

OFFICE GROWTH



BUSINESS PLAN

Multicultural / Pride / Women's Leadership Program
Team 8-2
Northwestern Mutual | Milwaukee, WI | Home Office | August 18, 2025

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PREFACE

A VISION FOR GROWTH

At its core, this project began with a challenge:

How might Northwestern Mutual open more offices- differently, intentionally, and with the future in mind?

As seven emerging leaders from across the country, we came together not just to explore business models, but to imagine what office growth could become if we allowed ourselves to think boldly.

What emerged is the **COMMUNITY OFFICE MODEL-** a concept that challenges convention, honors diversity, and aligns deeply with our company's evolving strategy.

Our Vision

To establish a scalable, community-based office model that extends Northwestern Mutual's reach into underserved markets, fosters inclusive growth, and develops the next generation of field leaders.

This is more than a new location strategy. It's a mindset shift- one that emphasizes proximity, flexibility, cultural relevance, and leadership development. It's about designing spaces that not only generate business outcomes, but also build trust and belonging in communities we haven't yet reached.

You'll find in the following pages a comprehensive plan- rooted in data, informed by field insights, and led with heart. It reflects what we believe:

The future of our firms depend on how we grow, not just how fast.

EXECUTIVE SUMMARY

Let's build a model that doesn't just grow business. It grows belonging, leadership, and the future of Northwestern Mutual in every community we serve.

Hypothesis:

If we create Community Offices- small, flexible, culturally relevant spaces- we can grow faster, develop future MDs, and expand our brand into places we don't yet reach.

We can enter underserved markets faster, at lower cost, and with higher local relevance.

We're not talking about a replacement for MD offices. We're talking about an on-ramp- a bridge into neighborhoods where we can't stand up a full MD office yet.

Overview:

Northwestern Mutual's current office growth model is proven- but not always fast or flexible enough to keep pace with market shifts. To truly reach the next generation of clients and advisors, especially in diverse*, underserved markets, we need a new approach.

The **COMMUNITY OFFICE MODEL** provides a lower-cost, higher-agility path to expanding our footprint while developing the next generation of Managing Directors.

This is not just about space- it's about building brand trust, talent pipelines, and leadership skills in communities where we don't yet have a scalable presence.



*Diverse markets: Communities with varied cultures, backgrounds, and perspectives, offering untapped growth potential.

THE TEAM



JASON DUDLEY
College Unit Director
Meeks Network | Conway, AR



SABRINA EGGERT
Growth & Development Director
Goes Network | Orlando, FL



NATALIE LE
Growth & Development Director
Michaels Network | San Jose, CA



RICARDO LEONARDO JR
Growth & Development Director
Gordon Network | Irvine, CA



JOE SOLIS
Director of Marketing
Byrne Network | San Francisco, CA



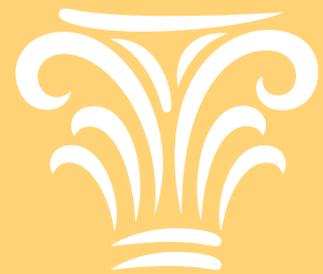
JENNIFER TUCKER
Director of Supervision
Black Network | Atlanta, GA



REGINA WARREN
Financial Advisor
Kiecker Network | Carmel, IN



TOM STEINBRENNER
Home Office Sponsor



BUSINESS OVERVIEW

Strategic Drivers:

Expansion into underserved, high-potential markets where traditional offices are slow or impractical to launch.

» **Changing expectations:** younger generations value flexibility, identity, leadership opportunity, and purpose-driven environments.

» **Workplace trends:** remote/hybrid work has reduced the demand for conventional office space, favoring more agile, multipurpose formats.

» **Desire for localized brand connection:** consumers are more likely to engage with businesses that feel relevant and culturally rooted in their neighborhoods.

» **Need to develop future leaders:** the Community Office model creates opportunities to gain real-world P&L and team leadership experience outside of the MD track.

» **NMs broader vision:** to build inclusive, authentic relationships with diverse households and communities across the country and growing leaders with an executive and entrepreneurial mindset.

