

Innovation in the UK

How Australian financial advisers can apply the lessons from advice reform in the UK and use innovation and technology to their advantage

Netwealth UK Study Tour 2019



About Netwealth

We are a technology company, a superannuation fund, an administration business. Take advantage of Netwealth's robust and fully-featured platform that is both powerful and flexible enough to meet the evolving needs of your business and clients.



Rated Australia's #1 platform

Ranked number one for overall user satisfaction for the past 8 years and ranked number one as having the best overall functionality for the past four years by Investment Trends.*



Technology

Access the latest technology and innovations. Our focus is on ease and efficiency, which means we give you and your clients enormous capabilities without the complexity.



Efficient administration

No matter how big or small your business, or what stage it's at, we give you the support you need to take the right steps forward. Our team makes running your business easier by providing support with regulatory changes, efficient direct equities handling and a timely turnaround on applications and liquid redemptions and tax reports.



Choice and flexibility

Netwealth has a solution for all the wealth needs of your clients. Whether they are looking for superannuation, SMSF administration, wrap accounts or insurance, we offer you and your clients real choice that can be tailored to match individual circumstances.



Support

Making sure your business runs smoothly and efficiently is as important to us as it is to you. That's why Netwealth offers a four-tier support system, so whenever you need help, training or guidance someone from our dedicated team will be there to help you.



Managed accounts

Not all managed account technology is equal. Enjoy the efficiency and scale benefits Netwealth's Managed Account can provide your business. And it is fully integrated with our super and wealth services.

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Introduction

Message from Netwealth

Last year, Netwealth went on a study tour to New York to find out how the American advice industry market was evolving. This year, more than 60 delegates, including leaders from all areas of the financial services and wealth industry, visited London in the UK.

While Australia was going through its Future of Financial Advice reforms, the UK was undertaking its own review into independent financial advice, which came to be known as the Retail Distribution Review (RDR).

The RDR in the UK aimed to improve the clarity with which firms describe their services to consumers, address the potential for adviser remuneration to distort consumer outcomes and improve

the professional standards of investment advisers. Sound familiar?

Seven years on, the RDR is yet to kill off financial advice in the UK. In fact, several firms have responded to the RDR by revamping their business model and use the latest technologies to automate the more tedious parts of the advice process.

Over the years, Netwealth has tracked the increased take-up of AdviceTech by firms over the world. In the past, artificial intelligence and blockchain were mere buzzwords in financial advice. Today, this is no longer the case. They are now accepted terms within an adviser's vocabulary, with artificial intelligence, machine learning, robo-advice and regtech transforming every aspect of a client's advice journey.

If the UK experience is anything to go by, the future of financial advice is bright, but only for advice firms ready to turn every challenge into a new opportunity.

The rumours of the death of financial advice in Australia have been greatly exaggerated. My hope is that the findings in this white paper prove that to the wider Australian advice market.

Matt Heine
Joint Managing Director,
Netwealth



Introduction

Message from Adviser Innovation

It is our great pleasure at Adviser Innovation to be partnering with Netwealth once again for an exciting overseas study tour.

As many of you will be aware, Adviser Innovation and Netwealth joined forces in 2018 to cover the United States events and this year it has been a privilege to have our brand associated with the Netwealth UK Study Tour 2019.

Education is at the heart of every great profession and a passionate pursuit for us as a content provider, event producer and media company. Momentum Media, the parent company of the Adviser Innovation brand, has been producing insightful content for the financial services community for over a decade.

An increasingly educated community of

financial advisers is the key to building a profession that is valued by Australians and will thrive in the future.

Learning from overseas jurisdictions is essential in an increasingly connected world; by meeting those at the forefront of innovation in financial advice, be it through the latest technology or a radical approach to client experience, Australian financial advisers are arguably in a better position to drive excellent outcomes in their own businesses back home.

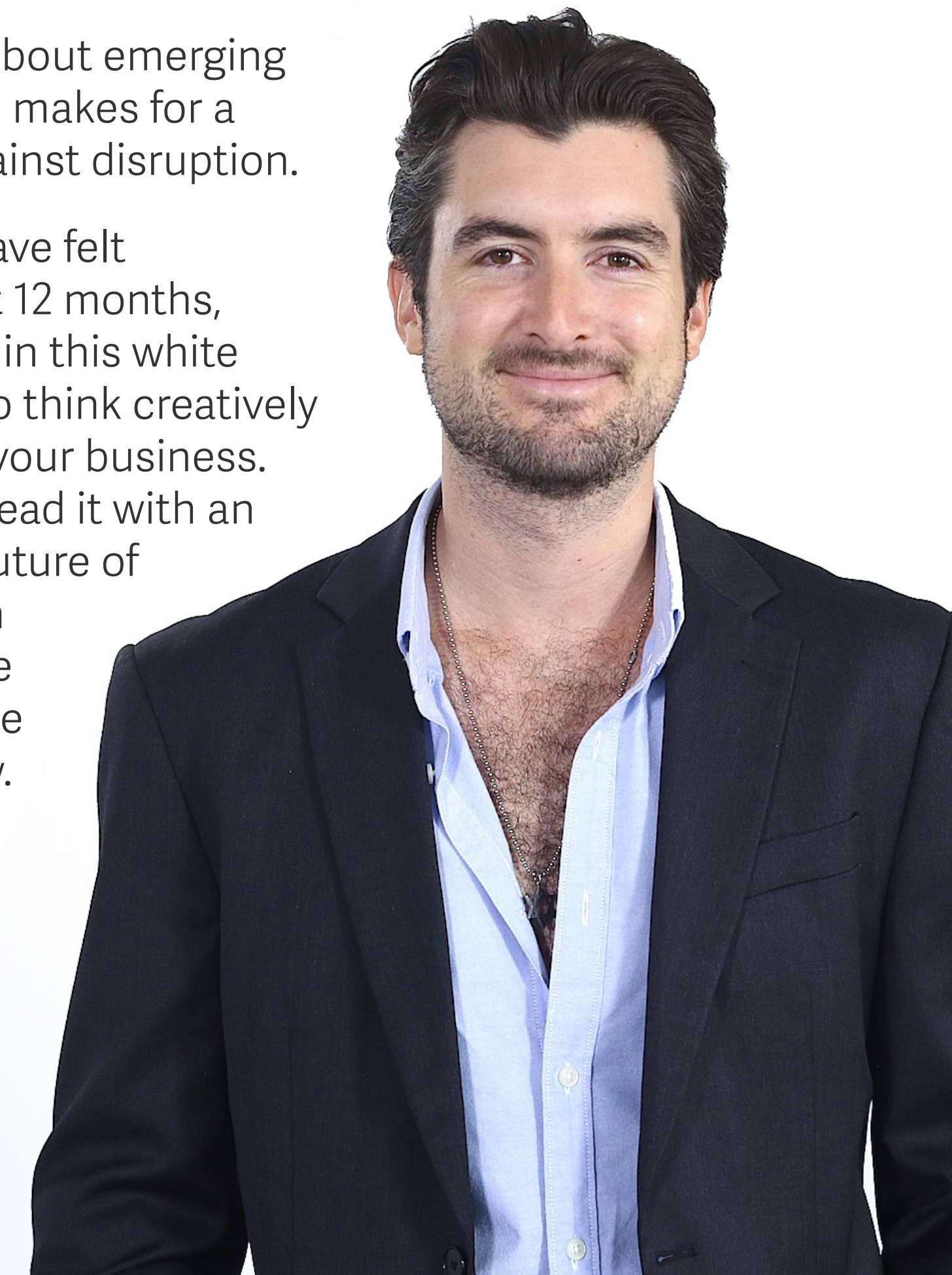
At a time when tech-savvy outsiders are eyeing a piece of the financial advice market, seasoned advisers and visionary practice principals and dealer group decisionmakers are well placed to seize the opportunities in front of them.

