlook. It’s for this reason that most affluent clients want their financial advisors to help them with more than just investments. They want real wealth management – a complete approach to addressing their entire financial lives.

As you may have noticed, many financial firms these days say that they offer wealth management. The problem is that many of these firms just provide investment management, along with a couple of extra services like college education planning and/or estate planning and call that wealth management.

So the challenge for anyone who wants help addressing all his or her financial needs is finding a firm that provides true comprehensive wealth management.

We define wealth management as a formula: **WM = IC + AP + RM**

1. Investment consulting (IC)

is the astute management of investments over time to help achieve financial goals. It requires financial advisors to have a thorough understanding of their clients' objectives and prominent challenges in order to develop an investment plan that takes their clients' time horizons and tolerance for risk into account and describes an approach that will maximize clients' probability of achieving their goals. It also requires financial advisors to monitor both their clients' portfolios and their financial lives over time so that they can make adjustments to the investment plan as needed.

2. Advanced planning (AP)

goes beyond investments to look at all the other aspects that are important to the client's financial life. We break it down into four parts: wealth enhancement, wealth transfer, wealth protection and charitable giving. In our experience, very few financial advisors offer these services.

3. Relationship management

(RM) is the final element. True wealth managers are focused on building relationships within three groups. The first and most obvious group is their clients. To address their clients' needs effectively, they must foster solid, trusted

relationships with them. Second, wealth managers must manage a network of financial professionals – experts they can call in to address specific client needs. Finally, wealth managers must be able to work effectively with their clients' other professional advisors, such as their attorneys and accountants.

Our focus in this resource guide will be on the first element of wealth management – investment consulting. However, it should be noted that managing your investments is just one part of a comprehensive approach to your financial life. At the end of this guide, we'll describe what you should expect from a true wealth manager so that you can make an informed decision when choosing which financial professional to work with.

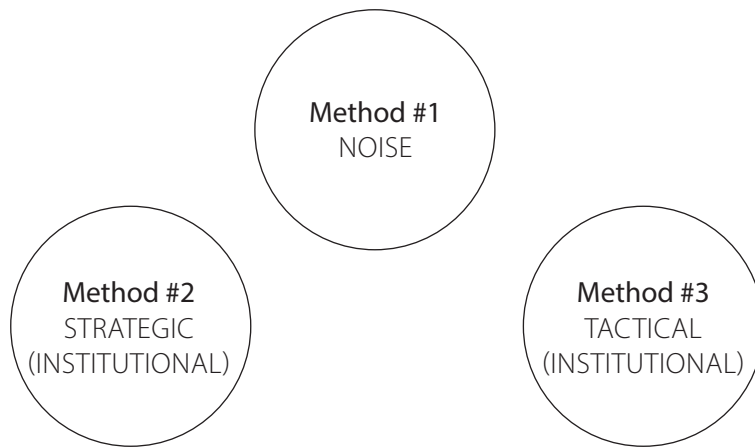
Rising Above the Noise

Some investment professionals work hard to make their work appear confusing. They believe it is to their benefit to create investor confusion. They use jargon that can intimidate and make it difficult for you to understand relatively straightforward concepts.

But investing is actually not that complicated. We'll explore three different methods that investors use to make decisions about their money, and we'll talk about where you should be with your own approach to your portfolio.

Exhibit 1 classifies people according to how they make investing decisions. The first method is the noise method. It's used by investors who get caught up in the noise of the day and let their emotions dictate their actions. They chase after hot

Three Investment Decision Methods



Source: CEG Worldwide.

stocks and market sectors that are due to fall, ignore investments that are undervalued and poised to rise and, as a result, often earn poor returns that fail to get them to their most important financial goals.

Unfortunately, it's easy to get caught up in all the noise that's out there. Most of the public uses the noise method, and much of the financial media fuels this method of investing as it tries to sell newspapers, magazines and television shows. For the media, it's all about getting you to return to them time and time again.

