

What Did You Say?

LESSONS IN
COMMUNICATIONS

In the late 1960's, Professor Albert Mehrabian conducted studies on communication that are still talked about today. He studied the connection between non-verbal cues and perceived communication. His findings led to the infamous 7% rule—that communication is only 7% verbal and 93% non-verbal (55% body language and 38% tone). To this day, his findings and the percentages are often debated. Regardless of the numbers, one thing on which we can all agree, is that communication is made up of more than just the spoken word. In person, our appearance, body language and tone contribute to communication. In writing, tone, timing and content affect communication.

The articles in this e-book are a compilation of our best ideas and tips regarding communication in person and in writing. Each was originally published on our blog, fundfactor.net.

Editors: Kerri Fronczak and Marilyn Dale

For more information, contact

Dan Sondhelm, SunStar Strategic SVP and Partner.

703-894-1046

dsondhelm@sunstarstrategic.com

www.sunstarstrategic.com | www.fundfactor.net

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The Science of Email Marketing

Email marketing is an excellent way to reach your customer base but, done incorrectly, can be a waste of your time and resources. Follow these tips to help make sure you're getting the most from your efforts.

Hubspot, an internet marketing company, offered a webinar about the "Science of Email Marketing." They shared best practices based on data from Mail Chimp, an email software provider who has sent more than 10 billion emails, and focus groups conducted by Hubspot. Here are the highlights; they noted of course, individual target markets can be different. Importantly, Business to Business and Business to Consumer practices did not significantly differ since 88% of people use only one inbox, which includes their work and personal emails.

- 1. Email is like homework:** People view their inboxes as their to-dos – their "homework" – and create rituals around how they access it.
- 2. Best day to send is on the weekend:** Click-through rates are substantially higher on Saturdays and Sundays than during the week.
- 3. Best time to send is before the day begins:** Click-throughs are significantly more when the email is sent around 6 or 7 am, waiting in the inbox when the person first checks.
- 4. Best email to send from is a recognizable name:** Use a sender name likely to be recognized, an individual unless you have a stellar brand. Consider a "celebrity sender" – a bit cheesy, but effective.
- 5. Worst time to send is on Tuesday:** Most unsubscribes happen on Tuesdays, then Mondays. Based on the idea of homework, people may feel overwhelmed early in the week. Saturday has one of the lowest unsubscribe rates.
- 6. Content should be needed:** Provide information worthy of archiving, i.e. stats, reference info, how to, dates. Most people use their email as an archival program. Give them reasons to go back.

7. Links are good: The more links in your email, the lower your unsubscribe rate.

8. Filtering occurs: Label your email so that the subject line indicates it is part of a series. If they've read you before, and liked it, they are more likely to read it the next time. Avoid words like "update" and "newsletter."

9. Frequency is ok: One per month has the highest click-through rate, but the rate for 3, 4, 5 is the same as 30 (or 1 a day). Most unsubscribes come from the first email sent; do not be afraid to send more, especially if people signed up for your list.

10. Smart phones must work: 81% of the people surveyed say they use mobile devices; emails should be optimized to read well on a smart phone.

11. Emails are read: Most people say "I don't read email" but the research shows about 70% do read most of their email.

12. Measurement is why: Measure money, not clicks. Provide clicks to opportunities to purchase, sign-up or otherwise give a positive response and close the loop. Use special landing pages to monitor where/what the prospects' interests are.

SunStar comment: We believe email marketing is an excellent and relatively inexpensive way to extend your reach and get your story out to thousands of advisors on a regular basis. Following up by phone with those advisors who indicate interest by opening and clicking various links in your email is an excellent way to nurture new relationships.

Four Lessons for Stronger Email Marketing

Emails have become an everyday occurrence in our electronic society--don't get lost in the inbox! Use these simple tips to stand out from the rest.

Sending emails is something you probably do all day, every day. Subject lines and formatting may not matter much for this regular correspondence, but if you're going to use emails in a marketing campaign to attract investors, some seemingly trivial details like this may make all the difference.

Since the subject line is the first thing your audience will see, we've selected a few examples (with permission) from a guide released by Advisor Perspectives on how to compose the best dedicated emails. These are examples of the best and worst attempts.

Worst:

Explore a solution constructed to get clients back on the road.

