Netwealth IQ Report

Innovation starts with curiosity

netwealth

Contents

Source: Netwealth Innovation Toolkit

What is innovation?

Part 1.0

What is innovation?

From profit model to processes, client service to brand image, there is potential to spark change for the better in any part of your advice firm.

To thrive as a business in 2025, innovation is vital. Innovation is not just for large corporations with well-funded Research and Development departments, but it can be in the DNA of every business. It can be initiated by any function or role, and done for any purpose. Smaller businesses have the advantage of being more agile – so innovations can be created and integrated faster.

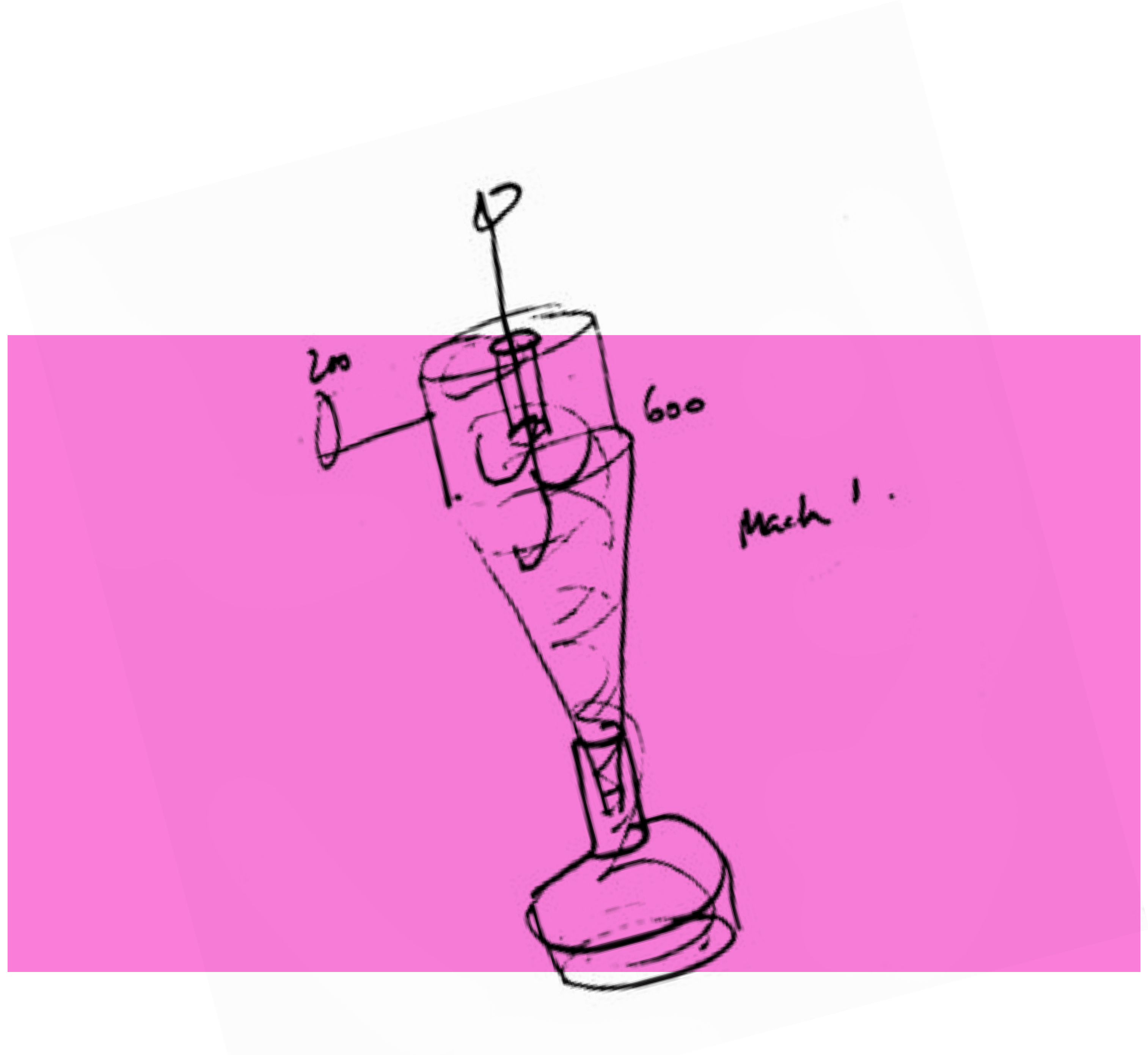
Innovation is commonly tied to technology, but this is a limited view. Innovation could be as small as changing a process for more efficiency, or as dramatic as completely disrupting your own products and services and starting anew. Innovation could be about changing a brand to suit the current market, or changing the way a whole industry operates.

What is important in innovation, according to Deloitte, is that it is not simply left to chance, but that it is systematic for the best chances of success. This is where Deloitte's '10 Types of Innovation' framework is useful, as it helps you identify where across your business there is potential to innovate. With this clear vision, you can make decisions about where and how to invest time and resources into innovation.

Regardless of the focus of innovation, there are some common ingredients. These include disruption, inspiration, and the need for a significant amount of commitment.

"Innovation can be big or small; disruptive or simply enhance today."

What is innovation?



Innovation can disrupt – or see you be disrupted

For example, in 2011, Sensis, then a billion-dollar business, sold advertising and printed directories including Yellow Pages and White Pages. The bulk of its revenue came from small businesses such as plumbers and builders. However, the digital landscape saw platforms such as Google reshape how people searched for and connected with services. Sensis recognised this shift and launched Yellow at Home, aiming to evolve into a richer content platform. This had all the hallmarks of a well executed innovation initiative, yet it failed. Despite having the ideas and capital, Sensis didn't have the right culture of innovation to back up the change. Sensis missed the chance to disrupt itself – and was swiftly disrupted by others.

Innovation can be inspired by anything

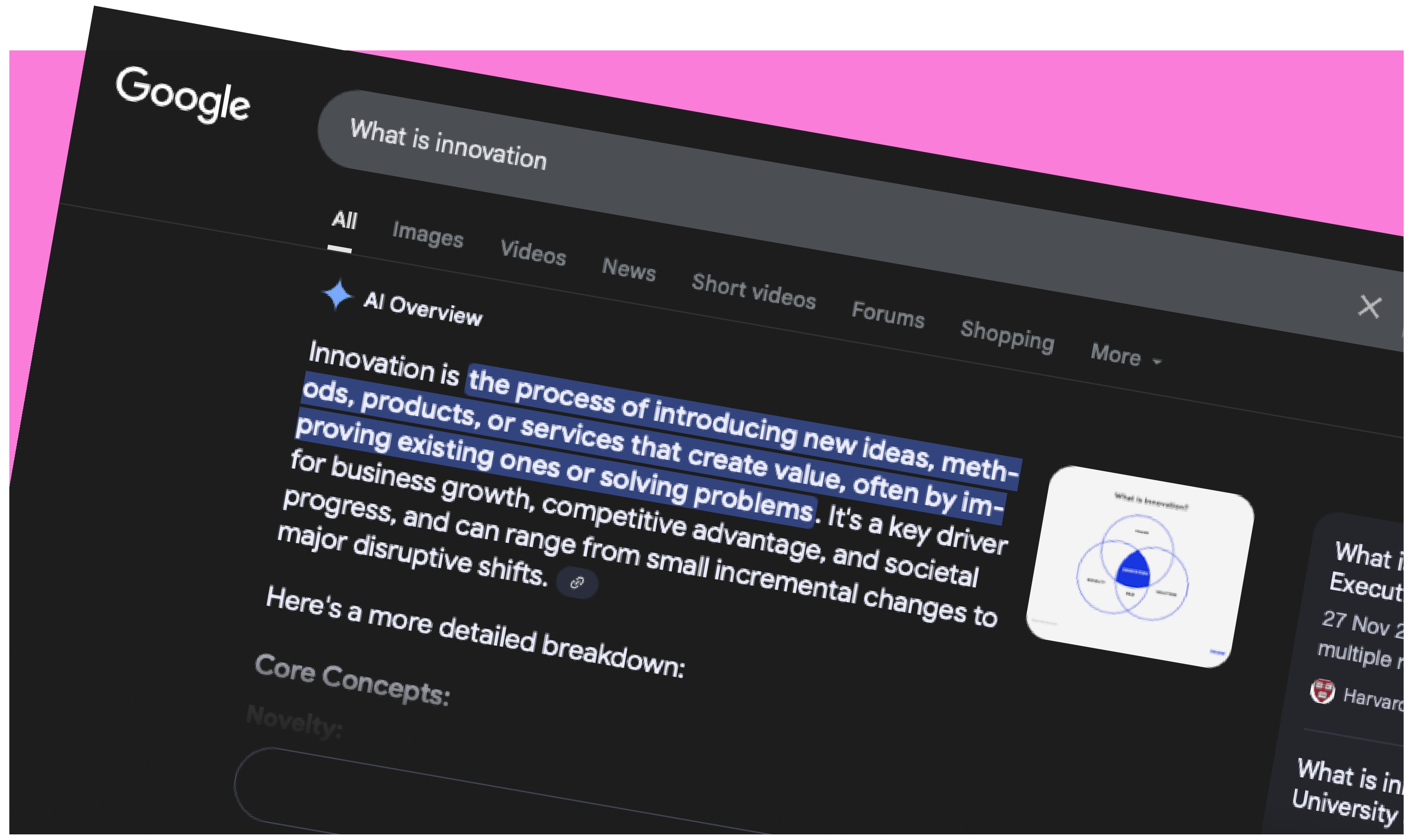
Van Phillips, an amputee due to a water-skiing accident, considered the prosthetic limbs available to him uncomfortable. Inspired by the a of a cheetah's hind leg, Phillips spent 10 years designing and testing hundreds of prosthetic limb models with the help of aerospace materials engineer, Dale Abildskov, before landing on the best option. Today, people around the globe are empowered to walk, run, jump and live a better life thanks to their efforts. This shows how innovation can take cues from anywhere.

Innovation takes commitment

James Dyson is a renowned innovator, and he is also known for his patience. In 1978, he became frustrated with his vacuum cleaner's diminishing performance. He discovered that its bag was clogged with dust, causing suction to drop. He had recently built an industrial cyclone tower for his factory that separated paint particles from the air using centrifugal force. He wondered whether the same principle could be applied to a vacuum cleaner. After five years and 5127 prototypes, he invented the world's first bagless vacuum cleaner, demonstrating that innovation takes patience.

Source: https://www.lb.dyson.com/en-LB/community/aboutdyson.aspx

What is innovation?



Innovation ignores legacy

Google generates around US $50 billion per annum from its advertising 'search and click' revenue. In early 2025, recognising the trend by consumers to use Artificial Intelligence (AI) chat for research instead of traditional search engines, it disrupted itself and added an AI overview of the search findings at the top of its search results. Now, the traditional website links, from which Google generates its revenue, are further down the page, possibly not getting clicked at all. This shows how a company can untie itself from its own legacy and move on.

Innovation is not always about technology

In the early 1970s, McDonald's took a hammer to its wall and created the drive-through restaurant. While the idea had been done by other fast-food chains, the impetus for McDonald's stemmed from soldiers located at the Fort Huachuca Army Base in Arizona. The local McDonald's store was missing out on sales as the soldiers had to stay in their vehicles when wearing their uniforms off base. The change paid off. In the early 2020s, around 70% of its major store sales in the US are from drive-through services. The chain has since innovated different styles of drive-through – including cafes and fast-pick up models. This demonstrates just how diverse innovation can be.

Innovation can be small

When you go to a car park and are guided to an available spot by a green overhead sensor light, you are benefiting from a small innovation. This simple idea removes 'car park frustration' and shows how a small idea can make a big impact.

The 10 types of innovation

Part 2.0

The 10 types of innovation

The ‘10 Types of Innovation’, as outlined by Deloitte, fall under three themes.

In this special report, we examine each of these 10 innovation areas, with practical examples to help wealth professionals and businesses understand and participate in the innovation.

10 Types of Innovation

Configuration

Innovation in a business’s internal operating models

01. Profit model innovation
02. Network innovation
03. Structure innovation
04. Process innovation

Offering

Innovation in a business’s products and services

05. Product performance innovation
06. Product system innovation

Experience

Innovation in the customer/client experience people have with a business

07. Service innovation
08. Channel innovation
09. Brand innovation
10. Customer engagement innovation

01. Profit model innovation

How you make money and how customers pay

Credit: Apple

Profit model innovation considers how a business makes its money, as well as how its customers pay for its products or services.

We can see examples of profit model innovation in the music industry.

For many years, labels and artists made money from selling physical items – such as records or compact discs.

