

# **Johnson & Company** **"Marketing Alpha" For Sub-Institutional Alternative Managers**

## **"MARKETING ALPHA"**

**How New, First-time & Smaller Managers**  
**GET REAL, GET READY and GET RESULTS** Raising Assets



**INFORMATION ♦ INSIGHT ♦ INTELLIGENCE ♦ INSTRUCTION ♦ INTRODUCTIONS**

**Bryan Johnson, Founder & Managing Partner ♦ Johnson & Company**

*“Performance is of secondary importance to perceived safety and a reduction of headline risk. As such, a high-quality product and strong historical returns are not enough for small managers to attract assets. They need an effective sales and marketing strategy. Managers must realize that high-quality marketing is a critical element of a hedge fund's survival and success”.*

**Don Steinbrugge**  
**Founder and CEO of Agecroft Partners**

**Agecroft Selected by Hedgeweek and/or HFM 13 years in a row as Hedge Fund Marketing Firm of the Year.**



## **Bryan K. Johnson - Managing Partner**

- 25+ years experience in alternative asset class.
  - Principal investor, marketer/salesperson, advisor & expert witness.
- Personally raised \$3+ billion.
- Principal investor of \$100 million private fund.
- Global Head of Business Development for the Alternative Funds Group (AFG) with Moody's Investors Service in New York City.
  - Senior Relationship Officer (SRO) actively called on investment executives and board members at endowments, foundations, Taft-Hartley plans, single and multi-family offices, public pensions, broker-dealers, RIAs and institutional consultants.
  - Led deployment of Operational Quality (OQ) ratings for hedge funds, credit ratings for alternative investment securitizations, Collateralized Fund Obligations (CFOs) and debt obligations of alternative asset managers. Clients: Citadel, Fortress, King Street, Marathon, SAC, Millennium, Brevan Howard & Marshall Wace.
- Before tenure with Moody's, served as senior lead consultant and chief expert witness for The Texas Office of The Attorney General and The State of Texas in the evaluation of hedge funds and private equity firms involving disposition of the generation assets of Texas Genco and the multi-billion dollar true-up of Centerpoint Energy (CNP:NYSE).
- Prior to representing State of Texas and Texas Office of The Attorney General, CEO/Founder of Gotham Bay Partners, an alternative investment firm which developed investment policy and asset allocation strategies for 60+ private wealth investors and family offices as well as evaluated single manager and pooled private equity and hedge funds.
- B.A. - Washington and Lee University (Lexington, VA) 1986.

## THE FIRM

Since 2010, Johnson & Company has been the **ONLY** firm solely dedicated to the unique marketing needs and fundraising requirements of new, first-time and sub-institutional alternative asset managers.

### AN IMPORTANT NOTE:

The marketing and fundraising processes for new, first-time and smaller sub-institutional managers are completely different than for more-seasoned institutional managers and firms with large AUM. Failure to completely understand critical distinctions along with limited experience with the numerous qualitative and quantitative requirements, nuances and complexities of marketing and fundraising on a "manager-specific" basis leads to mistakes and failure raising assets.

Johnson & Company offers the key ingredient for new and smaller managers to get results raising assets: "**MARKETING ALPHA**".

"**Marketing Alpha**" expediently, economically and efficiently helps new, first-time and smaller managers get real and get ready to get results raising assets.

25+ years experience, expertise and skill marketing alternative assets and funds enables providing new, first-time and smaller managers with a process that employs consultative candor and accountability to quickly stop as well as prevent marketing mistakes that lead to wasted time, effort and money by eliminating the hype, noise, wrong information, myths and fiction about raising assets. Equally crucial is the marketing information, insight, intelligence, instruction and introductions delivered in combination with the strategic, tactical, operational and financial marketing **FACTS** on a "manager-specific" basis.

This level of "manager-specific" marketing process customization and attention optimally-positions, prepares and equips the manager for **assisted execution** of the marketing process "step-by-step/day-by-day" at the level required to raise, retain and expand AUM consistently, faster, easier and less expensively.



