

Advisors & Technology

2025 Connected Wealth Report

A survey of 300 financial advisors revealing how technology is shaping the future of wealth management—and where it's falling short.

Welcome

Across the wealth management landscape leaders are navigating a common challenge—how to guide their firms through a key inflection point. Technology, particularly advancements in artificial intelligence (AI), is transforming how financial advisors across the wealth management industry engage with clients, manage their practices, and make decisions. At Advisor360°, we see this as a moment of profound opportunity—not just for efficiency gains, but for using innovation to redefine the advisor-client relationship in ways that build trust, deepen connections, and create sustainable growth.

AI's promise is immense. It fuels predictive analytics to anticipate client needs, helps advisors uncover risks and opportunities, and automates routine tasks so advisors can focus on strategy and relationship building. It even takes approved “next steps,” such as scheduling meetings or crafting personalized follow-ups. Yet, the true power of AI lies in its ability to amplify—not replace—human expertise. Our research shows that successful firms will embrace AI as a co-pilot, elevating the craft of advising and the client experience.

Our research highlights the urgency of leaning into digital transformation—of which AI is a defining feature today. Advisors are asking for capabilities that are intuitive, integrated, and impactful. They want technology that simplifies complexity, whether through better data quality, enhanced client transparency, or AI-driven insights. Firms that respond to these needs by acting decisively will stand out—to both advisors and their clients—as innovators that lead the market.

This report offers a roadmap for what's next in our industry in AI and beyond. It explores the technology challenges advisors face and the solutions that can help bridge the gap between today's capabilities and tomorrow's possibilities. I invite you to engage with it and think boldly. Together, we can create an ecosystem that empowers advisors, delights clients, and redefines success in wealth management.



Warm regards,

Darren Tedesco
President, Advisor360°

 [@darrentedesco](#)

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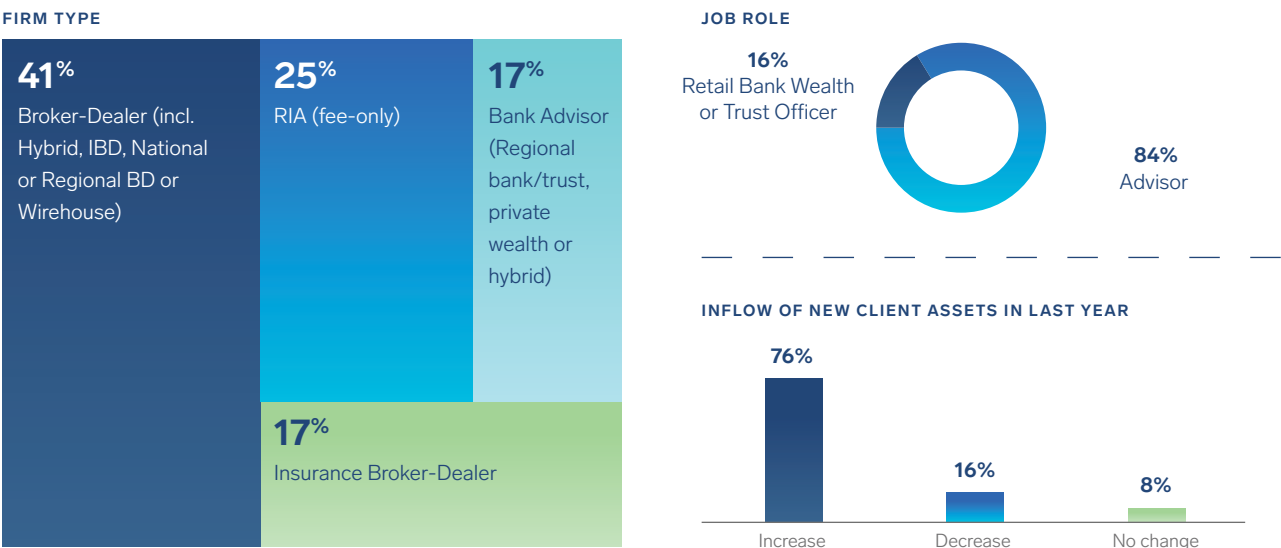
Research Concept

Advisor360° surveyed 300 financial advisors at enterprise wealth management firms in the U.S. to better understand their perspective on how technology impacts the way they conduct business. Responses were collected via a telephone- and email-based survey of 300 financial advisors fielded during September and October 2024. Survey participants self-identified as being responsible for managing—individually or as part of a larger team of advisors—an average of \$2 billion in assets and hailing from firms with an average AUM of \$103 billion.

The survey was conducted by Coleman Parkes Research on behalf of Advisor360°. Advisor360° and Coleman Parkes are separate and unaffiliated organizations.

