



A financial planning story:

# Invest in what counts



INVEST IN  
**WHAT COUNTS**

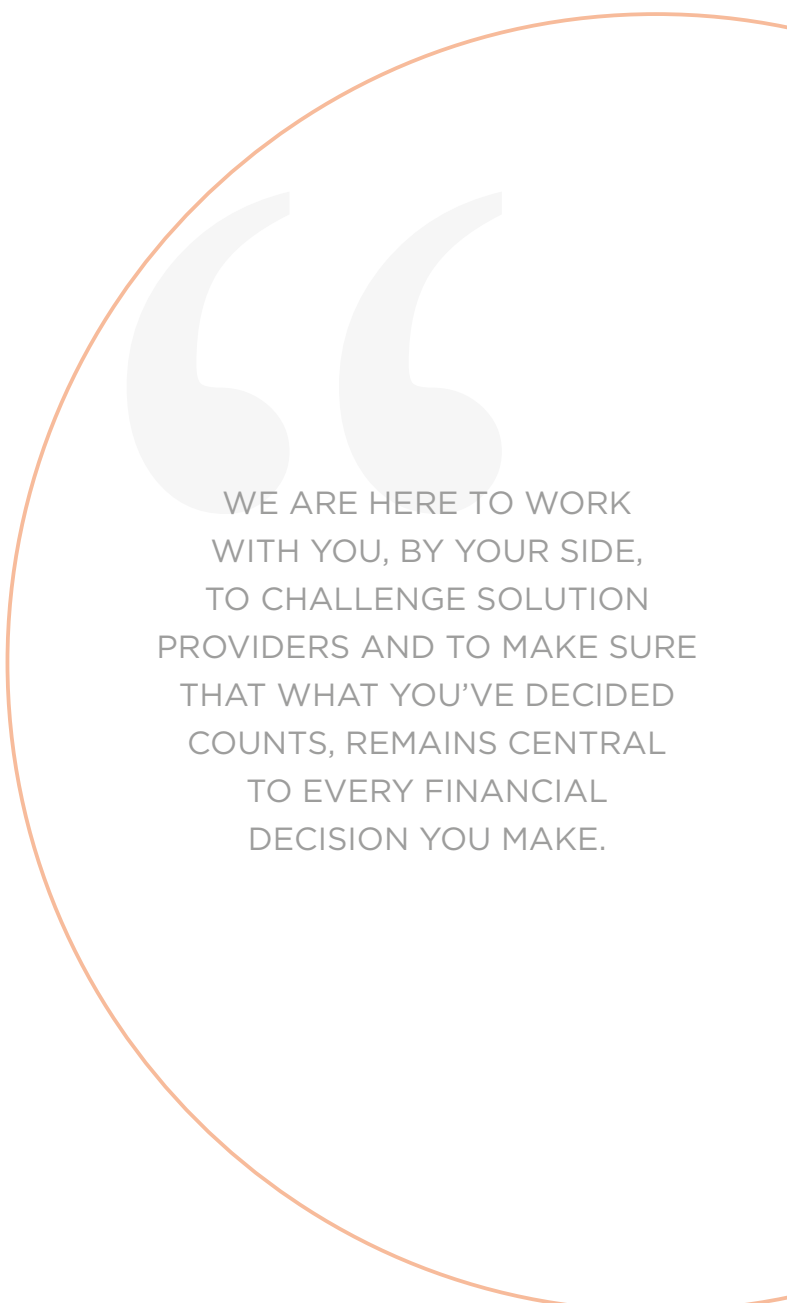


# Introduction.

The decision to live and work in a different country is rarely taken lightly. Regardless of how the opportunity comes around, it takes a lot of planning and preparation. Much of the advice directed at expats focusses on the logistics of preparing for life in another country; leaving home, where to live locally, work and visas, schools, leisure and entertainment. Then there's finance, underpinning all your plans.

Expats generally earn more in the UAE than in their home country and there's no income tax, so there should be a double bump in disposable income. Of course, life is not as simple as that and financial management is about what comes in, what goes out and what you do with what's (hopefully) left over. That equation changes over time, so any initial planning, needs regular review and adjustment and while this can be done without the help of an adviser, working with a professional makes the task a lot easier.