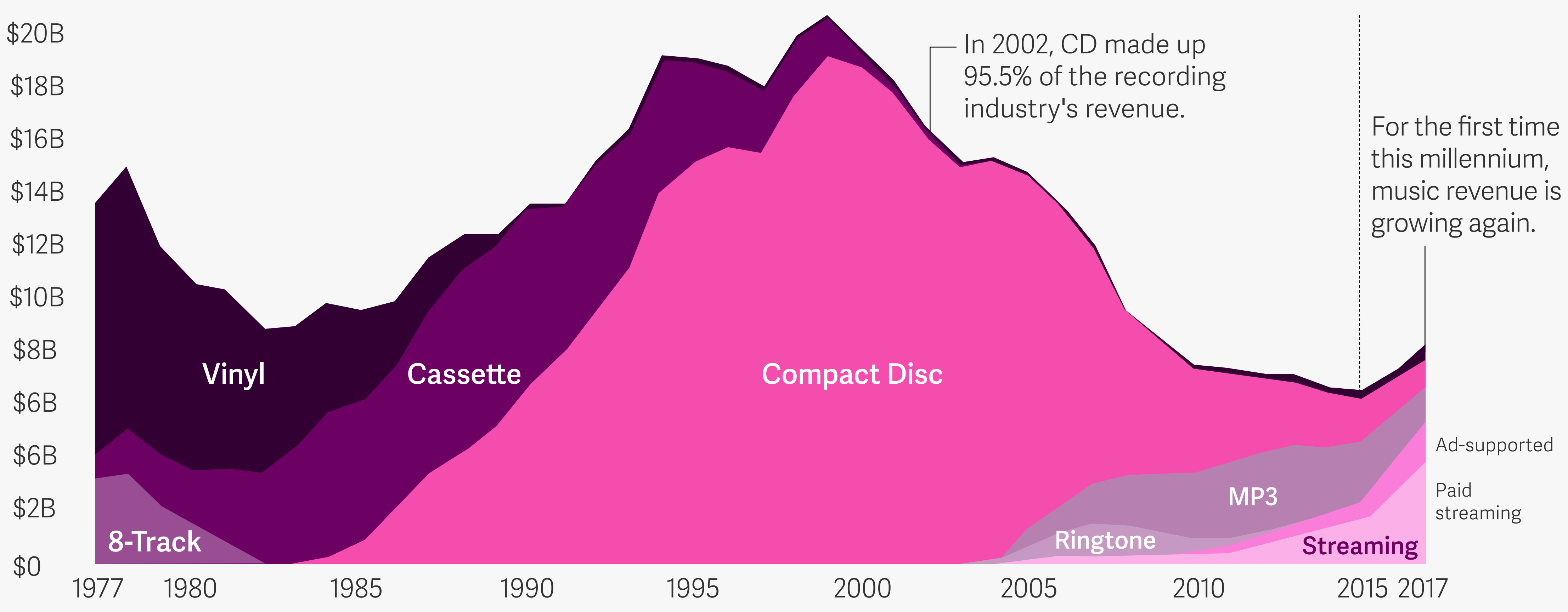
However, Apple upended the industry with the iPod in 2001, a device on which you could store a large number of songs.

Later, Spotify introduced its streaming service and subscription payment model, removing the need to store songs at all.

Now, there are multiple streaming platforms, with live music events, podcasts, books and more all part of the offer.

Fig 1 - Music Revenues

Adjusted for inflation, 2017 Dollars.



Source: https://www.reddit.com/r/Infographics/comments/16mp5eq/thirty_years_of_music_revenue_categorized_by_type/?rdt=56593

01. Profit model innovation
How you make money and how customers pay

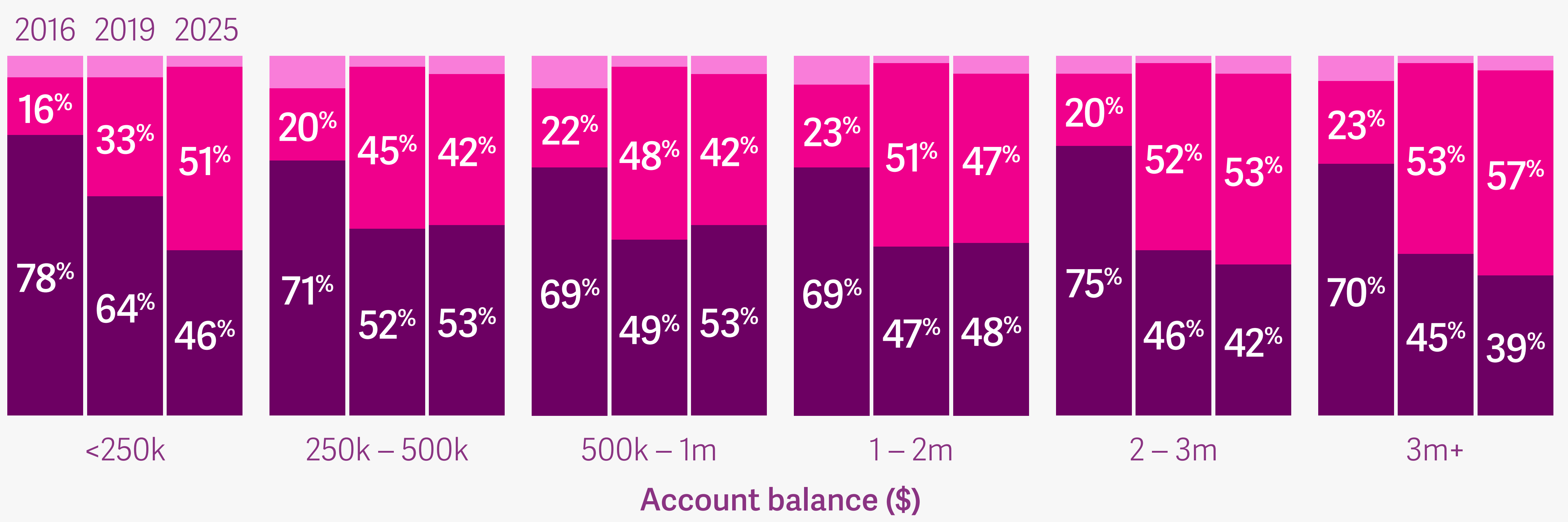
Ideas for wealth management

Innovating the pricing model

In wealth management, numerous government interventions and regulations, as well as changes in consumer expectations, have seen the industry innovate its pricing models. A key change is a shift from a percentage-based model to a flat-fee model. This is evident from Netwealth's data on advice firms between 2016 and 2025. It's particularly significant in portfolios with less than $250,000, and the upper-end portfolios of over $2 million, in which flat fees represent over half of all accounts. →Fig 1

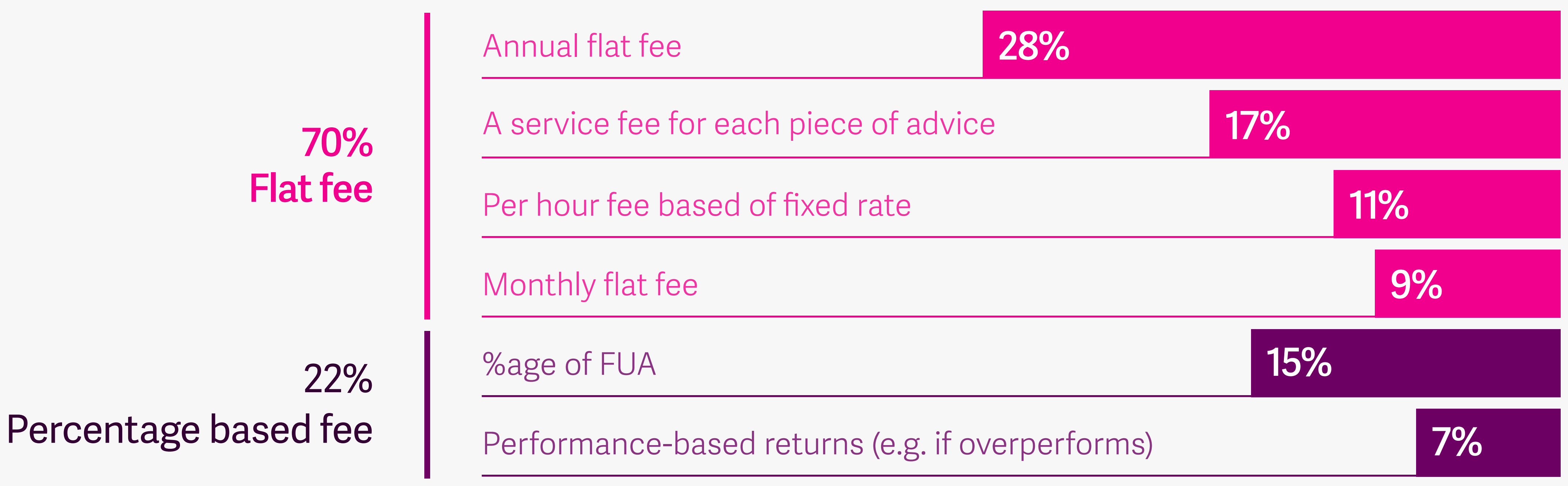
Supporting this shift is an increasing desire from consumers for flat fees. According to Netwealth's Advisable Australians research, around 70% of Australians 18+ want to pay some type of flat fee for wealth advice – whether that be an annual or monthly flat fee, or per piece of advice, or even fixed hourly rate. →Fig 2

Fig 1 - Fee type by account band



Source: Netwealth internal data, June 2025

Fig 2 - Which of the following best describes how you would prefer to pay a financial planner?



Source: The Advisable Australian 2021

01. Profit model innovation
How you make money and how customers pay

Ideas for wealth management

Freemium services

In streaming services such as Spotify, there is a trend towards 'freemium' services. This is where a business offers the service, or a part of it, for free. The consumer has a chance to 'try before they buy'.

For example, with Spotify's free plan you get access to a whole library of music, but you need to listen to ads, which is where it gets its revenue. However, if you upgrade to the paid subscription plan, you can listen ad-free and gain a host of other features including the ability to download tracks when you are offline, play any track in any order, plus high-quality audio.

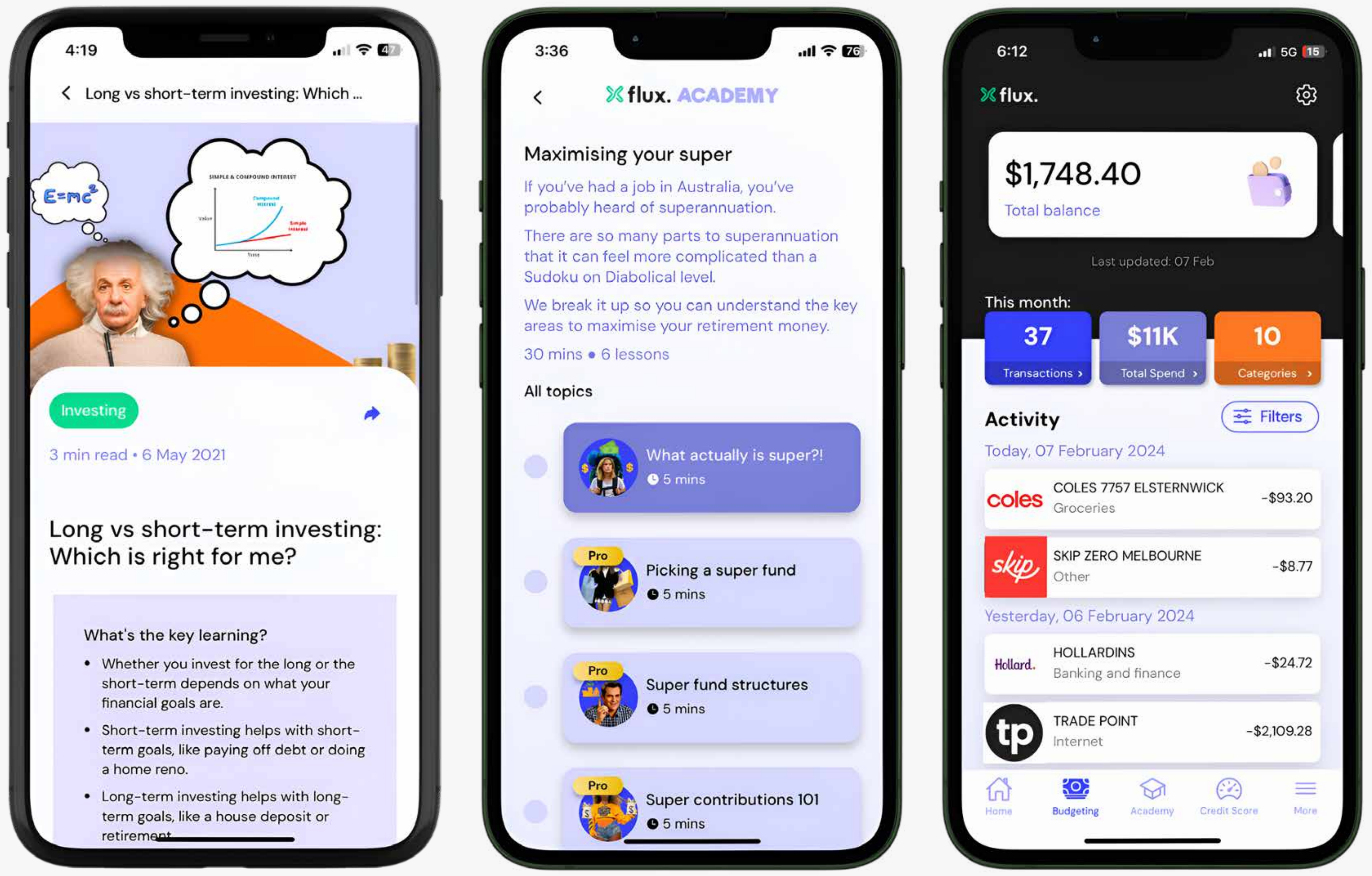
What can you offer as a free 'try before you buy' service?

You could provide your clients free online financial tools and calculators for budgeting or cash flow management, or offer a client portal where they can link their bank details and super accounts to see their whole-of-wealth scenario.

You could provide an introductory webinar or a free podcast in which you share your financial insights, giving a small taste of what more you can deliver.

You could even offer your clients' kids a free service like Flux. Flux provides people with engaging educational tools via its mobile app, podcast and newsletter. It weaves together education, competitions, and interactivity. Advice firms can now partner with Flux to offer micro-learning and quizzes on personal finance.

Flux finance



Source: https://www.flux.finance/

01. Profit model innovation
How you make money and how customers pay

Ideas for wealth management

A digital-first offer

In the digital age, another way to innovate your profit model could be providing digital-first advice.

For example, in the US, Charles Schwab Intelligent Portfolios offers clients a robo-investment account as the primary access, and then online support from a certified financial planner if needed.

It is available for a flat fee per month with a relatively small account entry size. Charles Schwab's revenue comes from a variety of areas, not just advice fees, like its cash account or product fees.

Charles Schwab

Source: https://www.schwab.com/intelligent-portfolios-premium

02. Network innovation

How you connect with others to make money

Network innovation, or supply chain innovation, is about reducing friction and costs in your supply chain, and delivering a better profit and customer outcome. As a business grows, its network of partners and suppliers will grow, so mastering connections and collaboration with these businesses can offer a competitive edge.