It's awkward, wordy and vague. The call to action is weak, and there is no immediate offer, such as a webinar or downloadable report.

How did we find tax-free income in an airport terminal?

Along with the baffling subject line, the text in this email was a bit longer and more academic—not as reader-friendly. It also lacks a deliverable, but merely directs readers to visit the company website for more information. With such bland instructions, this email suffered dismal success.

Listing today: S&P SmallCap Sector Portfolios

While most examples have a few paragraphs of text, the focus of this email was a giant graphic with confusing pictures and a rather boring chart that did not relay much useful information. The link to download an item was also small and not easy to see, making this particular message jumbled and puzzling for the reader.

The PowerShares S&P SmallCap Sector Portfolios are the first suite of exchange-traded funds (ETFs) offering sector-specific beta exposure within the small-cap space.

Ticker	Portfolio
XLYS	PowerShares S&P SmallCap Consumer Discretionary Portfolio
XLPS	PowerShares S&P SmallCap Consumer Staples Portfolio
XLES	PowerShares S&P SmallCap Energy Portfolio
XLFS	PowerShares S&P SmallCap Financials Portfolio
XLVS	PowerShares S&P SmallCap Health Care Portfolio
XLIS	PowerShares S&P SmallCap Industrials Portfolio
XLKS	PowerShares S&P SmallCap Information Technology Portfolio
XLBS	PowerShares S&P SmallCap Materials Portfolio
XLUS	PowerShares S&P SmallCap Utilities Portfolio

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Best:

Risk Management Lessons Worth Remembering: Credit Crisis White Paper from BlackRock

This subject line goes straight to the point – albeit much longer than most inboxes display. The body of the email was short and free of chintzy graphics. It offered two items to view, which not only offers deliverables to entice your readers, but requiring them to click on a link to view the item allows you to track click-through rates.

We are facing a new, daunting economic environment: low liquidity, high volatility and low, or even negative, returns on “safe” investments. Understanding the fundamental effects of the Credit Crisis on market risk and risk management can allow you to build better, more risk-aware portfolios for investors.

Use these two pieces from BlackRock’s Chief Risk Officer, Ben Golub, to help you more fully understand the lasting implications of the Credit Crisis on risk management.



View the Summary of this Report
Outlines five of the key lessons learned during the recent market crisis.

[View Summary](#)



View the Full White Paper
Answer a brief survey to gain access to the full paper including:

- A discussion of general risk management principles.
- Detailed analyses of how liquidity, securitized products, certification, market risk and policy risk have fundamentally changed.

[View White Paper](#)

Here’s what we learned:

- DO use simple, direct subject lines
- DON’T bombard readers with graphics
- DON’T use gimmicky words like “free” or “guaranteed”
- DO include a deliverable

Learning from others’ mistakes and successes is a great way to craft a dedicated email that will garner the results you desire. By following some simple guidelines and taking advantage of email programs that offer spam-checking and other useful tidbits, you’ll be ready to hit send worry-free.

A Critical Look at the Bond Bubble Debate—White Paper

This email was brief and direct, making a quick read for the audience. It also offered a downloadable deliverable as well as links to follow the company on Twitter and Facebook.

Better Emails Generate More Qualified Leads

Email marketing isn't a one-size-fits-all approach. Get to know your customers and develop a plan tailored to their needs and interests. Let your email marketing efforts do the initial legwork leaving you with qualified leads for your sales team.

Everyone is trying to do more for less these days, but that doesn't mean now is the time to suspend marketing activities. It's the time to communicate regularly, keeping advisors, clients and prospects abreast of your best ideas and read on the markets.

Content rich, professional emails are an inexpensive, timely way to stay in front of clients and prospects. While email services offer plenty of templates, the key to a successful campaign is a design that complements your corporate identity and offers compelling content. Use emails to promote recent press and quarterly conference calls with links to videos and commentary on your Website.

Don't Tweet, Don't Text, Say Something!

E-newsletters can be as elaborate or as simple as you wish, but there is a lot to be said for short and sweet in today's environment of "tweeting" and "texting." There is no doubt that all of us are information-overloaded, today more than ever. So, while a market commentary is hardly "twittery news," getting that market commentary in the hands of people who can use it is essential.

Why a Service? We Have Email!

Yes, you have email. But, you don't want the headache of being reported for spam. And, you do want the opportunity to see who is reading your message and clicking through to more information on your Website.

