The Cerulli **Report**

U.S. Advisor Metrics 2025

Collaborating for Sustainable Organic Growth

OVERVIEW & METHODOLOGY

This annual report provides a comprehensive overview of financial advisors, focusing on their most critical needs, risks, opportunities, and challenges. It offers a holistic analysis that includes data on financial advisors operating across various channels, such as wirehouses, national and regional broker/dealers (B/Ds), independent B/Ds, hybrid registered investment advisors (RIAs), independent RIAs, insurance B/Ds, and retail bank B/Ds.

The report aims to help B/Ds, custodians, and asset managers identify ways to improve their services and strengthen relationships with advisors. It highlights the top-performing advisor segments and outlines the key factors that contribute to their success. Moreover, the report examines the growth and productivity drivers of advisors, offering insights into the continued adoption of comprehensive wealth management.

USE THIS REPORT TO

- Review how advisors are increasingly emphasizing efficient organic growth strategies, particularly through leveraging referrals
- Analyze how practice structures differ, with a nearly equal split between solo and multi-advisor setups
- Explore why offering a variety of services is crucial for financial advisors and how it allows them to meet the diverse needs of their clients, build stronger relationships, and differentiate themselves in a competitive market

QUESTIONS ANSWERED

- How are growing advisor practices structuring their teams?
- How has advisor movement and consolidation altered the operating framework for financial advisors?
- What service offerings can boost client satisfaction and create meaningful differentiation from competitors?
- How are the fees that advisors charge evolving?
- What are the most effective ways for advisors to form strategic alliances that act as a referral source?

PRODUCT DETAILS

Included with Purchase

- Digital report in PDF format
- Unlimited online firm-wide access
- Exhibits in Excel
- Key findings
- Analyst support
- Interactive Report Dashboards

Interactive Report Dashboards

Interact and explore select report data with Cerulli's visualization tool.

Financial Advisor: Distribution Strategy: View historical and projected U.S. advisor headcount and advisor-managed assets by channel. Also, analyze assets in other retail financial channels (private bank, retail direct, etc.). Understand average AUM per advisor and the sources of advisor revenue by channel. Benchmark Cerulli's advisor-managed asset projections against customizable user projections with inputs for market return and change in advisor movement. Delve into which components drive advisors' sources of revenue.

Financial Advisor: Advisor Practices: Explore and understand advisor practice demographics such as average age, licenses and designations held, team structure, staffing roles, and the time advisors spend on client activities. Additionally, gain insight into advisor-reported AUM by business type and the types of client services offered.

Financial Advisor: Products and Portfolio Construction: Assess how advisors report their allocation of total client assets among various product types and learn the methods advisors use to construct client portfolios.

Practice Sizing: Compare side-by-side advisor practice metrics by channel, such as practice AUM, advisor headcount, and number of advisor practices over time.

Advisor Technology Use: Examine advisors' opinions on technology use, including cybersecurity threat preparation, custodian use, broker/dealer use, upgrades, etc.

Exhibit 2.16

Staffing Challenges, 2025

Source: Cerulli Associates

Challenge	Practice Management Professionals		
	Not a Challenge	Moderate Challenge	Major Challenge
Hiring quality staff	0%	25%	75%
Training junior advisors	13%	25%	63%
Recruiting established advisors to join the firm	0%	38%	63%
Offering competitive compensation and benefits	0%	38%	63%
Establishing career paths for staff	0%	50%	50%
Retaining high-performing employees	0%	63%	38%
Structuring roles and responsibilities	0%	63%	38%
Managing conflict between advisors	25%	50%	25%
Managing conflict between staff	38%	38%	25%
Fostering a positive culture	13%	63%	25%
Minimizing disruption from turnover	13%	63%	25%
Managing staff performance issues	13%	75%	13%
Merging established advisors into teams	13%	75%	13%

- Ensuring the right high-quality people fill positions is the most common obstacle advisors face when staffing.
- Nearly two-thirds (63%) of practice management professionals indicate that training junior advisors and recruiting established advisors are major challenges for practices. This reflects the struggles senior advisors face in mentoring younger staff and expanding their teams for future growth.
- Managing conflict between staff is a major challenge for only one in four advisors.

Table of Contents: Expanded

Company Index