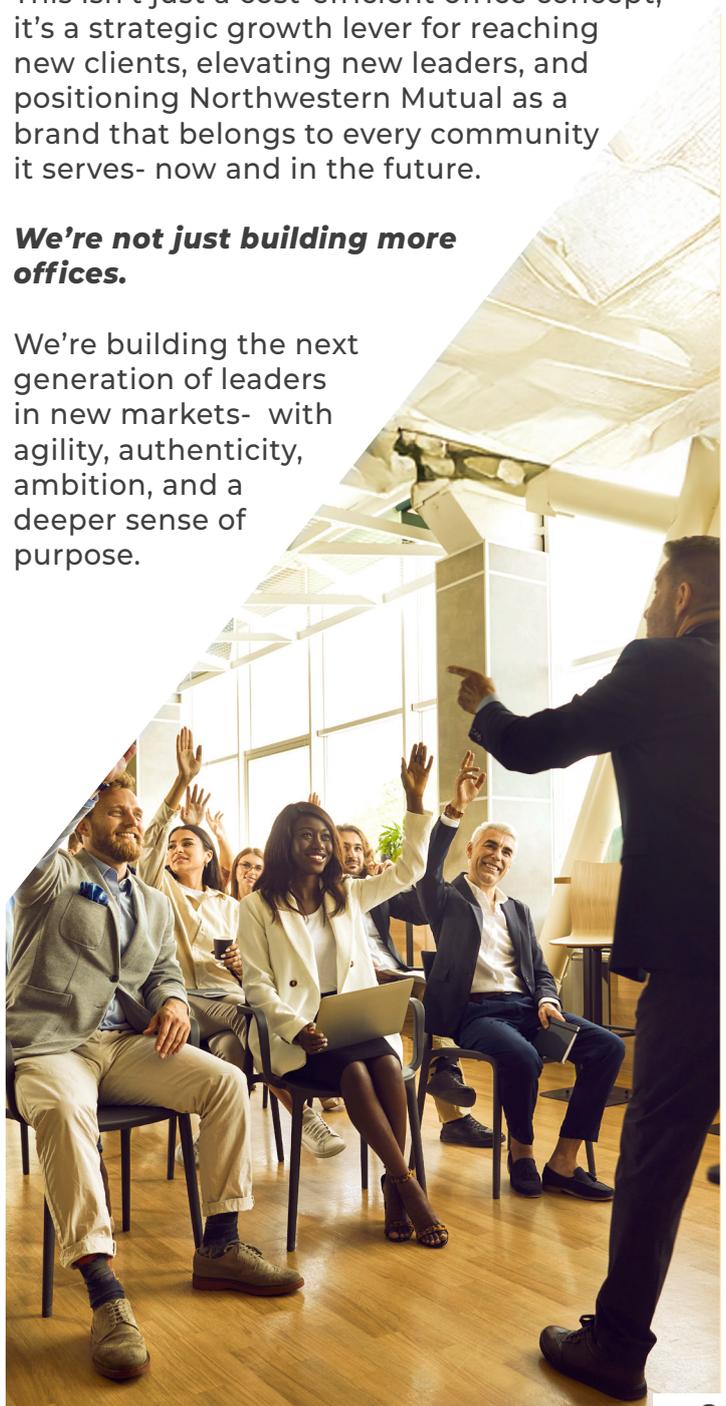
Our Opportunity:

To build brand equity and accelerate office growth by meeting emerging markets - and the next generation of advisors- where they are, both physically and culturally, through lean, community-driven office spaces.

This isn't just a cost-efficient office concept, it's a strategic growth lever for reaching new clients, elevating new leaders, and positioning Northwestern Mutual as a brand that belongs to every community it serves- now and in the future.

We're not just building more offices.

We're building the next generation of leaders in new markets- with agility, authenticity, ambition, and a deeper sense of purpose.



THE IMPACT

IMAGINE IT'S THREE YEARS FROM NOW...

The Community Office is buzzing with life. A pair of advisors are hosting a financial literacy seminar in the multipurpose zone while another wraps up a client meeting over coffee in the lounge. The walls display local art, the calendar is filled with neighborhood events, and the space feels less like a financial firm and more like a trusted part of the community's fabric.

THIS OFFICE DELIVERS WINS AND CHANGE

We're growing brand trust where it didn't exist. In communities that previously had little exposure to Northwestern Mutual, we're now a known and respected name. Because we didn't wait for clients to come to us, we showed up on their block, at their school events, and in their neighborhood small businesses with presence, consistency, and cultural fluency.

We're recruiting better and differently. The advisors walking through our doors reflect the community they serve. They feel a sense of belonging from day one. They're drawn in not just by a contract but by a mission they believe in and a chance to grow their career by growing their community.

We're evolving our footprint. Instead of clustering in city centers or affluent enclaves, we've expanded into the overlooked- Black neighborhoods, Latino corridors, LGBTQ+ cultural hubs, growing Asian American suburbs. We've doubled our market penetration in key ZIP codes. We're not only visible. We're trusted.

We're developing real leaders. Field leaders are learning how to lead from the ground up. Running budgets, building pipelines, hosting events, coaching advisors. They're not just top producers promoted into management, they're leaders who've earned their stripes. *And the result?* A stronger bench of future Managing Directors and even future MPs.

We're connecting to the next generation. Our clients are deeply connected to their communities. They want authentic relationships, cultural relevance, and advisors who understand their values. By meeting them where they are, in their neighborhoods, events, and daily routines- we're earning not just their business, but their trust.

We're learning how to scale. Some Community Offices have evolved into full MD-led shops. Others have remained agile and rooted as community hubs. A few didn't meet the mark, but because we launched with clear metrics and a test-and-learn mindset, even those gave us lessons that sharpened our strategy.

This model didn't just work, it moved the firm forward. It helped us grow where we weren't growing, reach who we weren't reaching, and lead in a way we weren't leading before.

When we do this in one neighborhood, we can do it again. Smarter. Faster. Together.

STAKEHOLDER ALIGNMENT

Launching a Community Office is not just about reducing cost, it's about strategic resource planning and collaboration. To make this model successful, alignment across key stakeholders is essential.



MANAGING PARTNER (MP):

Owns the decision to invest, sets expectations for success, and provides mentorship to the leader. The MP partners closely in resource allocation and long-term planning.



COMMUNITY OFFICE LEADER:

Operates the space, manages recruiting, builds community connections, and learns how to run the business with guidance from the MP.