Years of industry experience coupled

with new information about emerging trends and innovations makes for a formidable weapon against disruption.

While many advisers have felt distracted over the last 12 months, I hope the key findings in this white paper will inspire you to think creatively about the direction of your business. I encourage you all to read it with an open mind about the future of this exciting profession and endeavour to make your mark on the advice landscape of tomorrow.

James Mitchell
Editor,
Adviser Innovation



Lessons from the UK

A thriving UK advice industry despite regulatory disruption

If you thought Australia was a tough environment for financial advisers, take comfort in knowing you are not alone. The UK has been there and done that; from the introduction of education standards in the late 1980s that resulted in slashing the adviser population by 75 per cent to the Retail Distribution Review in 2012 that effectively put an end to the bank-aligned financial advice model. And we haven't even started on Brexit.

Despite these challenges, advisers from the UK have well-and-truly learned how to adapt to this evolved environment with truly innovative business models. This is encouraging for Australian

Adviser band	Number of firms	Number of staff advising on retail investment products	Average retail investment revenue per firm (£)	Average regulated revenue per firm (£)	Average retail investment revenue per adviser (£)
1 adviser	2,427	2,427	129,679	154,546	129,679
2-5 advisers	2,235	6,302	400,061	467,088	143,937
6-50 advisers	518	5,618	1,466,588	1,674,528	141,604
Over 50 advisers	38	11,264	50,648,953	62,367,829	140,003

The IFA Centre , 2016

advisers, who have been on a regulatory rollercoaster since the introduction of the Future of Financial Advice reforms six years ago. Illustrating this point Gillian Cardy, associate lecturer at the University of Northampton and former managing

director of the IFA Centre, suggests that retail investment revenue has increased 25 per cent from 2013 to 2016 in the UK, and the number of firms in the UK advice markets also rose 8 per cent within that same period.



Lessons from the UK

In the UK, the make-up of advice is that approximately 91 per cent of firms have five advisers or fewer, while the top 1 per cent of firms by adviser numbers account for 45 per cent of all advisers and 43 per cent of revenue.

Further, independent firms, those that can offer the full range of products available provided the advice is unbiased and unrestricted, currently make over more than 80 per cent of the advice sector.

Lessons from the UK

She also thinks a few key lessons for Australian advisers can be learned from the UK RDR experience.

The first lesson is that customers do care about the credentials of their adviser and will dig deep to justify their price tag. They are looking for something to believe in, and something that they can trust – successful advisers are the ones who tick these boxes.

Secondly, clients are sophisticated enough to understand the different business models of advice firms and what their value proposition is. The lesson here is to treat them with respect and communicate with them appropriately. Building appropriate documentation, marketing materials and continually educating clients as to your offer goes a long way to future-proof the relationship.

Another lesson is that product education within advice will always be there and that it's a crucial element of what the adviser does for clients. This means that while the planning element is important in advice, a deep knowledge of the financial products available to clients is also important.

Lastly, it is possible to work around the increasing costs of advice by segmenting the market and creating compelling propositions and ones that they will pay for.



“Product education within advice will always be there and that it’s a crucial element of what the adviser does for clients”

– Gillian Cardy, associate lecturer at the University of Northampton

An example is On-Line Partnership Group Limited. Kevin McDonagh, the chief executive and founder shareholder, proclaimed the RDR is one of the best things to happen to the industry.

He began his business in 2010 and was always conscious about being open and transparent about the fees he charged his clients. He has also kept to his professional network in building his client base.

“I really focused on working with predominantly lawyers and really, since 2010, that has been the entire focus of what we do,” he said.

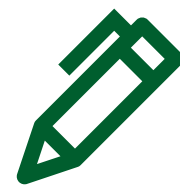
Lessons from the UK

Trust and building client engagement

Even with rapid technological change and take-up of technology-driven solutions, the basic tenets of creating client trust remain the same. That was the consensus from a range of UK advisers who have utilised technology to its full potential in the post RDR world.

The crucial difference in a modern environment compared to generations gone past, however, is the range of tools and integrated platforms advisers have at their disposal to build that trusted relationship. For example, for Jane Hodges of [Money Honey Financial Planning](#), she scoffed at the idea that clients need a physical meeting with their adviser.

“I have never done a face-to-face, physical meeting with a client ever. I have seen hundreds of clients through what I would



Examples of great written content

Read [Michael Kitces](#) or [Michael Hyatt](#)



Examples of great audio content

Listen to [Andy Hart on Maven Money](#), [Chris Budd on Financial Wellbeing Podcast](#) or [Russ Haworth on Family Business Podcast](#)

consider face-to-face, which is on Skype,” Jane explained.

“What's really great is that they can interact with me all time because it's no skin off my nose. I don't have to drive two hours to see somebody to talk to them. I just get my WhatsApp out. Everything is recorded. Everything is part of the client file. This is all about making the journey as easy as possible for clients and for me.”

She contends that this approach delivers more face time and not less. It also means clients can engage on their terms, whether that be in the evening, on weekends or from overseas.

Building trust with digital content

For Pete Matthew of [Jacksons Wealth Management](#), consistency in marketing and communication was the name

of the game in getting and retaining clients, whether that be through blogs, podcasting, video or even through Instagram.

With the advice industry taking major hits in client trust as a result of the financial services royal commission, it is important that advisers immediately address those client concerns around trust head-on, and good marketing content can go a long way towards achieving that goal.

“When they come to me, there is no sale. They already know exactly how I feel. They already know how I think their money should be invested,” says Pete.

“If you're doing a podcast, start answering the questions that people will be already asking and addressing them in a way that is real. You'll be at an advantage

Trust and building client engagement

when people come to look for you in the coming months and years.”

Advisers are the guide, not the hero

As for Xentum’s Adam Carolan, trust stems from the innate ability to tell your own story to clients, which works to personalise and humanise the advice process.

Further, he suggests that advisers should emphasise the support they bring, as opposed to dominance in the decision-making process. He suggests: “advisers are the guide, not the hero”.

“I see so much ego in financial services around being the hero,” he said.

“You are there to guide a client every step of the way and sit alongside them in every decision they make. You are not there to force them down a route that you want them to do down.”

This builds on Adam’s approach to work-

life balance, which he summarises as: “Prioritise, delegate and allow those that you trust to help you.”

Expecting the unexpected

Even the best laid plans can go up in smoke, particularly in a people-focused business. As an example, [Dr Christian Busch](#) of the London School of Economics encourages advisers to consider the following test: Take a room of 60 people and ask them what the probability that two people in the room have the same birthday. Most will say something like 10 or 20 per cent.

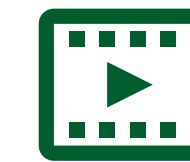
“The probability actually is 99.99 per cent,” Dr Busch said. “It was almost impossible that you would not have a mutual birthday.”

“The reason we do that is because we think linearly. We think we have to divide days by number of days in the year, but the calculation is actually exponential.”

Tests like these demonstrate it is human nature to underestimate the unexpected, when in fact, the unexpected is a regular component of life.

If you take this knowledge into the financial planning process and how you deal with clients, it can be a very powerful advantage. Teaching them, and yourself, to appreciate that the unexpected is inevitable can be comforting when plans deviate.

Further, it teaches clients and advisers that contingency plans and flexibility are just as important as strategising at the outset.



Examples of great video content

Watch [Five Minute Friday](#), [Matt D’Avella](#), [Amy Landino](#) or [Peter McKinnon](#)



Examples of great image content

Look at [The Finance Twins](#)

Innovation from the UK

AdviceTech in the UK

In the UK AdviceTech is being adopted at increasing rates. Where it was once a 'nice to have' it's now a 'must have,' which parallels changes in consumer "digital" expectations in both the UK and Australia.