That's what we do at Abacus; we work with people who come from a variety of different countries to live and work here, helping them decide what counts, building a financial plan around their goals and priorities, arranging their savings and investments, while working with them over the long term, to help them achieve their goals. In order to explore financial planning and the vital role it can play throughout the expat experience, we've developed a story to bring the subject to life. We join Elliot in 2004, as he heads to Dubai with his family, to live and work here.



“WE ARE HERE TO WORK  
WITH YOU, BY YOUR SIDE,  
TO CHALLENGE SOLUTION  
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# A new life.

## Back in 2004

That moment when you arrive at a holiday destination and the heat smothers you as you leave the airport. Well, in Dubai it really does feel like you've arrived at one of the hottest places on earth. The airport offers glimpses of the new world beyond the security gates, but the cab ride (we needed a minibus for our clan) left us all dumbfounded. We've never been to Dubai and no matter how many pictures and videos you've seen, nothing can prepare you for the number and sheer scale of the buildings here. This is a reconnaissance mission. A mix of holiday, house hunting and generally getting a feel for the place. The firm were good enough to pay for this and make sure we were comfortable with the move. It's a huge change for our young family and a massive responsibility for me. I'm glad we've all had a chance to come out and see what the future might look like. In one word, exciting.

Back in the UK office, it's late and Claire pings me a text to remind me that I have rather a lot of packing left to do. Most of our life has gone into storage already, as our home is being rented initially, but I still have to pack for the trip. My involvement in every project I'm working on in the UK, must end this week. There's barely time to think, but somehow, I have to be done by close of business Thursday, so I have Friday clear for any last-minute panics. At least I'm not changing firms. I can't imagine the upheaval of a new role, in a new country, with a new firm. I have an open-ended opportunity to go to Dubai, build my department and stay as long as I want. Claire and I are thinking five years, so we would be back before the kids get too far into secondary school.

What a whirlwind of a first week in Dubai. A new home (paying a year's rent in advance was a shock), new schools (ditto on costs), new office, new cars (more expense), new life really. Much to take on board in a short space of time. The financial aspects of all this are mind-boggling. I'm not counting the cost right now, as I don't have the time, but I'm secretly hoping that the pay bump and lack of income tax we get as a result of moving here, mean that we can cope with some extra spending, as long as it settles down.

Back in the DIFC and just had a wonderful lunch with my predecessor, Margaret. She's had a distinguished career and established the business unit I'm taking over. We talked about doing business in Dubai, key contacts, upcoming projects and the team I'm inheriting. That was all pretty straightforward, but it was the final part

of our chat that intrigued me. Margaret gave me a warning about money. Turns out the cost of living has steadily increased in Dubai, along with all the wonderful things there are to see and do. Many come here with an assumption that they will earn more, tax free, then spend a little too much and fall behind. Margaret counsels everyone in her team to create a budget for the first period, have fun, see the sights, in her words 'be a Newbie', then hire a fee-based financial planner, to help identify what's truly important and to build a financial plan that focuses on those priorities. She gave me a business card and I thanked her and said I'd look into it. She's retiring at fifty, so I guess there's some value in her advice.

A few weeks in and I turn onto the small palm-tree-lined road that winds down to the club house. I've been looking forward to this moment since I got here. The sail-shaped clubhouse comes into view and there's Michael, standing next to his Aston, doing his best Bond impression. I've known him for years. Colleagues in London, we became friends and he moved to Dubai last year. This is our first round together and it won't be our last. We chat about what's going on at the firm and Michael fills me in on life in Dubai. He's always been an ambitious guy and sales is the perfect role for him. We talk about money and Michael explains some investments he's come across. Always a risk-taker, Michael thinks of himself as a contrarian investor. I'm never sure if he can afford to be one, but that's not my business. I mention Margaret's advice about financial planning and he laughs, explaining his views on international financial advisers. Anyway, good fun and I won too.