Survey respondents

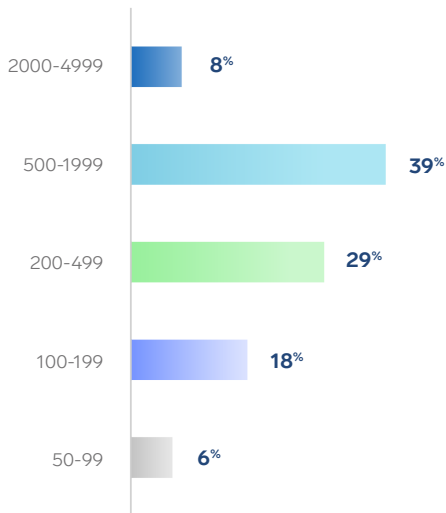
Figure 0.1



Audience profile

Figure 0.2

AVERAGE ADVISOR HEADCOUT



Advisors' average AUM:

\$2 billion

Average number of years as an advisor:

7 years

AVERAGE FIRM ASSETS

\$103 billion

Preface

The *2025 Connected Wealth Report* serves as a lens into the state of advisor technology in 2025 and a map of advisor sentiment. The increasing dissatisfaction with outdated systems highlights the growing urgency for innovation across key areas, including data integrity, system integration, and end-client tools. As our survey respondents make clear, technology has become more than a means to an end—it is the bridge between advisors and clients, enabling trust, agility, and meaningful engagement.

Readers will recognize a few key themes that cut across this research. First, the report reveals a striking sentiment among advisors—that outdated technology is more than an inconvenience, it's a barrier to growth. Moreover, the advisors surveyed make clear that the wealth management industry is witnessing a dynamic interplay between human expertise and emerging technologies like generative AI—and these radical advancements will unlock new levels of efficiency. Finally, firms that embrace technology as a differentiator will not only solve their current pain points but also redefine what it means to thrive in wealth management.

This report is part analysis of technological gaps in wealth management and part call to action for firms to reimagine their approach. By addressing foundational issues and embracing forward-thinking solutions, firms have the opportunity to attract and retain top talent, win new clients, and build a sustainable future. The insights gleaned from these pages can guide firms in leveraging technology as a strategic advantage in an era of rapid innovation and heightened expectations. As you read on, consider this: The future of wealth management belongs to those who prioritize innovation, empowerment, and adaptability. The time to act is now—firms that seize this moment to modernize will set the standard for the next generation of financial services.

Chapter 01

The State of Advisor Technology in 2025

The State of Advisor Technology in 2025

In an environment where technology is a key differentiator, financial advisors are more vocal than ever about the tools they need to serve clients effectively. The expectations are sky-high, and so are the consequences of outdated or inadequate tech.

The 2025 Connected Wealth Report reveals a gap between the capabilities advisors need and the tools they currently have. A striking 65% of advisors say their technology stack is due for an upgrade, while only 35% believe their platform is state-of-the-art. This dissatisfaction isn't just about efficiency—it directly impacts client service, business growth and advisor retention.