A computer is made up of at least 20 parts, including the hard drive, central processing unit, the mouse, and keyboard.

In the late 1980s, traditional computer companies were getting all these parts, storing them in warehouses, then assembling the computers and shipping them to shops to put on the shelves.

Dell decided to do things differently. It created its own mail order (and later online) store. And when a customer made an order, Dell ordered the parts for that computer from its suppliers. The suppliers then delivered the computer parts to Dell, which then assembled the computer according to the specified requirements of the customer, and then shipped it directly to the customer. This enabled customer choice, reduced warehouse space, and cut out the need to pay retailers.

This is a classic example of network innovation, where Dell set out to completely reinvent the traditional supply chain.

Source: https://wearemucho.com/work/dell

02. Network innovation
How you connect with others to make money

Ideas for wealth management

Understand your network

In wealth management, your supply chain could include insurance companies, lenders, asset and fund managers, platform providers and other technology suppliers, as well as referral partners. It is important to understand your network end-to-end, and to see where improvements could be made in those relationships to create more efficiencies. Be open and transparent with them about your needs, and seek their involvement.

Outsource non-core activities

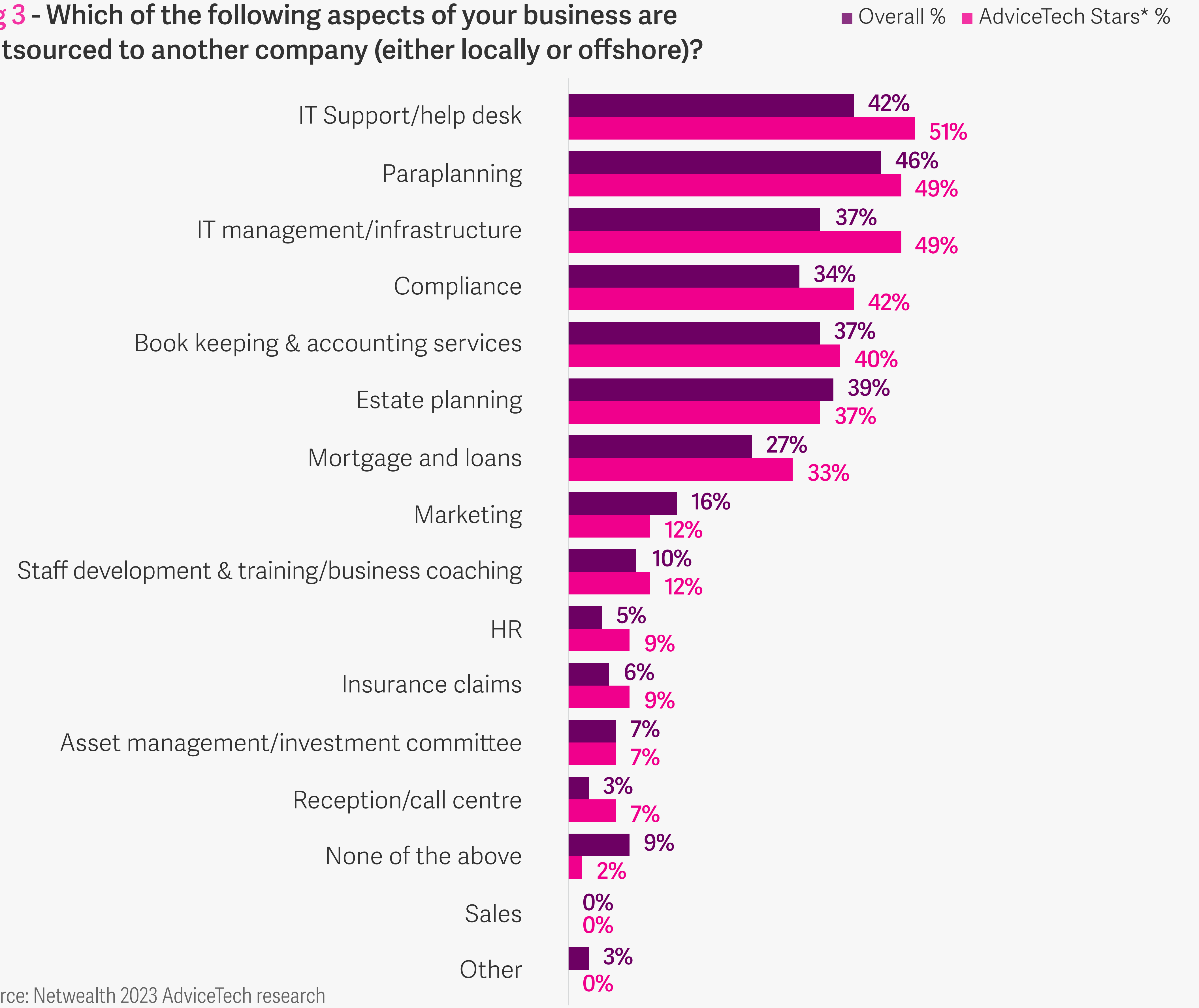
Consider if there are any non-core activities that you can outsource to consultants or your partners, relying on their expertise to supercharge your value proposition.

According to Netwealth's AdviceTech research, advice organisations are outsourcing: →Fig 3

- IT related matters, like support/help desk (42% of firms, and 51% of AdviceTech Stars*) and IT management/infrastructure (37%/49%).
- Advice related activities, such as paraplanning (46% and 49%), compliance (34% and 42%), estate planning (39% and 37%) and mortgage and loans (27% and 33%).
- Business related activities, like bookkeeping and accounting services (37% and 40%).

*AdviceTech Stars typically invest more in technology and have greater commercial success than the average advice firm.

Fig 3 - Which of the following aspects of your business are outsourced to another company (either locally or offshore)?



Source: Netwealth 2023 AdviceTech research

03. Structure innovation

How you organise and align your talent and assets

Structure innovation focuses on how a business organises and aligns its talents and assets. It can also be about how you build innovation into the daily structures and routines of your business.

Ideally, such innovations attract talent, as they boost productivity or enable performance that outpaces competitors.

We can look to Adobe Kickbox for an example of building a structure of innovation into its business.

In 2013, Adobe gave its employees a bright red box containing a $1000 pre-paid credit card, a Starbucks gift card, candy bars, and action cards that outlined the next steps. Employees could use the $1000 to fund any idea that they wanted.

The approach was so successful at sparking innovation that Kickbox is now one of the world's most popular open-source innovation frameworks. Kickbox, which can be accessed by anyone online, includes innovation best practices, customisable templates, and a wealth of resources.

At Netwealth, we have also created an open-source innovation toolkit, specifically designed for wealth professionals. This collection of downloadable resources, workshops and tools are designed to inspire creativity in your team.

Source: https://kickbox.org/

03. Structure innovation
How you organise and align your talent and assets

Ideas for wealth management

Build innovation into your work routine

In wealth management firms, you could focus on building innovation into ways of working.

For example, innovation can be sponsored by leadership and encouraged across every department, role, and level of experience. At online retail giant Amazon, founder Jeff Bezos fosters a culture that allows failure. He says, "Failure and invention are inseparable twins. To invent, you must experiment, and if you know in advance that it's going to work, it's not an experiment."

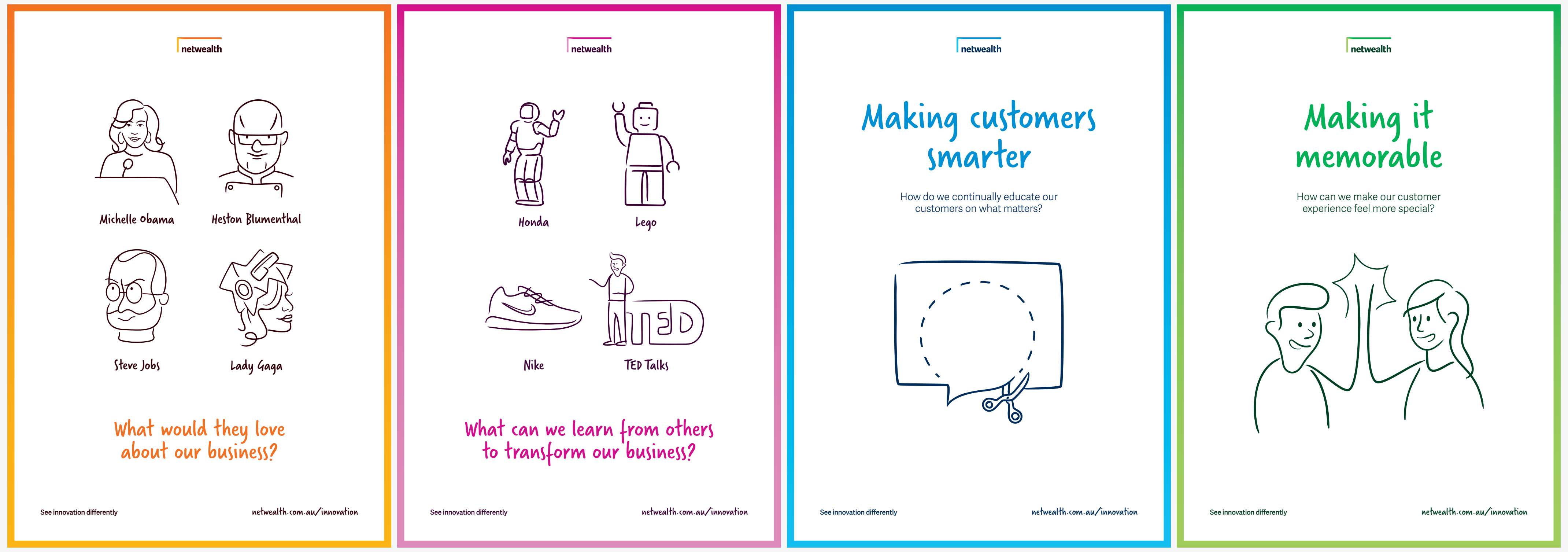
Could you have an inbox where people can send innovative ideas? Could you award people with a great idea by giving them 'time-out' to focus on it and bring it to life? At your monthly staff meetings, perhaps use the Netwealth Innovation Cards to prompt discussion and questions about how to enhance the business. Put up posters in your office with inspiring quotes (email Netwealth if you want some of ours!).

Further, you could build time into team's schedules to formally allow them to work on their 'passion projects'. Google, in the past, has allowed its engineers to use 20% of their time to focus on their own ideas. At Netwealth, our engineers spend one day every four weeks working on their own passion projects.

Make innovation a KPI

To take innovation even more seriously, you could build innovation into your Key Performance Indicators (KPIs). With tangible targets to meet, leaders will elevate innovation to something that needs dedication. Targets could be things like the number of prototypes completed in a year.

Netwealth Innovation Posters



Contact Netwealth if you would like some posters

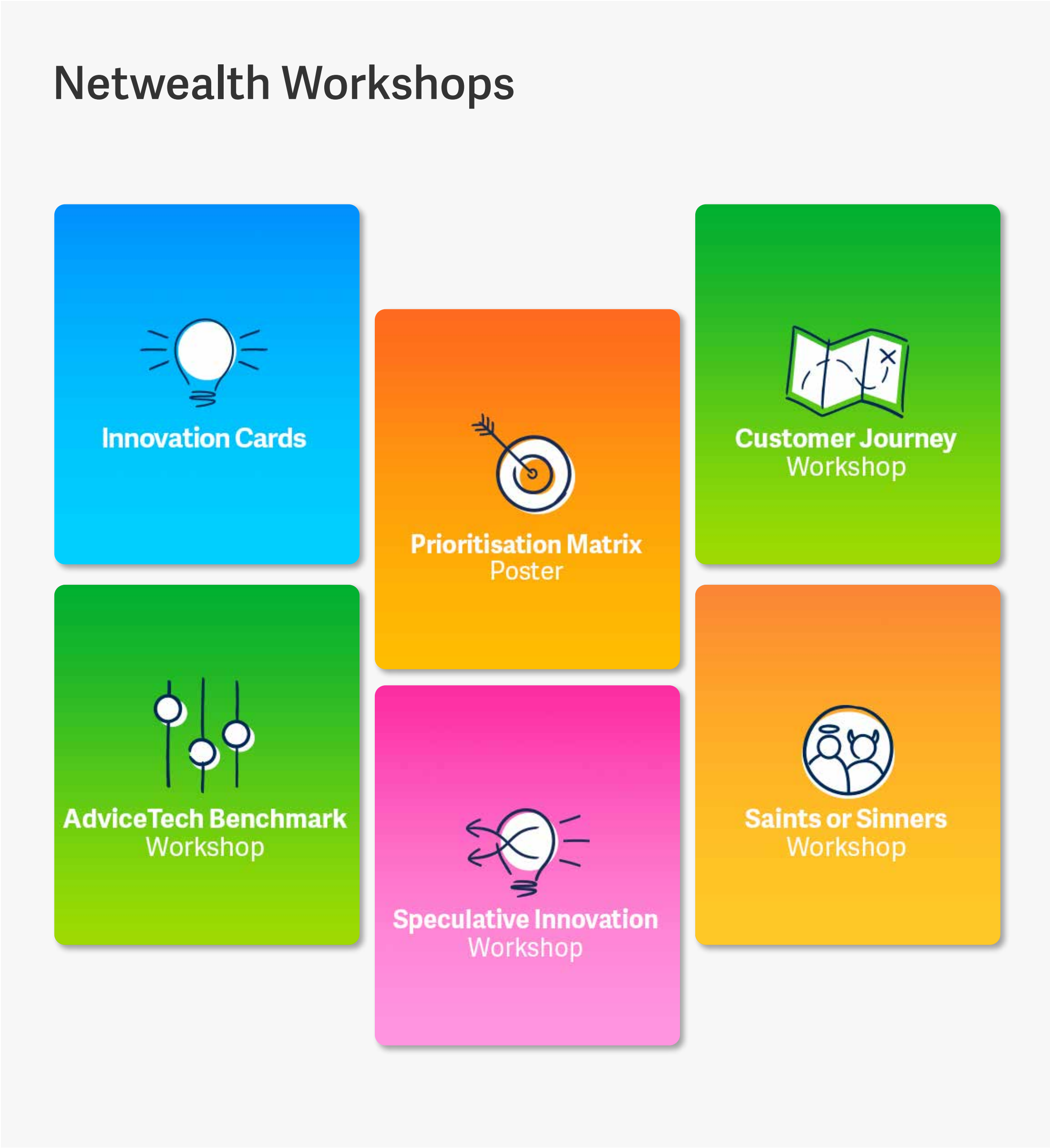
03. Structure innovation

How you organise and align your talent and assets

Ideas for wealth management

Run innovation workshops

You could consider running innovation workshops with all team members, encouraging brainstorming and problem solving. Netwealth has designed several innovation workshops for wealth professionals that you can easily download and use, across several different areas.