Planner's view:

# Knowing is doing.

Over the years, we've noticed a distinct pattern to the behaviour of people coming to live and work here. Indeed, everyone at Abacus will tell you a similar story of their own experience. Dubai is an amazing place, more otherworldly than most global cities and adjusting to life here can be a challenge. The pattern has five distinct phases; preparation, the honeymoon, the culture shock, assimilation and repatriation. Not everyone experiences the fifth phase and we'll read more about that later.

The preparation phase is somewhat obvious; you're focus is on leaving one role and taking on another, while your partner (if you have one), focusses on the logistics of moving your family to a new country. The honeymoon is the initial period in the new environment, experiencing all there is to see and do and generally being amazed at your new life. Then you start to notice the little differences as you enter the culture shock phase. You experience communication challenges and it can be lonely. Finally, you move into assimilation, where you get used to the environment, build new habits and find balance to your new life.

As financial planners, we also see the financial impacts of each of the above stages. In particular, the honeymoon and assimilation phases. Many new arrivals inadvertently extend the honeymoon phase and develop some expensive habits. Few set budgets for this initial period and by the time they review their finances, they realise they've adopted a lifestyle that doesn't leave much left in the bank at the end of each month. Understanding this pattern of behaviour, setting a budget for the honeymoon period and then developing some more permanent plans for the assimilation phase, helps to optimise your finances.

# A great first year.

But perhaps a little too much fun?

They say bad news comes in threes and yesterday, they all came at once. First off, a lovely Saturday morning was ruined when curiosity led to me standing on the bathroom scales and confirming that I've put on almost a stone in weight since moving to Dubai last year. Then at lunch, some friends were talking about a wonderful pub back in the UK. This led to Claire and I returning home to reminisce about the good times we've had with friends in that pub and life in general in the UK. All very depressing, as we are both missing friends from home. Then finally, I opened a letter from the bank to say I was entering my overdraft. I checked as I thought it must be a mistake, but it wasn't. Fat, miserable and broke; well not quite, but maybe some changes are slightly overdue.

Since arriving here last year, we've enjoyed everything Dubai has to offer. Work engagements are frequently mixed with wonderful restaurants and when it's not work, we have found a great group of friends that love to socialise, which means we seldom have a spare evening. The kids are having a great time here and our weekends are full of everything from barbeques on the beach to skiing (yes, there's a huge indoor snow slope just opened in the Mall of the Emirates). Now it seems all this adventure has indeed taken its toll.

Several months later and I've got a gym membership and a personal trainer to help keep me honest. I've lost half a stone and feel a lot better. We've also agreed to arrange to go back to the UK on holiday several times each year. This seems like an odd concept at first, but it's important to check back in and visit those we miss so much. Problem is, all these changes have added more cost to the finances. I ran some numbers to see where we had gone wrong and we were just spending too much money. It reminded me of the advice Margaret gave me before she left for the UK. It seems we have enjoyed an extended honeymoon period and that's meant no savings for the first eighteen months of being here. Might be time to find that financial planner. Claire and I had earmarked five years as a sensible period to be out here, predicated on some loose financial goals that were focussed on paying off the mortgage on our home in the UK. We've had unexpected expenses on the UK home too and as landlords, we have to cover these costs as they arise. All in all, we are behind with our plans.

It shouldn't be difficult to create a financial budget, but it is. I've got income and outgoings and a balance left over each month (provided we tighten our belts a little). However, it gets a little

complicated when you start considering assets and liabilities and even more complicated when you try to factor in the changing value of money over time. While I understand the basic concept of compound interest, modelling it into a budget is beyond me. I also have no way of sense-checking the budget, so it all just feels like guesswork. I'm planning to ask Michael what his approach is when we play golf next week.