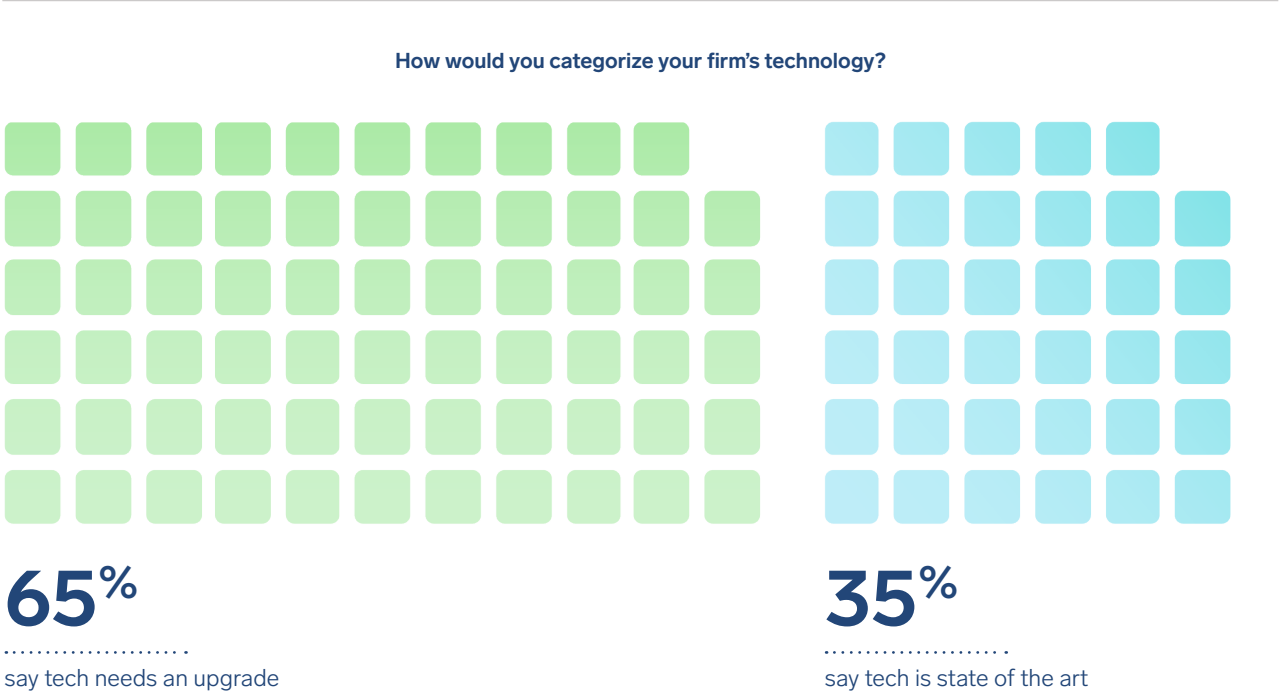


Figure 1.1: Advisors are asking for a tech upgrade

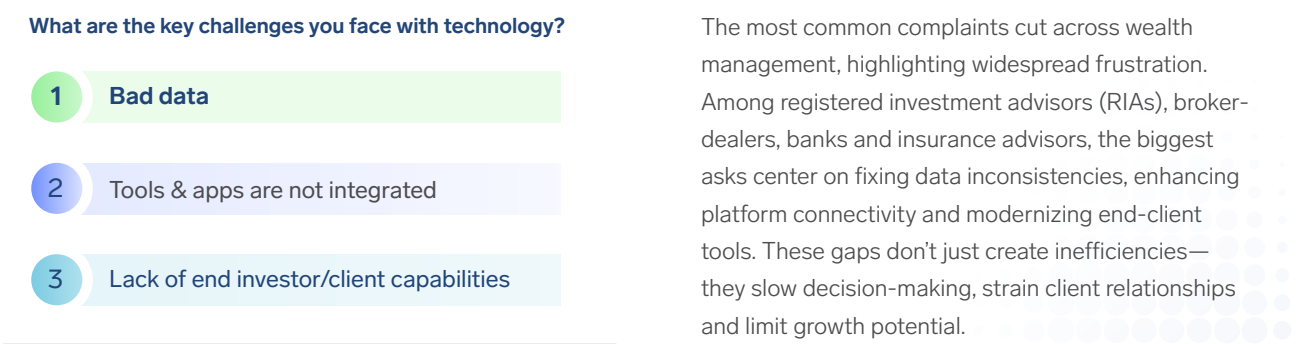


Figure 1.2: Advisors' top three technology challenges

The common thread linking the top three advisor pain points is a desire for modern technology that simplifies tasks, increases productivity and helps to strengthen bonds with clients.

1. Data

The cornerstone for informed decision-making, data is central to the advisor-client experience. And yet, “bad data” remains the #1 technology challenge advisors face. A common byproduct is the incorrect or misleading data contained in many client statements and reports. Frequent inconsistencies and stale data points erode client trust over time—and advisors continue to ask for a fix.

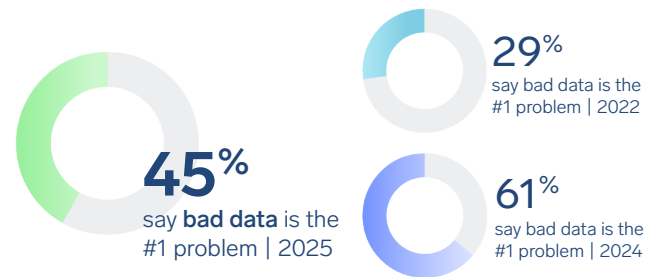


Figure 1.3: Bad Data: The #1 challenge over time

2. Integration

Integration, or lack thereof, is a similarly common concern among advisors. Done right, integration effortlessly connects data from third-party systems, including CRM, custodians, and financial technology platforms. Yet, the current lack of integration multiplies manual tasks, increases errors and tanks operational efficiency. Again, we know that advisors pay the price through eroding client relationships.

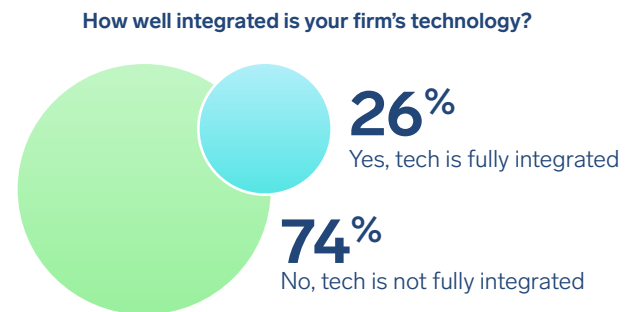


Figure 1.4: Integration gaps are a pain point

3. End-Client Tools

End-client tools are likewise found to be lackluster. Client portals, for instance, should offer a clean, intuitive interface for seamless communication, document sharing, and real-time financial information access. Meanwhile, many advisors we've spoken to say their client technology is overcomplicated, and suffering from poor adoption rates because it fails to serve clients' desire for simplicity and transparency.