Given the sheer amount of investing noise in today's world, it's not surprising that many investors end up making their decisions based on noise. Why do these investors so consistently make the wrong decisions? Because noise drives emotions, and unfortunately, making investment decisions based on emotions rarely has a positive outcome. To help you understand

the emotions of investing and why most investors systematically make the wrong decisions, let's look for a moment at what happens when you get a hot tip on a stock.

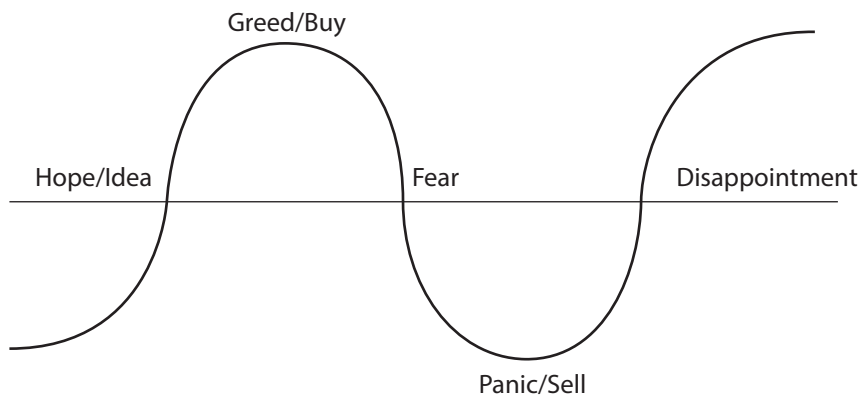
If you're like most investors, you don't buy the stock right away. You've probably had the experience of losing money on an investment – and did not enjoy the experience – so you're not going to race out and buy that stock right away based on a hot tip. You're cautious, so you decide to follow it for a while to see how it does. Sure enough, it starts trending upward.

You follow it for a while as it rises. This gives you confidence that your friend or business associate was correct and this is indeed a good tip. You hope that this might be the one investment that helps you make a lot of money. As it continues to trend upward, you start feeling a new emotion as you begin to consider that this just might be the one. What is the new emotion? It's greed, and it prompts you to buy the stock that day.

Of course, you know what happens next. As soon as you buy it, the stock starts to go down, and you feel a new combination of emotions – fear and regret. You're afraid you made a terrible mistake. You promise yourself that if the stock just goes back up to where you bought it, you will never do it again. You do not want to have to tell your spouse or partner about it. You do not even care about making money anymore.

Now let's say the stock continues to go down. You find yourself with a new emotion – panic. You panic and sell the stock. And of course as soon as you sell the stock, new

The Emotional Curve of Investing



Source: CEG Worldwide.

information is released and the stock climbs to an all-time high. (See Exhibit 2.)

We are all poorly wired for investing. Emotions are powerful forces that cause you to do exactly the opposite of what you should do. That is, your emotions lead you to buy high and sell low. If you do that over a long period of time, you'll cause serious damage not just to your portfolio, but more importantly, also to your financial dreams.

The good news is that there are superior methods you can use to tune out that noise and build an investment plan that will enable you to achieve consistent investment success. These methods are the ones used by the world's best institutional money management firms to serve their clients – which include Fortune 500 companies and endowments with billions of dollars to invest. At Baird, we believe that individual investors like you should have the same access to the same institutional-class investment

approaches as these companies.

As Exhibit 1 shows, there are two institutional-class approaches. The first is the strategic method of making investment decisions. Strategic investors use a process based on Nobel Prize-winning research to build portfolios that provide the best possible returns for a given level of investment risk. Strategic investors rebalance those portfolios on a disciplined quarter-by-quarter basis to ensure that they constantly maintain the optimal combination of return and risk.

The second institutional-class approach is the tactical method. Tactical investors also base their portfolio decisions on Nobel Prize-winning academic research. However, they manage their portfolios differently. Instead of regularly rebalancing each quarter, tactical investors look to add value by emphasizing certain asset classes or market sectors that their research efforts tell them are undervalued and offer an above-average potential for strong returns. Tactical investors then de-emphasize those asset classes or sectors once they become fairly valued by the marketplace. Tactical investors are therefore more opportunistic than strategic investors.