Customer journey

Understanding the nuances in how clients interact with you and want to interact with you, their motivations, attitudes, and points of frustration can be telling and influence your innovation strategy. A client journey workshop, where you map their journey, can help you do this.

Download Netwealth's Customer Journey Workshop

Scenario planning

Have teams create and analyse different future scenarios based on current trends and uncertainties. This can help in anticipating changes and integrating technology in a way that prepares the business for various possible futures.

Download Netwealth's Speculative Innovation Workshop

Brand and culture

In this workshop, you'll consider traits of well-known people and brands to decide which your business should emulate, helping you define your brand's personality through key values, attitudes, and behaviours.

Download Netwealth's Celebrity Heads Workshop

Technology roadmap

In this workshop you and your team will prioritise technology to create an AdviceTech roadmap for your business.

Download Netwealth's AdviceTech Roadmap Workshop

Acquiring more customers

This workshop introduces Netwealth's Value for Money model. Participants will identify important touchpoints for prospective clients and create plans to support their conversion to clients.

Download Netwealth's Acquiring More Customers Workshop

03. Structure innovation
How you organise and align your talent and assets

Ideas for wealth management

Other workshops to consider

You can consider running other workshops like:

Hackathons: Organise a hackathon where teams work intensively over a short period to develop innovative solutions to specific problems. This can foster creativity, collaboration, and rapid prototyping.

Innovation labs: Set up a dedicated space where employees can experiment with new ideas and technologies without the pressure of immediate results. This can encourage a culture of continuous innovation.

Design thinking workshops: Use design thinking principles to guide teams through the process of empathising with users, defining problems, ideating solutions, prototyping, and testing. This structured approach can lead to more user-centred innovations.

Reverse brainstorming: Instead of brainstorming solutions, have teams brainstorm ways to cause the problem or make it worse. Then, reverse these ideas to find innovative solutions. This can help in thinking outside the box and uncovering hidden opportunities.

Innovation challenges: Pose specific challenges to your team and offer rewards for the best solutions. This can motivate employees to think creatively and come up with innovative ideas.

Cross-industry insights: Invite speakers from different industries to share their experiences and insights. This can provide fresh perspectives and inspire new ways of thinking about technology integration and innovation.

Refer to the Appendix for a detailed five-step plan for each of the above workshops

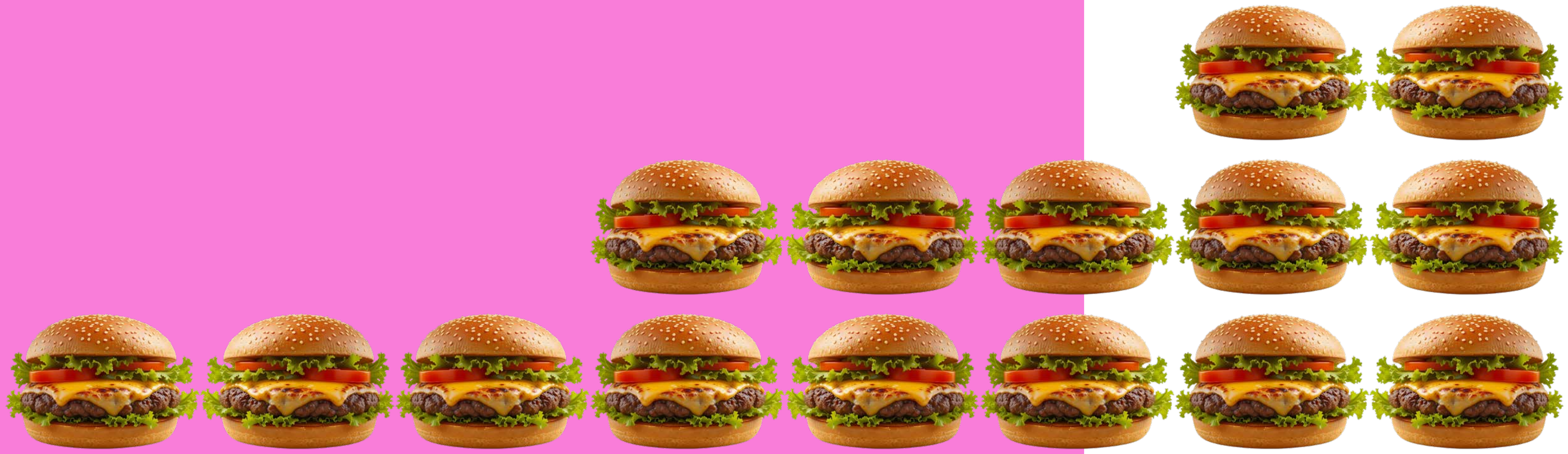
04. Process innovation

How you use superior methods to do your core activities

Process innovation focuses on the steps a business takes to get things done. It is about finding ways to do things better, changing 'business as usual' to maximise efficiency and outcomes.

A clear example of this type of innovation is McDonald's, which drives immensely efficient processes to sell a reported 75 hamburgers per second across the world. Early on, McDonald's optimised its processes by investing in a new style of spatula, a new dispenser that squirted the same amount of ketchup and mustard every time, and a rotating platform to speed up the process of assembling burgers, buns and condiments. This process innovation sped up burger making and impacted its profit margin and customer satisfaction.

Recently, McDonald's has implemented mobile ordering and self-order kiosks, offering customers additional options for payment and order customisation within restaurants.



04. Process innovation
How you use superior methods to do your core activities

Ideas for wealth management

For more articles and resources on this topic, check out Netwealth's Executive Guide to Managed Accounts

Managed accounts help scale investment execution

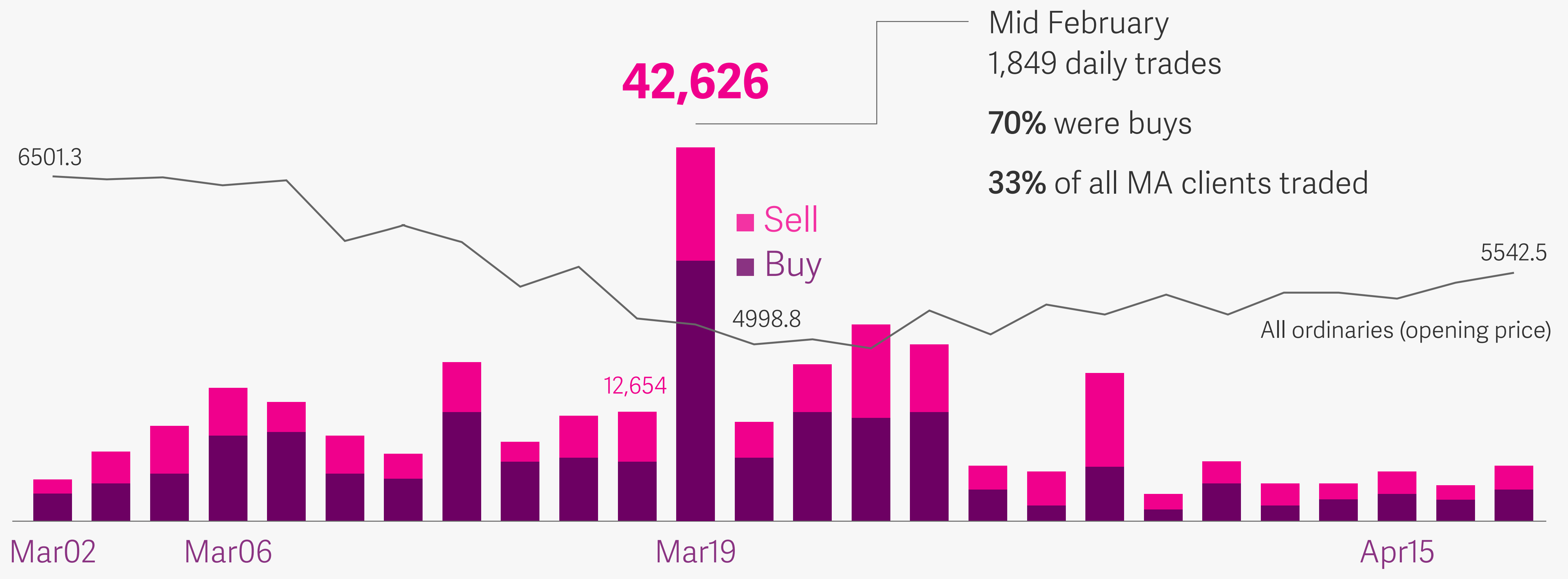
In wealth management, process innovation could include a focus on managed accounts. Benefits include the removal of constant rebalancing for individual portfolios, and the need for this advice to be signed by the client through the Record of Advice (ROA) process. Further, with managed accounts, clients know what to expect and should be clearer about your investment proposition.

The benefit of managed accounts for efficiency became clear during the Covid-19 pandemic, and more recently during US President Donald Trump's tariff announcements. Advice firms using managed accounts proved better placed to respond to the sudden changes in the market. They could quickly adjust client portfolios and take advantage of buying opportunities, or de-risk them.

For example, at the start of the pandemic, Netwealth data shows that 50% of our investment managers bought and sold assets in their models, some up to 12 times. On March 19, when the All Ordinaries dropped under 5000, they made 42,626 trades, which was up from around 2000 trades a month earlier. Of these, 70% were buys as managers were looking to take advantage of the opportunities. This happened for around one-third of all clients in a managed account model, most of which would have never received a ROA to approve the execution.

Of course, managed accounts are not a solution for all advice and investment situations, so it is important that you consider client needs. →Fig 4

Fig 4 – Netwealth Managed account buy/sell trades during the 2020 pandemic



Source: Netwealth Manage Account Daily trade volume (Buy/Sell) March/April 2020

04. Process innovation
How you use superior methods to do your core activities

Ideas for wealth management

To learn more, download our special report on AI: Humans and machines

Leveraging AI and technology

Technology, including the use of AI, offers various methods to automate processes, making life easier by streamlining a multitude of tasks.

It could help you effortlessly handle data collection, management, and analysis. Document generation could be easier, and portfolio management rebalancing seamless. Compliance checks, often a cumbersome process, could be simplified significantly. Client communications, including appointment reminders, newsletters, and follow-up emails, could be managed efficiently, leaving more time for personal interactions. Modelling and scenario analysis could be automated to provide valuable insights swiftly. Billing and invoicing could be less tedious, and marketing activities, such as social media posts, could be scheduled and executed without hassle.

Example 1

Appointment automation

Here is an example of how booking an appointment with a potential new client could be completely automated. This automation could save over an hour of manual, human time per prospect. At one new client every month per year, this equals potentially 16 hours of saving per year.

1. A social media interaction encourages a potential client to get in touch with the advice firm.
2. The prospect books an appointment via an online booking system.
3. An automation 'triggers' the opening of an account for the prospect in the CRM.
4. An automation 'triggers' the sending of an email to the prospect with a welcome video.
5. An automation 'triggers' a fact-find checklist emailed to the adviser, to be used in preparation for the first meeting.
6. An automation 'triggers' an SMS reminder 24 hours prior to the appointment with the time and location of the meeting.

Example 2

File note management

Making file notes after seeing a client is often laborious. With automation, an adviser can have an online meeting instantly transcribed, edited into a preferred format with prescribed headings, using generative AI tools, like Microsoft CoPilot or FileNote.ai. This file note can be added to the client record, or a summary of the meeting emailed to the client.

Example 3

Client feedback automation

Directly after a meeting is the ideal time to capture a client satisfaction score or Net Promoter Score (NPS) on what the client's experience was. Set up a survey asking the client to complete a handful of questions. Then, leverage automation to send this survey link to each client immediately after a meeting via SMS or email. According to Netwealth's AdviceTech Buyers Guide, tools like Survey Monkey or Typeform can help you do this.

Source: Netwealth AdviceTech 2024

05. Product performance innovation

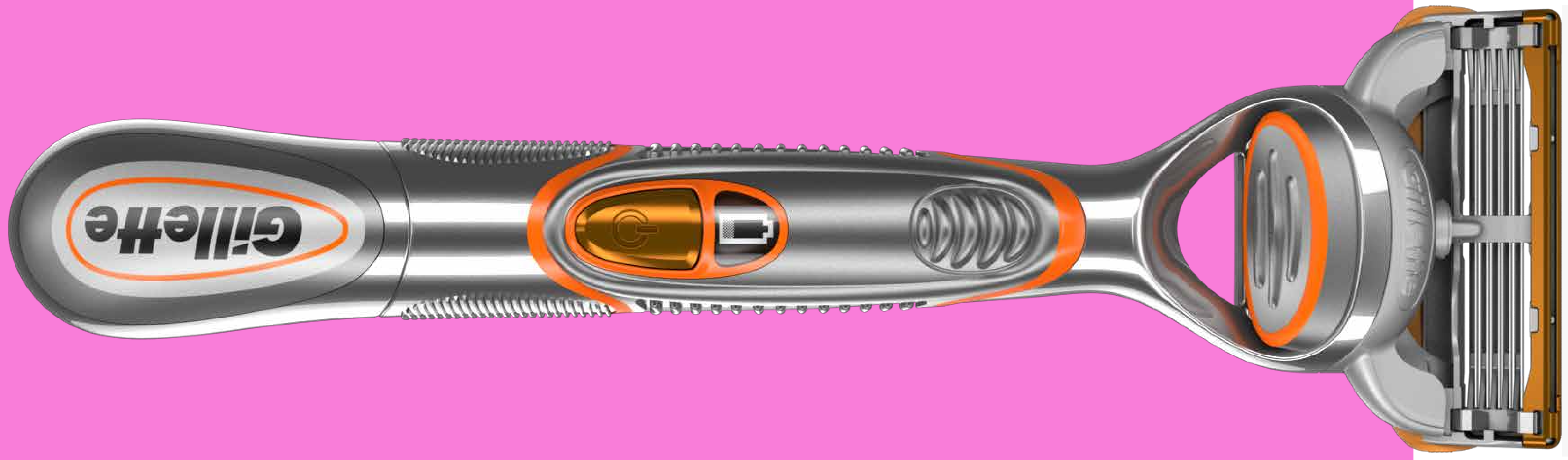
How you develop distinguishing features and functionality

Product performance innovation considers how you can enhance the products and services that you offer your clients. Deloitte reports that it considers the value, features, and quality of your offering.