Most e-news services provide a wide set of reporting tools - unfortunately, they are more than most of us can take advantage of due to constraints of time and personnel.

These comprehensive reports tell you precisely who's opened your email (typically 20% to 30% of the recipients). They also show you who has clicked through to your Website or any specific links, such as your commentary or performance pages. With some effort put into follow-up, and good lists to begin with, your wholesalers are handed a slew of warm leads with very little effort.

Services will also provide you with invaluable learning data to make your emails more effective. They report market wide statistics about average open rates, click-throughs and bounces and provide tips for successful e-news campaigns. For example, according to Constant Contact, the best day to send emails is on Monday and best times are 8 am to 10 am or 4 pm to 6 pm to maximize the chance of being seen.

Rich Content.

So, what exactly is this "rich content?" There's an old adage that says "the right tool for the right job." This is where segmenting your audience comes in. Advisors are anxious for ideas and relevant market messages to share with their clients and prospects, while investors want to

know their money is in good hands. Prospective advisors need to understand better what you are all about and journalists need to know you are in the game.

Content that is highly appropriate for each audience is the most likely to pique their interest and build brand loyalty. Most of the direct marketing email packages available today allow you to organize your target audiences in multiple lists. Consider segmenting your audience into categories such as current advisors, hot prospects, trade show contacts you've met vs. full trade show lists and so on.

In the current market environment, intelligent interpretation of the market's gyrations are invaluable. If you are a fund firm, consider issuing at least one version of your e-news from the advisor. Of course, you'll want to consult with your own compliance officer, but in our experience, the advisor can put forth comments about the market and securities without review as long as specific fund names are not included.

The XYZ Firm Update. Boring...

Enlist the help of the most creative person in your firm to fashion the subject line for your e-news. Nothing is as ho-hum-delete as an email that reads "News from XYZ mutual fund firm." Think about your email box this morning, some jumped right off the page, didn't they? Most people just don't have time to look at every message, flagging many, at least mentally, to get to later. Realistically, the subject line is what readers use to decide if they will open an email or not....a decision made in virtually a split-second.

Keep your subject line concise, no more than 5-8 words. Ideally, these words will offer a benefit or a question that cannot be answered with a yes or no.

Professional Look.

Here again is how an email service trumps your firm's email. What we pay attention to, in the midst of daily messages we're bombarded with from all sorts of media, has a lot to do with visual appeal. Think about bullet points, headlines, pictures and graphs.

In a perfect world, at a glance the reader should be able to identify that the email is from your firm. Don't settle for a "business-template." A small up-front investment will provide you with a banner, fonts and colors that are consistent with your brand. Changing content from month to month is then a simple task.

And in the End...

Always include a clear call to action - click here for our white paper, call 800-XXX-XXXX for more information or to download a prospectus. Pepper your email with links, but remember, attention spans are limited. One clear message is far more effective than multiple messages that may simply confuse.

SunStar has developed a number of e-newsletters for our clients. We can help you craft messages that sell and are integrated into your other sales activities. Call us at 703-894-1046 for assistance in managing an ongoing email campaign or just to get you on your way with a recognizable, professional template you can add content to on a regular basis. The key is to get started and maintain your presence.

Let's discuss how SunStar can help you achieve recognition in this competitive environment.

Enhance Your Story with Video

Whether it's a quick man-on-the-street clip or an elaborate showcase piece, using video can help enhance your story. Featuring videos on your website allows your customers to get to know you and your firm. It's a quick way to offer a more personal connection when time and money are in short supply.

Adding multimedia to your marketing mix is a dynamic way to engage prospects. You can choose a high-energy corporate video that showcases your firm's full story or incorporate a more focused, economical approach. Advisors and investors will benefit by knowing you better through sound and sight.

Video can bring your history, people, outlook and funds to life with a behind-the-scenes glimpse of your investment philosophy, what goes into your stock selection process or how your team operates. Audio/visual messages can be incorporated onto your Web site, looped at trade shows or distributed on CDs as a sales tool.