Michael is a fully paid up member of the John Daly fan club and likes to say 'grip it and rip it' as he cracks another drive straight out the middle of the club face. As we wander away from the tee, I ask him about financial advisers. Michael explains that he never uses them because international financial advisers are not regulated to the same extent UK ones are and most are driven by commissions from the sale of products. He's working on a three year retirement plan and is focussed on investment opportunities that others miss. He explains that he has managed to get access to some hedge fund investments (normally reserved for the ultra-wealthy) and he also buys individual



Planner's view:

# Time to plan.

Over-spending, over-eating and over-socialising are all common behaviour patterns for the new expat. Michael has fallen into the newbie trap. Without a clear spending plan, he's extended himself a little and is now behind on his (albeit loose) medium term plans. If you're reading this and in the same boat, fear not, it's easy to fix, as we shall see in the next chapter.

As for Michael, there are a lot of people who have unrealistic financial plans. Despite not hitting short term targets (the three year retirement plan), they continue to double-down on risky behaviour, often without fully appreciating the risks they are taking. There are some basic principles to investing and they relate to having clearly defined goals, understanding yourself and the risks you are prepared to take and then investing in a diversified way, using low cost solutions. Financial advisers are rarely incentivised to work in this way, due to a history of commission-led sales that can create incentives that are misaligned to the investor.

There are a very small number of fee-based financial planners in Dubai and Abacus are one of them. We hold ourselves to regulatory standards more commonly found in the UK and we provide financial plans that focus on what counts for the individual. This allows our clients to invest with confidence over time, instead of taking on more and more risk, while chasing returns. We don't have the advertising budgets of the big financial advice firms and the majority of our new clients come to us through word of mouth, whether that's straight away, or after the honeymoon period.

stocks directly. I mention diversification and he confirms it's for wimps. I'm not so sure Michael is going to be much help here. Back home I search through my stack of business cards and there it is, the card Margaret gave me.

I'll try these guys.

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# The plan.

I'm trying my best to enjoy my Caesar salad and sparkling water, while Michael tucks into a vast platter of tapas meat and pickles. We are sat in the restaurant at the Dubai Creek Golf and Yacht Club, after another amazing round of golf. Michael has been telling me all about his latest round of investments. I've asked about the previous ones but he seems less keen to talk about them. He asks me what I'm investing in these days and I tell him I hired a financial planner. After a good ten minutes of jokes, I start to explain the process I've been through.

I explain the session on goal setting, which was the starting point and particularly impressive. Claire and I are not particularly emotional but the questions the planner asked, made us think carefully about what really counts, what our family needs, when and why. A truly cathartic process that had almost nothing to do with money, aside from the fact that finances need to underpin our goals. Some of the output from this process was unexpected and it triggered a lot of discussion between Claire and I after the meeting. Michael was suddenly listening.

I then showed him our financial plan (I've been carrying it around with me since I got it) and talked him through the process of goal setting, risk assessment, gauging our capacity for loss, setting financial budgets, differentiating between savings for emergency purposes and longer term investing and how maintaining a consistent approach should see us financially independent before I turn fifty, in around thirteen years' time. He was impressed. The last bit really captured Michael's attention and it's something Claire and I discussed at length with the financial planner too. The concept of financial independence is not something we'd come across before; reaching a point where we have enough capital to last the rest of our lives.

For us, this question of financial independence was one that led us to revise our financial plan several times, throughout its production. We had always assumed I would finish my career once the kids education finished, capital was set aside for deposits for their first properties and selling our main home in the UK would be part of the equation. Having moved to Dubai, we were to

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think quite differently; maybe we could have a base in both locations, split our time between the UK and Dubai, kids could go to school here and maybe have a broader outlook on life as a result. We were encouraged to think like this and the planner built a number of different scenarios, blending the mixture of income, expenses, surplus, savings and accumulated capital together and using some practical assumptions about investment returns and mortality, to come up with what we'd have to put aside over the coming years to make it a reality. From this, Claire and I went away and worked out whether we could create a budget that satisfied our lifestyle requirements, within the context of the overall financial plan.

I've clearly become a little evangelical about financial planning and Michael had started to glaze over. I changed the subject to him and he explained all about his latest investment in property – he's buying six flats, off-plan. It became possible for foreigners to buy property in 2002 and four years later, Michael sees massive growth, which he feels will continue. But what he couldn't explain was the plan that gives this property investment context. It was always the same with Michael, it will shoot the lights out and I can retire in three years. Well, the lights are still very much on and this is the third or fourth such plan he's explained to me. We agreed to disagree, but I still told him to go see my guy.