# THE REALITY OF MARKETING & CAPITAL RAISING FOR NEW, FIRST-TIME AND SUB-\$100 MILLION AUM MANAGERS

**MOST NEW, FIRST-TIME AND SUB-\$100 MILLION AUM MANAGERS FAIL TO GET AUM BEYOND PERSONAL CAPITAL ALONG WITH SMALL INVESTMENTS FROM FAMILY, FRIENDS AND MINOR INVESTMENTS FROM A FEW SOCIAL AND PROFESSIONAL RELATIONSHIPS.**

The majority of new and smaller managers firmly believe raising assets is simply a matter of investment performance. As a result, "marketing" becomes a "pitchfest". Filled with conviction that past and future investment performance will quickly attract all the assets wanted, the expectation is to swiftly surpass the "credibility threshold" of \$100 million AUM, leap to \$250-\$300 million AUM the "minimum critical mass" for institutional assets, and very shortly find themselves firmly in the "global institutional fundraising sweet spot" between \$400 million - \$2 billion AUM. At such point, they will be large enough to optimize tactical fundraising due to the ability to attract assets from all investor segments but also remain small enough to be "nimble" and avoid the dreaded "dis-economies of scale" associated with large AUM that characterizes the fund/firm as merely an "asset gatherer" functioning as a wealth creation annuity for the founder(s) but devoid of the desire and capability of delivering actual performance to investors.

However, within a relatively short period of time the forgone conclusion of somewhat quickly raising significant assets begins to diverge from reality. The anticipated consistent acquisition and momentum in growth of AUM fails to meet expectations. An awareness begins to take hold: Investors, intermediaries and allocators have shifted to a multi-factor manager evaluation process encompassing idiosyncratic qualitative/quantitative aspects that go well-beyond solely investment performance as THE only metric in the allocation/investment decision.

With more stringent and broader investor requirements of managers and funds, "pitching performance" to raise assets is a waste of time, even with the presence of exceptional performance on a risk-adjusted, relative benchmark, peer or absolute return basis. A climate of persistent crisis, global geopolitical instability, fiscally challenged central banks and higher volatility along with social conflict impacts the financial markets on a daily basis. These issues bring uncertainty, which exacerbates skepticism, stringency and selectivity of investors. In turn, the difficulty, complexity, requirements, time and expense of marketing are heightened, which makes capital raising a greater challenge, particularly for new and smaller managers.

**Three (3) points illustrate the necessity of marketing for new, first-time and smaller managers raising assets:**

1. Since 2009, of 468 U.S. hedge fund clients almost half are out of business with the majority closed within 3 years. **Source: Goldman Sachs Prime Services**
2. Q1/2023 - 4000+ private equity firms are in active fundraising seeking total commitments of \$1.1 trillion dollars. **Source: Private Equity International**
3. Q1/2023 - 18,000+ active hedge funds in U.S. **Source: Preqin**

**The marketing and capital raising climate is hyper-competitive and stringently selective. New, first-time and smaller managers must be prepared and equipped with the "right" marketing process and skills to succeed raising assets.**

# **Traditional Cap-Intro and 3rd Party Marketing are NOT options for managers with less than \$100 million AUM.**

**For new, first-time and sub-\$100 million managers, marketing & capital raising are “Do-It-Yourself (D-I-Y)” processes.**

Until a manager/fund reaches the minimum institutional AUM level of \$150-\$200 million, marketing and capital raising assistance in the form of traditional prime broker cap intro (Cap Intro) and 3rd party marketing (3PM) are not viable options.

## **JOHNSON & COMPANY - INTRODUCTIONS:**

### **NO “PAY-TO-PLAY” & NO “PLATFORM”; IT’S ABOUT “PEOPLE, RELATIONSHIPS AND TRUST”**

An essential component of “marketing alpha” is optimizing manager visibility, awareness and relationships within their geographic footprint. Johnson & Company has considerable long-standing relationships across the private wealth and institutional spectrum with well-vetted investors, allocators, consultants and intermediaries as well as centers of influence and aggressively works to expand the network of trusted relationships. This positions the firm to assist managers in building the necessary relationships within their geographic footprint to be equipped for efficient, expedient and economical fundraising. Relationships are initiated on a targeted basis given the manager/fund profile along with qualitative considerations.

A component of introduction is selective invitation to private highly-intimate carefully curated gatherings where perspectives and views can be discussed and shared in settings that promote a greater measure of privacy and confidentiality. Large conferences and “events” are purposely avoided. Additionally, Johnson & Company does not use online platforms to “match” managers and investors. While the use of online platforms to facilitate virtual engagement has been growing, they cannot and will never replace “high-impact” “in-person” engagement, particularly in the private wealth segment.