HOME OFFICE:

Home Office teams collaborate on defining success metrics and refining the model for scalability. Provides guidance on real estate market, and brand standards.



POTENTIAL MANAGING DIRECTOR:

MDs may collaborate on resource sharing, recruiting, and development- especially where the Community Office could serve multiple territories.

This model encourages partnership between the field, the leader, and Home Office to:

- Launch quickly, but with purpose
- Share the vision and accountability
- Ensure the office meets both financial and leadership development goals

LAUNCH & GROWTH

This roadmap outlines how we'll introduce the Community Office to the market and sustain momentum over time.

It focuses on building awareness, trust, and engagement through targeted outreach, strategic partnerships, and consistent community presence. From pre-launch buzz to long-term growth campaigns, the plan ensures the office becomes a visible, valued part of the neighborhood, driving client acquisition, advisor recruitment, and brand relevance.

LAUNCH-CENTRIC MARKETING

- **Purpose:** Create buzz, drive awareness, and establish credibility from day one.
- **Signature Launch Event:** Partner with local Top Advisors, community leaders, and businesses. Include workshops, entertainment, and community giveaways.
- **Press & PR Push:** Send press release to local media, highlight leadership story, and pitch features on "why NM chose this community."
- **Social Media Blitz:** 30-day countdown campaign with video teasers, behind-the-scenes setup, and local voice collaborations.
- **Brand Presence:** Window wraps, signage, and pop-up booths at community events pre-opening.
- **Partnership Announcements:** Publicly commit to sponsorships or community initiatives at launch.

ONGOING ENGAGEMENT MARKETING

- **Purpose:** Build trust, deepen community roots, and drive sustained growth.
- **Monthly Financial Literacy Events:** Tailored to different audiences, families, entrepreneurs, young professionals.
- **Quarterly Signature Programs:** Example- "Community Wealth Series" or "Future Leaders Forum."
- **Local Partnerships:** Co-host events with non-profits, chambers of commerce, and local schools.
- **Content Marketing:** Community spotlights, advisor stories, and educational tips via social, local newsletters, and blogs.
- **Seasonal Campaigns:** Pride Month, Small Business Saturday, school year kick-off, etc., tied to community culture.

SUCCESS METRICS

- Event attendance growth month over month
- Social & digital reach on targeted marketing campaigns
- Number of new client and HH leads
- Number of advisor candidates engaged
- Strength and depth of community partnerships

APPENDIX

Market Details:

These six markets represent powerful opportunities to expand Northwestern Mutual's reach through Community Offices. Simply a snapshot, these cities were selected based on a blend of demographic diversity, untapped advisor potential, and cultural relevance. From LGBTQ+ hubs to majority-Hispanic neighborhoods and growing Black communities, these areas reflect the future marketplace.

By establishing a thoughtful, community-centered presence in these markets, we can grow brand relevance, deepen trust, and create advisor pipelines that mirror the communities we aim to serve.



Sacramento, CA

Growing Black and Hispanic populations. Diverse, family-oriented neighborhoods with increasing millennial presence.

Population:	526,672
Diversity Index:	High
Median Age:	36.2
Median HH Income:	\$85,928
Census HH:	563,856
HH Over \$100K:	43.0%
NM Penetration:	1.22%
Market Opp.:	314,628
Untapped HH:	556,993
HH Growth Potential:	5,429
% Growth Potential:	96.3%
High Income Untapped HH:	235,595



San Francisco, CA

Strong LGBTQ+ and AAPI communities, civic engagement, and progressive financial needs

Population:	808,988
Diversity Index:	Medium
Median Age:	40.7
Median HH Income:	\$126,730
Census HH:	360,842
HH Over \$100K:	76.0%
NM Penetration:	1.67%
Market Opp.:	213,117
Untapped HH:	354,509
HH Growth Potential:	4,728
% Growth Potential:	115.9%
High Income Untapped HH:	268,211



Fresno, CA

LGBTQ+-friendly, arts-heavy, and diverse in ethnicity. Significant Hmong, Lao and Latino populations.

Population:	545,717
Diversity Index:	High
Median Age:	32.8
Median HH Income:	\$67,603
Census HH:	318,322
HH Over \$100K:	33.0%
NM Penetration:	1.22%
Market Opp.:	314,628
Untapped HH:	316,767
HH Growth Potential:	1,501
% Growth Potential:	47.2%
High Income Untapped HH:	103,491



Scottsdale, AZ

Known for affluence and aging population. serve as a contrast market for testing strategies in lower-diversity areas.



El Paso, TX

Predominantly Hispanic/Latino. Rich in multi-generational families, community pride, and civic engagement.



Irving, TX

Large Indian and South Asian population, including recent immigrants.