The UK is home to some of the leading AdviceTech providers supporting the new revolution of advice firms post RDR. In this article we explore three with a unique approach to AdviceTech.

Intelliflo use an open architecture approach in ensuring that advice firms can build a business management system that best suits their needs. One of its main products for advisers is its Intelligent Office (iO), which allows an advice firm to integrate their CRM, point of sale system, straight through

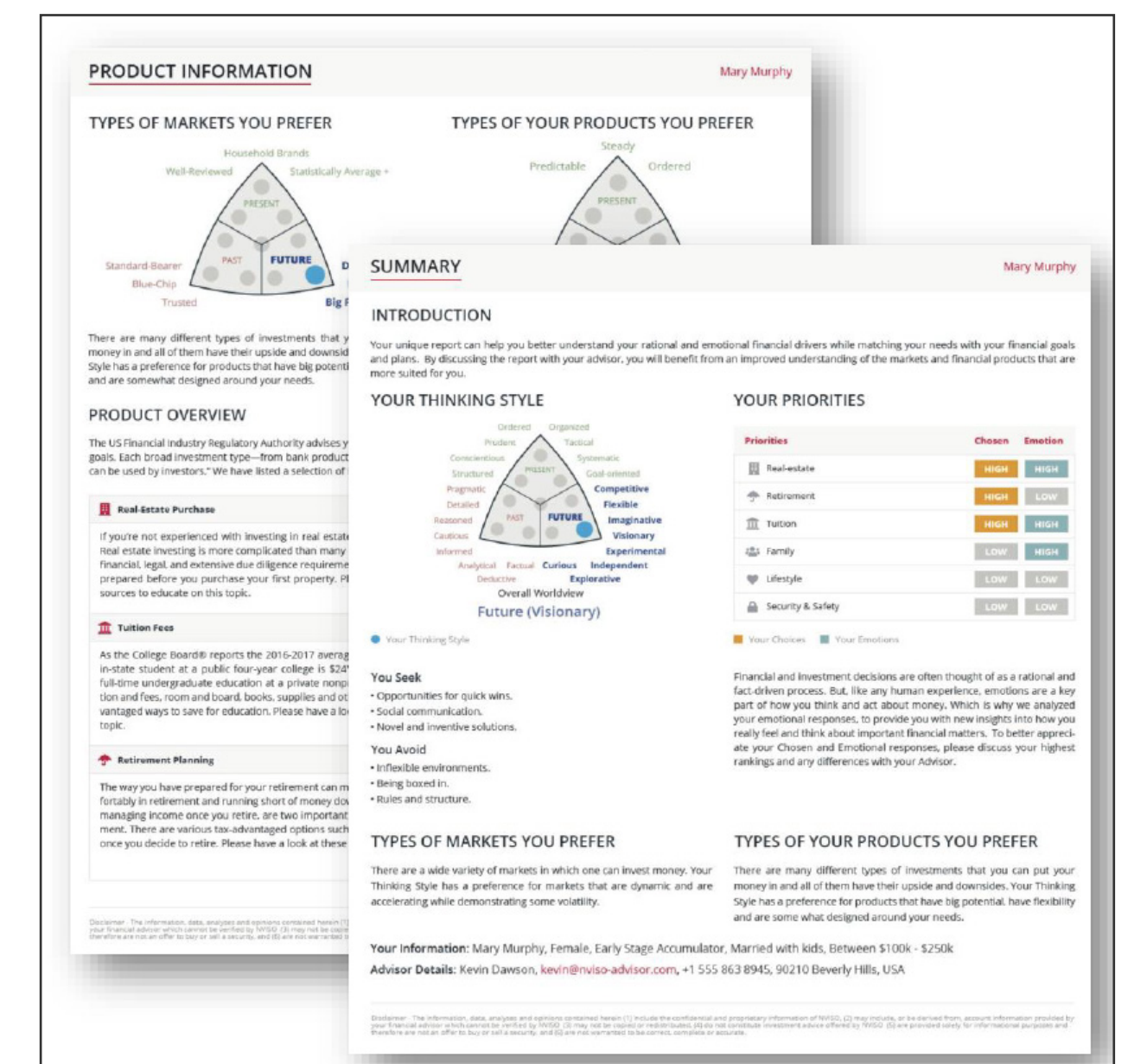
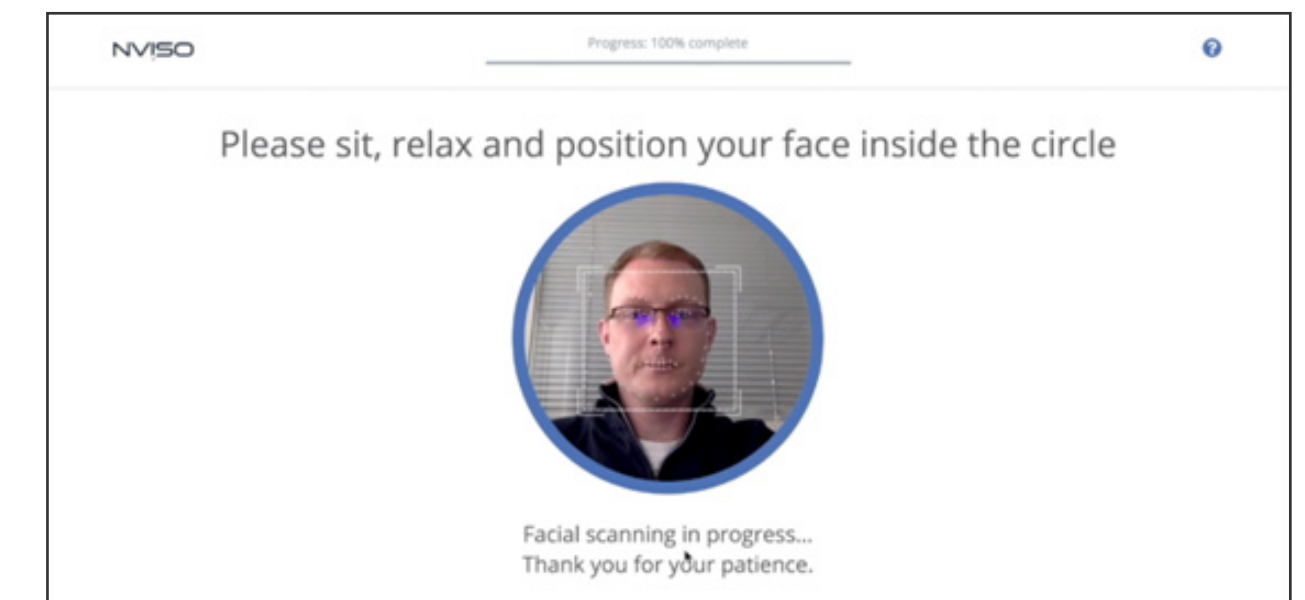
processing and an online client portal to create a new Personal Finance Portal (PFP). It also includes an automated advice option. The PFP gives advisers the opportunity to interact with clients online in a modern, efficient way.

NVISO Another AdviceTech, **NVISO**, aims to address the persistent trust issues within financial services. This technology facilitates investment discussions between clients and advisers through visual intelligence technology.

It does this through its Insights Advise product, which utilises facial recognition technology to analyse facial expressions and reactions to video content to better understand human emotions to help derive financial profiles made up of a behavioural, emotional and rational profile.



Watch the demonstration here



Source: NVISO

Using this technology during the client fact-find process can help an adviser, from the beginning, understand their clients' thinking style, market and product preferences and engagement models.

Model Office

In an increasingly regulatory-driven world, regtech firm **Model Office** has come up with a digital offering that aims to provide advice firms with an ability to benchmark their working environment against five key areas of a sustainable best practice.

Using Model Office's diagnostic platform businesses can track of new regulations, discussion papers and access a library of industry best practice research benchmarks.