**Introductions and relationship-building opportunities are NOT “pay-to-play”**, where the manager pays a fee. This would create conflicts of interest and compromise the integrity of existing and future relationships of the firm. Managers are simply “introduced” or “invited” by their ability to share and contribute domain knowledge and expertise. **Should any investment activity or transaction result from a relationship formed as a result of an introduction at any gathering, Johnson & Company derives no compensation or remuneration from those activities.**

**4%**

**The percentage of managers with less than \$100 million AUM that secured an allocation via a cap-intro relationship.**

**Source: AIMA**

**0%**

**The percentage of managers with less than \$100 million AUM that secured an allocation via third-party marketers.**

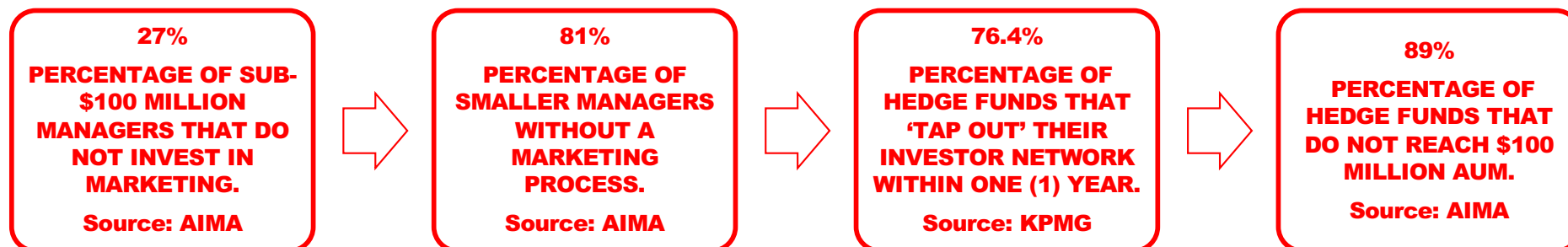
**Source: AIMA**

**\$500,000**

**Annual cost to receive “attention” from capital introduction team at a “bulge bracket prime broker.**

**Source: AIMA**

# WHY JOHNSON & COMPANY “MARKETING ALPHA”?



**MARKETING can be confusing and overwhelming.**

**RAISING ASSETS can be humbling.**

**Marketing and Raising Assets: Distinctly separate but critically complementary processes.**

Most new, first-time and smaller sub-\$100 million AUM managers well as those envisioning starting a fund are often highly-skilled in research, trading or some form of investing but do not have the necessary experience, expertise and skills for marketing and sales. As a result, they lack a clear and deep understanding of the importance, facts, demands, requirements and complexities of the marketing process along with a solid grasp of the inter-personal, communication and engagement skills mandatory to be consistently successful raising assets. Marketing and raising assets comprise a complex puzzle with a large and growing set of ever-moving pieces that must fit together. The focus, skills and commitment required to succeed raising assets are often grossly under-estimated by most new, first-time and smaller sub-\$100 million AUM managers. As a result, most fail..