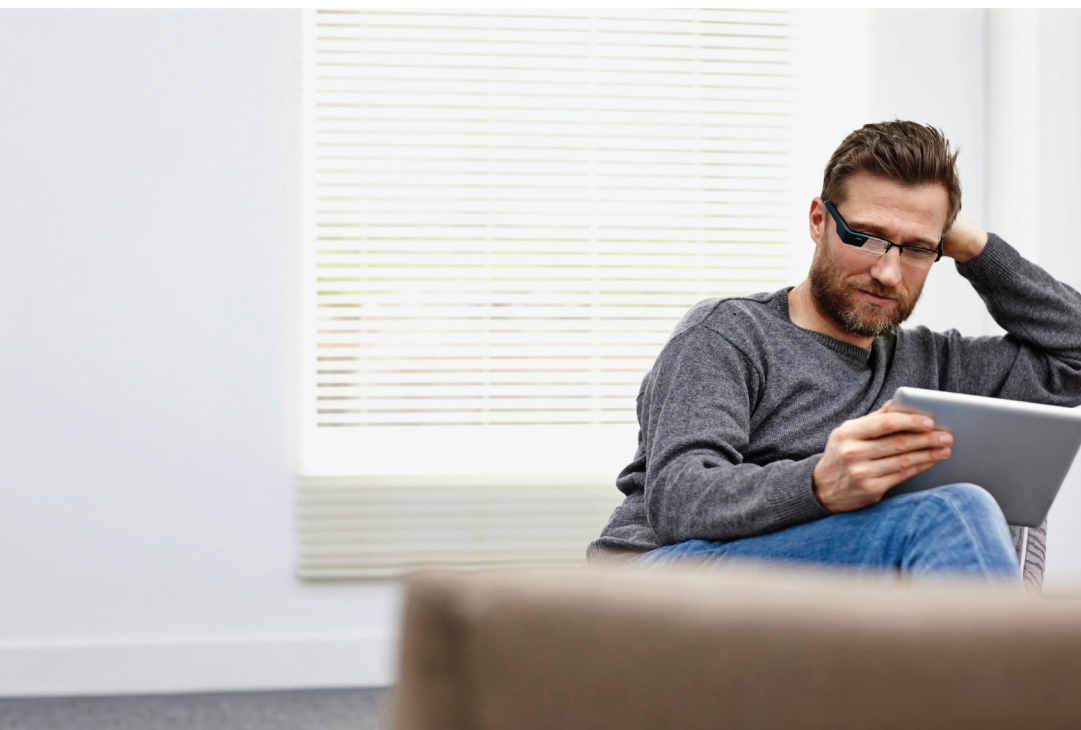
Complement your style and budget.

Whether high energy or "talking head," most videos for the Web should not exceed three or four minutes. Yet, unless taping a live event, you need to count on a minimum of a few hours and, in the case of corporate story videos across multiple locations, even several days to shoot the required footage.

If you do plan to have gavel-to-gavel coverage of an event, be sure to have a plan on how the footage will be used. A producer working with your camera operator can keep track of what's shot and how to create segments.

Simple, long-shelf life: Short clips of each portfolio manager, either biographical or explaining their underlying approach to the specific products they manage, can be very effective. These clips have a long shelf life and are always new to prospective investors and advisors.

The format can be Q&A or enhanced to include intermittent graphics to visually drive home a concept. Varying the speaker by having two or three people speak or adding a voice over helps keep the viewer's attention.



A senior manager speaking about your investment philosophy in short, news-style features give a behind-the-scenes glimpse at what goes into a fund's security selection process. This approach can enhance the relevance and credibility of your portfolio managers. It allows the portfolio manager the time and space to make an impression and to get points across that might not always be captured in a live news interview on TV.

Simple, frequently updated: With the familiarity of YouTube and reality TV, website viewers have come to expect video when they visit a site. This can be an advantage for you. Each quarter, quick recaps of your portfolio moves and economic outlook will bring advisors and investors repeatedly back to your site, if you produce effective videos with attention to quality.

Decent lighting and a good microphone are important, use of a tripod and varying the background in your office can help. Remember that a focused presentation that drives home only the most important points - just a few - makes a stronger presentation. Let video do what it's best at: offering a visual glimpse into the person speaking and insight he/she provides.

Event-driven: Plan ahead and take advantage of due diligence meetings with advisors or interviews with influential journalists by having the event taped. While not used in its entirety, the raw footage result can be invaluable for adding flavor and energy to a fully edited corporate video later.