An example of product innovation is from Coca-Cola. In the early 1980s, the low-fat craze was taking the world by storm. Think saccharine sugar and exercise leggings.

Diet Coke wanted to take advantage of this trend and released its first new drink in 96 years, Diet Coke. In more recent times, Diet Coke was reinvented again, this time to appeal to a younger generation, offering new flavours, such as blueberry acai, strawberry guava and ginger lime.

Likewise, beauty company Gillette has long pioneered product performance innovation. It has constantly tweaked the humble shaver to have more capabilities, ensuring it is a product that is differentiated and desirable.



The evolution of Gilette's razor

Source: https://gillette.com/en-us/about/our-story

05. Product performance innovation
How you develop distinguishing features and functionality

Ideas for wealth management

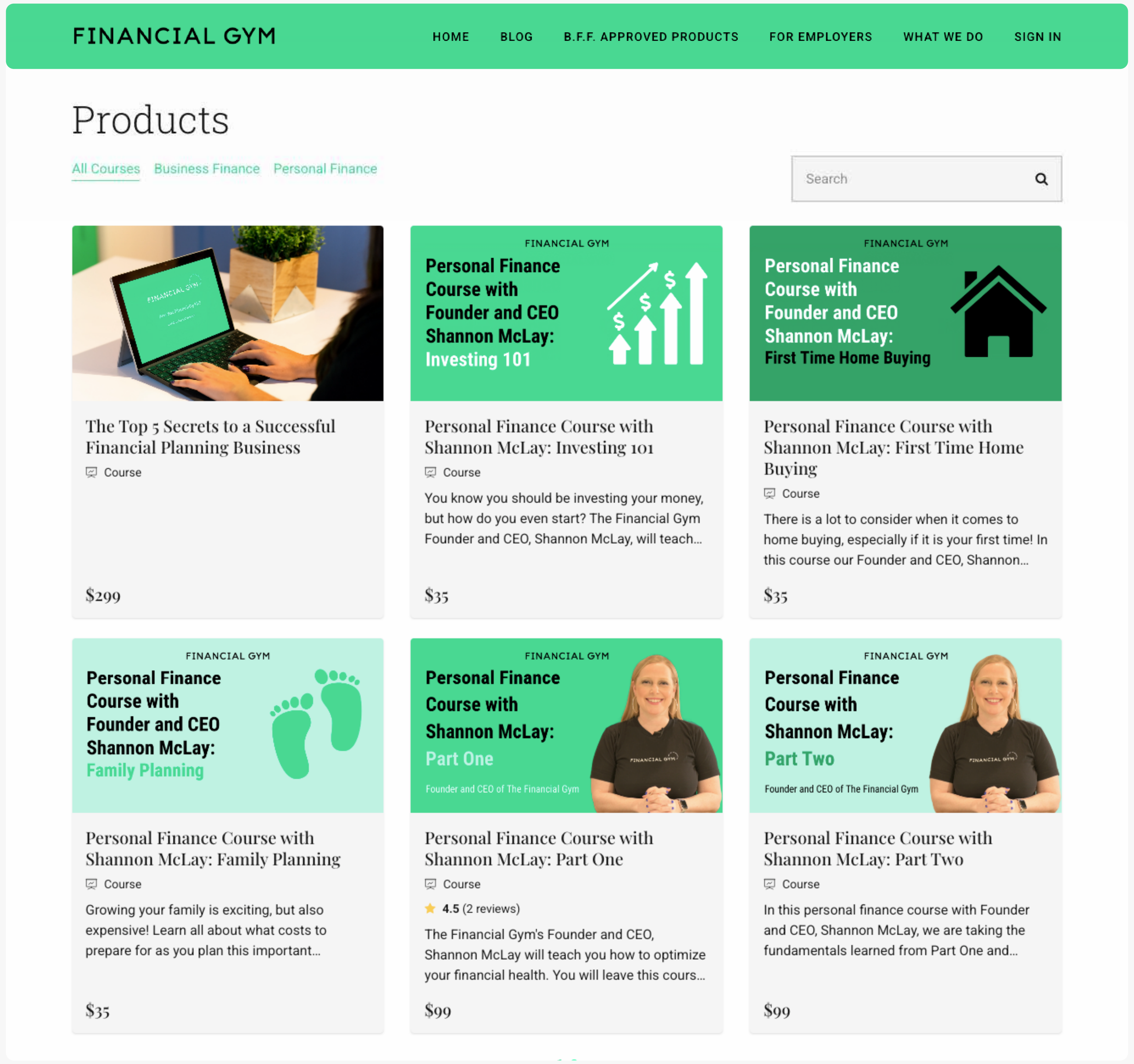
Offer additional wealth services

In wealth management, there are many ways that you could evolve your product or service offering. A place to start is with offering additional wealth services like mortgage broking, estate planning, accounting services, or even lending services. You may want to consider how you tackle the younger generation, with services that better appeal to that cohort.

Build out your education offer

Perhaps you could develop your own educational content, ranging from online programs to podcasts, or in-person events.

An example is New York-based advice firm Financial Gym, which has expanded into online training courses, such as lessons for first-home buying. Consider starting with a specific client segment in mind, such as retirees, and explore matters that specifically meet their needs.



Source: https://courses.financialgym.com/

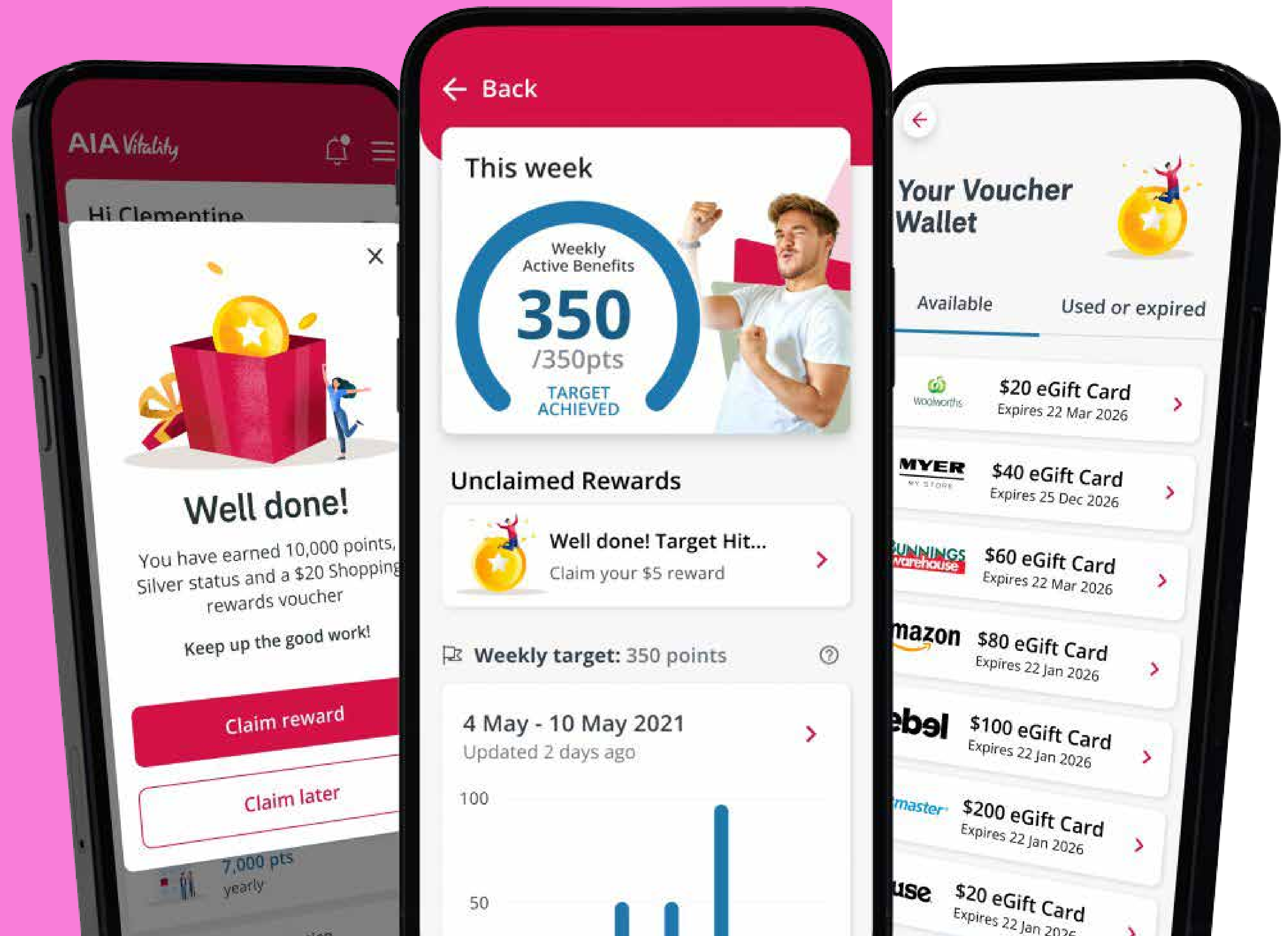
06. Product system innovation

How you create complementary products and services

Product system innovation is about how you create a complementary ecosystem of products and services around your main offering. This could potentially keep clients closer to your business, and make them less likely to use products and services from competitors.

The Apple iPhone offers a clear example of product system innovation at work. An iPhone owner, when looking for a new phone, might consider a Google Pixel. It has an advanced camera and security and looks stylish. However, the customer might end up sticking with the iPhone as they are fully connected to its platform of complementary services – for example, Apple iCloud, Apple Music or Apple Watch. By moving providers, a person would have to start their photo and music collections again – a disincentive to change.

In another example, insurance firm AIA has a product called AIA Vitality which has an ecosystem of health company partners and also retail and entertainment partners. For example, if an AIA Vitality member does any health checks with one of their recognised health partners, they earn points. With these points, they can redeem rewards such as supermarket vouchers or cinema tickets. This encourages people to stay with AIA insurance as they gain rewards and feel positive about their experience with the company.

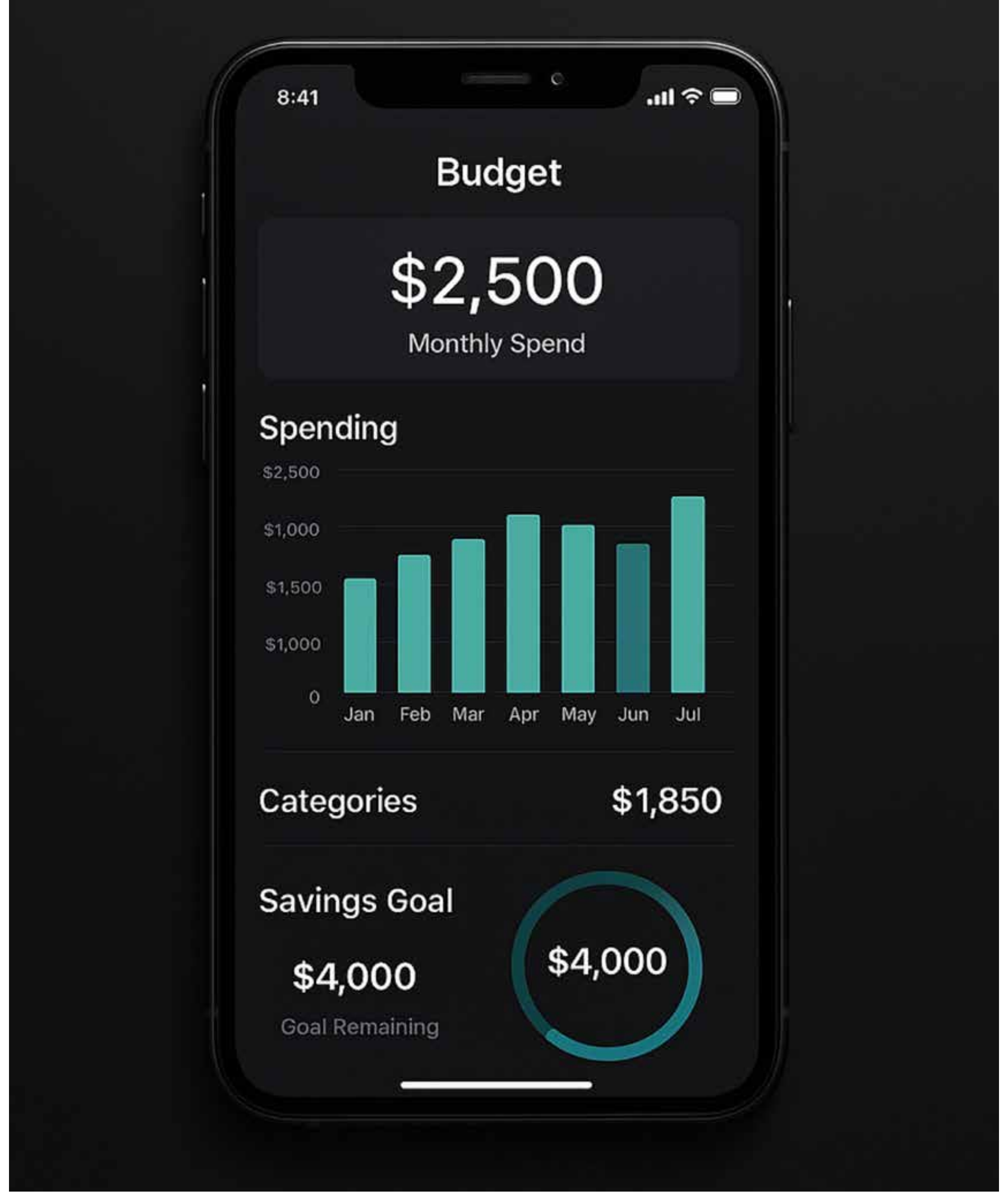


Source: https://www.aia.com.au/en/health-and-wellbeing/aia-vitality

06. Product system innovation
How you create complementary products and services

Ideas for wealth management

In your advice firm, is there an opportunity to enhance and leverage your ecosystem of partners? For example, can you work more closely with mortgage brokers or technology providers to offer better insights, services, or incentives to your clients?