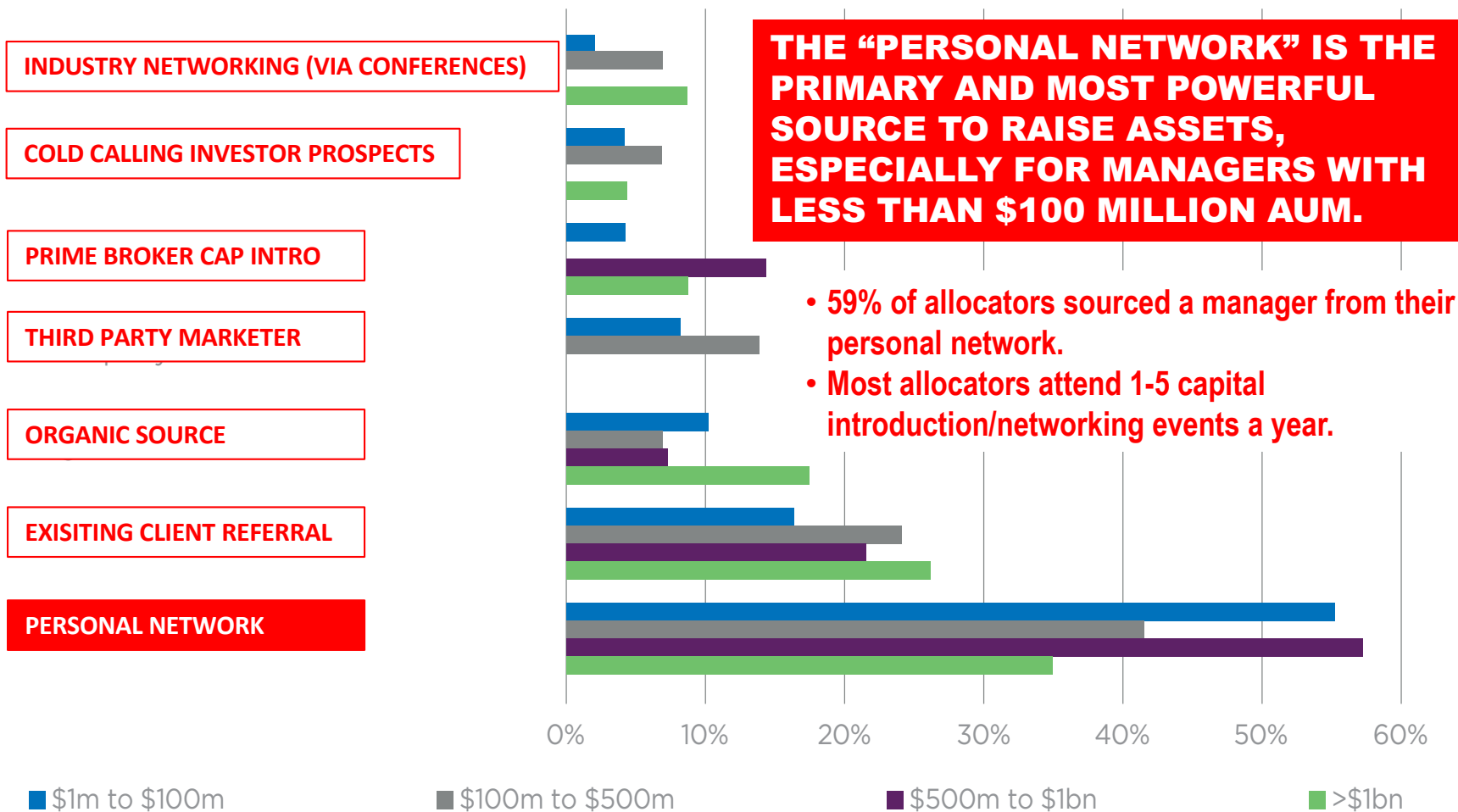
Johnson and Company has the process, experience and skills to help new, first-time and smaller managers become fully-informed about the complete requirements of marketing and raising assets with accurate information, objective insight, experienced intelligence, individual instruction and personalized introductions. This data-driven process delivered with consultative candor is vital for new, first-time and sub-institutional managers to be optimally-positioned and well-prepared with the “right” manager-specific marketing process and sharp engagement skills to consistently execute at the level required to succeed raising assets in a hypercompetitive capital raising environment with stringently demanding investors, allocators and intermediaries.

**GET REAL. GET READY. GET RESULTS.**

**INFORMATION ♦ INSIGHT ♦ INTELLIGENCE ♦ INSTRUCTION ♦ INTRODUCTIONS**

**Johnson & Company ©**

# WHERE DO MANAGERS SOURCE ASSETS?



Source: AIMA



## WHAT THE “MARKETING ALPHA” PROCESS IS NOT?

The “marketing alpha” process is NOT a boot-camp, class, seminar, workshop, conference or “event”.

Boot-camps are very popular but don’t live up to the hype of getting a new, first-time or smaller manager ‘prepared & ready’ to raise assets. Boot-camps lack key ingredients for success: on-going personalized experienced guidance and attention with candor and accountability. Also, many managers attend classes/seminars/workshops, conferences and “events” due to the “sizzle” i.e. “a secret hack that unlocks millions in money”, “‘tips’ to raise assets” or “lots of investors, family offices and allocators” and unrealistic expectations of what a new or smaller manager can achieve raising assets. In addition, classes/seminars/workshops/conferences typically have “motivational speakers” and tend to be filled with “service providers” looking to sell services rather than REAL investors. Candidly, these “events” have a “party and entertainment” atmosphere. New, first-time and smaller managers serious about raising assets shouldn’t need “motivation” and don’t need “secret hacks, tips, a party and entertainment”.

Importantly, most institutions, allocators and family offices rarely attend “conferences & events”, as they have established networks of relationships to identify alternative managers. In fact, the data shows that “personal networks” are the primary and most powerful source to raise assets and identify managers. Moreover, most Institutions, allocators and family offices are extremely selective in the gatherings they do attend, this is particularly true for family offices and private wealth that place high value on anonymity, confidentiality, security and privacy.