Highly structured: To truly showcase your firm, consider a fully edited, graphically enhanced video with accompanying music. The pace and audio/visual selections should complement your firm's image and will cement your firm in the viewer's mind. Looping this video at your industry trade show booth is an excellent way to add energy to your presence.

In this age of fast-paced, highly visual stimulation, video with strong storytelling, proper backdrops, corporate branding, lighting and audio will connect your firm with a generation of investors who may prefer clicking on a movie to reading articles.

Extended play: You can get the most mileage out of your videos by promoting them in mailers and linking them in email newsletters in addition to posting to your Website. They can also be posted on social networking sites to expand your audience. Retail advisors can show videos on their iPhone or iPod at a one-on-one client meeting or to prospective investors at a lunch.

Videos are meant to be seen and shared, and every person who sees them gains some understanding into your firm, its financial products and the fund managers and senior management that are earning trust and growing assets every day.

What Financial Pros can Learn from Donald Trump's Communication Style

Love him or hate him, Donald Trump is everywhere these days. We can all learn a lot--both good and bad--from his communication style.

With the presidential election still over a year away, we're already waist deep in press coverage. Election 2016 promises "shock and awe" as the players rally for position. For many, the biggest surprise to date is real estate mogul and business dynamo Donald Trump's meteoric rise to become the Republican Party's frontrunner.

Putting political preferences and personal opinions of The Donald aside, financial professionals can find much to learn by examining his communication techniques – the good, the bad and the ugly.

Revel in the Spotlight: Dubbed a "perpetual attention machine," Trump excels at being the center of attention, garnering 50-60% of all press coverage in the GOP field this summer according to Nate Silver for Data Lab of fivethirtyeight.com.

Financial people generally prefer a nose to the grindstone approach, liking numbers and analysis, keeping heads down and focusing on the job at hand. Instead, like Trump, capitalize on opportunities to address your clients and prospects. Be in the right place at the right time in front of the right people. Make yourself the face of your brand, and then deliver a consistent story that makes your services and products memorable.

Don't Be a Talking Head: Adept at disrupting nearly every conversation, Trump is willing to talk about anything from bashing the Mexican people to rating supermodels.

But how do these issues relate to "Make America Great Again?" Even if you are in the right forum, sharing your opinions on every economic, political and other issue in the news is more likely to confuse your audience than endear you to them. You may sound smart, but instead, you can hit more home runs – and avoid conflicts – by sticking to a clear, concise message to capsulize who you are and what you do.



There's often only a few minutes to make an impression, whether on a TV spot, planned presentation or more casual business lunch. Think about what your clients and prospects need to know about how you are different and better for them than your competitors are and focus your comments to support those points.

Develop a niche: When you think of Donald Trump, is it his hotels, wineries, golf courses, TV show, line of menswear at Macy's or political aspirations that come to mind?

Trump has diversified his brand. That's good for him, but makes it difficult for the average person to know what he's really all about. Even though he's been successful in many areas, Trump probably isn't the first person you'd look to for fashion ideas or—for that matter—balanced foreign policy advice.

A financial professional needs a specific persona: If you're a killer on the golf course, that's great! Nevertheless, you probably shouldn't invest too much time giving interviews to Golf Digest about your golf swing if you'd like to build your financial clientele. Instead, focus on delivering the messages that your primary audience is interested in -- your record of accomplishment of consistent investment success.

Draw Attention to Yourself: It's hard to turn away when Trump is on TV. He's passionate, animated, exudes energy and vision. He may even let someone pull his hair as he did on national TV at the beginning of a campaign speech on August 27, 2015.

An engaging persona is one of the reasons Trump is interviewed so often. Emulating that kind of charisma is hard, but being authentic and passionate about your business shouldn't be. Positive attention means more people know who you are, what you do and what you stand for. Take advantage of that to build your business.

Believe in Your Message – but Don't be a Bully: Trump refuses to back down. He apologizes to no one, including the head of Fox News.

Having conviction in your own beliefs and processes can go a long way to engender confidence. These are troubling economic times and people need professionals they can count on for advice and counsel.

However, being a bully about it does more harm than good, and once Google finds you, you are hard-pressed to bury bad news. Trump's feud with FOX reporter Megyn

Kelly should serve as a warning to anyone who speaks to the media: be respectful of journalists and other influencers, as well as your competition.

Own your Successes: Trump does a great job referring to poll numbers and accolades; he's let us know he's dominated the GOP race from June to August so far.