The goal of Model Office is for stakeholders to constructively use the platform as a means of establishing a collaborative culture for improving business, compliance and people performance and increasing client engagement.

The five areas of a sustainable best practice for advisers

1. Focus

How well you are leading the business through key business functions, individual, systemic and cyber risks and regulatory directives?

2. Engagement

How has your brand's presence, marketing plan and documentation supported the client journey, embraced digital design and involved key stakeholders?

3. Promise

Is your proposition robust in assessing investment service and product suitability and appropriateness, and identifying and incorporating new technologies?

4. Systems

Have you streamlined back, middle and front office administration tasks and client relationship management (CRM) activities to interlink, control and share high quality data information?

5. People

How well have you focused on the level of staff and employee engagement, incorporated social enterprise technology and ensured you have the right people in the right place with the right skills?

Source: Model Office



**Download the
2019 Netwealth
AdviceTech Report**

Staying abreast of AdviceTech

As in Australia, it's often the adviser, rather than the client or the technology itself presenting a barrier to adoption. The challenge is thus for advisers to show an interest in AdviceTech and stay abreast of technologies.

For this reason, Netwealth has just released the **2019 AdviceTech Report** which highlights the key benefits of adopting technology intelligently within an advice business, and the benefits for clients and advisers alike.

Beyond benchmarking 26 technologies, in this year's report we pay special consideration to regularly discussed questions amongst advice practices, what AdviceTech do successful businesses use and how do they approach technology adoption.

Innovation in the UK

Future-focus AdviceTech

In his welcoming address to delegates, Netwealth Joint Managing Director Matt Heine noted the recognition from advisers that Artificial Intelligence and Machine Learning (AI) would impact every aspect of their profession over the next five years. The Australian market is no exception to this projection. According to its [2019 AdviceTech Report](#), 36 per cent of those surveyed said AI will have the greatest impact on financial advice practices in the next five years.

Regtech was also cited to have major impact with 36 per cent of respondents, which was closely followed by robo-advice at 34.8 per cent and scaled advice at 34.2 per cent.

What has struck Matt the most over the years was the types of technologies that have become prominent. In particular, he

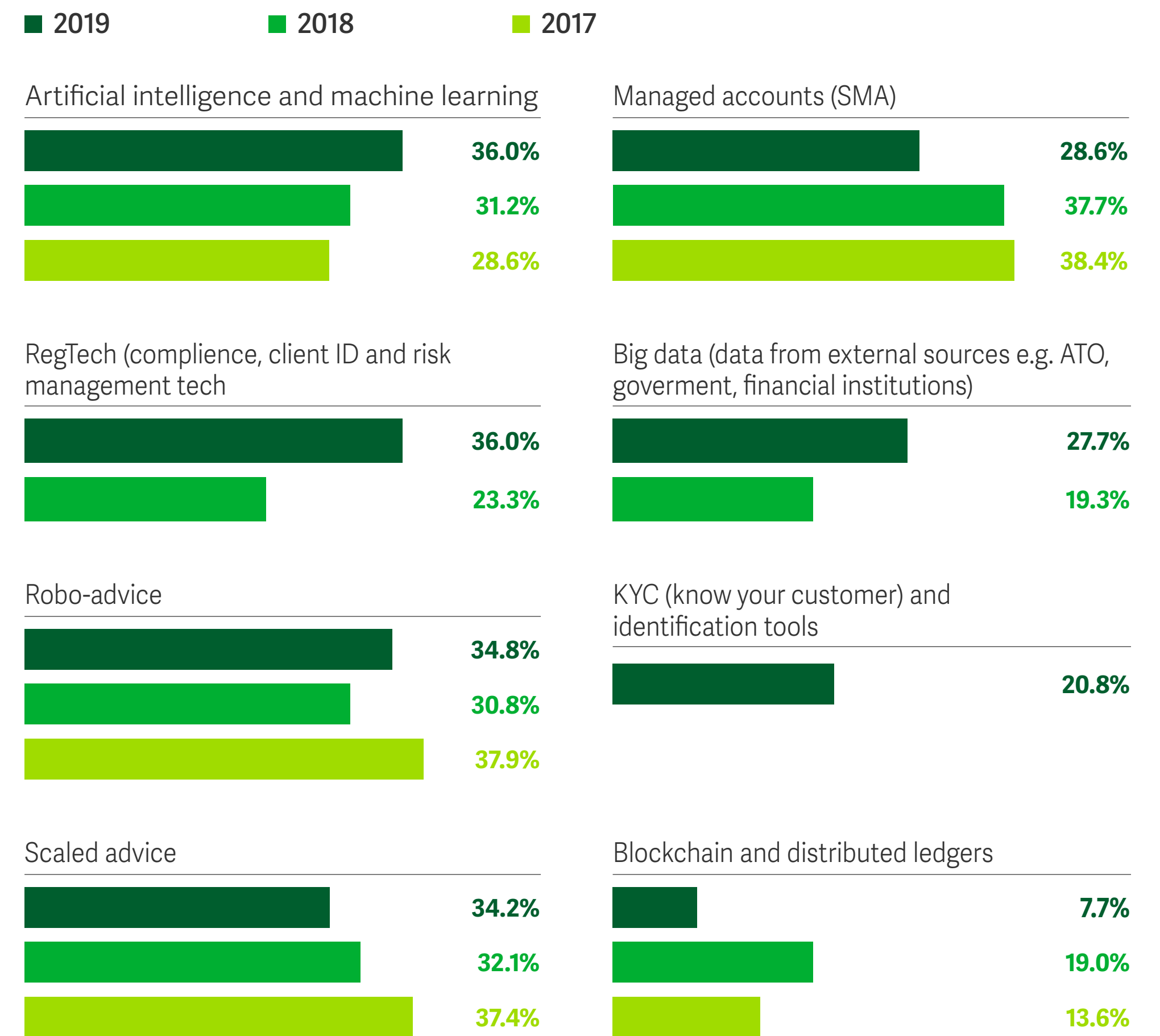
pointed to the sheer growth of advisers thinking about how they could use AI.

“Technology is going to improve every single part of your business. I don’t think anyone can argue with that,” he said. “When we first did this report three years ago, AI was so far down the bottom of the list it wasn’t funny. It wasn’t in anyone’s thinking. Whereas I think there’s a very good recognition now that AI is going to be leading the charge in pretty much everything we do.”

He also found it interesting that managed accounts are getting closer to reaching maturity.

“All the early adopters are well and now truly on the path to managed account implementation and hopefully are seeing the benefits,” he said.

Which of the following AdviceTechs will have the greatest impact on financial advice practices in the next five years?



*Multiple responses allowed. Top eight responses only. Source: Netwealth 2019 AdviceTech Report



Rise of digital services

And he also noted the rising impact of regtech on advice and remarked that robo-advice in the post royal commission world has a place in the market.

Rise of digital services

The rise of digital services, like robo-advice, can help bridge the advice gap that persists all around the world, not just in Australia. In the past, it was not seen as cost-effective to cater to those clients because they were once sold a product and have since then not really had much in the way of ongoing service after that initial sales process.

For Keith Hare, corporate development director of [Benchmark Capital](#), technology-designed advice will be what's required to effectively capture the 'forgotten' clients as well as clients of the next generation. Benchmark Capital offers a digital-first approach to wealth management and investment solutions for its partner companies, like advice firms.



Kids and grandkids... are not nervous about technology. They're asking for it.

"A lot of the clients in the advice gap are being ignored. Maybe we can bridge that gap with technology," he said. "The other thing that's really driving the whole process of the adoption of technology and digital services is that people are asking for it. The kids and grandkids that we've driven financial planning advice to are not nervous about technology. They're asking for it," he added.

From digitised to 'truly digital'

"Digital has these new characteristics. It's not a channel. It's not just a phone or a branch, it's an entirely different model," says [11:FS](#) co-founder Jason Bates. Jason also co-founded two digital challenger banks in the UK – Monzo and Starling.