Population:	526,672	Population:	808,988	Population:	545,717
Diversity Index:	High	Diversity Index:	Medium	Diversity Index:	High
Median Age:	36.2	Median Age:	40.7	Median Age:	32.8
Median HH Income:	\$85,928	Median HH Income:	\$126,730	Median HH Income:	\$67,603
Census HH:	563,856	Census HH:	360,842	Census HH:	318,322
HH Over \$100K:	43.0%	HH Over \$100K:	76.0%	HH Over \$100K:	33.0%
NM Penetration:	1.22%	NM Penetration:	1.67%	NM Penetration:	1.22%
Market Opp.:	314,628	Market Opp.:	213,117	Market Opp.:	314,628
Untapped HH:	556,993	Untapped HH:	354,509	Untapped HH:	316,767
HH Growth Potential:	5,429	HH Growth Potential:	4,728	HH Growth Potential:	1,501
% Growth Potential:	96.3%	% Growth Potential:	115.9%	% Growth Potential:	47.2%
High Income Untapped HH:	235,595	High Income Untapped HH:	268,211	High Income Untapped HH:	103,491

METHODOLOGY

As we evaluated markets for a potential Community Office, we went beyond surface-level metrics to identify overlooked, high-potential communities. Using diversity data, advisor density, cultural anchors, and talent pipelines, we developed simple formulas to uncover growth opportunities in places where NM could build relevance, access, and long-term trust.

DIVERSITY SCORING

We referenced data from finder.com's Most Diverse Cities in the U.S. to understand the racial, ethnic, and cultural diversity of over 500 cities. This helped prioritize opportunities to expand brand presence and build trust.

ADVISOR-TO-POPULATION RATIOS

Using Northwestern Mutual internal data, we assessed the number of advisors in each city or county compared to total population size. This allowed us to flag underserved markets where advisor coverage is low relative to community size.

CULTURAL RELEVANCE

We identified local neighborhoods known for cultural identity, community engagement, or economic growth to ensure each market presented not only business opportunity but authentic alignment with NM's mission of inclusion.

COMPARATIVE ANALYSIS

We selected a mix of high, moderate and low diversity markets to explore how community offices might perform across different settings and where the greatest impact could be made.

THE SPACE

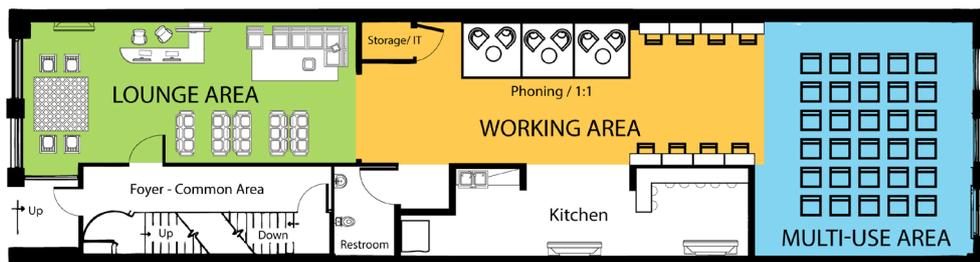
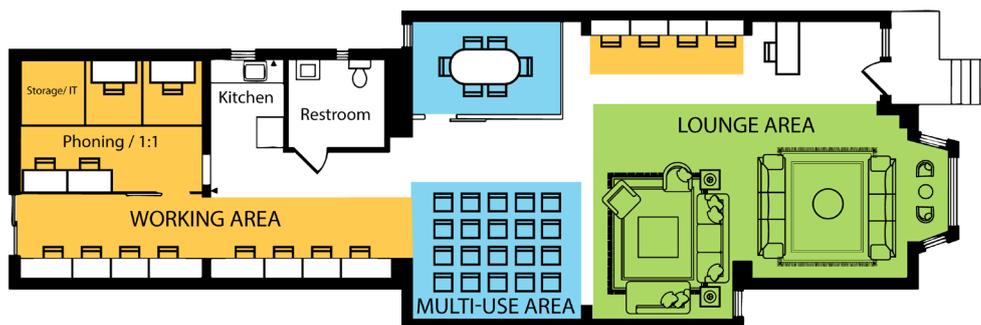
Each Community Office is thoughtfully designed to be flexible, approachable, and community-centered. While the layouts may vary by location, all spaces share a core function: to foster growth, engagement, and connection.

This modular design allows each office to flex with the needs of its neighborhood, leader, and pipeline, supporting brand engagement, recruiting, and leadership growth simultaneously.

Core Zones:

- **Lounge Area:** For informal conversations, networking events, and community gatherings.
- **Work Area:** For advisors to work, meeting with clients, and host interviews or recruiting sessions. It's optimized for both focus and teamwork.
- **Multipurpose Area:** An open, adaptable space for presentations, financial education workshops, local partnership events, or advisor training. This area brings the community and NM together under one roof.

1,569 Square Feet
\$4,995 per month
Term: Negotiable



2,562 Square Feet
\$4,675 per month
Term: 3-5 years

1,588 Square Feet
\$3,595 per month
Term: 3-8 years



BUILT ON INSIGHTS

WHAT WE'VE LEARNED FROM PAST EFFORTS

Northwestern Mutual office models such as SARE offices and Passion Offices; some succeeded, others struggled or sunsetted due to:

- **Insufficient Leadership Support:** Success required full leadership buy-in, not just a “test and see” mentality.
- **Community Disconnect:** Some offices did not establish strong local ties.
- **Pipeline Challenges:** Recruiting new advisors from the community is critical, but it takes time and intentional effort. When the advisor pipeline stalled, the office struggled to sustain momentum.
- **Undefined Success Metrics:** Without clear goals or accountability, it was difficult to measure success, know when to pivot, or decide on next steps.
- **Leadership Transition Uncertainty:** There wasn't always a clear path for leaders who started these offices- creating confusion about what came next.