Planner's view:

# Financial advice vs financial planning.

There's a big difference between financial advice and financial planning. The former is focussed on the provision of financial products and the latter on what those products need to do for the individual. Financial products are used in both scenarios, but the starting points are very different, as are the outcomes.

Relationship is a critical factor too. If a financial adviser is focussed on (and often incentivised by) a one-off transaction, then they may miss the big picture. A long term relationship, focussed on the progressive realisation of the clients most important goals, underpinned by a firm understanding of what's driving the pursuit of those goals in the first place, allows a good financial planner to provide guidance over time and increases the chances of those goals being achieved.



# The black swan of 2008.

Another text from Michael telling me IN CAPS to cash in all my investments and buy gold. He's been following a story about the US housing market and in particular, a type of security called a Collateralised Debt Obligation. I can't even pretend to understand what these are but Michael has been mumbling about the amount of leverage in the banking system, the risks bundled up in these mortgage products and the extent to which institutional investors own them.

September starts with the news that the US government has effectively taken over Fannie Mae and Freddie Mac, the two organisations that underpin the majority of the US housing market. These organisations have the highest credit ratings possible, but they're being saved from disaster. There's definitely something wrong here. Last year Northern Rock in the UK almost collapsed and that had something to do with the

mortgage market. I think it's time to go see my adviser and see if we should sell our investments.

A week later and Claire and I have just met with our financial planner. We discuss the situation and the fact that we are all guessing as to how bad it is and what might happen next. We went through our options and the perceived relative safety of alternative investments, the corrosive impact of inflation on cash reserves and the difficulty associated with market timing. To my surprise, we agreed to leave everything as it is and see what happens. The fact that over any five year period since records began, financial markets have increased in value, provides me with a degree of comfort. We don't need to withdraw funds anytime soon, so what our financial planner was saying, while appearing to be counter-intuitive, actually made a lot of sense. I'm glad we've got help with all this.

Mid-September and Lehman Brothers has just declared bankruptcy. It's Tuesday evening and Claire and I are stood in our kitchen watching Bloomberg News. The Dow Jones fell over five hundred points yesterday and it's just closed another 500 plus points down today. This is unprecedented and the talking heads are referring to the Great Depression of the 1930's and the end of capitalism. We have yet another long conversation about the advice we've received and the inescapable feeling that we should be doing something.

The next day I call Michael and he explains that he sold all his liquid investments a few weeks ago and has all his money in the bank. I asked him how he would know when to reinvest and he didn't know. He didn't care either. The properties he purchased off-plan back in 2006 have not been built yet and he's just tried (again) to get his deposit back, with

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REMEMBER WHY YOU ARE  
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no success. Shortly after I put the phone down, I read that AIG has been saved from collapse by the US government, because it's demise would have a potentially catastrophic impact on the global financial system. Holding my nerve is not easy.

Several months later and it's almost Christmas. We've now had banks and financial institutions all over the world being nationalised or rescued. Stimulus packages have seen billions pumped into the system, stock markets are way off in comparison to this time last year and I'm holding my nerve. My financial planner must have explained the reasons not to sell hundreds of times, but each time I call, he finds the time to patiently go back through it all with me. Only time will tell, if Claire and I are doing the right thing.

Planner's view:

# Hold steady.

It's easy to lose control of your emotions when something as serious as this happens. Significant amounts of rapidly changing information often results in fear overwhelming the rational and this can lead to serious consequences. When it comes to investments, talk often turns to selling out of equity markets (for fear that they will keep falling) and buying alternative assets (like physical gold), perceived to be priced in a different way to equity markets and as such, uncorrelated.