The strategic and tactical approaches are where most of the academic community resides, as do the top institutional investors. Investors who use strategic and tactical investment methods dispassionately research what works and then follow a rational course of action based on empirical evidence. This allows them to ignore the noise created by the media.

Our passion is to help investors make smart decisions about their money. To accomplish this, we help investors move from the noise to making smart decisions about their money by using these prudent investment strategies: strategic investing, tactical investing and a combination of the two. We believe these strategies will help you maximize the probability of achieving all your financial goals.

Five Key Concepts for Financial Success

Before you can determine which institutional investment method is right for you, it's useful to take a step back and examine the concepts that will empower you to achieve consistent, long-term investment success. These are the concepts that will guide you regardless of which institutional approach you select.

While investing can seem overwhelming at times, the academic research can be broken down into what we call the "Five Key Concepts for Financial Success." If you examine your own life, you'll find that it is often the simpler things that consistently work. Successful investing is no different. However, it is easy to have your attention drawn to the wrong issues. These wrong issues, which we refer to as the noise, can derail your journey.

In this section, we'll walk through these five concepts and explain how institutional investors incorporate each of these concepts into their investment plans no matter which direction the markets are going at that moment. These plans both meet their fiduciary responsibilities and achieve their financial goals. You owe

yourself and your family nothing less than what the institutional investors have.

It is important to note here that while these concepts are designed to maximize return, no strategy can eliminate risk, which is inherent in all investments. Whenever you invest, you have to accept some risk. It's also important to remember that you're responsible for reviewing your portfolio and risk tolerance and for keeping your financial advisor current on any changes in either your risk tolerance or your life that might affect your investment objectives.

Concept One: Leverage Diversification to Reduce Risk

Most people understand the basic concept of diversification: Don't put all your eggs in one basket. That's a very simplistic view of diversification, however. It can also get you caught in a dangerous trap, hopefully one that you haven't already fallen into.

For example, many investors have a large part of their investment capital in their employers' stocks. Even though they may understand that they are probably taking too much risk, they don't do anything about it. They justify holding the position because of the large capital gains tax they would have to pay if they sold, or they imagine that the stocks are just about ready to take off. Oftentimes, investors are so close to particular stocks that they develop a false sense of comfort.

Other investors believe that they have effectively diversified because they hold a number of different stocks. They don't realize that they may be at risk for increased loss

EXHIBIT 3

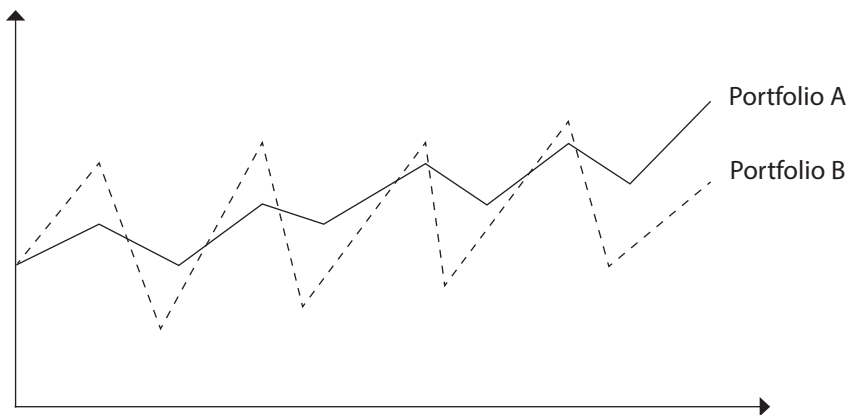
Less Volatility = Greater Wealth

Year	Consistent Investment		Volatile Investment	
	Rate of Return	Ending Value	Rate of Return	Ending Value
1	8%	\$108,000	30%	\$130,000
2	8%	\$116,640	-20%	\$104,000
3	8%	\$125,971	25%	\$130,000
4	8%	\$136,049	-20%	\$104,000
5	8%	\$146,933	25%	\$130,000
Arithmetic annual return	8%		8%	
Compound annual return	8%		5.39%	

Source: CEG Worldwide.