“Advisors are asking for technology that is intuitive, integrated and impactful. Firms that act decisively will stand out and lead the market.”

Darren Tedesco, President, Advisor360°

Which Tools Need to Improve?

Advisors gave us plenty of specifics to illuminate the gaps in their tech stacks. From financial reporting tools that are slow and glitchy to outdated or complicated apps aimed at new account opening—the list is comprehensive. Specific capabilities such as trading/access to investment products, digital banking and client money movement all need improvement.

How would you categorize your firm's technology?

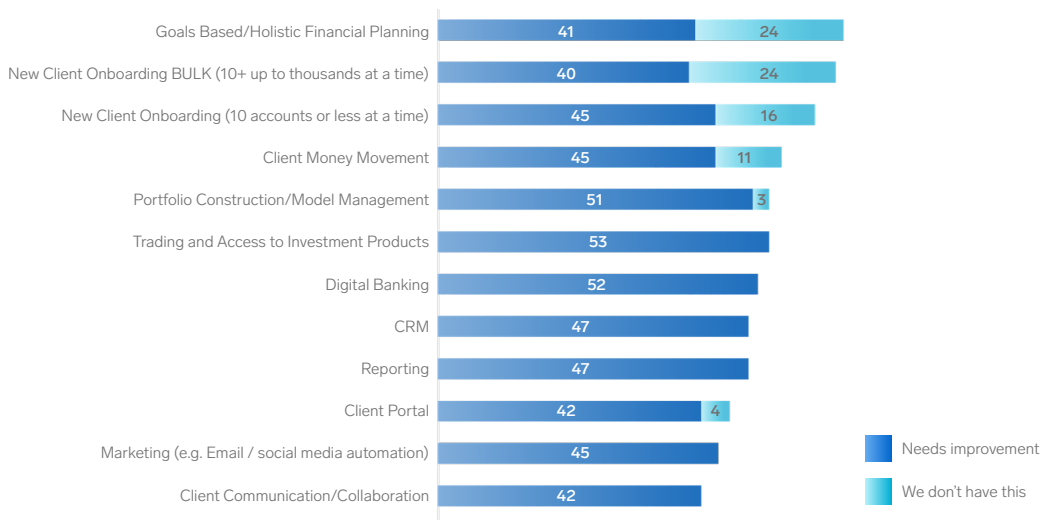


Figure 1.5: Tools that need improvement

Key applications top the wish list:

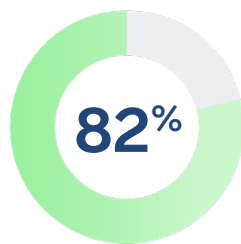
- 1. Financial planning apps**—gaps in personalization. Legacy financial planning tools lack the depth or features needed to provide personalized guidance. They are either overly simplistic for sophisticated investors or too cumbersome for basic holistic financial planning. Advisors are looking for tailored tools and effective templates that cover all aspects of the growing financial planning task list.
- 2. New client onboarding**—the need for greater speed and efficiency. Digital onboarding emerged as one of the least satisfying capabilities, with 61% of advisors indicating it needs an upgrade. Ranking in the bottom three capabilities, this process—critical for first impressions—is marred by inefficiencies and outdated workflows that frustrate advisors and clients alike. Advisors are asking for digital onboarding with less manual data entry and a speedy client onboarding process with automated form fills that eliminate errors and bundle paperwork efficiently.
- 3. Bulk onboarding**—looking for smoother advisor transitions. When advisors switch firms, they need a fast and effective way to transition their book of business in bulk (up to 1,000 accounts at a time). Advisors say it's a pressing need, yet 24% of our survey respondents do not have access to bulk onboarding capabilities. Firms need to offer the ability to repaper client accounts quickly, moving entire books of business at once with no interruption to client service.

4. Other advanced tools on advisors' wish lists:

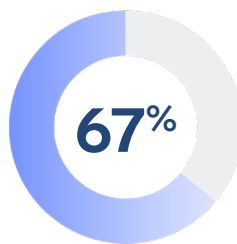
- Client Portals—46% were dissatisfied. The need: A streamlined user interface that increases transparency and empowers clients with self-service options.
- CRM Systems—47% were dissatisfied. The need: A foundational tool for managing client relationships that integrates and manages client data across other tools.
- Reporting Tools—47% were dissatisfied. The need: A data-driven solution with intuitive and integrated capabilities to bundle and run fully reconciled reports.

The gap between the innovation advisors want and the tools they currently have at their disposal is taking a toll on business growth and advisor retention.