EXTERNAL LEARNINGS (CAPITAL ONE CAFÉS, DISCOVER, ETC.)

Other industries have tried similar models. For example, Capital One Cafés and Discover Financial's community branches aimed to build local engagement but encountered challenges:

- **Concept Confusion:** Consumers weren't sure whether the spaces were coffee shops, community centers, or financial hubs- diluting brand clarity.
- **High Operating Costs vs. Low ROI:** Premium real estate and amenities didn't always translate to product adoption or financial services engagement.
- **Transactional Relationships:** Hosting events was not enough, without building trust and follow-through, these models failed to create lasting customer relationships.

HOW THIS OFFICE MODEL IS DIFFERENT.

- It's not a “one-size-fits-all” solution, it's adaptable by market and community.
- It's not just about space, it's about leadership, pipeline, and purpose.
- It's built to test, learn, and pivot so NM grows smarter, not just bigger.

Past / External Models

Undefined Office Purpose

Inconsistent Leader Support

High Fixed Costs, Low Flexibility

No Long-Term Pathway

Community Office Model

Clear purpose: build brand trust + grow advisor pipeline

Leader development and success grows careers

Lean footprint, lower capital needs, flexible space use

Multiple growth paths: MD transition, sustain as community hub, or sunset with data learnings

MEASURING SUCCESS

Success in a Community Office isn't defined by one metric, it's shaped by the goals of the Managing Partner, the vision of the office leader, and the needs of the community. That's why KPIs aren't one-size-fits-all. But what they do provide is a framework for tracking impact, making decisions, and refining the model over time.

Whether it's advisor growth, community engagement, leadership development, or ROI these metrics give leaders the insight to know when to scale, sustain, or evolve.

With measurable goals and clear feedback loops, this is how we grow intentionally and better.

Advisor & Talent Pipeline

- Initials to Contract ratios
- Diversity pipeline
- Recruiting conversion rate
- Advisor 12-month retention

Community Engagement & Visibility

- Number of events hosted monthly
- Event attendance and community participation
- Brand awareness lift
- Partnerships activated with local organizations or influencers

Client Acquisition & Growth

- New client growth
- Number of new advisor QS's and FF completed

Leader Development

- Progress on leadership competencies (P&L, recruitment, operations)
- Peer, mentor, or MP feedback
- EPV Percentage

Strategic Market Growth

- Local NM market penetration improvement
- Comparative performance vs. MD office markets



VOICES FROM THE FIELD



A community office provides collaboration, innovation and the opportunity to bring many members of the community into our office to learn about the planning we do.

Michael Byrne
Managing Partner



This team is poised to become the new face of Northwestern Mutual... one that differentiates it from a legacy-based profession and propels it to a resource everyone trusts when it comes to money!

Expect the unexpected.

Caroline Trudeau
CEO & Storyteller



This business plan presents a truly innovative and forward-thinking concept, grounded in solid research, and designed to disrupt and grow the market in a smart, strategic way. It reflects both vision and practicality- an exciting blueprint for meaningful impact.

Jenica DelRose
Field Growth & Engagement Partner



I believe when implemented this concept will be a game changer for our distribution system.

I believe this approach will also encourage more people to “raise their hand” for field leadership opportunities.

Jessica Burks
Chief Growth and
Supervision Officer



We strive to be at the center of our clients’ financial lives.

This new office concept gives us the opportunity to be at the center of our communities’ lives as well. I love the idea of opening a storefront office to continue supporting underserved markets.

Andrew Altman
CFO



THE LEADER

At Northwestern Mutual, field leadership drives both our growth and our impact. The **COMMUNITY OFFICE MODEL** aligns with our vision by offering future MDs and MPs a real-world environment to lead; managing a P&L, growing a team, and building local presence.

It also addresses a critical gap. Too often, strong producers become leaders without the operational experience they need. This model helps build better-prepared leaders, not just promote high performers.

AN OPPORTUNITY FOR MULTIPLE CAREER PATHS

The Community Office creates a unique leadership platform for both- High-performing Advisors preparing to step into a Managing Director role, and Director-Level and C-Suite Leaders who are not currently contracted advisors but who are ready for the next step and ready to lead, grow, and develop talent in the field.

WHY THIS MATTERS

For Advisors: It's a step toward future Managing Director roles with real-world practice in leadership and operations.

For Director/C-Suite Talent: It's a way to lead without needing to be a producing advisor, while still growing the firm, building teams, and expanding the brand.

For NM: It's a leadership pipeline, helping grow and retain diverse leaders who are deeply connected to Northwestern Mutual and the communities they serve.

This model aligns with NM's vision for the field leader of the future: an entrepreneurial, community-centered, talent-developing leader who drives change, builds culture, and creates sustainable growth.

THE ROLE OF BEING A FIELD LEADER AND HOW THE COMMUNITY OFFICE DEVELOPS IT

Change Agent: Drives innovation, aligns vision with NM's growth, and accelerates local impact.

Brand Ambassador: Builds authentic community ties and elevates NM's presence in diverse markets.

Talent Scout: Recruits new, diverse talent and expands advisor pipelines.