EXHIBIT 4

Two Portfolios With the Same Average Return



Source: CEG Worldwide.

if these investments share similar risk factors by belonging to the same industry group or asset class. Diversification among many high-tech companies is not diversification at all.

However, truly diversified investors – those who invest across a number of different asset classes – can

successfully lower their risk, without necessarily having to sacrifice return. This is viable because they recognize it's impossible to know with certainty which asset classes will perform best in the coming years. Diversified investors take a balanced approach and stick with it despite volatility in the markets.

Concept Two: Seek Lower Volatility to Enhance Returns

If you have two investment portfolios with the same average return, the portfolio with less volatility will have a greater compound rate of return.

For example, let's assume you are considering two mutual funds. Each of them has had an average rate of return of 8% over five years. How would you determine which fund is better? You would probably expect to have the same ending wealth value.

However, this is true only if the two funds have the same degree of volatility. If one fund is more volatile than the other, the compound returns and ending values will be different. It is a mathematical fact that the one with less volatility will have a higher compound return.

You can see how this works from Exhibit 3. Two equal investments can have the same arithmetic rate of return but have very different ending values because of volatility. You want to design your portfolio so that it has as little volatility as necessary to achieve your goals.

Exhibit 4 shows two portfolios with the same average return. As a prudent investor, you want the smoother ride of Portfolio A not only because it helps you ride out the emotional curve, but more importantly, because

you will create more wealth to reach your financial goals.

Concept Three: Use Global Diversification to Enhance Returns and Reduce Risk

Investors here in the U.S. tend to favor stocks and bonds of U.S.-based companies. For many, it's much more emotionally comfortable to invest in firms that they know and whose products they use than in companies located on another continent.

Unfortunately, these investors' emotional reactions are causing them to miss out on one of the most effective ways to increase their returns. That's because the U.S. financial market, while the largest in the world, still represents less than half of the total investable capital market worldwide.¹ By looking to overseas investments, you greatly increase your opportunity to invest in superior global firms that can help you grow your wealth faster.

Global diversification in your portfolio also reduces its overall risk. American equity markets and international markets generally do not move together. Individual stocks of companies around the world with similar risk have the same expected rate of return. However, they don't get there in the same manner or at the same time. The price movements between international and U.S. asset classes are often dissimilar, so investing in both can increase your portfolio's diversification.

Concept Four: Use Different Investment Approaches in Different Markets

In the stock market, extended periods of upward price movements are called

secular bull markets. Lengthy periods of downward movements are called secular bear markets.

Regardless of whether the market is in a secular bull or bear period, investors still need to achieve their most important goals. They need a way to consistently succeed during both the good times and the bad. At first glance, it may seem impossible for you to achieve success during a protracted period when stock prices are down.

The key to successfully navigating the ever-changing market environment is to adapt your investment approach to take advantage of the specific forces at work during secular bull and bear markets.

Let's look first at what works during secular bull markets. In these markets, the rising tide of stock prices lifts all boats. Success comes mainly by being invested in the broad market through index funds or exchange-traded funds. These investments typically outperform managers trying to add value through superior stock selection and other forms of fundamental research.

During secular bull markets, you'll likely be best served by using the strategic method of investing, taking a buy-and-hold approach and keeping turnover low – essentially getting on the horse, grabbing the reins and riding as hard as you can.

And what does it take to succeed when the market is gripped by a long-term secular bear market? A secular bear calls for a fundamentally different approach. When the broad market is in a deep slump, there's no rising tide to lift all boats. Success requires superior active research and management efforts to

¹McKinsey Global Institute, *Mapping the Global Capital Market* 2006.

Key Definitions

Expected rate of return – typically calculated as the risk-free rate of return plus the risk premium associated with that equity investment.

Standard deviation – a description of how far from the mean (average) the historical performance of an investment has been. It is a measure of an investment's volatility.

