

## Apples & Oranges? **Model To Determine If Production Can Be Reproduced Created**

Recruiting and consulting firm **Riotto-Jones & Company** has developed a formula to help determine how a private banker's production would vary based on institutional support. Top multi-million-dollar producers are always in demand, but broker production is not always reproducible from firm to firm. Private bankers may generate high revenue streams that are more based on a firm's support staff and platform rather than actual self-generated sales, **said Kenton Thompson**, president of **KeyCorp's** private bank and co-author of the study. Maintaining high production can become especially problematic if a broker moves to a firm that lacks the same resources as his previous employer--sometimes causing production to plummet as much as 50%, stressed Thompson.

The production model is based on quantitative and qualitative measures to compare the actual and, expected production of private bankers. The model judges the platforms of a banker's former firm versus the prospective new employer to see if the same expectations can be met at the new job, said Thompson. It groups institutions into three categories: international money centers, trust/asset management companies and regional banks. International giants, which include firms such as **Citigroup and Deutsche Bank**, are vastly different than regional banks and trust companies. The big multi-nationals tend to follow a traditional private banking model by not separating new business development and client retention functions, said Thompson. However, regional banks and trust companies tend to favor a client hand-off approach. Even within the same category problems can arise if there are material differences between firms. For example, a banker who is dependent on an internal referral source for part of his credited production, may lose that asset stream if the new firm lacks the channel.