Financial firms often neglect to nominate themselves for "top lists." Some financial firms who do win these industry awards fail to fully leverage them with client announcements, press releases, web postings or in-office displays. Third party recognition can go a long way in adding credibility for your firm; don't let false modesty hold you back. People like to jump on the bandwagon of winners.

Promote Yourself: Trump loves to say his own name – in fact 131 times (twice as many times as any other contender) during the August 6, 2015 Republican Debate, according to mrctv.com.

Trump wants you to remember him and know he's the best, pointing to his own wealth as undeniable proof of his success. Perhaps 131 times is a bit excessive, but you should be willing to talk about your successes and differentiate yourself from the competition. If you manage money or give advice on how to succeed, your clients will want to know you've followed that same advice, investing in the same strategies and successfully building your own wealth as a result.

Don't Have a Volatile Strategy: Despite Trump's conviction, he's been caught more than once with a message that's distinctly different from what he was pedaling a few weeks previously. Sometimes, it even changes question to question.

Sophisticated investors want to know that their advisors have disciplined, repeatable processes that produce consistent results. Unlike Trump, you're not likely to reverse your story, but have you surveyed how several individuals in your firm tell it? Does everyone talk about your process in the same way, pointing to the same key points? Or might a listener think you're from different firms?

Don't Alienate Your Team: Trump tends to say exactly what he thinks, when and wherever he may be.

Because of this habit, Trump's political advisor Roger Stone exited when Trump spent more time getting involved in public feuds than staying on message. While it is a good thing to speak your mind, remember that you've hired good people with specialized skills to do a job. If you have marketing and sales professionals on staff, rely on them and take their advice. Encourage open communication and honest debate before finalizing any plans. Trust and collaboration are key to building a successful team.

Be a Thought Leader: If anyone has the ear of the media and the business world, it's Trump, driving ratings and click rates, says the Huffington Post.

Maybe it's his net worth, maybe it's his business acumen, maybe it's both, but people always want to know his thoughts on the day's topics.

Developing media relationships takes time, but it's an investment worth making to establish your reputation as an industry expert. Writing articles or getting on the speaking circuit not only broadens your audience, it puts you on the radar and can lead to valuable partnership opportunities within your industry.

Don't Discount Social Media: Facebook reported that 3.4 million people shared information about Trump 6.4 million times in the 24 hours after he tossed his hat in the ring, top among all contenders – and in the first hour, he garnered 87% of all US Google search inquiries, according to the New York Post. And Trump is a pro at creating news for himself on Twitter.

Clearly there are regulatory hurdles in the financial industry that make using social media outlets challenging, but it is not impossible. Our world and how we communicate is changing. While the giants in the industry can assign staffs of writers and reviewers to the task, smaller firms and individuals owe it to themselves and their constituents to look closely at today's landscape and consider a game plan to engage this new media.

There is no doubt that Donald Trump is a case study in extremes – both positive and negative. He's built a brand centered on his persona, something individual financial professionals or firms can emulate. Perhaps the biggest positive take-away is simply to “get out there” and be seen and heard.

On the flip side, unlike Trump, before you take the stage, hone a clear message about your brand. Being able to articulate your approach to financial success in simple language and explain why it is a better mousetrap will speak volumes to potential clients.

Who Are You? Communicating a Compelling Value Proposition

Too many companies try to be all things to all people. Focus on what it is your company does well and where it will provide value. Focus on that key message and build your communications plan around it.

Breaking through the Clutter.

Whether you're talking to investors, financial professionals or reporters, your key message needs to break through the clutter and differentiate you. With over 12,000 mutual funds and thousands of managers, your target investors and intermediaries want to know quickly and succinctly how your firm will provide them tangible results.

In an industry where regulations won't allow you to flaunt specific financial statistics, articulating the unique benefit you bring to the table can be particularly challenging. Your value proposition will most likely revolve around a combination of philosophy, process or service. The good news is that any of these can permeate all of your products and be a driving force for how your entire firm approaches their responsibilities.

Build Your Organization around Your Value Proposition.

Too many companies try to be all things to all people. This just leads to confusion in the market and chaos internally - not to mention spending valuable resources on less profitable products. Multiple product lines and distribution channels are a good way to diversify, but not an effective way to build your image in a crowded marketplace.