Correlation coefficients – measure the dissimilar price movements among asset classes by quantifying the degree to which they move together in time, degree and direction.

uncover those investments capable of swimming against the tide and delivering strong returns.

We believe that the best active approach to take during secular bear markets is to have a concentrated but still well-diversified portfolio consisting of approximately 30 to 50 individual stocks. By focusing on those investments that can do well in tough times and sidestepping the rest, concentrated portfolios have a distinct advantage.

A tactical approach to asset allocation is another key to secular bear success. That's because certain market segments and asset classes tend to stay healthy even when the broader market is ill. Having the freedom to emphasize those areas of the market that offer the best prospects will help keep your investment plan on track during a secular bear market.

The very best institutional investors, who recognize the various forces at work in secular bull and secular bear markets, do not rely on one investment approach. Instead, they adopt both strategic and tactical strategies and use them accordingly to effectively manage risk, enhance returns and build greater wealth over time.

Concept Five: Design Efficient Portfolios

How do you decide which investments to use and in what combinations? Since 1972, major institutions have been using a money management concept known as Modern Portfolio Theory. It was developed at the University of Chicago by Harry Markowitz and Merton Miller and later expanded by Stanford professor William

Sharpe. Markowitz, Miller and Sharpe subsequently won the Nobel Prize in economic sciences for their contribution to investment methodology.

The process of developing a strategic portfolio using Modern Portfolio Theory is mathematical in nature and can appear daunting. It's important to remember that math is nothing more than an expression of logic, so as you examine the process, you can readily see the common-sense approach that it takes, which is counterintuitive to conventional investment thinking.

Markowitz stated that for every level of risk, there is some optimum combination of investments that will give the highest rate of return. The combinations of investments exhibiting this optimal risk/reward trade-off consolidate to form the efficient frontier line. The efficient frontier line is determined by calculating the expected rate of return, standard deviation and correlation coefficient for each asset class and using this information to identify the portfolio with the highest expected return at each incremental level of risk.

By plotting each investment combination, or portfolio, representing a given level of risk and expected return, we are able to mathematically describe a series of points, or "efficient portfolios." This line forms the efficient frontier.

Most investor portfolios fall significantly below the efficient frontier. Portfolios such as the S&P 500, which is often used as a proxy for the market, fall below the

line when several asset classes are compared. Investors can have the same rates of return with an asset class portfolio with much less risk, or higher rates of return for the same level of risk.

Exhibit 5 illustrates the efficient frontier relative to the market. Rational and prudent investors will restrict their choice of portfolios to those that appear on the efficient frontier and to the specific portfolios that represent their own risk tolerance level. Our job is to make sure that for whatever risk level you choose, you have the highest possible return on the efficient frontier.

Your Next Steps

As we discussed at the beginning of this guide, taking a comprehensive approach to achieving all your financial dreams requires wealth management. This means more than just taking care of your investments. It also means addressing your advanced planning needs, including wealth enhancement, wealth transfer, wealth protection and charitable giving.

Such a wide range of financial needs requires a wide range of financial expertise. Because no one person can be an expert in all these subjects, the best wealth managers work with networks of experts – financial professionals with deep experience and knowledge in specific areas.

Effective wealth managers must also be proficient at relationship management. Beyond the relationship they have with their clients, they must also have functional working relationships with their clients' other advisors – attorneys, accountants, etc.

With many in the industry calling themselves wealth managers but actually offering little more than investment management, how do you pick out the true wealth managers?

First, the financial advisor should offer a full range of financial services, including the four areas of advanced planning previously mentioned.

