Wealth Management by informa

EXECUTIVE SUMMARY

Advisor Experience: Knowing Your Value, Owning Your Workday

Panelists:
Jason Diamond, President, Diamond Consultants
Trevor Hicks, CTO, RIA Segment, Advisor360°

Moderator:
Robert Bateman, Director of Product Marketing, Advisor360°

Host:
Davis Janowski, Senior Technology Editor & Research Analyst, Wealth Management by Informa

APRIL 30, 2026

KEY TAKEAWAYS

- We are currently in the advisor empowerment era.
- When it comes to advisors' technology expectations, AI is moving the goalposts.
- New technology can retain and attract talent, but also has operational impacts.
- Advisors need a tech stack that balances firm efficiency with their needs.

in association with

Advisor360°

OVERVIEW

In today's evolving wealth management landscape, advisors have more leverage than ever. Yet, many remain constrained by outdated models and fragmented technology.

Fortunately, tech stacks like Advisor360° now exist that support increased growth and better client outcomes. This makes it possible for advisors to break free from inefficient and "broken" workdays, reclaim autonomy, and navigate an increasingly complex industry.

CONTEXT

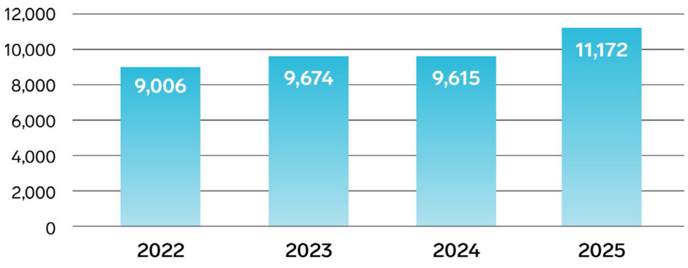
The panelists discussed how advisors can streamline their workflows and eliminate inefficiencies through a flexible technology stack that supports scalability and client impact.

KEY TAKEAWAYS

We are currently in the advisor empowerment era.

When it comes to industry structure and advisor mobility, meaningful shifts are occurring. More advisors are seeking firms and/or technology that offer greater autonomy with limited client disruption. In 2025, 11,172 advisors changed firms, representing a 16% increase over 2024.

Figure 1: YoY Movement, All Channels (LOS > 3 Years)



Source: Diamond Consultants, 2026

The panelists discussed what's driving these changes:

- **Advisors are influenced by both push and pull factors.** Historically, push factors such as frustrations with compliance, firm technology, or limited access to investments caused advisors to change firms. In contrast, pull factors attract advisors because advisors find them energizing or exciting. The current landscape is generating pull factors and creating movement.
- **The book of business is becoming a business.** Since wealth management firms are stable, cash-flow-positive businesses, they are often worth much more in the aggregate than on their own. This recognition has forced a reckoning across the industry. In the past, advisors milked their book of business for all it was worth and then retired. Quality advisors don't do that today because they know they're sitting on a gold mine that's monetizable.
- **Advisors now have many more options.** Advisors at a broker dealer with a quality book of business could go to a wire house, regional firm, boutique firm, or an independent broker dealer that will pay 100% of GDC or revenue to recruit them. Alternatively, they could launch their own RIA, take on an investor, or affiliate with an aggregator, platform, or support partner.
- **New technology solutions have emerged.** Advisor technology has advanced significantly. When Davis Janowski first started covering this space, there were three to four dozen third-party providers, including custodians. Today, there are around 500 third-party providers. While large firms may spend over $1M a year on technology, a cutting-edge RIA can operate effectively with a laptop and subscription technology services.

"The bottom line when it comes to advisor empowerment is that he or she who controls the assets has the real power. If you control the client relationships, you can vote with your feet. That unlocks technology, human capital improvements, growth gains, and more."

– Jason Diamond, Diamond Consultants

When it comes to advisors' technology expectations, AI is moving the goalposts.

In the wealth management arena, technology can be a double-edged sword. Technology solutions that are implemented well reduce complexity and friction for advisors. On the other hand, technology tools don't always work well together. That often creates a swivel chair effect for advisors. Disconnected data between systems loses context and creates more confusion than value.

An Advisor360° survey found that nearly 3 in 4 advisors say their firm's technology is outdated or in need of improvement. Part of the problem is that intelligence isn't embedded into how work gets done.