Culture Catalyst: Creates inclusive environments and unites teams around shared purpose.

Developer of Self & Others: Coaches advisors and grows personally through real-world leadership.

Operator of the Business: Manages strategy, finances, and operations to build a sustainable office.

MARKET REVIEW

Our greatest opportunities lie in communities that are historically underserved- yet full of energy, culture, and unmet financial potential. These are places where trust must be earned, presence matters, and where our traditional office model may have not yet taken root.

This map highlights potential markets across the country- each chosen for its unique mix of opportunity, diversity, and alignment with our mission. From predominantly Hispanic neighborhoods in El Paso to culturally rich enclaves like Jersey City's India Square or San Francisco's Castro District, each area offers a powerful chance to meet people where they are.

Some of these cities, like Springfield or Arvada, are not known for their diversity. That's just as important. These are areas where we must be thoughtful about relevance and representation before investing further.

Each community shown tells a story of potential- a market ready for stronger brand visibility, a neighborhood in need of accessible financial planning and a new generation of advisors looking for purpose and proximity.



Richard Laycock (2021, Sep 07). Most diverse cities in the US. <https://www.finder.com/research/most-diverse-cities-in-the-us>

THE OFFICE MODEL

The Community Office is not just about opening physical spaces, it's about transforming how Northwestern Mutual grows its footprint, develops talent, and serves communities.

This model addresses three goals:

<p>BRAND ENGAGEMENT</p> <p>Becoming a Trusted Community Partner</p>	<p>FIRM GROWTH</p> <p>Building the Next Generation</p>	<p>LEADERSHIP DEVELOPMENT</p> <p>Preparing Future Leaders Through Real-World Experience</p>
<p>Traditional office models often operate from a central business or downtown/financial district.</p> <p>The Community Office shifts that model to the heart of diverse neighborhoods, meeting people where they live, work, and connect. By creating an approachable, culturally relevant space, we increase NM's local visibility and foster long-term brand trust. This is about becoming a recognizable neighbor, not just a financial services provider—building relationships before transactions.</p> <p>The space will host financial literacy events, networking nights, and community partnerships that create meaningful engagement. Over time, this consistent presence will position NM as an embedded part of the community fabric.</p>	<p>Recruiting new advisors is essential for NM's long-term success, especially advisors who reflect the diversity of the markets we aim to serve.</p> <p>The Community Office serves as a front door for attracting and developing this talent. Its smaller footprint and local focus create a welcoming environment for potential advisors who may not have previously seen NM as accessible or relevant.</p> <p>Events such as internship nights, career panels, and meet-the-advisor gatherings help introduce the NM opportunity in a non-intimidating setting.</p> <p>Once recruited, new advisors can use the space to collaborate, learn, and build early-stage client relationships in a supportive environment.</p>	<p>Many of today's high-performing advisors are promoted into leadership without the opportunity to develop critical executive or management skills in advance.</p> <p>The Community Office addresses this gap by providing practical experience before they take on full MD responsibilities.</p> <p><i>Leaders will learn how to:</i></p> <ul style="list-style-type: none"> - Manage a P&L in real time - Oversee recruitment and advisor growth - Host events that build community trust - Collaboration with CMO and HO branding - Operate and lead a physical space, managing day-to-day operations <p>This model provides a leadership “lab” for emerging leaders to learn, fail safely, and grow, setting them up for long-term success as MDs when the time is right.</p>

OFFICE EVOLUTION

COMMUNITY OFFICE TO DISTRICT OFFICE

- Consistent metrics met: advisor pipeline growth, event engagement, client growth.

Strong brand and client presence in the community.

Leader(s) has demonstrated readiness: recruitment, management, P&L.
- Transition from community to MD-funded model

Build out full-scale team (recruiters, GDD's, office admin)

Long-term lease or permanent real Estate strategy.
- It fulfills the "growth path" goal for both the leader, the Network Office and Northwestern Mutual.

The community office becomes a feeder to firm leadership and Enterprise value.

CONTINUE AS A COMMUNITY OFFICE

- Engagement is growing, though not consistently.

Strong community buy-in, but pipeline slow to build.

The leader shows promise but may need more time.

A Co-MD path could work, or if misaligned, a new leader may be needed.
- Continue cost-share (MP, MP & HO, MP & MD, etc.).

Increase marketing, events, or mentorship support.

Refine success metrics based on learnings.
- Staying the course in promising communities without prematurely scaling or exiting.

This "middle lane" gives flexibility to nurture long-term potential.

SUNSET PLAN

- Metrics consistently missed: low attendance, low conversion, lack of leader engagement

Community or partner disinterest.

Poor ROI or cost-to-impact ratio.
- Activate sunset plan (30-60 day closeout).

Document learnings: "what worked, what didn't."

Re-deploy assets (furnishings, staff, funds).

Feedback loop: use lessons to inform future site or model choices.
- Failure isn't fatal -it's a feedback mechanism.