Budget app illustration

Team up for promotions

Can you team up with other local businesses, such as retailers or wellness studios, to offer cross promotions? What other industry partners can you work with more closely to keep clients well-serviced and loyal?

Create a financial wellness ecosystem

Develop a suite of services that support holistic financial wellbeing, such as budgeting tools, retirement calculators, estate planning modules, and insurance integrations. This could be bundled into a branded 'Wealth Wellness Hub' that clients access via your platform.

Integrated lifestyle services

Offer clients access to exclusive lifestyle services such as concierge travel planning, legal consultations, or wellness retreats, delivered through partnerships. These could be tiered based on account level, creating a premium experience that reinforces loyalty.

Develop educational pathways

Following the example of Financial Gym in New York, create online courses tailored to different life stages – for example, first-home buying, family planning, and retirement readiness. These could be co-branded with trusted partners and offered as part of your client onboarding or engagement strategy.

Build a partner-driven loyalty program

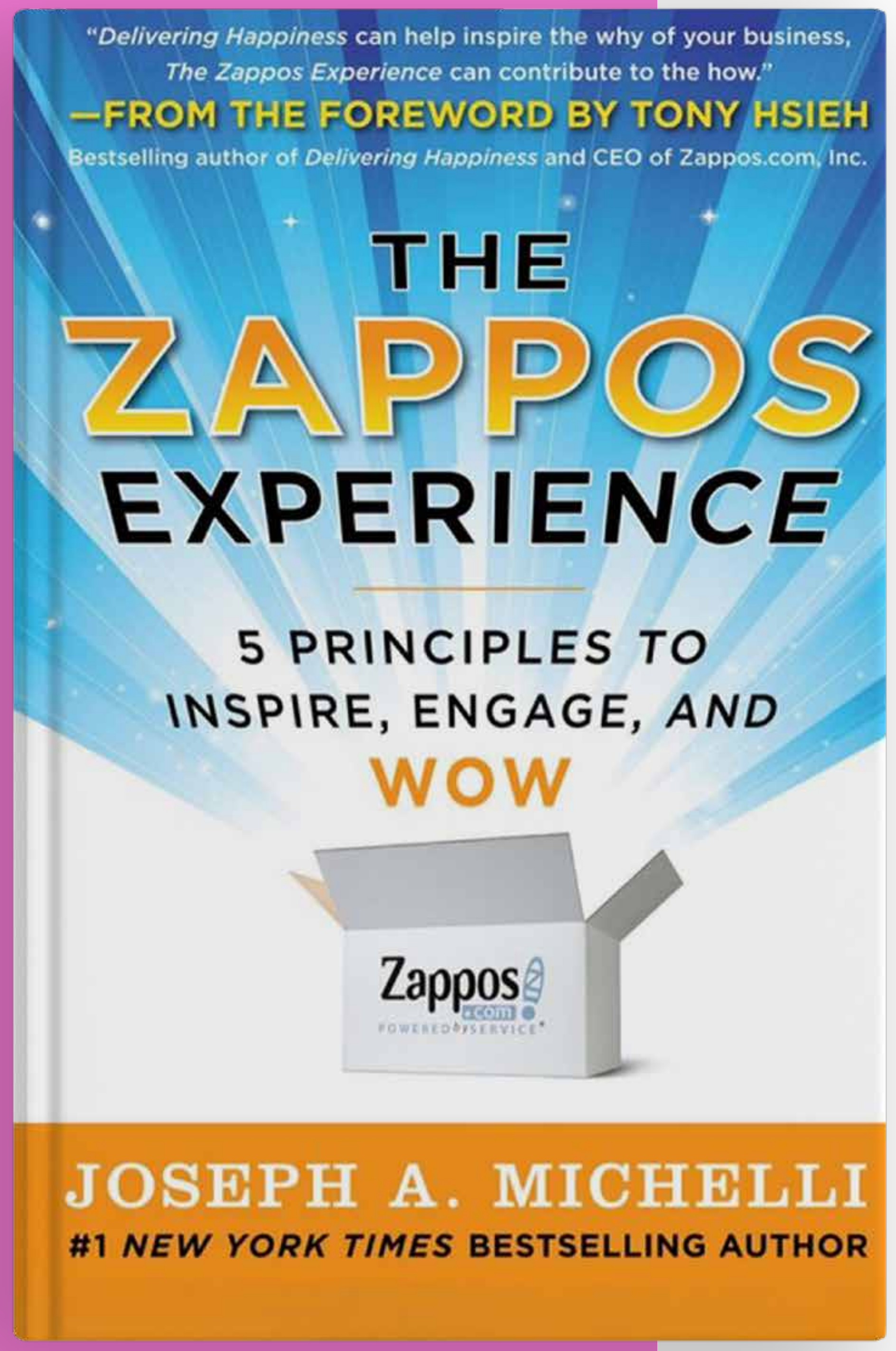
Create a loyalty program that rewards clients for engaging with your ecosystem – for example, attending webinars, referring friends, or using partner services. Points could be redeemed for financial planning sessions, premium reports, or partner discounts.

Best-in-class client technology

Curate and offer a suite of best-in-class fintech tools (for example, expense tracking, investment dashboards, or crypto wallets) and offer them at a discount or bundled with your services.

07. Service innovation

How you support and amplify the value of your offering



Service innovation explores how a business can provide better customer service, and how it can help customers to understand and use its products or services.

A company that takes service innovation seriously is Zappos, one of the original online retailers, now owned by Amazon.

The late Tony Hsieh, former CEO of Zappos, told the story of a time he took some of his top clients out on the town. When the bar closed, they went back to the hotel to carry on talking, and one of his clients craved a pizza. Knowing the Zappos team's passion for service, Hsieh suggested the person call Zappos for this request, even though the company was a shoe retailer. Of course, Zappos did not deliver the caller a pizza. However, the representative who took the call found three pizza parlours that were still open near the hotel, and placed an order on the caller's behalf.

This demonstrates how seriously the company takes service – regardless of the request.

Service innovation however is not just about call centre and phone-based service, it is substantially more. It's about how you innovate the way you engage with your customers.

Source: https://www.josephmichelli.com/zappified/

07. Service innovation
How you support and amplify the value of your offering

Ideas for wealth management

Create select 'wow' experiences

In wealth management, improving customer or client service starts by recognising that every touchpoint a client has with your business counts. This could be your website, your office space, or their first meeting with you. It could be the reports that they receive, or your online portal. You need to map out all these touchpoints, then make the client experience across them consistent. The next step is to create a 'wow experience' for select touchpoints, delivering a memorable impression that sets the tone.

Build rapport with gifts

In a novel approach, you could leverage the power of gifts. According to John Ruhlin, author of Giftology, gifts could be a perfect way to 'wow' your clients, and cement the relationship in the first 100 days. He says: "When you act generously, people take notice. They'll begin to feel appreciated, and in turn, they'll want to pay it forward. It's a natural inclination for us to want givers to succeed because we can appreciate the generosity that was shown to us."

Match the theme of your gifts to your client base, or align them to the niche services you offer. For example, one advice firm which deals with expats is known for sending an 'Aussie' hamper to new clients. This is simple, but still innovative and memorable.

Leverage AI capabilities

Embracing the latest AI technology is a key way to help you to service clients better. For example, in 2018, Morgan Stanley introduced its 'Next best action' tool, which is an AI-powered CRM system that amongst other things, provides proactive communication recommendations to each client. It draws on observed client behaviours, such as from phone, email, and text interactions, as well as goals, financial model, and investment strategies. It also draws on external information like market information news. With this information, AI and machine learning are overlaid to produce advice alerts, investment ideas, as well as life-event notifications.

This system also looks to improve client service by identifying opportunities or risks, so advisers can offer proactive and timely guidance or communications.

Source: https://www.giftboxhampers.com.au/product/australian-packed-hamper/?srsltid=AfmBOoqJC04zEcmJ4vlbxoPFWWAUHse3vToElC4jyAuwoegcMmBy5Wxl

07. Service innovation
How you support and amplify the value of your offering

Ideas for wealth management

Streamline communications

In other uses of technology, you could replace manual signatures with digital signatures to remove the need for printing documents.

You could provide client portals for transparency of their investment portfolio; and make use of mobile and online messaging tools such as WhatsApp to communicate (more regularly and less formally) with your younger client base.

You could even provide a variety of ways that clients can get in touch with you (for example, phone, email, online chat, video conferencing).

Introduce online self-service tools for immediacy

You could offer a client portal with secure access, which can send messages or track progress. Chatbots could answer common questions and schedule appointments.

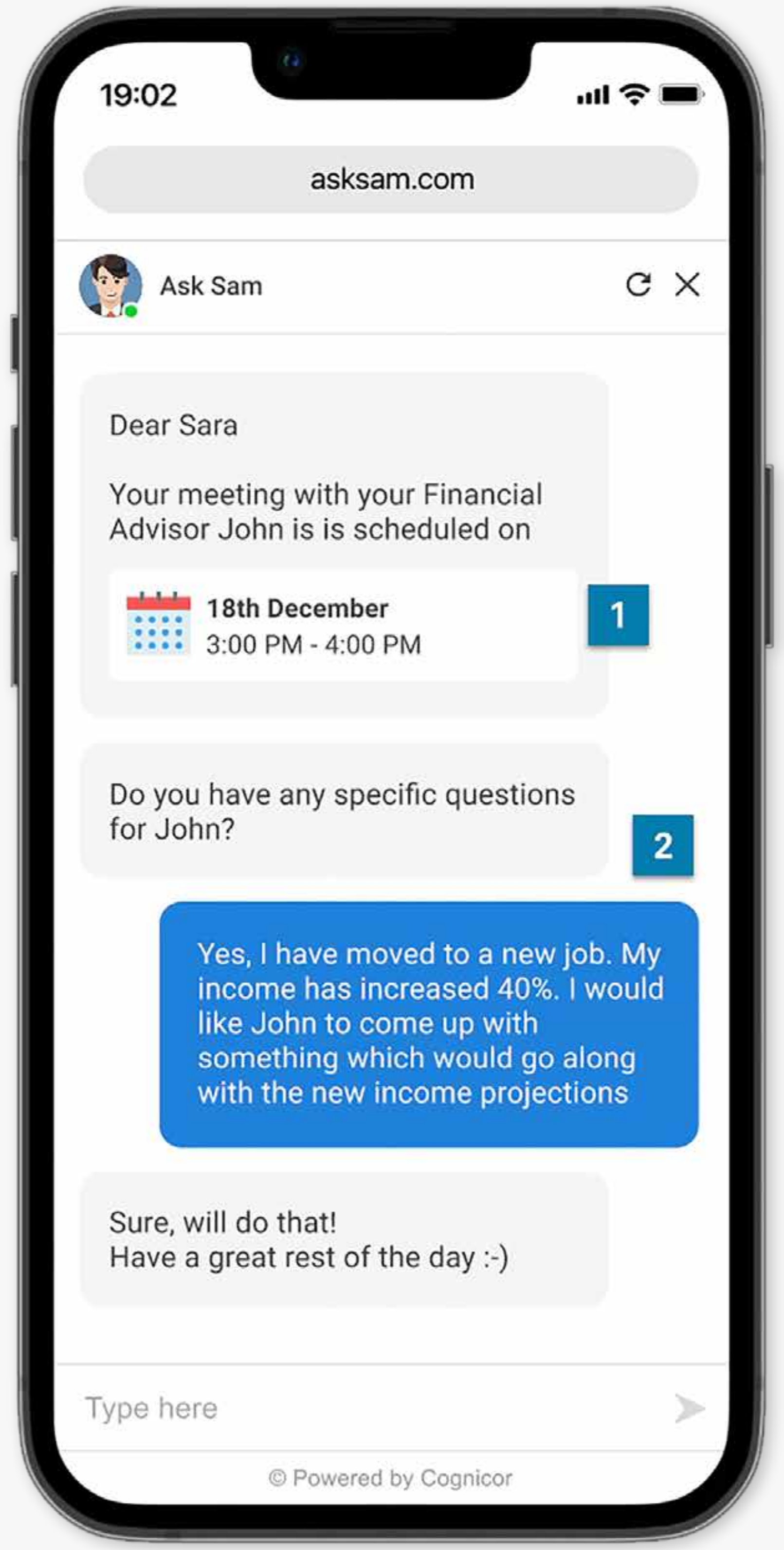
Set internal service standards

Establish clear service standards and ensure all team members adhere to them consistently. This helps avoid fluctuations or lulls in service that might cause client dissatisfaction. Consistent service also creates a predictable environment for clients, reducing anxiety and increasing satisfaction. Set KPIs, establish processes, create exception reporting to monitor these standards, and continually train your staff.

Communicate your service standards to set client expectations

Use the principle of 'anchoring' (which means people rely on what comes first, or familiar information to make judgements) to set a reference point for your responsiveness. For example, tell clients how you will respond when markets change (up or down). Articulate how clients can get in touch with you, who will respond, and how quickly.