"Suddenly we're into intelligent services world," he said.

Monzo, founded in 2015 with almost no customers has grown to over 2 million customers today. It was built

on the premise of solving problems for customers rather than selling financial products to them. Its value proposition fits squarely into the expectations of modern advice clients.

An example Jason provides is that a traditional bank will provide an app which lists client accounts and allows them to interrogate these accounts and move monies about.

This leaves the rest up to the customer to manage. For example, if they overdraw, the bank will charge them. What the bank should be doing is making sure they don't overdraw – that's intelligent!

He says that creating a 'truly digital' intelligent services solution as opposed to merely a digitised solution, is based on the RICHES principle:

- Real-time
- Intelligent

Robo 2.0: Man and machine

- Contextual
- Human
- Extendable
- Social

The principles described here are not just for banks, but any digital service.

Robo-advice 2.0

In many markets, robo-advice as a concept hasn't really gained traction or the buy-in that many thought it would do a few years ago, according to [Fidelity International's](#) global head of intermediary distribution and digital wealth, Ben Waterhouse.

Overall, robo-advice in Europe has struggled to gain scale, with robo-advice assets under management at a measly \$16 billion, a mere 1.9 per cent of the \$8.3 trillion of total retail client AUM.

Customers remain sceptical about robo-advice and the challenges inhibiting its future success continue. Only 7 per cent of investors believe a digital solution best

fits what they're looking for when making investment decisions. Further, according to Fidelity's 2018 Digital Advice End-Investor Study, a fully digital/online experience was ranked as least important by most investors when asked to rank attributes for opening a new investment account. Common drawbacks for investors to robo-advice include a 'lack of human interaction' and a 'lack of personalised service'.

Outside of the US, trust in robo-advice propositions is still lacking and they haven't really captured the hearts and minds of the target customer.

"Technology has allowed a lot of new entrants to come to market with a bunch of added propositions that aren't really resonating with customers," he said.

"Clearly, a poor digital experience is a real detractor but in terms of our research, a lot of consumers in this part of the world haven't yet really bought into the concept."



2m

Digital advice users in US

\$981bn

Robo-advice AUM in the US

The way forward: a 'man and machine' model

However all is not lost with robo-advice worldwide, including Australia. In the US, there has been a continual growth in digital advice users. In 2017, there were an estimated two million users of digital advice. That figure is projected to grow to 17 million users by 2021. In addition, there are a greater number of firms in the US at scale, with a combined total of robo-advice AUM of \$980.5 billion¹.

Rejecting the pure robo-advice offering, an advice combining digital/robo elements with the traditional face-to-face aspects of the advice process seems to be the over-arching trend. In the pure digital offerings that Fidelity has launched, it quickly realised that it's very difficult to form and nurture a meaningful relationship with the customer.

"You're starting to see robo solutions dial in face-to-face or human touch points to

¹US Digital Advice Fee Disruption and Battle of the Brands, Aite Group, 2017.

Robo 2.0: Man and machine

support the advice process. And we think the most successful models will allow different levels of human touch points depending on the individual customer's circumstances. Hybrid we think is critical. That can be just a simple phone call at the initial point of advice, or it could be a more regular contact. But we do think that hybrid is critical to the success in this space," Ben said.

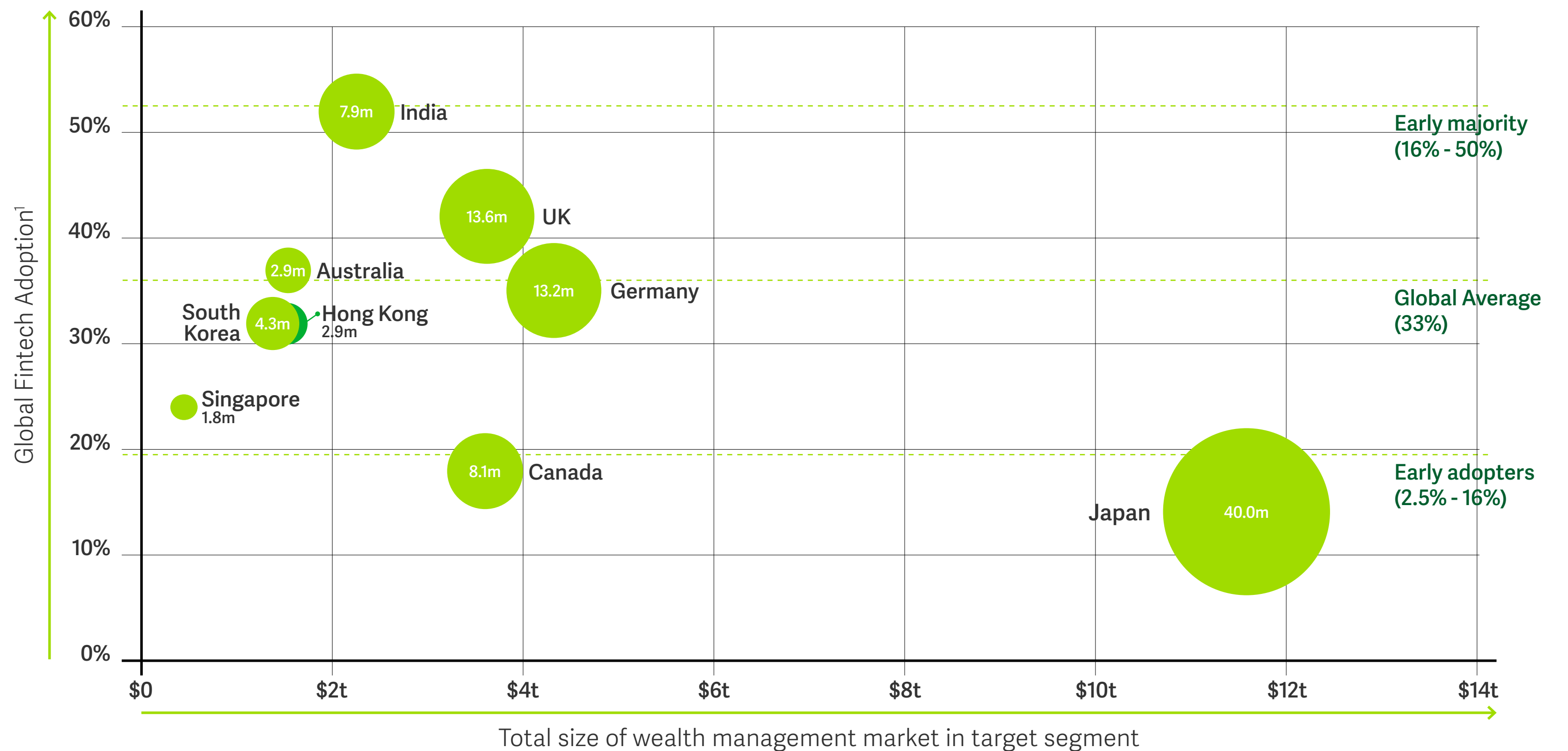
Most robo solutions currently in the market focus on a proposition for entry-level investors. One example would be the round-up concept where a customer buys a coffee for two dollars and a small investment, say 50 cents, goes into the round-up which is then moved into an investment vehicle.

A measured approach

While it's important for advisers to catch early-stage investors through robo-advice, they should not rely exclusively on that type of solution.

The market opportunity for robo is growing

Size of bubble represents number of individuals in target segment (Net worth of \$50k - \$1M)



Source: Fidelity

Note: Global Fintech Adoption scores are derived from EY's 2017 Fintech Adoption Index 2017. The Rogers' Innovation Adoption Curve has been used to measure the adoption of fintech services by consumers (payment, insurance, investments, financial planning, borrowing) in each market. 2 The same exchange rate has been applied to all years to avoid exchange rate fluctuations and maintain the same trends as would be witnessed in local currency data.