**NEWSFLASH: Raising assets ain’t easy and it ain’t gonna happen quickly from institutions and family offices!**

Raising, retaining and expanding AUM is a triathlon! The swim, bike and run are marketing, capital raising and investor relations! It takes PROCESS, patience, discipline and skill to WIN! Whether a manager is new, smaller or large, inexperienced or seasoned-institutional level, assets rarely come on-line with the speed, velocity and consistency expected (even when exceptional performance is present!)

# WHAT IS THE MARKETING ALPHA PROCESS?

Research shows the ability of a new and smaller sub-institutional managers to raise assets is not determined by performance but by the "marketing process". However, the data shows very few new and smaller managers have the marketing process and engagement skills required to succeed, as shown by the high degree of failure raising assets.

The "marketing alpha process" is 12-weeks of 1-on-1 assisted construction, implementation, skill development and execution of the marketing process to ensure marketing quality, discipline, focus and consistency are maintained at the level required for optimal investor-centric and prospect-specific engagement.

A distinctive aspect of the "marketing alpha process": All marketing and fundraising process advisory and instruction is data-driven supported by independent high-integrity qualitative and quantitative research.

The "marketing alpha process" is the product of 25+ years of alternative asset marketing expertise, frontline capital raising experience and personally raising \$3 billion in AUM.

The "marketing alpha process" is supported by high-integrity independent qualitative and quantitative research in combination with candor, accountability and step-by-step/day-by-day "on-call" marketing process assisted execution.

The "marketing alpha process" deciphers the full scope of the requirements, nuances and complexities of marketing and raising assets on a manager/fund-specific basis to provide the strategies, tactics and skills to build relationships of trust and "actionable conviction" with the "right" investors to raise assets.

As a result of the "marketing alpha process", a manager will efficiently, economically and expediently be able to identify of the "right" investors, given the manager profile, and engage with confidence and conviction by articulating the distinctive attributes that distinguish the manager and fund on an enterprise-wide basis clearly, concisely and compellingly in an "investor-centric" manner to achieve the level of trust and "actionable conviction" from "prospect-specific" engagement with investors, individually and collectively, for consistency raising, retaining and expanding AUM.

## ESSENTIAL PROCESS COMPONENTS

Lack of candor is a killer to success. No business should operate without it. Operating with candor and high-integrity independent research sets realistic fundraising expectations and eliminates any delusions and magical thinking a manager may have about the ability to raise assets, the length of time it takes to raise assets and the real costs involved marketing and raising assets.

Candor brings accountability, the life-blood of high performance and crucial for continuous improvement. Where candor and accountability are lacking, success and results are never achieved. To that end, a key aspect of the process and "assisted execution" are 1-on-1 recorded and archived "accountability calls" that enable the level of candor to maintain marketing execution discipline, quality and consistency. The focus of "accountability calls" is shaped by the specific needs of the manager (prospect engagement, presentation skill development, etc"). The archiving of accountability calls serves as a "manager-specific" reference point for marketing and capital raising support.

**GET REAL. GET READY. GET RESULTS.**

**CANDOR ♦ ACCOUNTABILITY ♦ ASSISTED EXECUTION**

# **“THE MARKETING ALPHA PROCESS”**

**12-Weeks ♦ 5-Phases**

**Discern, Diagnose, Develop, Deploy and Discipline.**

New, first-time and smaller sub-institutional managers become optimally-positioned, prepared, equipped and trained to raise, retain and expand AUM by consistently executing a manager-specific marketing process that enables “investor-centric” and “prospect-specific” engagement with the most suitable and appropriate investors in a clear, concise and compelling manner with complete confidence and conviction to achieve the necessary level of trust and “actionable conviction” for consistency raising, retaining and expanding AUM consistently, faster, easier and less expensively.

**GET REAL. GET READY. GET RESULTS.**

**INFORMATION ♦ INSIGHT ♦ INTELLIGENCE ♦ INSTRUCTION ♦ INTRODUCTIONS**

## **"Marketing Alpha"**

### **How new, first-time and smaller sub-institutional managers RAISE ASSETS:**

- **"Professionalize" the marketing process with structure, discipline and focus.**
- **Acquire the critical engagement skills required to raise assets within private wealth and institutional segments.**
- **Execute consistently, economically, expediently and efficiently to acquire, retain and expand AUM.**
- **Enhance visibility, awareness and relationship-building within the manager's geographic footprint.**
- **Eliminate frustration and failure raising assets.**
- **Prepare for initial launch and raising assets for a first fund.**
- **Prepare for raising institutional capital.**

