

The RIA back office, *in numbers*.

This year, operations and technology leaders at RIAs told us what it takes to open accounts, move paperwork, and keep systems in step while the firm grows. These are their numbers, about the work that sits between advisors and clients.

ONBOARDING

45

Pieces of information to open one account

A new client takes 12 separate processes. Each new account takes another 7.

COO, RIA

15 min

Per client, re-keying onboarding data

From the e-signature packet into the CRM, then onward. One advisor onboarded 75 clients in a month.

OPERATIONS DIRECTOR, RIA

1–2 hours

Of service time per new client package

Much of it manual, click-heavy work inside locked-down templates.

OPERATIONS, RIA

ACCOUNTS AND TRANSITIONS

68 hours

To re-key 275 accounts after one transition

All of them arrived in about two weeks.

OPERATIONS DIRECTOR, RIA

10–15

Onboardings in flight at once

Each one takes several weeks to several months to finish.

LEADER, SMALLER RIA

100+

CRM processes kicked off by hand

Each one waits on a person remembering to start it.

COO, RIA

FORMS

5–6 people

Completing forms all day, every day

Pulling details off one document or system and putting them on another form.

OPERATIONS LEADER, RIA

100s

Of form requests a month, arriving as tickets

And the forms differ by fund, so no two runs are quite the same.

OPERATIONS LEADER, RIA

2 hrs / day

Moving data from Salesforce to custodians

At a large RIA.

OPERATIONS LEADER, RIA

SYSTEMS AND GROWTH

12

Portfolio management systems, after acquisitions

With a long standardization effort under way.

OPERATIONS LEADER, RIA

7

Acquisitions in one year

Every one lands on operations as re-keying and reconciliation.

TECHNOLOGY LEADER, RIA

150

Portfolio processes a day

At a fast-growing firm.

COMPLIANCE LEADER, RIA