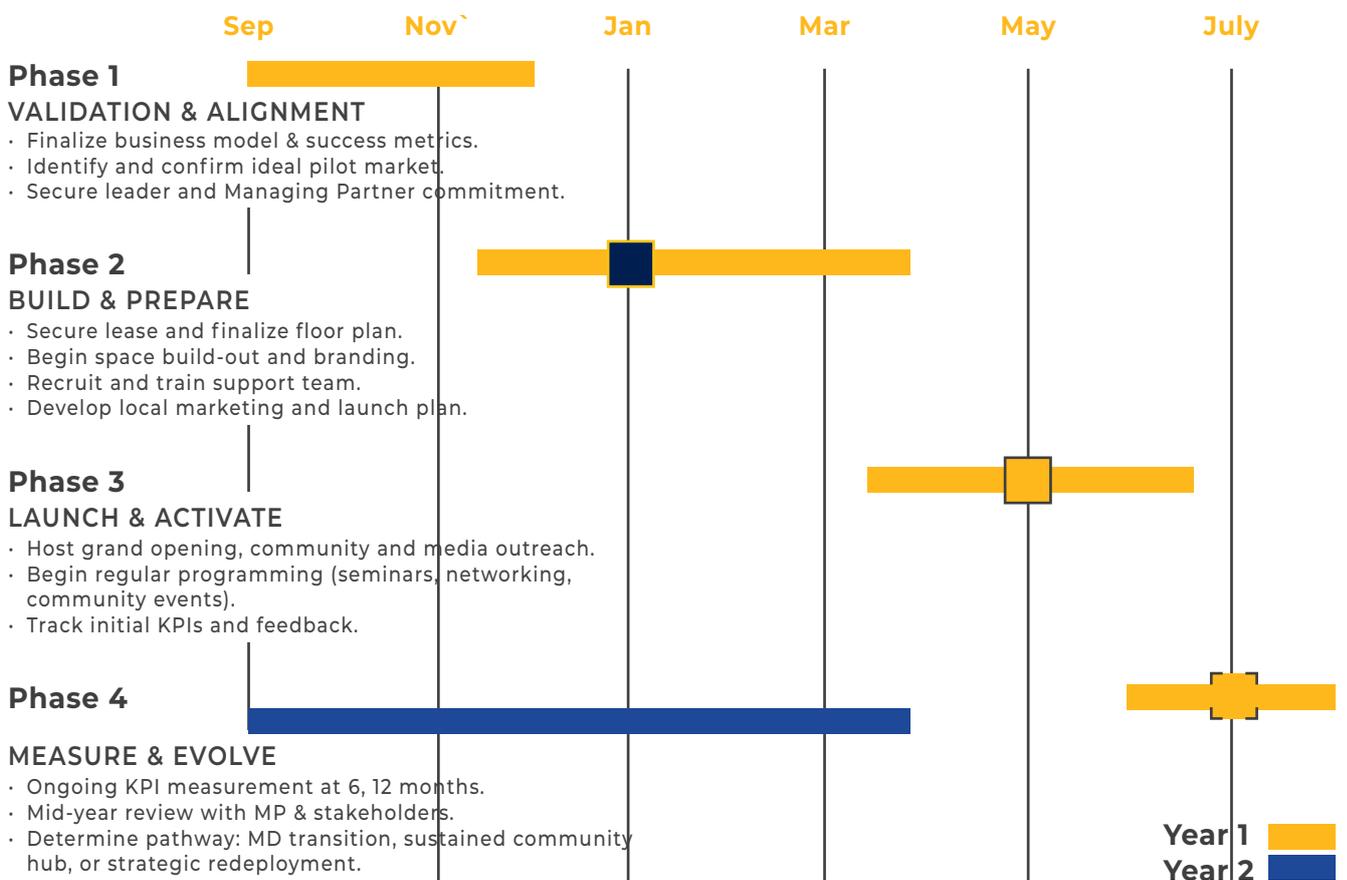
A clear off-ramp reduces risk and signals maturity in experimentation.

PROJECT TIMELINE

Project and Go-To-Market Timeline

From concept to launch, the Community Office journey moves through research, market analysis, space design, leader selection, and stakeholder alignment. The process is iterative, with ongoing input and alignment to each Managing Partner’s vision to ensure the office is set up for success.

Running in parallel, the go-to-market plan builds local awareness and trust before doors open. Through targeted marketing, partnerships, and community engagement, we create momentum that ensures the office launches not just as a space, but as a visible, valued presence from day one.



GO-TO-MARKET TIMELINE



FINANCIAL MODEL

Expanding Northwestern Mutual's footprint traditionally requires significant upfront capital, long-term leases, and hiring a full leadership and recruiting team. The **COMMUNITY OFFICE MODEL** offers a leaner, more agile path to growth designed to minimize risk while maximizing flexibility.

MONTHLY COST	COMMUNITY OFFICE	MD OFFICE*
Office Space	\$10,000	\$55,000 (in a high market)
Build-out/ Furniture	\$2,775 (3-year lease)	\$4,156 (10-year lease)
Staff Salaries	\$5,031 (30-hr/ office coordinator)	\$31,500 (five full-time - \$65k)
Tech	\$2,100	\$2,100
Events/ Meals	\$3,000 (2 partnership events)	\$2,000
FPA/ Trainings	\$0.00	\$800 (per candidate)
Office Supplies	\$1,200	\$1,700
TOTAL	\$24,506	\$97,266

**Costs based on California Bay Area Market*

Resource Planning:

Expanding Northwestern Mutual's footprint traditionally requires significant up-front capital, long-term leases, and hiring a full leadership and recruiting team.