The problem is, you can't tell when the bottom of an equity market has been reached, so even if you did panic and sell everything, how would you know when to get back into the market? Then you have to consider where to put your cash while you're out of the market and the impact inflation has on the value of that cash over time. In the end, time 'in' the market is more important than trying to 'time' markets. Markets generally rise over time (it took equity markets around four years to recover from the Credit Crunch), so you may have to defer plans for a period, if those plans are imminent, but that's preferable to losing significant funds trying to time markets, which could result in your plans being deferred for longer, or worse, permanently.

It is often said that crisis reveals character. If you have a financial adviser and don't hear much from them when a crisis occurs, you've likely got the wrong one. What's called for is a focus on the welfare of clients, strong communications driven from a cohesive, fact-based summary of the situation and it's likely impacts and the offer of assistance without compensation. That's a financial planner's approach.





# Better times.

That's another fantastic project completed by the team and it's also the end of a record year for us. With the Credit Crunch now finally fading into the background (it's been five years since Lehman Brothers filled for bankruptcy protection), Dubai is getting back to how it was when I arrived. There's a buzz around the place, start-ups are reappearing, businesses from other territories are opening here and the tech sector in particular is booming. Huge property developments are rising up out of the desert at a rapid rate.

Michael and I have just started the back nine and Michael is telling me (not for the first time) about his flats. It's now been seven years since he purchased these six flats off-plan, as an investment. They are finally being built and Michael is ecstatic. He had given up hope a few years ago, but now he's got a completion date, which is good news. I ask him if he plans to sell them or let them out. He explains that the property market has not performed as he had hoped, so he will let them out and bank the rental income. Not quite what he had in mind when he made the investment. He's such a lovely guy but he thinks short term and fails to learn the lessons from his mistakes. We putt on the eleventh and Michael asks me how my portfolio is. I must choose my next words very carefully.

I explain that it's been almost ten years since I started working with my financial planner. The goals we fleshed out initially, were a surprise to both Claire and I. After much discussion and challenge, we set ourselves a goal to be financially independent by the time I'm fifty. Michael asked if that meant I would retire at that point and I said no. It meant I wanted to keep working because I wanted to, not because I had to. I feel like there will be a big difference. I went on to explain how we reverse engineered a plan to save regularly, invest based on our requirements and tolerance for risk and to stay the course. I also explained the importance of keeping costs low and how that contributes to returns over time.

I went on to explain that I meet with my financial planner several times each year and we review the progress of my portfolio against the goals in my plan. He asked if I had to pay for that and I confirmed that I paid for the initial advice and pay an amount each year for the ongoing work and service that the financial planning firm deliver. I challenged Michael to explain the total annual cost of his portfolio (without advice) and he had no idea. While I believe him, I think we both know that it's cost him a lot more to chase returns he hasn't ended up with, than I've paid to head towards a very clear goal.

We have a drink in the clubhouse and Michael asks for the details of my financial planner, which I happily give him. He starts telling me about his latest ideas and whether my financial planner will be able to beat the returns he had from a single stock last year. I explain that he needs to forget everything he thinks he knows and go see my guy with an open mind. I call ahead and let my financial planner know what's he's in for. He laughs but appreciates the heads up. Another one saved hopefully.

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FORGET EVERYTHING HE THINKS  
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Planner's view:

# Independence & interdependence.

So, Michael finally cracks and asks Elliot for details of his financial planner. This is often how new client's come to us; word of mouth. We focus on our existing clients and doing a great job for them and when those around them notice, they seek us out to do the same for them. Michael's experience is sadly all too familiar; disconnected investment ideas, chasing high returns and assuming that what works in one country, works the same way everywhere (i.e. property developers).

All we really do is help an individual put together a plan for their finances, implement that plan and stay the course when circumstances challenge the plan. Each aspect of the process; planning, implementing and monitoring is interdependent. Take one away and the value of the others diminishes immeasurably. Of course a good financial planning firm needs to embrace a fee-based business model and that's not always easy for firms that are very comfortable being compensated purely by commissions from the third party providers of financial products.

At Abacus, we work as wholly independent, fee-based financial advisers. As a result, we are the agent of the client and do not represent the interests of those providers of financial products. Imagine a meeting room table, with banks, asset managers and other product providers on one side, and you sat on the other side, with us alongside you. That's the dynamic. We are there to work with you, as your representative, to challenge solution providers and to make sure that what you've decided counts, remains at the centre of every financial decision you make.