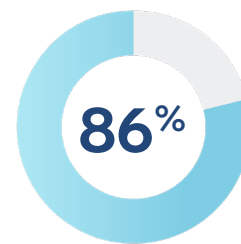
The persistent dissatisfaction with core applications signals an immediate need for firms to prioritize technology upgrades. Addressing foundational issues—from improving data quality to integrating disparate tools—will enhance advisor satisfaction and improve client experiences, ultimately driving growth and retention.



of advisors with subpar tech
lost prospects



of advisors with subpar tech
lost clients



of advisors are willing to switch
firms over poor technology

Figure 1.6: The business effects of outdated technology

Next Steps:

- ✓ **Address advisor pain points.** Advisors want firms to provide tools to address data shortcomings and boost technology integration.
- ✓ **Provide advanced solutions.** Financial planning, account opening and bulk onboarding are among the areas where advisors say they need an upgrade.
- ✓ **Focus on client needs.** Put client portals and mobile apps at the top of the list with technology that provides a streamlined means to communicate and provide transparency.

Chapter 02

Generative AI Is Transforming How Advisors Work

Generative AI Is Transforming How Advisors Work

Wealth management has undergone a profound shift in thinking about generative AI. Once viewed with a mix of cautious optimism and skepticism by last year's Connected Wealth Report respondents, today generative AI is boldly embraced by the vast majority of advisors as a clear benefit. And for good reason: AI has the near-term potential to deliver significant efficiencies in the front- and back-office, freeing up advisors to focus on delivering personalized client service. While there are sensible concerns over accuracy and the need for human oversight, advisors are highly optimistic about the potential for AI to improve how they work.

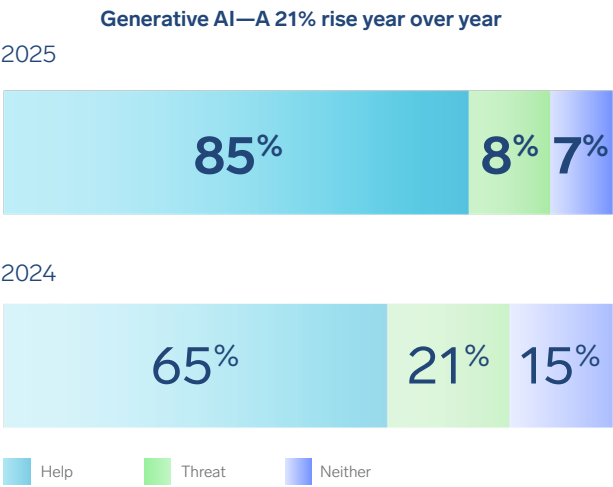


Figure 2.1: Generative AI—A help or threat to your practice and industry?

Top Advisor Use Cases for Generative AI

Advisors are looking to generative AI to help them add greater value for clients. And so far it has: Seventy-six percent of advisors report immediate gains from generative AI, particularly in administrative tasks, marketing strategies, and predictive analytics. AI-enabled tools are helping advisors reduce manual tasks, allowing them to focus on client interactions and strategic planning.

Nine out of ten advisors use AI-enabled assistants specifically, with “predicting client behavior” mentioned as the most common use case. Overall, advisors and their teams are already putting generative AI to good use in a variety of functions.

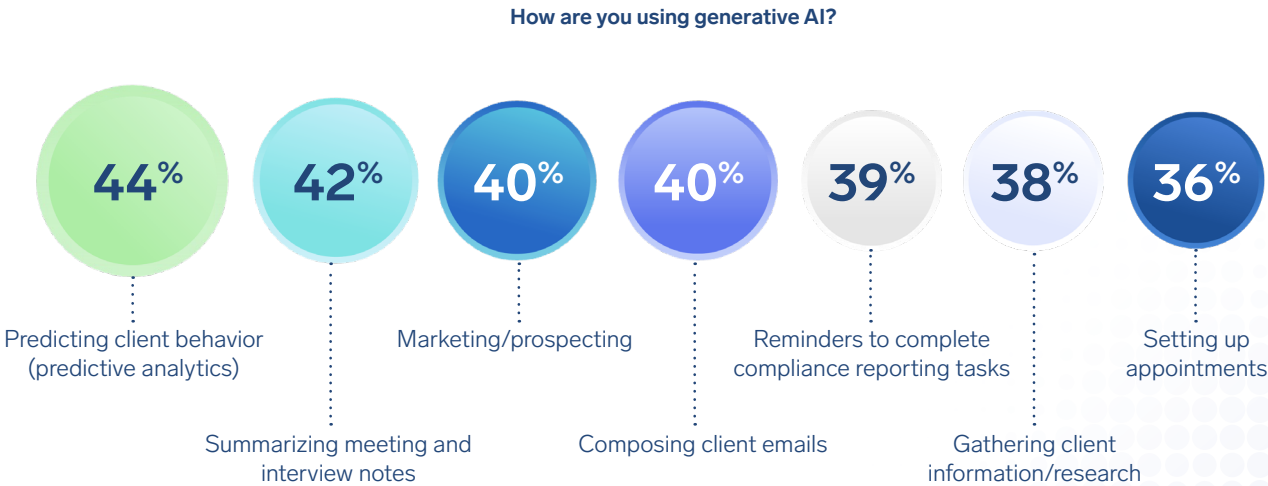


Figure 2.2: Top advisor use cases for generative AI

#1 Use Case—Predictive Analytics

Enterprise wealth firms are eager for data-driven insights—in part to inform tasks that digital assistants can ultimately run with to streamline the advisor’s day. Even more, these insights can empower advisors, their staff, and clients to make informed decisions.