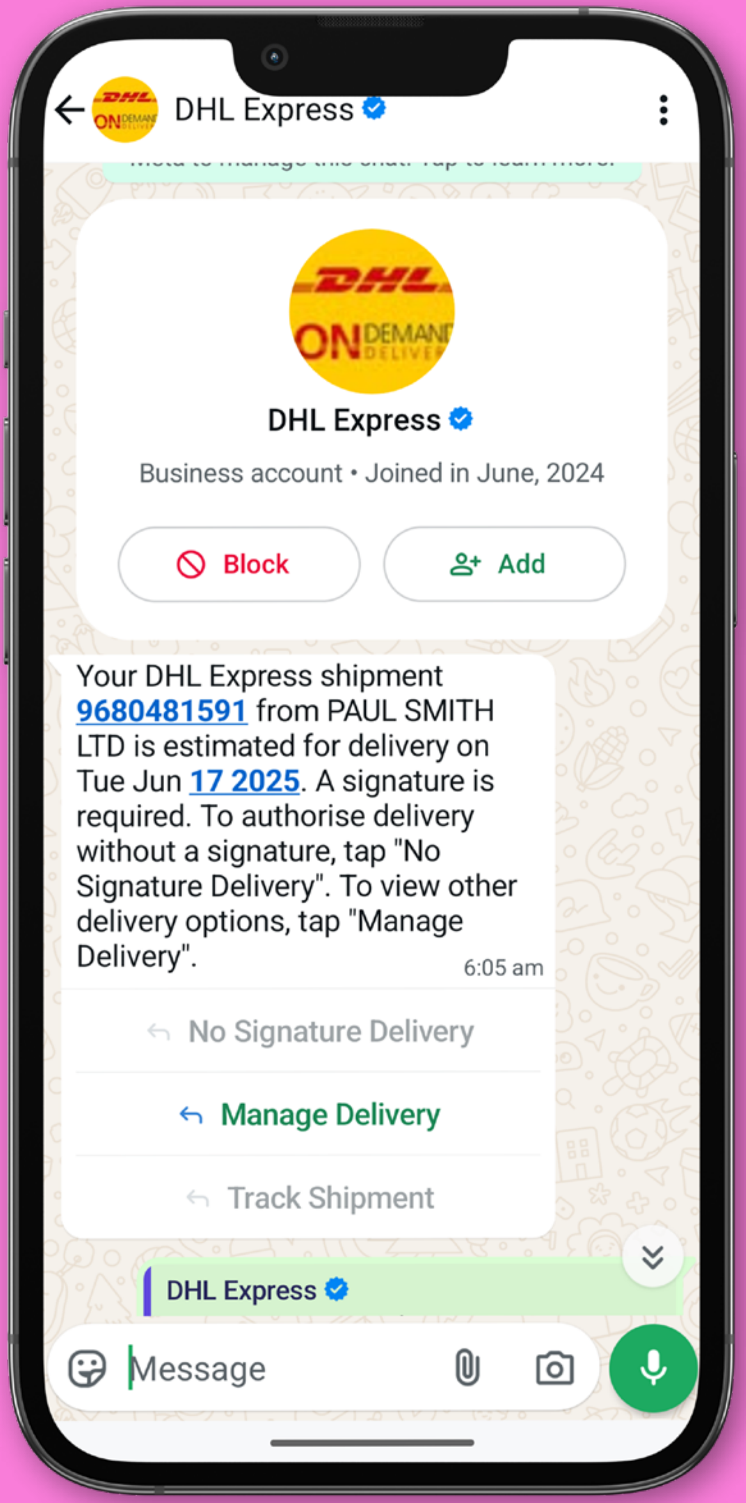
CogniCor AI Assistant

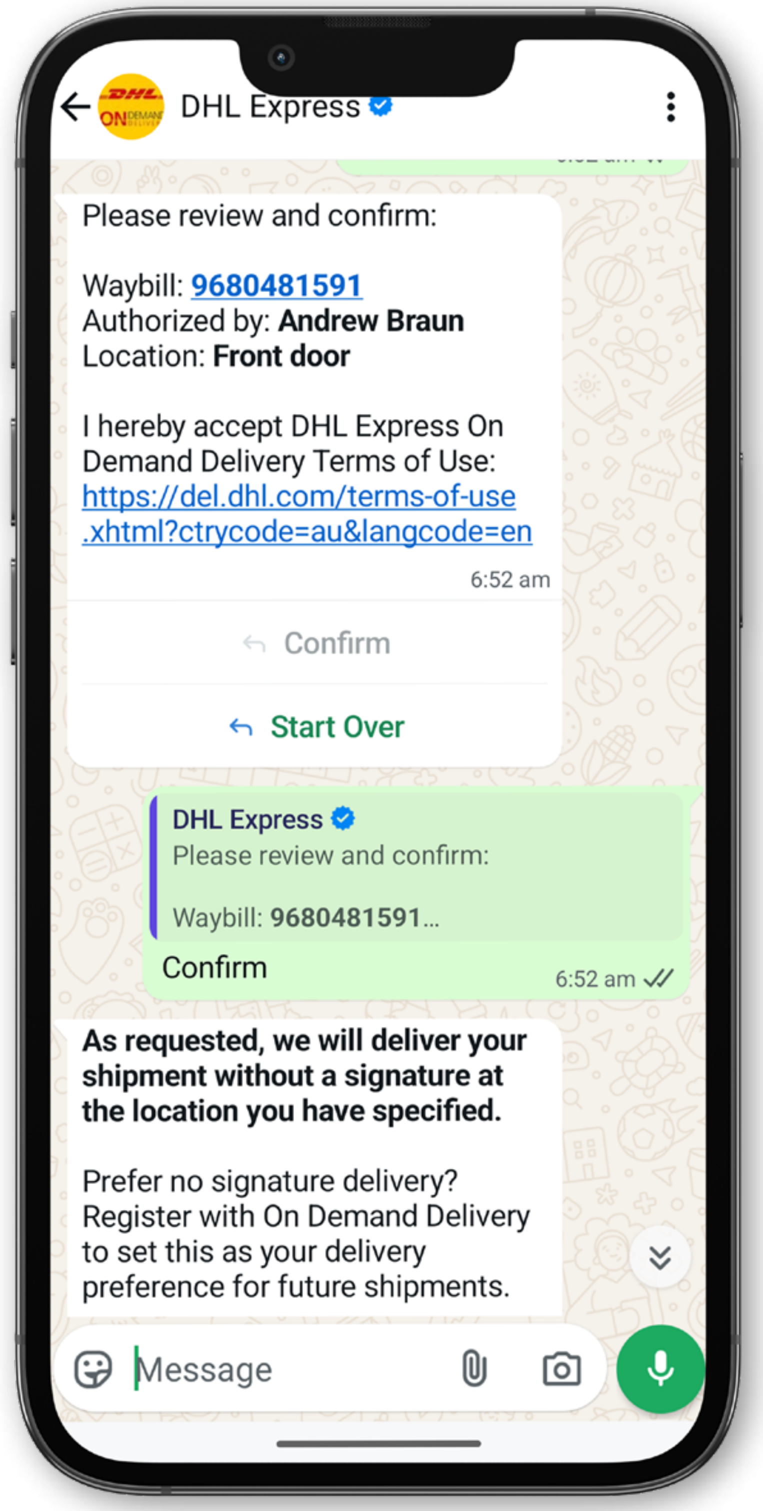


Source: https://advisorservices.schwab.com/x-en-di/provider-solutions/Advisors-AI-Assistant

08. Channel innovation

How you deliver your offering to your customers





Channel innovation considers how a business delivers its offering of products and services to its customers. The delivery can be physical or digital.

Channel innovation was revolutionised by Amazon, starting back when it changed how people accessed and read books – taking them from print to online via its e-reader, Kindle. It later revolutionised retail, challenging physical stores with its online retail offering.

In 2000, insurance broker iSelect disrupted the insurance industry by moving the selection of insurance from face-to-face sales to an online website experience – which also offered the unique ability to compare and contrast offers in the one place.

Today, DHL is innovating by confirming online retail orders via a WhatsApp chat. Using WhatsApp as a channel, it can collect information about delivery preferences from the customer, and message them status updates on the delivery. The idea is that it is easier for the customer to quickly communicate via a messaging app, rather than email or logging into a tracking website.

08. Channel innovation
How you deliver your offering to your customers

Ideas for wealth management

Offer a client portal and mobile app

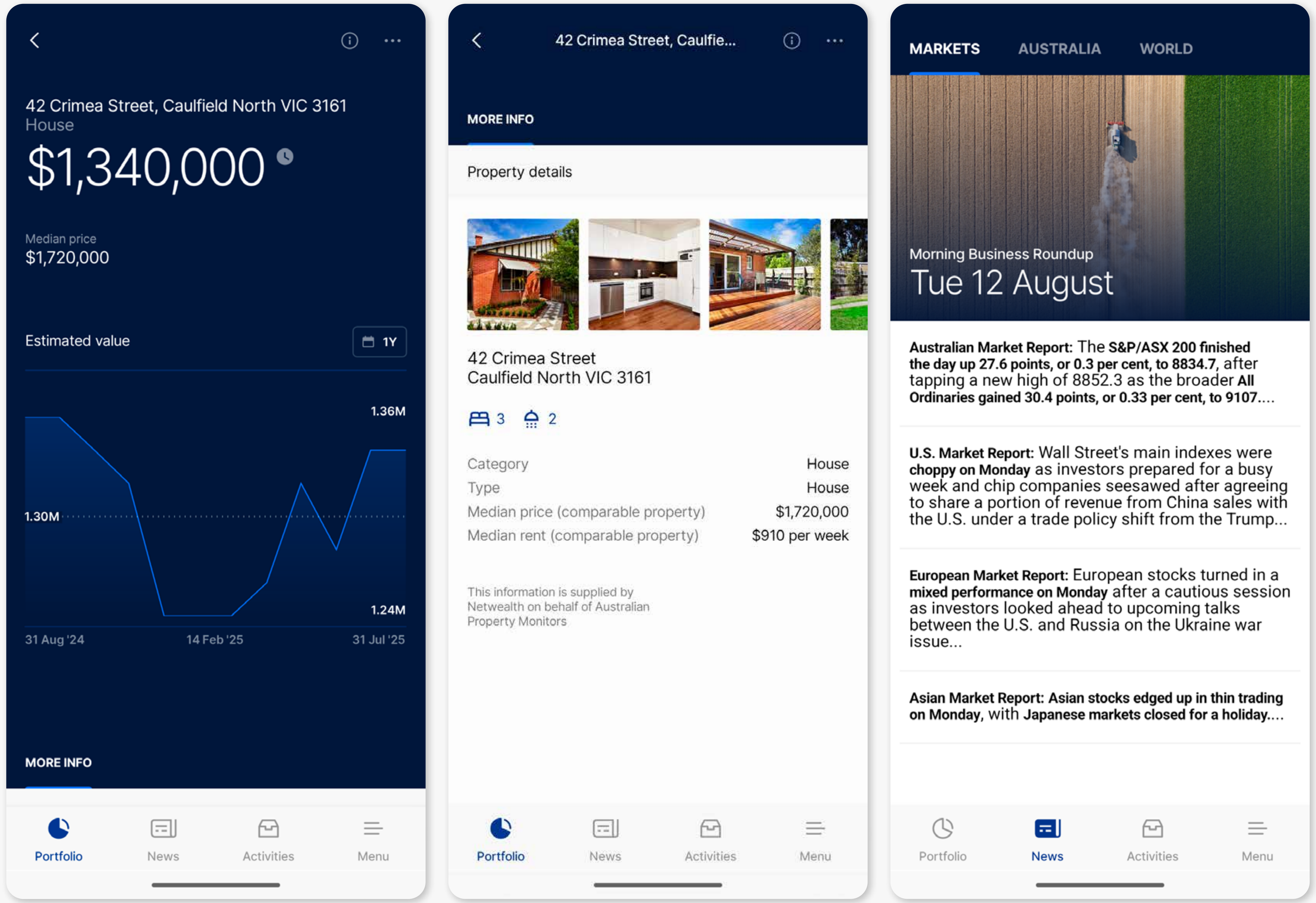
A client portal can help advice firms by integrating a comprehensive suite of features designed to streamline client interactions, enhance user experience, and reinforce trust.

Through white labelling and integration with third-party platforms, Netwealth's client portal and mobile app redefines how advice firms and clients collaborate.