# Mission complete.

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LOVELY FEELING ISN'T IT? WHEN  
YOU THINK LONG AND HARD,  
GET ABSOLUTE CLARITY ON  
WHAT REALLY COUNTS, CRAFT  
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TOWARDS IT AND FINALLY,  
THERE YOU ARE'.

I'm sat in the main conference room at the office. The entire Dubai office is gathered to hear the financial results announced for the firm. This is mostly a ceremonious and rather tedious affair as many of us know exactly what our bonuses will be, well in advance of this announcement. Today, however, is different. I do have a pretty good idea of what my bonus will be and if it comes in at the level previously discussed, I have finally hit financial independence. Now this is clearly a very personal victory so I won't be leaping out of my chair when the number is announced and screaming 'victory' as I punch the air, but there is at least one person I will share a wink with if all goes well.

The number is in and it's a fair bit higher than expected. I glance across towards the back of the room and make eye contact with Michael. He mouths 'you've done it, congratulations' and I give him a wink. A week ago we were playing the Championship Course at the Creek and Michael explained that he'd now got himself a financial plan and finally understood what he didn't understand about investing and how to put that right. It felt like we now shared a little secret and I'm really happy for him. So on this day, he knows better than most what a significant milestone it is for me to hit financial independence.

Claire and I stand in the living room of our old house in the UK. So many amazing memories, although many of them are fading now, given that we've been living in Dubai for fifteen years. Either way, this is the end of us owning this house. We've bought a new home nearby and once we've said our goodbyes, we head straight there to see the kids. They are now teenagers and have grown up immeasurably since we left the UK. They've never really known anything other than living in Dubai and taking holidays in the UK, so the only big difference is that now they get their own base in the UK.

A few weeks later and we're back in Dubai and have just moved into our new home here too. We decided on the Marina, as we don't live near the coast back in the UK. It's lovely. The firm have allowed me to work part-time and split that time between the Dubai and London offices, so I have all the flexibility I could have hoped for. The critical distinction now, is that I don't have to work and this is a wonderful feeling.

Several months on and I sit, slightly nervously at my table. I'm at the Wolseley in London's Piccadilly and I'm waiting for a very special lunch guest. She approaches the table and greets me warmly. Although we've exchanged messages



Planner's view:

# A fine outcome.

over the years, I haven't seen Margaret since we had lunch in the DIFC in 2004, fifteen years ago. She's retired now, but I wanted to meet up and treat her to a nice lunch to thank her for her guidance when I arrived in Dubai. After the pleasantries, the inevitable question comes up, did I engage the services of her financial planner? I confirmed that I did and explained what my experience had been. She listened carefully and when I'd stopped talking, she smiled and said, 'lovely feeling isn't it? When you think long and hard, get absolute clarity on what really counts, craft a plan to achieve whatever that is, steadily work towards it and finally, there you are'.