For advisors, predictive analytics can offer invaluable windows into client behavior, market trends and tailored investment opportunities. These tools can enhance the ability to personalize advice, optimize portfolios, and deliver guidance that aligns with clients’ specific goals.

At the home office level, advanced analytics provide visibility into the firm’s operations, advisor oversight processes, and performance metrics. AI-driven predictive models help identify emerging risks, detect anomalies, and optimize resource allocation. This enables firms to actively address compliance issues and boost operational efficiency.

For clients, real-time insights and personalized experiences can enable them to take control of their financial futures. We’re already witnessing the power of AI-enabled chatbots to provide instant support, while predictive analytics anticipate client needs and offer tailored recommendations. This fosters greater client engagement, trust and overall satisfaction.

Other ways advisors are using generative AI and AI-enabled assistants:

Making client meetings easier. Advisors spend many hours every week on client meetings—with administrative tasks before, during and after. Generative AI can assist with meeting preparation by alerting the advisor about meeting times, organizing digital files, and scheduling the meeting itself. During the client meeting, generative AI can accurately auto-record, take notes and use secure transcription capabilities to summarize next steps. Generative AI can also eliminate some post-meeting task creation and coordination based on meeting notes by triggering advisor-approved automated workflows across account opening, trading, planning tools, and more.

Marketing and prospecting. Building new relationships is one of the activities financial advisors most want to focus on—generative AI can assist by taking on drafting marketing emails and social media posts, personalizing messages, and analyzing vast datasets to target potential clients with greater accuracy. All of this frees advisors up to focus on client service and business building.

Only a small slice (9%) of advisors do not use AI assistants at all—and we know that many tasks will always be better performed by a human. Only 29% of advisors leverage AI for financial planning, for instance. In general, advisors prefer to rely on their own expertise to maintain a human touch in developing and fostering relationships.

“Successful firms will embrace AI—elevating the craft of advising and enhancing the client experience.”

Darren Tedesco, President, Advisor360°

The Need for Guidelines and Guardrails

As advisors and their teams find more reasons to use generative AI as an administrative copilot, the need for guardrails intensifies. As a result, the number of firms with formal, documented generative AI policies has risen markedly from a year ago. This formalization shows the creation of clear guidelines for the ethical and responsible use of AI tools for providing client advice, ensuring compliance with industry regulations, protecting client data, and mitigating the potential risks associated with relying on AI-generated information, particularly when it comes to personal financial information.

“The true power of AI lies in its ability to amplify—not replace—human expertise.”

Darren Tedesco, President, Advisor360°

Many more firms are introducing AI policies

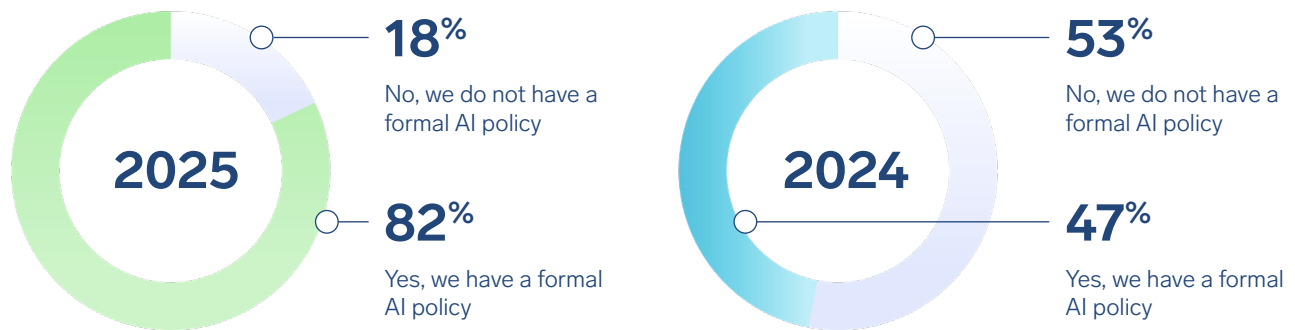


Figure 2.3: Does your firm have a generative AI policy?

The growing acceptance and adoption of generative AI by advisors highlights its potential to transform wealth management. However, for its full potential to be realized, firms must invest in education, policy development, and tools that complement human expertise. Advisors who strike the right balance between AI and personal interaction will be best positioned to thrive as the AI landscape continues to evolve.

Next Steps:

- ✓ **Prioritize AI-driven insights.** Advisors are looking to use generative AI to help them customize advice, manage risk and uncover opportunities tailored to their clients' current and future financial needs.
- ✓ **Use AI for admin and beyond.** Generative AI can make advisors more productive by taking on meeting prep, notetaking, drafting emails, and suggesting advice and next steps based on client goals and interactions.
- ✓ **Maintain the right mix.** Delivering greater value to clients while building trust requires striking the right balance between AI and human-centered service models. Firms need to provide guidance, including clear and comprehensive AI policies, even as they integrate AI across their technology infrastructure.