1. Delivers the facts about what it really takes for a new, first-time and sub-\$100 million AUM manager as well as those contemplating launching a fund to raise assets by elimination of the hype, noise, completely wrong information, along with the myths and fiction about marketing and raising assets specifically for sub-institutional managers with accurate information, clear objective insight, independent research, experienced intelligence and personalized instruction.
2. Details the complete marketing process A-Z for sub-institutional managers. All the qualitative and quantitative requirements of the marketing process are detailed and thoroughly discussed with consultative candor. In this way, the manager firmly understands the REAL marketing and capital raising options specific to themselves, their fund and business.
3. Enables informed data-driven marketing process decisions that validate and support "appropriate" "investor-centric" and "prospect-specific" engagement in tandem with the "right" manager-specific marketing actions are being consistently executed.
4. Optimizes marketing process execution to instill the confidence for the manager to make the 24/7/365 holistic (personal and financial) commitment to the marketing process by knowing the "right" decisions are being made, fatal mistakes are being avoided and time, effort and money are not wasted.



# INFORMATION, INSIGHT & INTELLIGENCE

## TOPICS ADDRESSED IN A MANAGER-SPECIFIC PERSPECTIVE THROUGH PROCESS CONSULTATION & ADVISORY

- D.O.M.I.N.A.T.E. – The Marketing Process To Consistently Raise Assets!
- Understanding and executing the “6-steps” in the allocation pathway.
- PROCESS is The “New” Performance: The articulation of enterprise-wide process execution for alpha.
- DATA: The goldmine for marketing and success raising assets.
- 4-Quadrant Profiling (4QP): The master key to organically build relationships and the marketing pipeline.
- The #1 Rule of Consultative Engagement: “Prescription Before Diagnosis is Malpractice!”
- Negative Selection: How the operational execution blueprint impacts raising assets
- Emerging Managers: The Fundraising Landscape For Women and Minority-Owned Firms.
- The RFP Process: Manager selection within the institutional segment.
- Manager Databases and Platforms - “Post & Hope”!: Do they deliver results?
- ODD-ready! How to minimize, compress and pass operational due diligence.
- Collateral and content development: One size DOESN’T fit all!
- The Monthly Comment: Does it get read? or Go in the garbage?!
- Learn the communication style to build trust and long-term relationships of conviction.
- Use emotional intelligence to effectively navigate the allocation pathway.
- Understand the dynamics of family offices and private wealth to navigate complex relationships.
- Your Target Market: Knowing your geographic and relational footprint (GRF).
- From Insti’vidual to Institutional: The marketing process and the fund adoption curve.
- Thought Leadership: The key to optimize visibility, awareness & relationships.
- Private Wealth: The Psychology of Ultra High Net-Worth Individuals, Families & Family Offices
- Avoiding the “Field of Dreams” mentality: “If YOU build it; THEY won’t come!”
- Marketing in Crisis, Chaos & Conflict: Know the CLIMATE and Understand the CONTEXT to “CLOSE”.
- Skills Pay The Bills!: How to “engage” appropriately to build TRUST and achieve CONVICTION.
- EQ > IQ: Using your “Emotional Quotient” (EQ)” to build stronger relationships and raise assets.
- STOP PITCHING! START PRESENTING!: PROFILE - PREPARE – PRESENT
- “INVESTOR-CENTRIC”: Know the CLIMATE; understand the CONTEXT.
- “PROSPECT-SPECIFIC” Engagement: The RIGHT Person, the RIGHT Story at the RIGHT Time.
- Conversation Points: Creating prospect-specific conversation modules.
- Scripting - The Conversation Checklist: Building your prospect conversation script.
- The Art of Conversation: Enhancing persuasion skills: Knowledge, Skill, Discipline and Practice.
- High Impact Email: No to “Spray & Pray”!
- Creating a differentiated and exceptional prospect engagement experience.
- Intermediation: Converting an adversary to an ally - How to engage consultants and external advisors.
- “Centers of Introductions & Endorsements” (CIE): How to “receive” introductions, endorsements and referrals that cultivate positive viral word-of-mouth within appropriate investor segments.
- “Con conversationally” qualify: How audio and visual acuity increases trust and conviction.
- On the Road Again!: The proper use of private events & external activities.