A measured approach

“It's our contention that if you're going to capture the lifetime value of a customer, you need to complement that at an entry-level solution with more sophisticated accumulation propositions. Then you'll have a much stronger chance of maintaining a customer through the life of their investments,” he said.

A hybrid model may also go a long way towards bridging the advice gap, not just in Australia but also abroad. Keith Hare says client data can be pooled from everywhere into a single hub. Further, he notes that it's not just the data that's used by the adviser or the financial planner, but through other sources as well such as Google.

“Data is going to start being used to analyse a client's habits from a financial planning perspective. It sounds like George Orwell in some respects, but we can see it happening,” he said.



63%

of investors want robo accompanied by access to human advice (2018 Fidelity Investor Insights Study)

Two key components of hybrid advice

1. A compelling engagement process for new clients

- Anytime, anywhere, any device
- Great user experience
- Onboarding experience tailored to different client groups
- Trust must be established during the journey
- Deliver 'delights' – e.g. simple, interactive cashflow modelling; behavioural finance tools, etc.
- Human support easily available (call-me, online chat, proactive telephone support)
- No 'barriers to completion' (e.g. ID verification process, paper-based forms)
- Wider product / investment options are emerging...
- ... however these are secondary to the financial planning process

2. Comprehensive ongoing service

- Aggregation of all wealth in a single place (bank / credit card /advised / non advised assets)
- Self-service options configurable by client type / group /preferences
- Peer group analytics / predictive algorithms to provide personalisation of experience
- Ability to take simple advice decisions autonomously
- Adviser is 'on tap' whenever more complex decisions need to be made
- Emphasis on education and engagement rather than facts and data
- Frees up the human to focus more time on value add
- Integration with best-of-breed tools e.g. simple cashflow modelling, secure messaging

Source: Benchmark Capital

Understanding UK private banks

The gold standard in advice to UK's high-net-worth clients

Private banking has a long tradition in the UK dating back to 1672, and its evolution has some learnings in it for Australian advisers.

It probably comes as no surprise that the UK has some of the best private banking services in the world.

With assets held by UK private banks and discretionary investment managers set to hit £1 trillion by the end of the decade, and £30 trillion worth of assets going to be transferred over the next 10 to 20 years, advisers in the UK (and over the world) have an opportunity to rethink their services towards high-net-worth clients.

According to Caroline Burkart of [Scorpio Partnership](#), the UK will reach the 'gold standard' of wealth management by next year. So, what does that mean? In short, it means collecting client feedback and developing insights to grow as the basis of better and more tailored advice.

She said it's a stark contrast to seven or eight years ago, when Scorpio launched its first client engagement programs. Then the private banking industry said clients didn't like giving feedback and regardless firms were quite confident that they knew what clients wanted.

"These days, private banks are actually seeking feedback in a more formalised



"It's not just feedback that's useful to marketing departments or strategy teams, but understanding how the client feels, thinks, what they want, what they're willing to do"
– Caroline Burkart, Scorpio Partnership

way. It's not just feedback that's useful to marketing departments or strategy teams, but understanding how the client feels, thinks, what they want, what they're willing to do, what they're not willing to do," she said.

Data driving value

From Scorpio's perspective it's clear that forward-thinking firms who are in touch with their clients' needs will dominate the market. They are the companies that are aware and take advantage of the changing client environment.

These firms are focusing on managing and interpreting client data and then using this information to inform the

How to collect and manage client data

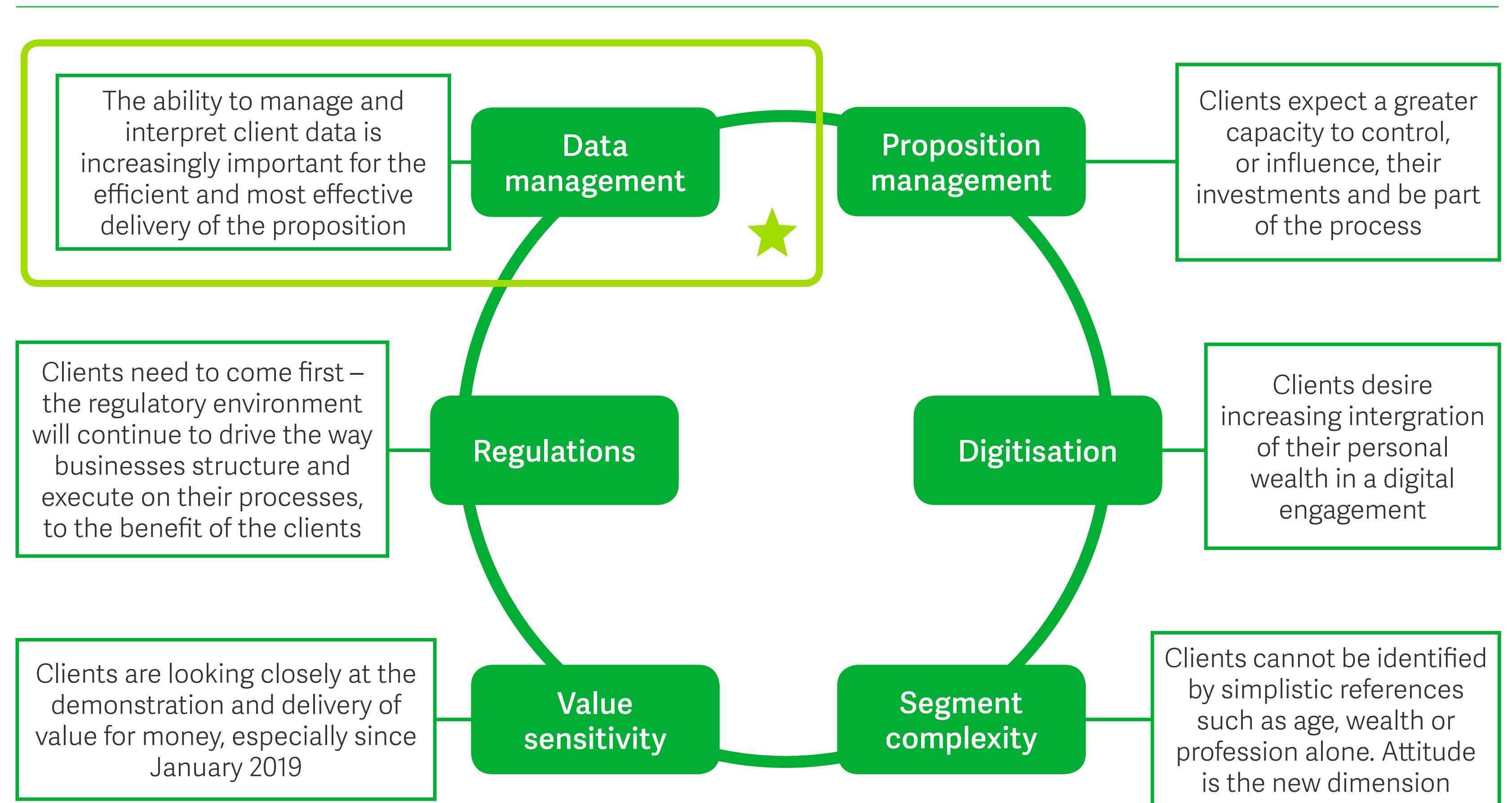
client proposition. Identifying clients by simplistic references such as age, wealth or profession simply doesn't cut it anymore.

Nowadays, clients should be identified according to their attitude and what ultimate goal they want to achieve through their money. Further, not only do clients desire increasing digital integration of their personal wealth, they also expect a greater capacity to control their investments.

Finally, clients are looking very closely at whether advice firms can demonstrate and deliver value for money for them.