A strong value proposition crosses over all of your products and is grounded in delivering something your investors need. Choosing one discipline does not necessarily mean you abandon others. What it does is dictate a set of behaviors and beliefs that employees can rally around. By narrowing your focus, you open the door to expanded energy and emphasis. In fact, it becomes the guiding reason for everything you do. If investors can readily see and value what you bring to the table, they will invest their money with you to get what you promise.

The more specific your value proposition is, the better. As an example, the parent of a well-known fund company states, "Our companies make a difference in people's lives by helping individuals, families and institutions put their hard-earned money to work." Another firm's story revolves around "providing investors with innovative strategies that dynamically blend investments to manage risk and enhance return potential."



Communication. Communication. Communication.

Regardless of how eloquently you craft your value proposition, ensuring that it is internalized by everyone working in your firm is imperative. A focused workforce can go a long way in establishing a visible difference between you and your competitors, increase the quantity and quality of prospects for future investments and increase market share in those segments you've targeted.

Your value proposition is the lynchpin in your marketing plan, while communicating this story to your existing investors reinforces the decision they've already made. It's important to remind current investors that they are getting what they signed up for by showing how your actions and performance delivered the value they expected. Building your public relations and marketing messages around your value proposition provides a sense of purpose and continuity to all your actions.

Even expressing the decisions portfolio managers made should support the firm's value proposition. When talking with the press or advisors, spokespeople need to weave a story that rings true to the investor's expectations. Continuity across all facets of your communications will solidify your identity and help build top-of-mind awareness for your products.

Everyone, from reception through salespeople up to the CIO, needs to be telling the same story. Reporters are looking for credibility. So, for instance, if a firm's value proposition revolves around growing secure retirement assets, that's the authority they want to quote. Reporters are anxious to talk to the experts and having a well-established identity puts you in the forefront.

Your Message is Worth Hearing.

At SunStar, our extensive experience with the financial community provides us with a unique understanding of the industry and the people who cover it. We know how to get your story noticed. Once your value proposition is solidified, our media boot camp program puts everyone on the same page. This specialized training teaches portfolio managers how to control the interview process so that your story can be woven into every answer. Many firms have benefited by providing this same training to their wholesalers and customer service staff, ensuring that your key message is delivered to the public firm-wide - because, in the end, a story is only as good as the people telling it.

A Picture's Worth a Thousand Words

We say a lot without ever opening our mouths. Make sure your non-verbal communication resonates with what it is you truly want to say.

When you meet someone for the first time, it's a fairly natural reaction to smile, nod and extend one's hand. So, when you're invited to appear on TV, remember Bob Barker's parting words to his loyal Price is Right fans of 50 years: "I thank you, thank you, thank you for inviting me into your home."

For those priceless few minutes of most financial TV program interviews, you are in fact invited into the offices and perhaps homes of investors, large and small. There, in living color and perhaps larger than life high definition, you'll want to ensure that you not only clearly tell your story, but that you also look good while doing so. Remember to consult these tips before every interview opportunity. (Many will apply to print interviews as well.)

Attitude!

- Get yourself in the best possible state-of-mind before the interview.
- Be engaged.
- Listen actively. If you've done your homework, you needn't be practicing your next answer during the questioning.
- Don't be afraid to nod or smile, you'll look interested and alive.
- If you are in the same studio with the interviewer, keep eye contact while the question is being asked. If you are in a remote studio, look at the camera. You never know when your shot is on the air.
- Show your excitement about your fund and your messages.

- Always remain polite, even if the reporter seems antagonistic.

Practical Matters.

- Always be on time.
- Sit up straight no matter what type of chair or stool is provided.
- Sit on your jacket, that is, pull it taught under you to avoid unflattering bumps and wrinkles.
- Keep a handkerchief or tissue handy to wipe perspiration during breaks.
- Leave your note cards in the dressing room. You know all the information you will need to know by memory. Glancing at cards makes it look like you are looking down and unsure of your answer.
- Take the pre-interview conversation seriously. Most programs require a conversation with the booker or producer to go over intended questions and issues to be discussed. Be sure to proactively communicate your key messages and themes because very often they will be integrated in the interview.

What to Wear/What Not to Wear.