## TOPICS ADDRESSED IN A MANAGER-SPECIFIC PERSPECTIVE THROUGH PROCESS CONSULTATION & ADVISORY

- Close Encounters of the 3rd Kind: Third Party Marketers - Limitations & Managing Expectations.
- Don't get CON'D! Why CON-ferences are a waste of time and money for small sub-institutional managers!
- De-CAPitated! - How to work efficiently and effectively with prime broker cap intro.
- "The 7 Elements of Style" – Avoid fatal marketing mistakes raising assets.
- Perfecting The Presentation: The 12 Maximum Impact Prospect Engagement Tactics.
- S.M.A.R.T Engagement: How to save time and money as well as protect yourself raising assets.
- Measurement: Marketing Metrics Matter! - Get Answers. Manage Actions. Achieve Results.
- Intermediation (consultants): Behavioral drivers, structural issues and engagement.
- "Going Institutional" - The critical elements to attract institutional assets.
- Vendor Selection: Service Providers -vs- Service Partners!
- Enhancing The Manager/Fund Profile: Operational Stability, Continuity, Consistency & Accountability.
- Seeding, Incubation, First-Loss and Acceleration Capital: Real Options or Hype?!
- LIGHTS! CAMERA! ASSETS?! – The use of social media and video.
- NO FREE LUNCH: The REAL cost of marketing and raising assets for new and smaller managers.
- Creating the marketing and fundraising budget to achieve your capital raising goals.
- How to reduce the cost of marketing, increase speed raising assets and momentum in AUM growth.

# INSTRUCTION

## **Achieving TRUST and “ACTIONABLE CONVICTION” requires “PROSPECT-SPECIFIC” engagement.**

A critical aspect of “prospect-specific” engagement is process articulation in narrative form i.e. “storytelling”. Telling the story of the manager in a clear, concise, compelling “prospect-specific” fashion with absolute clarity and confidence is mandatory.

However, in a business seemingly driven more by numbers than words, most new, first-time and smaller managers have trouble articulating and appropriately engaging. Unfortunately, the proliferation of bad information and hype (popular TV shows) where “pitching” is glamorized as entertainment leads most new and smaller managers to “pitching performance”. Experienced and sophisticated investors such as private wealth, institutions and consultants are inundated with “pitches”. As such, “pitching” does more harm than good, especially when trying to build relationships. This is a business of **PEOPLE** and **RELATIONSHIPS**. The ability to “connect” and gain **TRUST** requires a completely different skill set than the unemotional abilities of portfolio management, trading and investing.

At Johnson & Company, we **NEVER** “pitch”. Managers are instructed and trained to “**PRESENT**”.

Private wealth and institutional investors are more selective and have substantial requirements along with greater stringency in manager evaluation and selection. This is reflected in the due diligence process, which has become strategically and tactically expanded as well as overly-invasive. Because of unique standards and idiosyncratic preferences, substantive and sophisticated investors require heightened inter-personal, presentation, communication and engagement acuity. There is little room for error and mistakes in the engagement and relationship building process. An allocation or decision to invest is rarely ever made in an initial prospect touchpoint but one can certainly be lost very early with inappropriate engagement. Far too frequently, new, first-time and smaller managers **BURN** relationships rather than **BUILD** relationships as a result of inappropriate engagement.

## **Proper “prospect-specific” engagement prevents poor performance to gain TRUST and “ACTIONABLE CONVICTION”.**

To that end, instruction includes scripting and multiple recorded as well as rigorously critiqued practice sessions involving verbal, presentation and “in-person” engagement. The practice sessions enhance “prospect-specific” engagement by equipping new, first-time and small managers with the qualitative skill set needed to execute at the level required by highly-discerning and demanding investor segments characterized by personal, professional and financial relationships with a higher degree of complexity and intermediation.

# INTRODUCTIONS

**NO “PAY-TO-PLAY” AND NO “PLATFORM”; IT’S ALL ABOUT “PEOPLE, RELATIONSHIPS AND TRUST”**

**THE key ingredients to raise, retain and expand AUM are RELATIONSHIPS and TRUST.**

The “**personal network**” is the primary and most powerful source to raise assets as well as how managers are identified by investors and allocators. However, most new, first-time and smaller managers fail to raise assets beyond personal capital along with their “family & friends” circle in large part because they lack a process to identify the “right” prospects, the time to build relationships and the skills for appropriate engagement to expand their network.

**“76.4% of hedge funds “tap out” their entire investor network within one year” Source: KPMG.**

**Relationship-building should be continuous.** A consistently well-executed structured, focused and disciplined process along with time, skill, resources, patience, persistence, investment and commitment are mandatory to build the “right” relationships. The ability to build, maintain and continually expand the relationship network to create a marketing pipeline of **TRUST** and “**ACTIONABLE CONVICTION**” is ultimately **THE** difference between success and failure raising assets.

