



## **Recap: 2016 BDA Sales Managers Roundtable Thursday, April 7th Hilltop Securities Dallas, TX**

The BDA Sales Managers Roundtable was held on Thursday, April 7th at the offices of Hilltop Securities in Dallas, TX.

The roundtable was attended by sales managers from over 20 BDA member firms. A full agenda for the roundtable, including discussion leaders and topics, can be viewed [here](#). A full event recap is below with links to presentations and discussion documents.

The roundtable included discussions of high-priority sales topics, including:

- Effective account management issues
- Utilizing metrics to evaluate your sales team
- Regulatory issues impacting sales and trading
- How to use technology to maximize the efficiency and profitability of your sales force

**Thank you to National Public Finance Guarantee for sponsoring the roundtable!**



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### **Effective Account Management: Setting Sales Goals and Client Management**

- Discussion led by Alan Hogg - Former National Fixed Income Sales

## **Manager, Wells Fargo Securities; former BDA Board Member**

- Effective Account Management: Presentation slides can be viewed [here](#).
  - Making better decisions about account assignment
  - Analyzing the total potential revenue of an account on a long-term basis
  - Asking the right questions to understand the value of an account
  - The importance of account ranking
  - **Discussion Question:** Is there a negative relationship between number of accounts covered by a sales representative and the revenue generated by that sales rep?
  - **Discussion Question:** How long should you give a sales person to be successful with a specific account? How do you make this assessment with different types of accounts?
  - **Discussion Question:** Do you have a written, bullet-pointed plan for your top accounts that outlines your strategy?

## **Regulatory Issues: Best Execution, Municipal Advisor Rule Compliance**

- **Discussion led by Blake Morris - Co-Chief Compliance Officer, Hilltop Securities**
  - Best Execution Rule Review:
    - Understanding and documenting market conditions at the time of trade
    - Best execution reviews and internal committees
    - Process and procedures for illiquid securities and 'extreme market conditions'
    - Ongoing difficulties with SMMP certification
  - G-42 and Municipal Advisor Rule Compliance:
    - Ensuring the sales force understands principal trading and advice compliance requirements related to G-42
    - Documenting when a municipal customer account does not contain bond proceeds
    - Trends in account coverage taking place due to G-42
  - Municipal Primary Market Sales Compliance and Enforcement
    - What are firms doing to prevent retail orders entered for a new issue during the initial sales period are not improperly executed in the secondary?

## **Profitability Measured by Return on Capital (ROC): How Does ROC Impact Decision Making for Sales Forces?**

- **Discussion led by John Miller - Fixed Income Sales Manager, Piper Jaffray and Bill Vogelpohl - Managing Director, Hilltop Securities**

- A ViableMkts-created discussion document outlining key terms can be read [here](#).
- Overview of what ROC is and why it is a crucial metric to understand for evaluating sales-force profitability
- How the return on capital metric allows sales teams to understand the total value of an account
- Analyzing ROC by asset class, primary v. secondary trades, riskless v. risk adding/reducing trades
- Analyzing accounts by how much new risk, new capital pressure they present to your dealer firm

### **Leveraging Technology to Deliver Account Management and Sales Force Optimization**

- **Discussion led by Chris White - CEO, ViableMkts**
  - A ViableMkts discussion document outlining key terms can be read [here](#).
  - What is an Order Management System (OMS) and how does the buy side utilize OMSs?
  - How can dealers use direct connectivity to enhance order flow?
  - More information about ViableMkts and BDA's partnership with ViableMkts can be found [here](#).

We hope this information is helpful. Feel free to contact the BDA with any questions or comments.

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