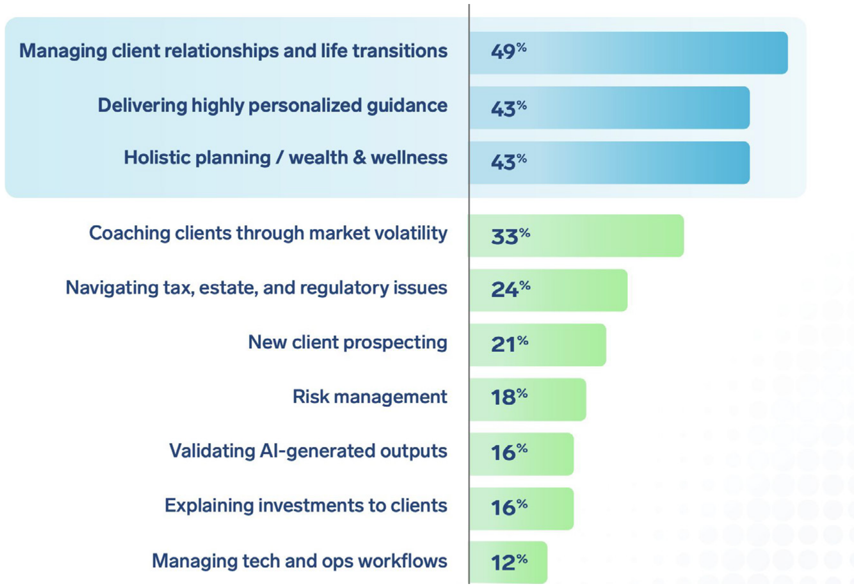
Advances in AI enablement are poised to eliminate integration issues that advisors have complained about for the last 15 years. Looking ahead, firms with the best technology will have a competitive advantage, especially among younger advisors.

Agentic AI will also have a huge impact in the next few years, freeing advisors to focus on client relationships, personalized guidance, and holistic financial planning. In addition, wealth operating systems like Advisor360° enable best-of-breed point solutions to talk to one another in a true ecosystem.

"The single biggest complaint I hear from advisors is that they have tools to address their specific needs, but getting them to share data and have a seamless single sign-on are very rare."

– Davis Janowski, Wealth Management

Figure 2: What Advisors of the Future Will Focus On



Source: Advisor360°, 2026

New technology can retain and attract talent, but also has operational impacts.

As firms consider whether to implement new advisor technologies, it's essential to consider:

- Does the technology fit with the firm's strategic direction?
- Will the technology help attract and retain more advisors?
- Is the technology obviously better than the current tech stack?
- Does the technology offer a shortcut to where the firm wants to go?

From an operational perspective, every time another best-of-breed technology solution is added to a firm's IT infrastructure, it creates another data silo, another integration layer, and more complexity. As AI adoption becomes more common, the integration layer is growing in importance.

For example, when AI started gaining traction three years ago, AI was incorporated into Salesforce, Microsoft, and Zoom. However, these three separate AI tools didn't talk with one another. This underscored the need to integrate data between platforms so one AI tool can provide visibility across the entire enterprise.

Firms also need to be cognizant of potential compliance gaps with agentic AI. Traditionally, advisors have been reluctant to spend a lot on compliance tech. That has resulted in manual processing. If a firm invests in compliance technology, it's important to determine what it will take to integrate it into existing systems. If it will be a heavy lift, it may be wise to consider a different provider.

Before evaluating AI vendors, it's important for firms to develop a set of questions. For example, who owns what? If a vendor builds a data warehouse and the firm ends the contract, will the firm retain ownership of the database or will they need to rebuild it?

> "Technology flexibility is important, but it can't be the Wild West where advisors have random tech integrations with no compliance oversight."
>
> – Jason Diamond, Diamond Consultants

Advisors need a tech stack that balances firm efficiency with their needs.

Small firms tend to be nimble and flexible, building their tech stacks with advisors in mind. There's a period in a firm's evolution, however, when the technology philosophy shifts from providing excellent client service to doing more with less and working faster. That's when technology tends to be built more for the firm than for advisors. If technology introduces friction into advisor workflows, it leads to diminished capacity and time to serve existing clients or prospect for new ones.

The ideal is to align the enterprise technology stack so it provides executive-level oversight of firm performance, while also giving advisors the best environment to support clients. The best technology experiences are invisible to advisors. Automation and AI streamline tasks, and advisors have easy access to information.

The good news is solutions like Advisor360° deliver on this promise. As the first AI-native advisor experience for firms of every size, model, and stage, the Advisor360° platform is built around advisor growth and designed to scale.