Chapter 03

Using Technology as a Competitive Edge

Using Technology as a Competitive Edge

Technology has become a make-or-break differentiator for firms striving to lead the industry. According to our research, innovation is a critical driver of growth in more ways than one. Advanced technology not only attracts new clients by offering seamless, personalized experiences but also serves as a secret weapon for gaining and retaining top advisors, who increasingly prioritize modern, integrated platforms.

Growing the Business

Organic growth in the wealth management industry has been relatively modest in recent years. A study by Ensemble Practice and BlackRock revealed that in 2023, the average registered investment advisory firm experienced an organic growth rate of just 5.7%.¹ Other research suggests that many firms across the industry are finding it challenging to achieve significant growth without relying on market performance or mergers and acquisitions (M&A).²

According to our survey, advisors believe that current gaps in their tech stacks are affecting their ability to grow. For instance, 82% of advisors with outdated technology can't convert prospects to clients, and two-thirds have lost clients over subpar technology. But the opposite is also true—the vast majority of advisors who rated their technology as “state-of-the-art” have won new clients as a result.

“This is a moment of profound opportunity—not just for efficiency gains, but to redefine the advisor-client relationship.”

Darren Tedesco, President, Advisor360°

Have you won clients based on better tech?

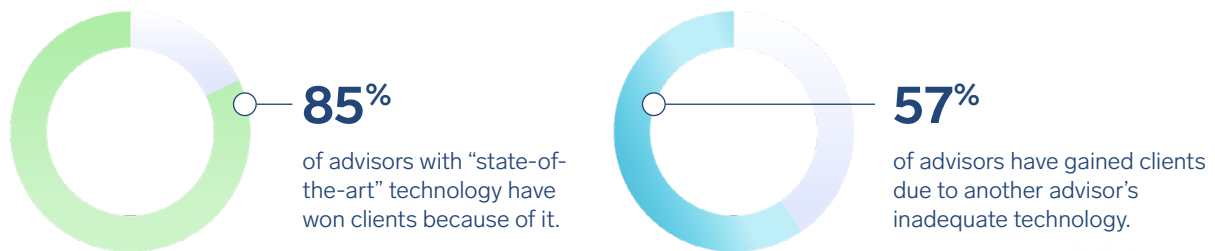


Figure 3.1: Advisors are gaining clients due to better tech

The connection between innovation and organic growth in wealth management is not difficult to comprehend. Our research identifies some of the reasons the two are inextricably linked:

- 1. Personalization at scale:** Technology enables tailored recommendations and communication, which enhances client satisfaction.
- 2. Faster response times:** Automation and integrated CRM tools allow advisors to address client needs quickly.
- 3. Data security:** Advanced tech safeguards sensitive client information, reducing risks of breaches.
- 4. Differentiation:** Firms with better technology stand out. A modern tech stack signals professionalism and innovation, appealing to high-net-worth clients and top advisors.
- 5. Faster adaptation:** Technology helps firms stay ahead of industry trends and client expectations.

Attracting High-performing Advisors

Technology has become a decisive factor in advisors' choice to switch firms or remain in place, on par with, or even outweighing traditional motivators like compensation and work-life balance. This isn't just about tech-enabled efficiency, it's about fostering an environment where advisors thrive and clients feel supported. The growing emphasis on technology as a retention tool (or motivator to move) reflects a broader industry trend where the ability to deliver efficient, data-driven service is increasingly essential for advisor satisfaction and client success. As firms look to attract top advisors, it is important for them to know that access to better tools and capabilities is the number-one reason the advisors in our survey made a move to a new firm.

Why advisors left their previous firms

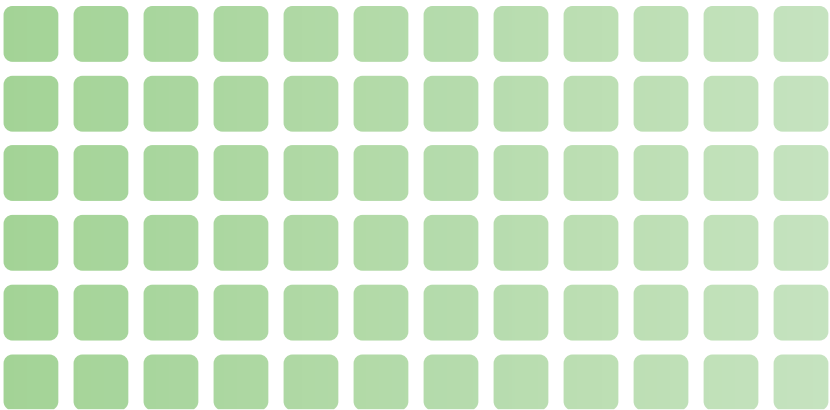
- 1 Wanted better tech tools/capabilities
- 2 Better compensation
- 3 More career growth
- 4 Work/life balance
- 5 Better org culture