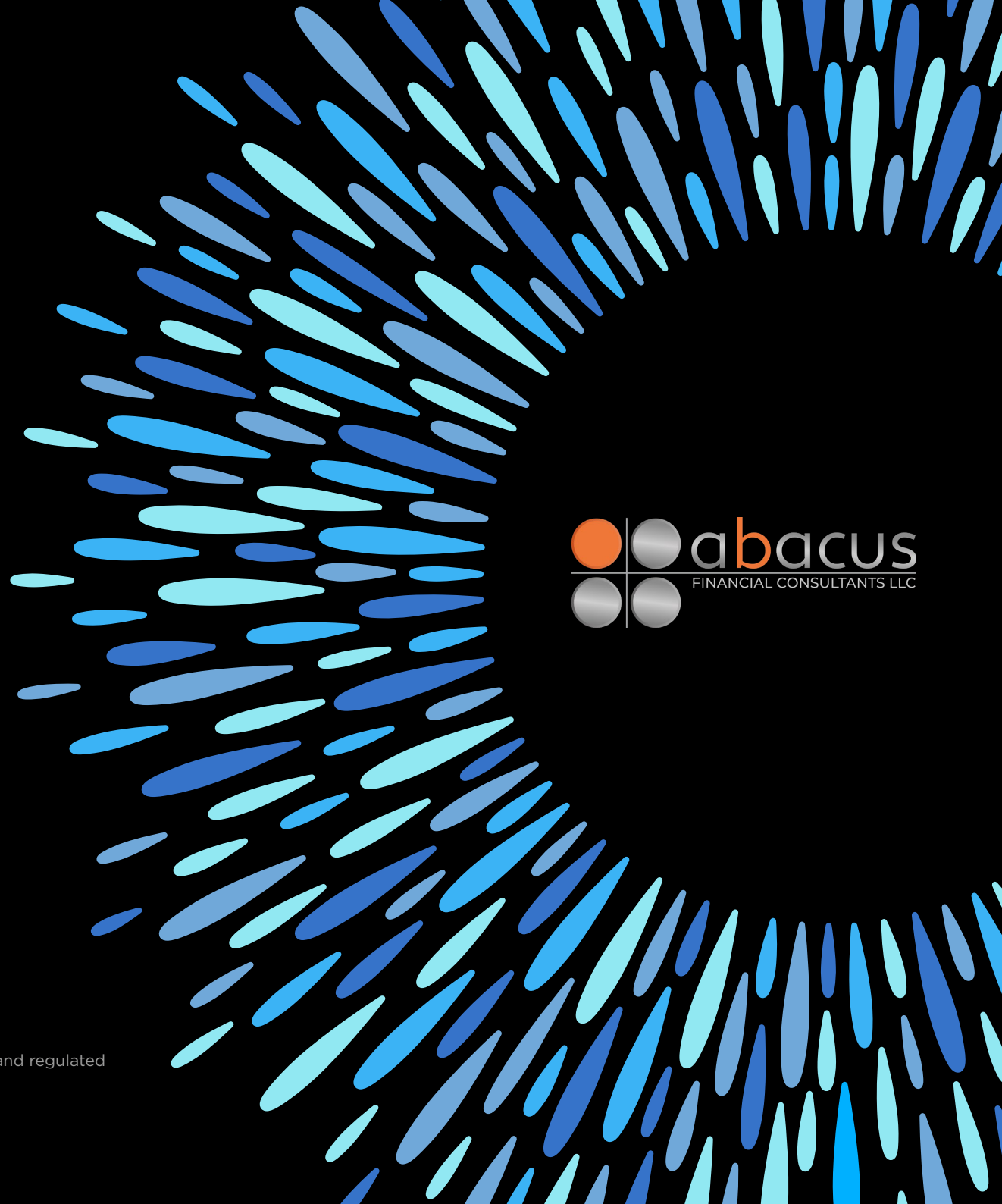
I had to agree.

Before Elliot went to Dubai, he and Claire had a loose plan that Elliot would only retire once certain goals (mostly relating to the kids) were met. That's quite normal for many couples with kids, but there is always more than one way to look at and address the challenge. They regarded the move to Dubai as temporary; go, stay for a while then return. We helped them see things differently and to be open to different outcomes. Where they ended up is really the best of both worlds. Crucially, on their current trajectory and with the plans they have for the future, the money won't run out, so there should be surplus to pass on to the kids.


The important thing to take away from this story is to have a plan. It won't go exactly as you hope, few do, but it will be a useful roadmap, providing invaluable context to important decisions and helping you remain committed when events conspire to knock you off course. Any plan (and the solutions that are implemented to support it), must be flexible enough to deal with whatever happens. A good financial planner will review the plan on a regular basis, as well as in exceptional circumstances.


While the characters and events in this story are fictitious, the challenges they face are all too familiar to us. We work with people like this every day, helping them create and implement financial plans that focus on what really counts for them and working together over time, to help them reach their financial goals.

If you'd like to find out more, please call us on + 971 (0) 4 357 7575 or visit [www.abacus.ae](http://www.abacus.ae)



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