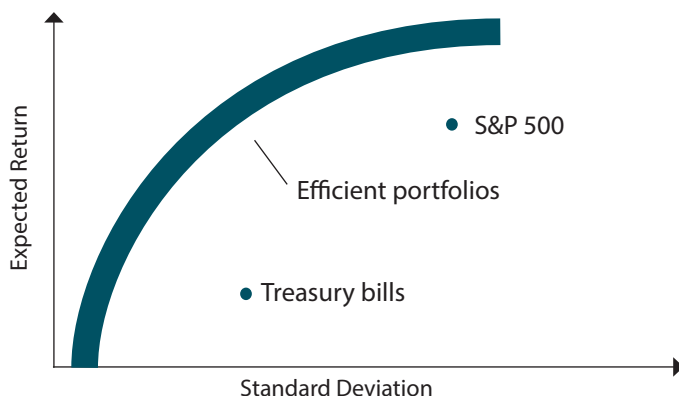
Second, the wealth manager should work with you on a consultative basis. This allows the wealth manager to uncover your true financial needs and goals, craft a long-range wealth management plan that will meet them, and build an ongoing relationship with you that ensures that your needs will continue to be met as they change over time.

This consultative process usually unfolds over a series of meetings:

- At the discovery meeting, the wealth manager determines your current financial situation, where you want to go and the obstacles you face in achieving what is important to you.
- At the investment plan meeting, the wealth manager, using the

EXHIBIT 5

The Range of Efficient Portfolios



Source: CEG Worldwide.

information he or she gathered at your first meeting, presents a complete diagnostic of your current financial situation and a plan for achieving your investment goals.

- At the mutual commitment meeting where you and the wealth manager determine if he or she can truly add value. If you both agree to work together, you officially become a client.
- At the initial follow-up meeting, the wealth manager helps you organize your new account paperwork and answers any questions that may have arisen.
- At regular progress meetings, which are typically held quarterly, the wealth manager reports to you on the progress you're making toward achieving your goals and checks in with you on any important changes in your life that might call for an adjustment to your investment plan. An advanced plan is also

developed and continuously revisited to evaluate the health of your total comprehensive financial picture.

Exhibit 6 shows an overview of the consultative wealth management process.

Beyond the service your financial advisor provides, they should be there when you need them. You should always feel like an important client – which is what you are.

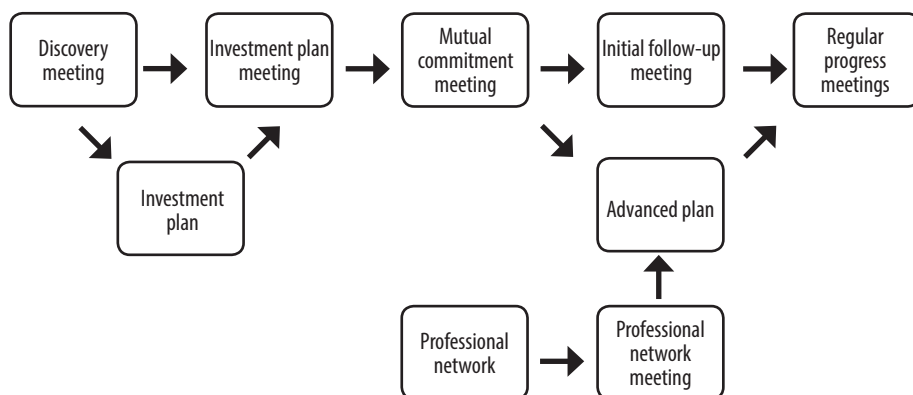
If you are currently working with a financial advisor and are unsure whether he or she is using the consultative wealth management approach we've discussed here, we recommend that you have another financial advisor perform a complete a diagnostic of your situation to get a second opinion.

You owe it to your family and yourself to make sure that your investment plan – and overall wealth management plan – is designed to effectively address your very specific financial needs in order to maximize the probability that you will achieve all your financial goals.

We wish you nothing but success in achieving all that is important to you.

EXHIBIT 6

The Consultative Wealth Management Process



Source: CEG Worldwide.

ABOUT BAIRD

Baird is an employee-owned, international financial services firm with \$151 billion in client assets. We provide wealth management, capital markets, asset management and private equity services through offices and operating affiliates in the United States, Europe and Asia. As employee-owners, we manage for the long term, continuously building capabilities to best serve clients. And we conservatively manage our balance sheet and capital position to maintain financial flexibility in all types of market conditions.