Understanding the client journey

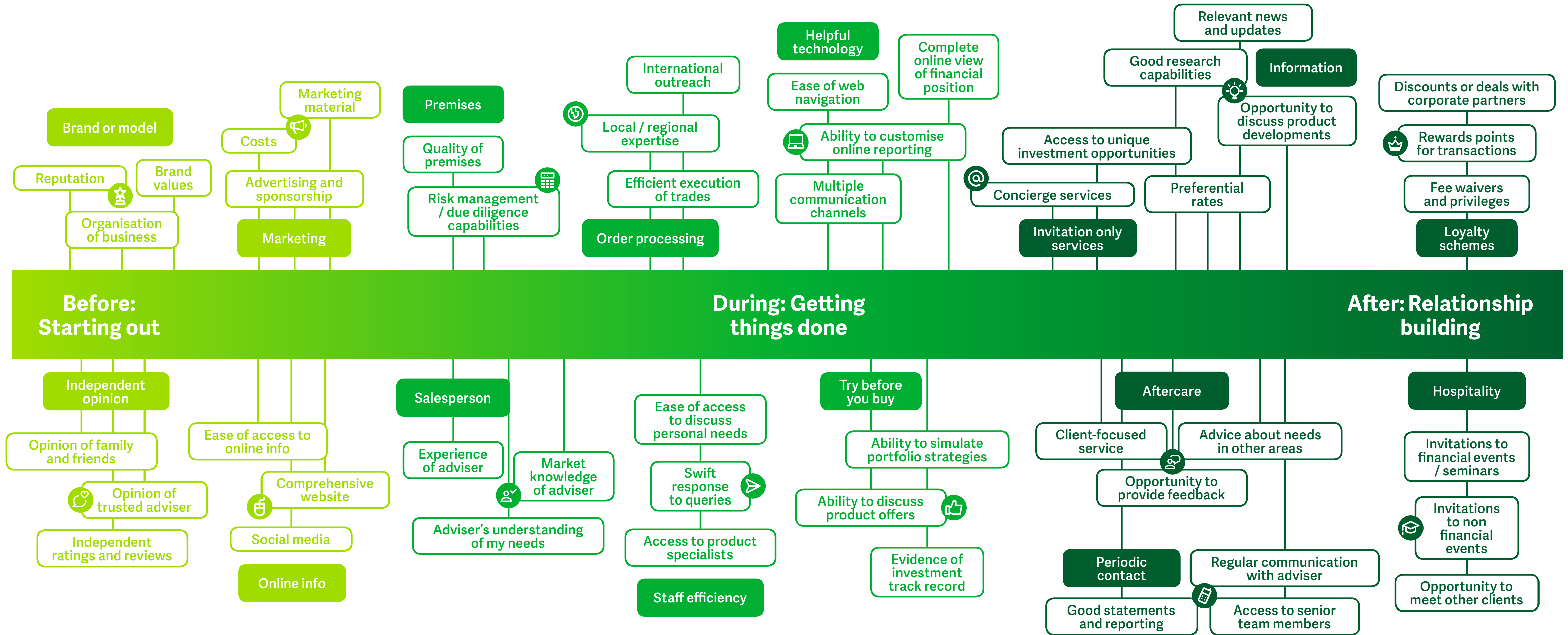
To deliver on this private banks are focusing on making sure that they understand every stage of the client journey. Clients have plenty of interactions with their private bank from the very first moment they engage with



Source: Scorpio Partnership



Understanding the factors of client experience in wealth management...



The role of client journeys in the advice process

them, which can be seen in the diagram on the previous page ‘Understanding the factors of client experience in wealth management...’.

“We are very much focused on understanding the client journey. The starting point for private banks is to make sure that they understand this journey. Wealthy clients have got a lot of touch points with the bank right from the moment they first hear about the bank,” Caroline suggests.

For the next generation of private banking clients, the customer journey may look different to that of the current batch of clients.

Digital interactions will likely be more important, and the ability to build trust with younger clients who may not trust private institutions becomes critical. As a result, private banks are adapting their practice to cater to multiple types of customer journeys.