The **COMMUNITY OFFICE MODEL** offers a leaner, more agile path to growth designed to minimize risk while maximizing flexibility.

- **Community Office Leader:** Runs day-to-day operations, recruits, develops advisors, manages P&L.
- **Administrative Assistant (Part-Time):** Manages scheduling, event logistics, office support.
- **Advisor Support:** Supports pipeline development, shares expertise, builds presence.
- **Network Office/MD Partnership:** Provides shared support, mentorship, and recruiting collaboration.

RISK & MITIGATION

Every innovation carries risk, but thoughtful planning and proactive strategies can minimize exposure and maximize learning. The **COMMUNITY OFFICE MODEL** anticipates potential challenges and outlines clear mitigation approaches to keep the pilot on track.

LEADER MISALIGNMENT

The right leader can make or break the office's success.

Selecting a leader without the right skills, community ties, or long-term vision could limit success.



Use a rigorous selection process focused on an "Ideal Leader" profile. MP and stakeholder alignment, and provide robust onboarding, coaching, and ongoing support.

INSUFFICIENT COMMUNITY ENGAGEMENT

Lack of strong local ties, space risks becoming just "another office."

Low visibility or weak partnerships could result in poor brand traction.



Build a pre-launch engagement and business plan that includes local events, partnerships, and targeted marketing. Measure awareness and adjust outreach based on community feedback.

SLOWER GROWTH THAN EXPECTED

Recruitment & client acquisition are primary drivers of long-term sustainability.

Advisor recruitment and client acquisition may take longer than planned.



Set realistic, phased metrics and KPIs for recruitment and business development. Provide recruiting resources, leverage local influencers, and host recurring community-focused events.

FINANCIAL UNDERPERFORMANCE

Keeping costs under control is vital to prove the model's viability.

Costs could outpace revenue during early phases.



Keep start-up and operating costs lean. Use flexible leases, shared resources, and adjustable staffing models to control expenses. Regularly review P&L and make adjustments.

MARKET FIT CHALLENGES

Even with the best leader and plan, the wrong market can limit results.

The selected community may not yield the expected client or advisor growth.



Base market on layered data analysis (diversity, HH growth, NM penetration and targets) and MP/HO insight. Build in decision points to pivot, scale, or sunset if needed.

THANK YOU!

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David Kiecker
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Allison Malone
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TO OUR FAMILY, LOVED ONES, SPOUSES, PARTNERS, AND FRIENDS- THANK YOU FOR LENDING US YOUR EARS, YOUR PATIENCE, AND YOUR SUPPORT.



LET'S OPEN NEW DOORS



The **COMMUNITY OFFICE MODEL** is a bold step toward reaching new markets, developing stronger leaders, and building a brand that truly reflects the communities we serve.

IF YOU'RE A MANAGING PARTNER:

- Identify markets in your territory with untapped potential.
- Consider emerging leaders who could thrive in this role.
- Partner with us to define your success metrics.

IF YOU'RE A LEADER

- See yourself in this role as a builder, connector, and community catalyst.
- Bring forward your vision for the market you want to lead.

IF YOU'RE A STAKEHOLDER OR PARTNER

- Share insights, resources, and connections that could make this office launch stronger.
- Help secure alignment and remove barriers.

TOGETHER, WE CAN...

- Expand our footprint into diverse, high-potential neighborhoods.
- Develop the next generation of Managing Directors and Managing Partners.
- Build belonging into every market we enter.

Now is the moment to shape where and how we grow next.

REFLECTIONS

It's About Impact.

What started as a capstone became something more personal- a mission to open doors to new communities, new leaders, and new ways of thinking about growth. Along the way, we didn't just analyze data or build financial models. We put our hearts into imagining how NM can serve people and places we haven't yet reached, and how we can build a firm that reflects the future, not just the past.

We asked ourselves:

What if office growth could look different? What if it could be smarter, faster, more inclusive- and more human?

The **COMMUNITY OFFICE MODEL** is our answer to that question.

It's not a replacement for the way NM has grown in the past. It's a bridge into new markets, new relationships, and new leadership development pathways. It gives us the chance to show up differently in diverse neighborhoods, build deeper trust, and create opportunities for advisors and leaders who reflect the communities they serve.

And most importantly, it offers a real-world leadership lab where future Managing Directors, Managing Partners, and even Director-level or non-traditional leaders can learn by doing; gaining the operational and entrepreneurial skills needed to lead.

So what comes next?

That's the exciting part. when this works, it becomes a blueprint for how we grow, not just in number of offices, but in relevance, in belonging, and in leadership capacity.

And if the model isn't the right fit in a particular market? We'll learn, we'll iterate, and we'll try again. Because that's what leaders do. We test bold ideas, and we refine them in service of a bigger mission.

Our Commitment

As a team, we didn't just complete a project. We created something we believe in. We're proud to share this not as a finished product, but as an invitation to collaborate, to test, and to lead together.

The future of our firms depend on how we grow, not just how fast.

JASON DUDLEY

SABRINA EGGERT

NATALIE LE

RICARDO LEONARDO JR

JOE SOLIS

JENNIFER TUCKER

REGINA WARREN