Some of the features of the Netwealth mobile app are:

- Mobile 'whole of wealth' (bank and property feeds, Xplan and third-party integrations)
- Digital consent on mobile
- Daily financial and business news
- Client profile management (coming soon)
- White labelling

Netwealth Mobile App



08. Channel innovation
How you deliver your offering to your customers

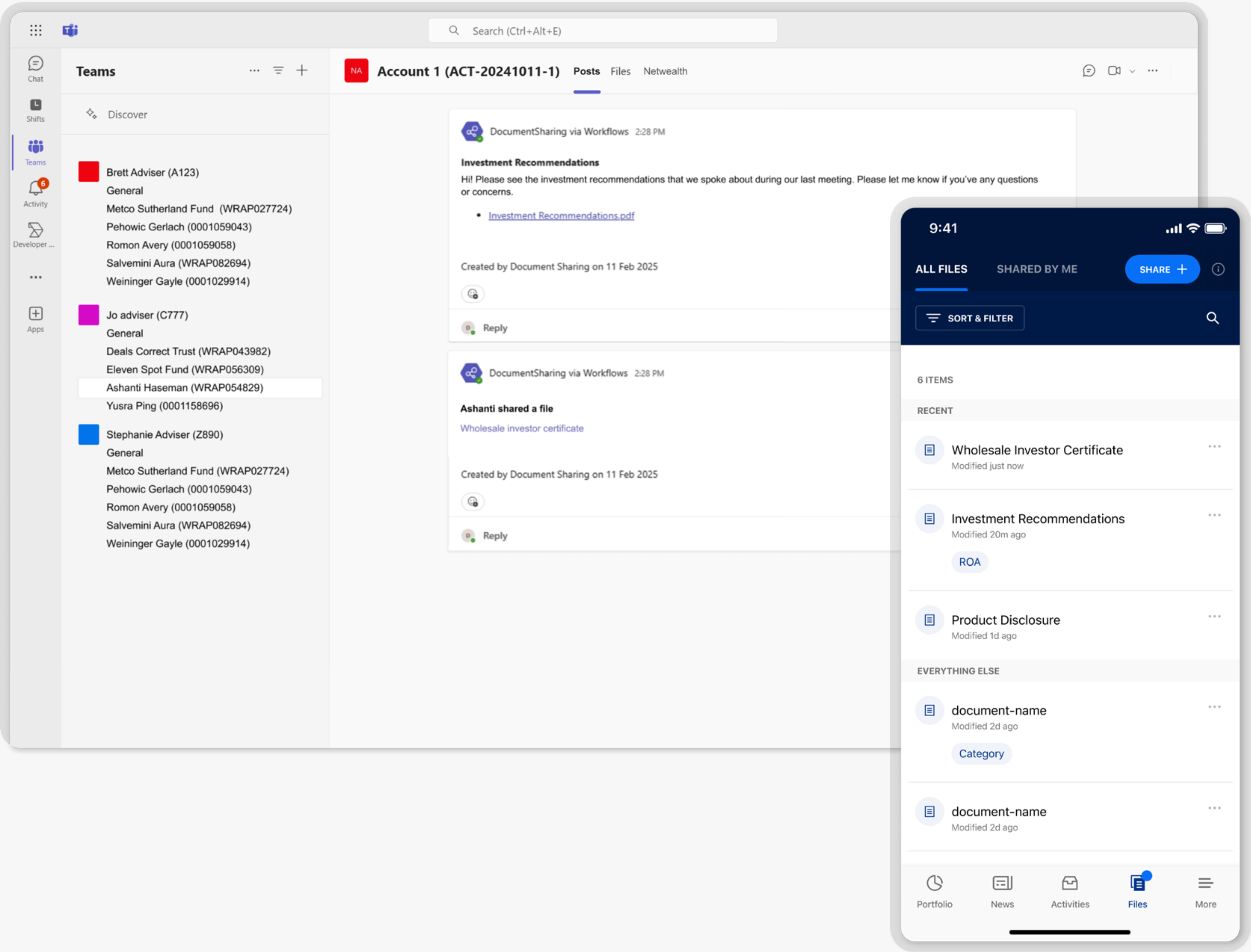
Ideas for wealth management

Seamless document sharing

Sharing documents through email often leads to multiple versions of the same document, making it difficult to track the latest version and maintain a single source of truth. This can create challenges for clients, but also for your business by increasing the risk of errors.

To help, Netwealth has a new document sharing solution. It's a portal that integrates Microsoft Teams and our client portal, so you can share documents seamlessly and securely – removing many of the pain points of paper-based or email sharing.

Netwealth document sharing and messaging app



09. Brand innovation

How you express your business offering

Brand innovation is about evolving how a brand presents itself and is seen and understood by customers or clients. Ideally, this innovation makes people feel emotionally connected to, and positive about, a business.

The approach a brand takes when presenting itself can serve as a means for innovation.

Done well, brands can even become more valuable than the products or services that the company offers.

A great example of brand innovation is Absolut. The vodka company is over 145 years old, but it presents today as fresh, colourful and youthful.

Absolut has intentionally differentiated its brand image from other vodka brands such as Belvedere and Smirnoff, each of which communicates its identity in distinct ways.

Apple, as another example, has invested heavily in its brand, focusing on creativity, whilst Nike focuses on "bringing inspiration and innovation to every athlete* in the world" in the sense that everyone with a body is an athlete. Meanwhile, clothing retailer Patagonia exists to "protect our home planet".

Brand innovation in wealth management is a powerful lever – especially in a space where trust, emotional connection, and differentiation are critical.

Source: https://about.nike.com/en/

Source: https://packagingoftheworld.com/2023/01/absolut-vodka-limited-edition-design.html

09. Brand innovation
How you express your business offering

Ideas for wealth management

Purpose-driven branding

Like Patagonia or sustainable product brand Thankyou, align your brand with a clear social or environmental purpose – for example, financial literacy for underserved communities, sustainable investing, or ethical wealth creation.

Founder or adviser-led storytelling

Humanise your brand by sharing authentic stories from founders, advisers, or clients, via podcasts, short films, or a blog series.

Client archetype branding

Create distinct brand personas or 'tribes' that clients can identify with – for example, 'The Legacy Builder,' 'The Freedom Seeker,' or 'The Entrepreneurial Investor.' Look to link your value proposition to these different personas to make your brand feel tailored rather than generic.

Visual identity refresh

Evolve your brand's visual language, including colours, typography and imagery, to reflect modernity, inclusivity, and clarity. Consider motion design or interactive elements for digital platforms. Look to apply these to as many of your physical and digital client touchpoints as you can.

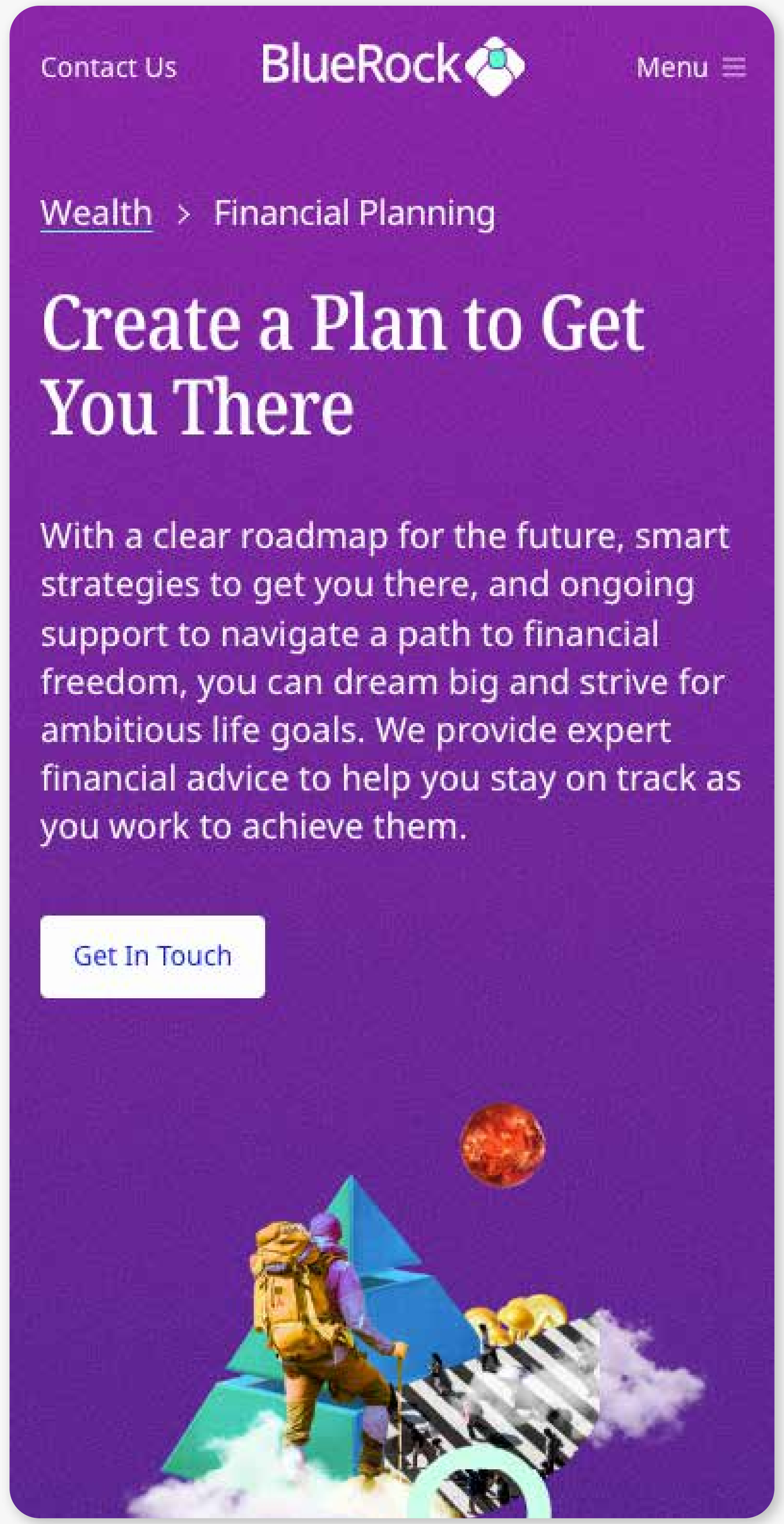
Lifestyle branding

Position your brand not just around money, but around the lifestyle it enables, such as freedom, peace of mind, legacy and impact. Use imagery and language that evoke these emotions, helping clients connect with the 'why' behind wealth.

Check out Bluerock financial planning's website for an example

Social media micro-branding

Develop sub-brands or a content series for different platforms – for example, 'Money Minutes' on TikTok, 'Investor Insights' on LinkedIn, or 'Wealth Wellness' on Instagram. This tailors your brand expression to each audience and their preferred platform.



Source: https://www.bluerock.com.au/services/wealth/financial-planning/

10. Customer engagement innovation

How you foster compelling interactions

Customer engagement innovations are about creating innovative interactions with people to allow them to connect with your business – outside of the core product or service.

It aligns to creating a community around your business so that people feel a greater sense of value, engagement and loyalty.

Consider the motor vehicle brand Harley Davidson. When customers buy one of the brand's bikes, it invites them to join the Harley Owners Group (HOG). HOG members get invited to community events, such as driver's days, seminars on maintenance and more, building a sense of connection to the brand and others with the same interests.

For games and media company LEGO, it engages in storytelling to enhance interactions. The company sells its building blocks – but makes vast revenue from its media (cartoons and films etc.) and theme parks. These additional efforts transform LEGO into an entire entertainment experience, keeping people immersed and seeking more.

Both are excellent examples of customer engagement innovation, where the offer is outside the core product or service to enhance the customer experience.

Source: https://www.legoland.com/new-york/things-to-do/theme-park/

10. Customer engagement innovation
How you foster compelling interactions

Ideas for wealth management

Build an in-person community

In wealth management, client engagement can be enhanced by building a sense of community around your firm. Perhaps do learning circles or meet-ups inviting like-minded clients to discuss challenges/opportunities they face, or you could run events where you invite your clients to meet you, your peers, suppliers and industry partners.

An example of a peer community is The Entrepreneur's Organization, which connects business owners so they can learn from peers who've faced similar challenges and come out ahead.

> "There's a better way to do it better. Find it"
>
> – Thomas Edison

Build an online community

You could also set up a members-only space (for example, via Facebook or WhatsApp) where you share insights or 'money tips', and clients can also share their insights or ask questions of the group.

Source: https://www.harley-davidson.com/au/en/experience-h-d.html

Appendix: Additional workshops

Additional workshops
5-step plans

Hackathons

1. **Kick-off meeting:** Introduce the hackathon theme, objectives, and rules. Form teams and provide necessary resources.
2. **Ideation session:** Teams brainstorm and select a problem to solve. They outline their project plan and assign roles.
3. **Development phase:** Teams work on their projects, with periodic check-ins for guidance and support. Typically allow 1-2 days for this.
4. **Presentation preparation:** Teams prepare their presentations, including demos and key points.
5. **Final presentations and judging:** Teams present their solutions to a panel of judges. Winners are announced, and feedback is provided.

Innovation labs

1. **Lab setup:** Create a dedicated space with necessary tools, technologies, and resources for experimentation.
2. **Introduction session:** Explain the purpose of the innovation lab and how it operates. Encourage open-mindedness and creativity.
3. **Idea generation:** Teams brainstorm and propose ideas for experimentation. Select a few ideas to pursue.
4. **Prototyping and testing:** Teams develop prototypes and test their ideas, iterating based on feedback and results.
5. **Review and next steps:** Teams present their findings and prototypes. Decide on the next steps for promising ideas.

Design thinking workshops

1. **Empathise:** Conduct user research to understand the needs, challenges, and desires of the target audience.
2. **Define:** Synthesise research findings to define the core problem or opportunity.
3. **Ideate:** Brainstorm a wide range of potential solutions. Encourage wild ideas and defer judgment.
4. **Prototype:** Create low-fidelity prototypes of the most promising ideas. Focus on quick and inexpensive models.
5. **Test:** Test prototypes with users, gather feedback, and iterate on the solutions.

Additional workshops
5-step plans

Reverse brainstorming

1. **Problem definition:** Clearly define the problem you want to solve.
2. **Reverse brainstorming:** Brainstorm ways to cause the problem or make it worse. List as many ideas as possible.
3. **Reverse solutions:** Take each idea and reverse it to find potential solutions.
4. **Evaluation:** Evaluate the reversed solutions for feasibility and impact.
5. **Action plan:** Develop an action plan to implement the most promising solutions.

Innovation challenges

1. **Challenge definition:** Define the specific challenge or problem to be addressed.
2. **Launch event:** Announce the challenge, explain the rules, and provide resources.
3. **Idea submission:** Teams or individuals submit their ideas and solutions.
4. **Evaluation:** Evaluate the ideas submitted based on predefined criteria. Select the best ideas.
5. **Recognition and Implementation:** Recognise the winners and develop an action plan to implement the winning ideas.

Cross-industry insights

1. **Speaker selection:** Identify and invite speakers from different industries with unique insights.
2. **Preparation:** Prepare the speakers and provide context about your business and objectives.
3. **Presentation:** Conduct the sessions where speakers share their experiences and insights.
4. **Q&A and discussion:** Facilitate a Q&A session and open discussion to explore how the insights can be applied.
5. **Action plan:** Develop an action plan to integrate the new ideas and insights into your business.

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