The gold standard of wealth management in 2020

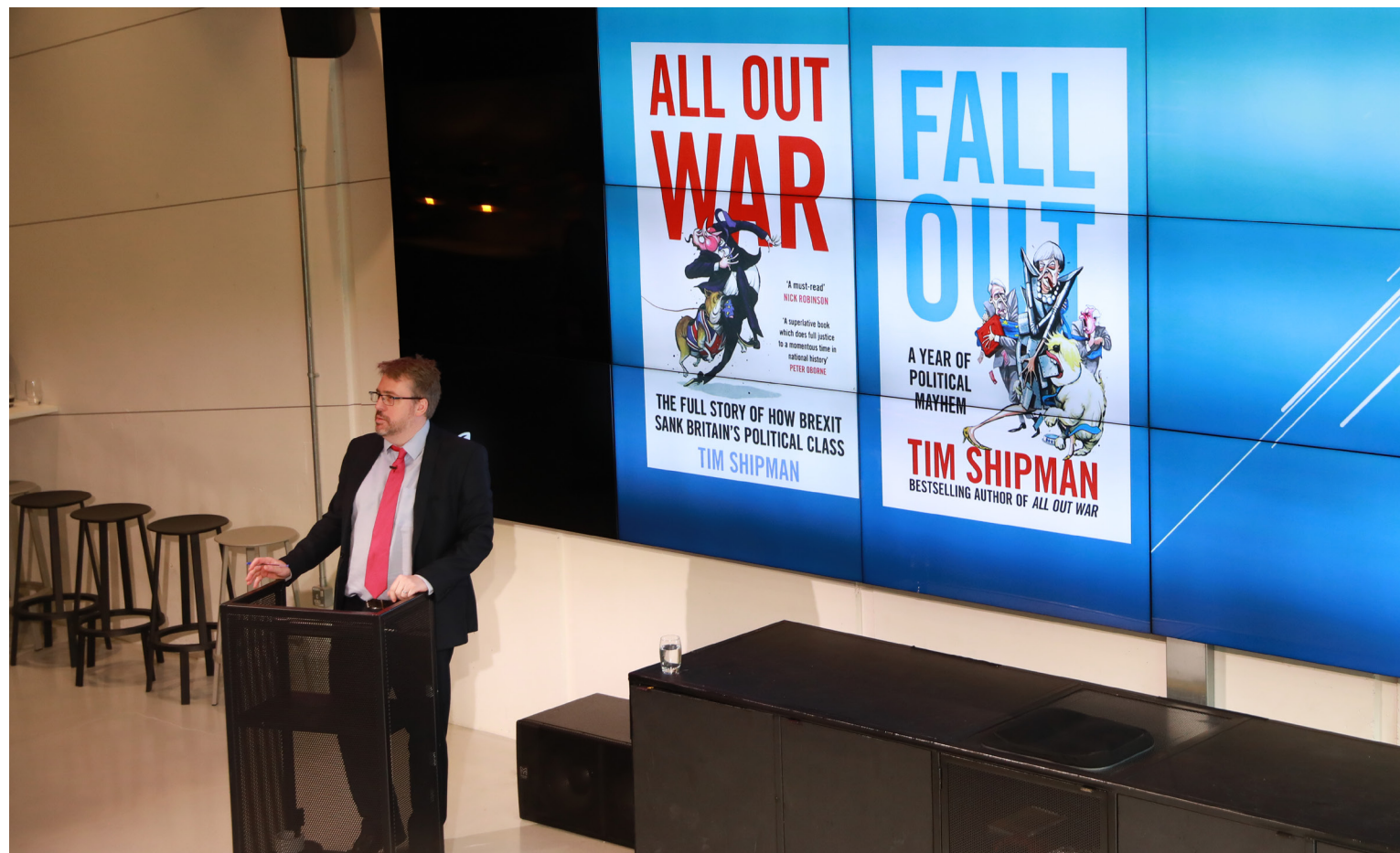
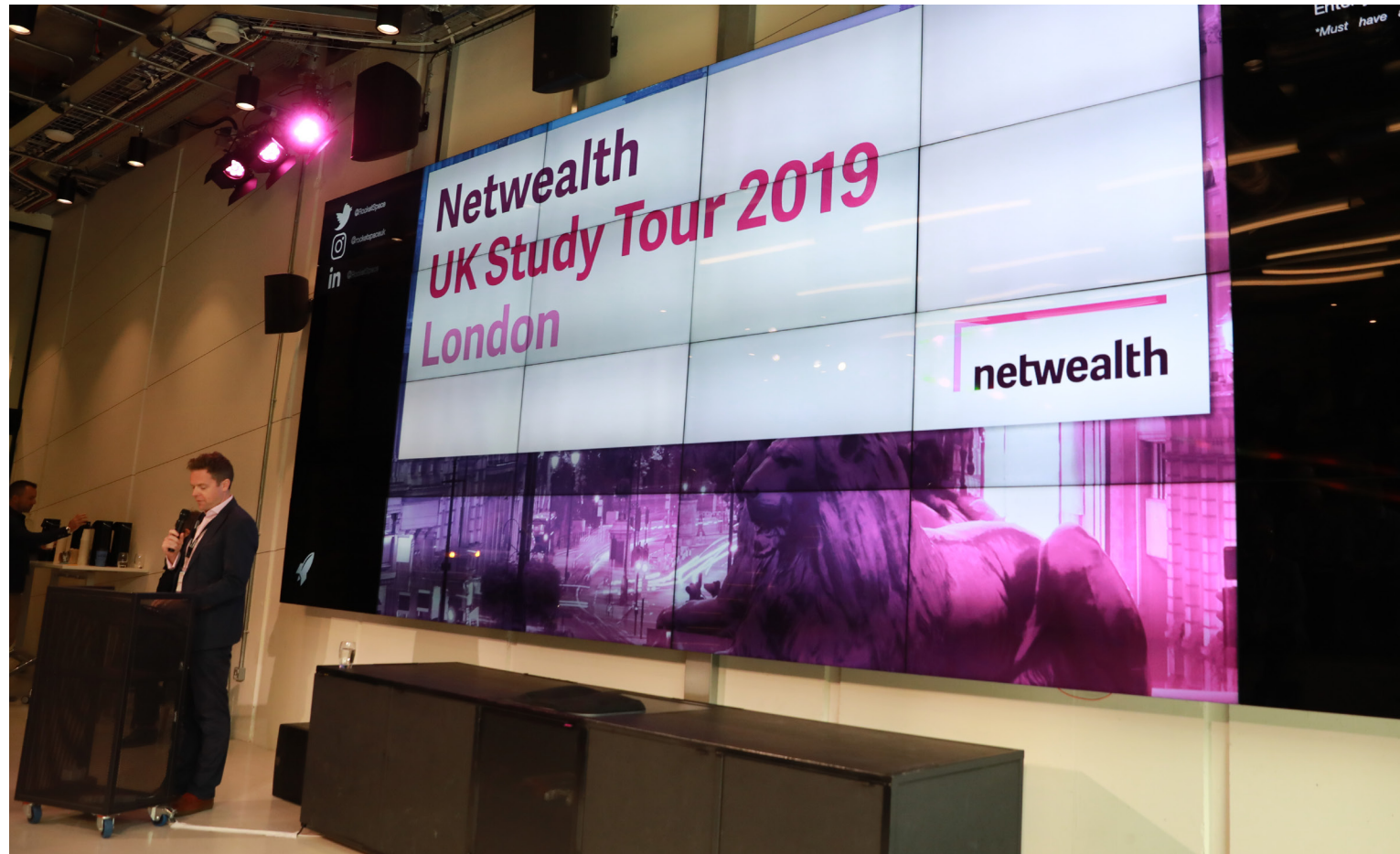
1. Keeping the existing client base happy
 2. Attracting new business from the right client segments
 3. Tackling the next generation dilemma
 4. Building a team that is in-tune with future generations of clients
 5. Keeping pace with technology
 6. Building a proposition that responds to all these challenges
 7. Considering the changing customer journey into your analysis of client data
-

A snapshot of the Netwealth UK Study Tour 2019

In the frame



In the frame



In the frame



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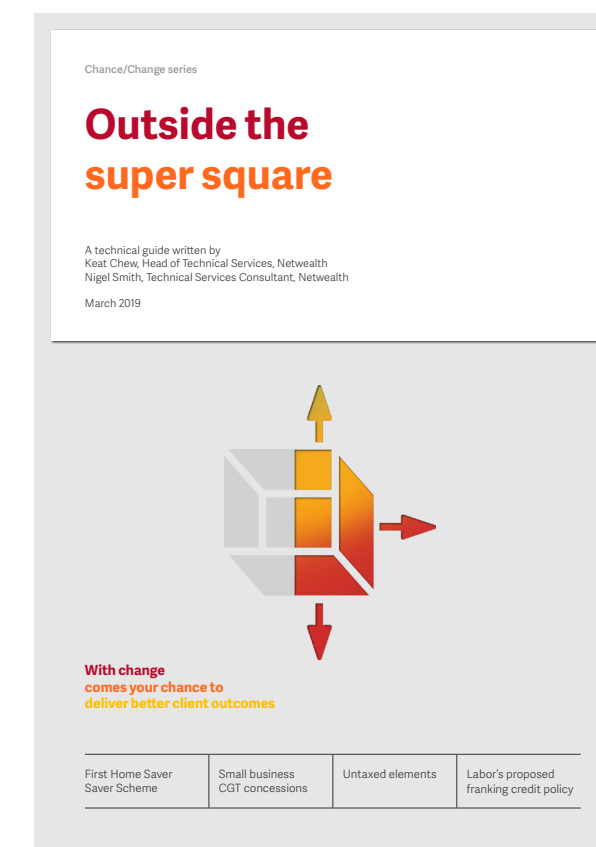
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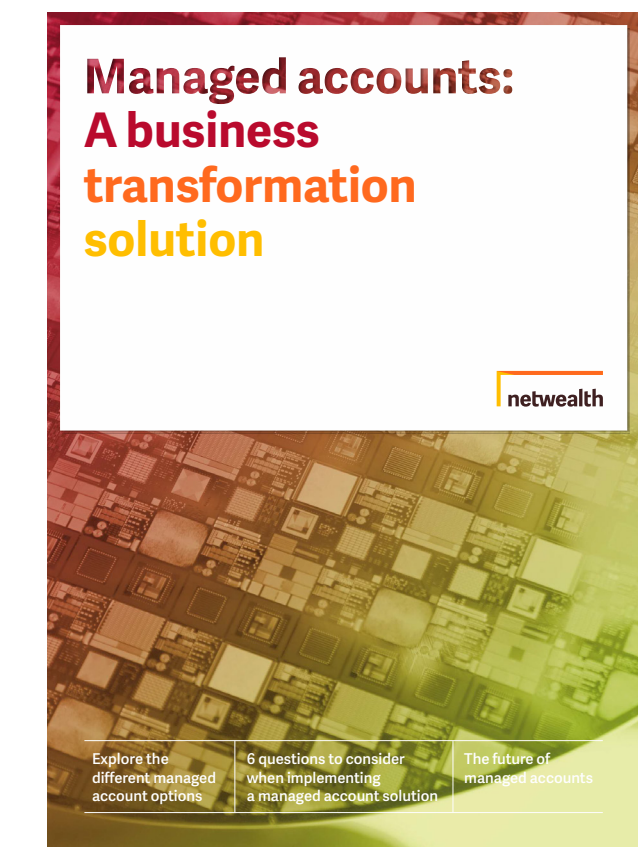
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