Private wealth, ultra high net-worth individuals, families and Single Family Offices (SFOs), is the most appropriate and suitable investor segment for new, first-time and smaller managers. The private wealth segment presents significant relationship-building challenges, as they are inundated and highly value privacy, confidentiality and anonymity. Moreover, they are more selective and have substantial requirements along with greater stringency in forming relationships. Because of their standards and preferences, heightened inter-personal, communication and engagement acuity is required. Candidly, there is little room for error and mistakes in the relationship-building process, whether private wealth or institutional.

**A primary objective of “Marketing Alpha” is to optimize manager visibility, awareness and relationships within their geographic footprint.** Johnson & Company has considerable long-standing relationships with well-vetted investors, allocators, consultants and intermediaries as well as centers of influence and aggressively works to expand the network of trusted relationships. Our strength is helping managers build the “right” relationships within their geographic footprint.

Relationships are initiated on a targeted basis given the manager/fund profile along with qualitative considerations. Clients are selectively invited to private intimate carefully-curated gatherings with private wealth where perspectives and views can be discussed and shared in settings that promote a greater measure of privacy, security and confidentiality. **Large conferences and “events” are purposely avoided.** Additionally, Johnson & Company does not use online platforms to “match” managers and investors. The use of online platforms for virtual engagement has been growing, however, they cannot replace high-impact “in-person” engagement.

**Relationship-building opportunities are NOT “pay-to-play”,** where a fee is paid by a manager for an introduction, meeting or to attend or present. Fee-based engagement sets inappropriate expectations and creates conflicts of interest that can compromise the integrity and authenticity of relationships. Managers are simply “introduced” or “invited” for their ability to share experience and expertise as well as contribute domain knowledge. **Should any investment activity or transaction result from a relationship formed at any event or meeting, Johnson & Company derives no compensation or remuneration from those activities.**

# “Marketing Alpha”: Process Timeline

**CANDOR ♦ ACCOUNTABILITY ♦ ASSISTED EXECUTION**

## 1: DISCERN

- A series of online recorded/password-archived consultations and discussions (see key areas) to understand A to Z marketing for new and smaller managers: The complete qualitative and quantitative requirements.
- Firm grasp of the all the catalysts and drivers at each point of the allocation pathway for efficient, expedient and economical fundraising.

**WEEK 1**

## 2: DIAGNOSE

- **Performance:**
  - Risk-adjusted, peer, relative and absolute and historical.
- **Strategic:**
  - Presentation, engagement skills and collateral stack.
- **Tactical :**
  - Geographic relational opportunity set and pipeline.
- **Financial:**
  - Budget to achieve capital raising goals.
- **Operational:**
  - Execution blueprint.

**WEEKS 2-3**

## 3: DEVELOP

- Manager-specific remediation of the marketing process.
- Manager-specific content/collateral stack to be deployed within the allocation pathway.
- Quantification of the geographic relational footprint (GRF) and investor opportunity set to build and maintain pipeline.
- Process articulation, relationship-building and presentation skill training for “appropriate” “investor-centric” + “prospect-specific” engagement.

**WEEKS 3-5**

## 4: DEPLOY

- Assisted step-by-step “manager-specific” marketing process execution.
- “On-call” marketing and capital raising advisory.
- Capital Introduction Relationship Building.

**WEEK 6**

## 5: DISCIPLINE

- Scheduled accountability calls (Recorded and archived) to maintain marketing execution discipline, quality and consistency.
- Monthly performance discussions and collateral review (monthly comment).

**WEEKS 7 -12**



## **MARKETING ALPHA FOR SUB-INSTITUTIONAL MANAGERS**

The **ONLY** process specifically for new, first-time, early-stage/recently-launched and smaller alternative managers to get beyond the hype, noise, wrong information, myths and fiction about marketing to become optimally-positioned, prepared and equipped to consistently execute the "marketing process" at the high-level required to raise assets.

**GET REAL. GET READY. GET RESULTS.**

**INFORMATION ♦ INSIGHT ♦ INTELLIGENCE ♦ INSTRUCTION ♦ INTRODUCTIONS**

**GET STARTED.**

**To schedule an introductory conversation, contact:**

**Bryan Johnson – Managing Partner: [bryan@johnsn.com](mailto:bryan@johnsn.com)**

# Johnson & Company

**GET REAL. GET READY. GET RESULTS.**



**“Marketing Alpha” For Sub-Institutional Alternative Asset Managers**

**Bryan K. Johnson  
Managing Partner**

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