- Feel free to ask the producer for wardrobe suggestions ahead of time.
- Dress professionally, even if your office prefers more casual attire.
- Stay away from large patterns or stripes.
- Stay away from black, red or white. Older technologies, which are sometimes still used, have difficulty with these colors.



- Accept the make-up provided, it will eliminate glare and make you look your best under the harsh lights.
- If you wear glasses, use them, but avoid looking directly at the lights.
- Men: consider knee length socks.
- Keep your jacket buttoned or only slightly open.
- Women: Avoiding red refers to your lipstick, too.
- Don't fuss with your hair, use hairspray as necessary.
- Avoid any flashy jewelry, or jewelry that jangles.
- As with anything, practice makes perfect. Ask for a tape of the broadcast to review and learn for next time. Be critical but kind to yourself. Remember, we are most critical of ourselves. The exposure and credibility you gain from accepting television interviews is, as MasterCard has coined, "priceless." So, be sure to refer back to these tips before every opportunity.

Special Tips for Remote Broadcast Interviews.

- Look directly into the camera, as though it is the interviewer or outside caller.
- Be comfortable fixing your earpiece should it fall out on the air.
- Remember the camera is rolling until the cameraman or producer tells you "We're done."

Learn more at SunStar's media bootcamp. We'll run you through practice interviews, coaching you before and after as we review the tapes together. You'll have the freedom to make mistakes and get the feel of being comfortable on camera so you can make the most of each and every media opportunity.

We Will Get Through This

In times of volatility there is much uncertainty. Use this time to your advantage and let your clients know your thoughts and strategies. Be a calming voice in turbulent times.

Sophisticated investors and professional money managers know this. They have confidence and history on their side. With that said, this is a test of fire where long hours and nerves of steel are not optional. In the midst of the firestorm in your own portfolios, reaching out to investors is essential.

“It’s both an opportunity and a responsibility to be a voice of calm and reason. Investors of all sizes are hungry for sound advice,” says Melissa Murphy, account manager at SunStar.

“Investors and their financial advisors are grasping at advice and guidance. Who better to provide it than their fund manager?” Being present in the press during volatile times is critical to stemming redemptions. We understand that it’s a tough balancing act with what seems to be a new crisis around every corner, but visibility now can have a huge payback. For your fund firm, talking with your target publications and reporters during this time yields a dual benefit.

“Shareholders are reassured when they see their fund manager display a steady and firm hand at the helm. Additionally, reporters will positively remember those managers who took the time to talk during frenetic volatile times such as these,” says Robert Tebeleff, account manager at SunStar. What more can be said?



Here are some guiding principles:

- Stay in control. If you haven’t already, establish a crisis management plan so you can stay ahead of the story and control your message.
- Be consistent. Your key messages and advice to investors shouldn’t change based on what’s happening in the markets on a day-to-day basis. Emphasize your long-term views and the strengths of your process.
- Communicate internally. Ensure that your entire staff, from the research team through the receptionist, understands your position. It may not be “business as usual,” but a sense of calm and control throughout the organization will go a long way to quelling investor and employee concerns.

- Make it easy for yourself. Establish a “press room” or “communications center” on your Website so that reporters and investors can get timely updates.
- Reassure. Say it once, then say it again and again. Use your Website, your commentaries and your interviews to get the word out. Investors are looking to be reassured that their fund managers are not panicking.
- Show respect and empathy. Investors will appreciate that you acknowledge their fears.
- Remember your shareholders are nearing retirement or dreaming of first homes and college educations for their children. Don’t sugar-coat your message, rather, provide as much information as you can that is meaningful. Use plain English and cite examples to aid comprehension
- Be on the front line. Monitor the media and prepare three or four points that describe how the

crisis is affecting your firm and the steps you are taking to minimize its impact. Get in front of the media as often as possible.

- Seize the opportunity. More investors than ever before are paying attention. This is an incredible opportunity to educate investors that volatility creates great opportunities.

It ain’t over till it’s over, and we’ve got a long road ahead. Damage control to investor confidence in the markets overall is paramount to future asset gathering.

At SunStar, we work with our clients to put together strong messages that answer the short-term questions, coaching them prior to reporter interviews. We help focus your approach and provide insight about specific journalists and publications.



Washington DC, New York, Chicago

211 N. Union Street, Suite 240
Alexandria VA 22314

sunstarstrategic.com

fundfactor.net responsibleinvesting.money

703-299-8390