Parrot AI, which is the AI assistant built into Advisor360°, brings meetings, emails, documents, and client history directly to advisors' fingertips. Today, two million households with $1 trillion in assets benefit from the connected Advisor360° experience.

> "Everything Advisor360° does is in support of the advisor-client relationship. At the end of the day, that's where the rubber meets the road. The client-advisor relationship is that piece of magic that makes all this work and that's where the power is."
>
> – **Trevor Hicks, Advisor360°**

ADDITIONAL INFORMATION

To learn more visit Advisor360°

BIOGRAPHIES

Jason Diamond

President
Diamond Consultants

When it comes to due diligence, many advisors find themselves overwhelmed by details and emotions. Yet it's in this very space where Jason shines. Jason's natural ability to strategize and "connect the dots" are powerful skills that help advisors move beyond the minutiae and towards gaining clarity on what matters most. It's a skill set he honed during his time at both Merrill Lynch and Morgan Stanley before joining Diamond Consultants, which has enabled him to gain the trust of the industry's most sophisticated advisors.

As an Analyst at Merrill Lynch, Jason worked in the Capital Markets Group, originating and syndicating structured investments while educating the sales team about their products. More recently, at Morgan Stanley, Jason served as Vice President on the Structured Investments and Solutions Desk within the Investment Solutions Group, where he led the Pacific Coast sales team to become the top distributor of notes on the Street. He also worked with offshore and ultra-high net worth clients on their complex financial needs, specifically in the area of equity derivatives.

In addition to serving as a consultant to advisors, Jason's role as President of Diamond Consultants includes oversight of marketing efforts and content collaboration. He is also the architect and author of the firm's award-winning annual Financial Advisor Transition Report and a frequent contributor to the media (including a monthly column for Wealth Management), as well as co-host of the industry-leading Diamond Podcast for Financial Advisors.

Trevor Hicks

CTO, RIA Segment
Advisor360°

Trevor Hicks is a technology and operations executive with over 20 years of experience helping wealth management firms use technology to scale, manage risk, and improve the client experience. He currently serves as CTO, RIA Segment at Advisor360°, where he focuses on shaping an integrated platform that simplifies how advisors use technology to manage client relationships and deliver meaningful financial guidance.

Trevor spent 12 years as an operator at Laird Norton Wetherby, serving as Partner, Chief Technology Officer, Chief Compliance Officer, and Director of Operations. During that time, he helped the firm grow from $4B to $7B in AUM and later led technology strategy through a $15B merger and integration. His experience spans platform transformations, operating model design, and aligning technology with business strategy.

He is known for bringing a practical, executive-level perspective to how firms adopt new technologies, including AI, and how they build scalable, integrated environments that support advisors and clients alike.

Robert Bateman (Moderator)

Director of Product Marketing
Advisor360°

Robert Bateman is a product and marketing leader with nearly two decades of experience at the intersection of financial services and technology. He currently serves as Director of Product Marketing at Advisor360°, where he draws on a deep product knowledge background to help wealth management firms understand how integrated technology can transform the way advisors work and serve clients. Prior to his marketing role, Robert spent years building and shaping the Advisor360° platform as Head of 360 Platforms. Before joining Advisor360°, he served as Vice President of Digital Reporting at Morgan Stanley, where he owned the roadmap for all customer-facing advisor technology. Robert's diverse financial services experience and hands-on product expertise give him a unique perspective for translating Advisor360°'s capabilities into clear, compelling stories that resonate with advisors and firm leaders.

Davis Janowski (Host)

Senior Technology Editor & Research Analyst Wealth Management

Davis Janowski is a New York-based technology journalist whose work spans consumer, business and the FinTech sectors.

Prior to his six years with WM, Janowski worked for Forrester Research as an analyst covering Digital Wealth Management. In addition, he has worked for two FinTech startups, Wealthfront and New York-based FeeX, Inc. (now Pontera). His work covering the advisor tech space began in 2007 when he joined InvestmentNews as the advisor industry's first dedicated technology reporter. His start in tech journalism began as an editor with *PC Magazine* in 1999 where he later served as an analyst and reviewer.

His work has appeared in *The New York Times*, WealthManagement.com, *Financial Planning, RIABiz, InvestmentNews, PC Magazine*, numerous blogs and several books, including *Technology Tools for Today's High Margin Practice*. He has also been a speaker and moderator at numerous industry conferences.

Outside his day-to-day he is a senior guide for Manhattan Kayak Company in New York City.