Figure 3.2: Why advisors left their previous firms

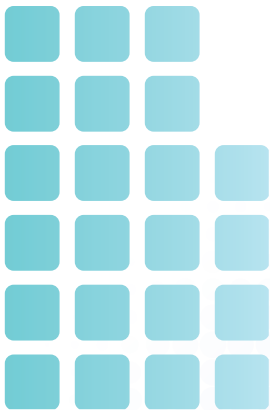
Easing Advisor Transitions

When advisors do decide to move, technology can be a powerful asset in smoothing the transition to their new firm. Of the 155 advisors in our study who switched firms in the last three years, 78% said technology was an asset in transferring their book of business. When firms prioritize the right digital solutions, advisors can effectively navigate regulatory requirements, onboard client assets, and manage an increased workload in their new roles.

Did technology help you transition your business?



78%
.....
say tech helped ease their transition



22%
.....
say tech hindered their transition

Figure 3.3: Advisors evaluate the impact of technology when transitioning to a new firm

Advisor Retention

Technology also contributes to advisors' work-life balance, a key component in their overall job satisfaction. Advisors want solutions that enable them to spend less time on administrative tasks and more time providing clients with tailored advice. In this way, the desire for productivity has become a compelling reason for advisors to prioritize tech-savvy firms in their career choices.

Of the advisors in our study who switched firms in the last three years, a significant 72% reported that the technology at their new firm met or exceeded their expectations. Tools that influenced this positive experience were productivity enhancers like reporting tools and client portals.

Tools that have the biggest impact on advisor productivity



Figure 3.4: Tools that increased advisor productivity at their new firm

When firms make technology an integral part of their culture, they do more than attract top advisors—they create an environment that supports advisor longevity, growth, and ultimately better outcomes.

Next Steps:

- ✓ **Use technology as a competitive advantage.** Firms with state-of-the-art tech stacks have won clients because of it. Invest in innovation and make sure prospects and clients are aware of your capabilities.
- ✓ **Think of innovation as an advisor retention tool.** Technology has become a decisive factor in advisors' choice to switch firms or remain in place. Use innovation to foster an environment where advisors thrive and clients feel supported.
- ✓ **Take advisors' technology temperature.** Ask advisors about their technology preferences and show them that you are being responsive to their needs.



Conclusion

The findings in the 2025 Connected Wealth Report make one thing clear: technology is no longer just an operational tool—it is the key driver of success in wealth management. Firms that modernize their technology stacks, embrace AI, and prioritize seamless integrations will attract top advisors, win more clients, and enhance operational efficiency.

Advisors are ready for change, with 65% saying their current technology needs an upgrade, and AI proving to be an invaluable aide. Firms that invest in smart, scalable, and user-friendly solutions will differentiate themselves in an industry where technology is the new battleground for growth, client retention, and advisor satisfaction. The time to act is now.

Action items

Based on this body of research, as well as our ongoing collaboration with our clients and their advisors, these are the action items, tools and tips that can lead to higher satisfaction and retention across the board:

Priority	Action	Impact
1. Client Experience	Upgrade client portals for intuitive navigation, real-time data access, and self-service capabilities. Ensure mobile compatibility.	Improve engagement and retention.
2. Advisor Recruiting and Retention	Prioritize digital onboarding, integrated CRMs, and AI-powered tools to streamline workflows. Address technology gaps that impact advisor efficiency.	Increase advisor retention and satisfaction.
3. Regulatory Compliance & Security	Implement AI-assisted compliance monitoring to review transactions, communications, and risk factors in real time.	Reduce your risk exposure and ensure compliance.
4. Competitive Differentiation	Make innovation and advanced technology core to your value proposition for attracting clients and top advisors. Promote digital capabilities.	Win new business and strengthen brand positioning.
5. Insights and Decision Making	Adopt AI-powered tools for client analytics, predictive modeling, and workflow automation. Train advisors on AI applications.	Enhance personalization, risk management, and efficiency.

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Advisor360° builds, integrates, and delivers technology for wealth management firms. The company's award-winning integrated and open architecture SaaS platform, powered by AI-driven insights, brings a connected digital wealth experience to financial advisors, their clients, and the home office so that firms can drive better outcomes and innovate quickly. Advisor360° clients benefit from timesaving capabilities and streamlined workflows when it comes to portfolio management and performance reporting, digital onboarding, contact management, financial planning, insurance, proposal generation, trading and model management, document management, analytics, client portal, and compliance. The company's proprietary Unified Data Fabric® (UDF) is the foundation of its platform, weaving together shared services and pre-built integrations that work with existing technology stacks. The company is headquartered in Needham, Massachusetts, with offices in Bengaluru, India; and remote workforces in Canada and Northern Ireland.

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