A! Action! Magazine

Special Edition

t3 Technology Tools for Today

GET SCHOOLED ON:

Tech Stacks
Artificial Intelligence
Cybersecurity
Digital Marketing
Blockchain

Tech trends + tough love with Joel Bruckenstein

Intro

SULEMAN DIN

Ask Joel Bruckenstein about the promise of advisor technology.

He'll launch into a quick rundown on the benefits of ditching manual, paper-heavy processes in favor of streamlined digital tools. Maybe you'll hear a retrospective on how the industry has evolved to boot.

Ask Joel Bruckenstein about the reality of advisor technology, and, well, sit back.

Having consulted RIAs on practice technology for over 20 years, along with organizing the annual T3 conference over the same period, the self-titled 'Fintechie' likes to make a couple of points clear, and when he does, he doesn't pull punches.

One is that any advisor technology is ultimately just a tool – none can solve practice management challenges for advisors on their own. Advisory firms have to put them to work. And that involves a lot of planning, due diligence, time and money, patience, training and retraining, and sometimes having to learn a new way of doing business too.

That segues into his second point – that advisor technology is changing wealth management. But the ever-expanding categories in the T3/Inside Information annual advisor technology survey – CRMs, financial planning software, onboarding and the like—are all built to help firms ultimately help people. If you can do it better, smarter and help even more clients, Joel argues, you should be open to that sort of change.

Having had several conversations like these with Joel over the years, I always expect plenty of tough love. But it isn't rooted in cynicism.

Joel wants to see every advisory firm succeed and grow, manage its practice, adapt to changing client demands, and embrace innovation. We just need (strong) encouragement sometimes to try new ways and explore practice technology to its full potential.

When I asked Joel if it made sense to do a special on some of the technology topics he thought wealth management professionals should be paying attention to right now, he didn't hesitate.

Technology stacks are one reason so many come to the T3 conference. But Joel sees room for more understanding and action with trends in the industry and emerging tools in digital marketing, cybersecurity, blockchain and AI.

This special supplement on these five key areas in advisortech is for wealth management professionals, featuring Joel's thoughts and advice on how to approach each in a planning practice. We hope you find it insightful!

Your tech stack

Wealth management advice professionals can apply digital power to every facet of their practice.

Software is available that can handle all of a firm's essential back-office processes, from trading to fee billing. Front-facing service tools, such as a client portal, let clients see their portfolio anytime and communicate directly with advisors. There are also a number of advisor tools available, such as a CRM, which provide client service tracking and alerts to ensure work gets done.

Putting all these practice management tools into one system to work together is what's known as a technology stack, or tech stack for short.

According to Schwab's 2022 RIA Benchmarking Survey, top-performing RIA firms are using such tech stacks to drive operational efficiencies — the survey found they spent around 20% less time annually per client on tasks than peer firms.

Achieving that level of performance, though, takes effort. For many firms, the big hurdle involves selecting the technology that works best for their needs.

There's no shortage of practice software to choose from — there are close to 40 different financial planning software suites alone that firms can consider, according to the T3/Inside Information Survey, and that's just one of 34 categories of advisory tools the study tracks.

There are other factors adding complexity to building a tech stack.

An integration is the complimentary connectivity between software. Can a firm, for instance, transfer data or files from one to another without any difficulty? Ensuring that a given tool set matches up optimally is a process itself.

There's no set cost for technology, either. There are different pricing models and fees attached to any software, as well as separate licensing contracts. Of course, each tool will also come with its own needs to manage as well.

It's definitely daunting and there's no one-size-fits-all template for building a tech stack, Joel says. Some firms enlist the help of a consultant to build out the suite of tools they use, while others outsource their technology needs almost entirely.

Regardless, there are certain steps any firm can take, Joel says, to assess how best to take on the challenge of properly equipping your firm with technology tools.

SEGMENTATION MATTERS

JOEL: The needs of clients are going to be a lot different if you're dealing with the millionaire next door or if you're dealing with a primarily Generation Z demographic. You need to understand who you're trying to serve and what are the typical needs of that type of client.

THE IDEAL CLIENT

JOEL: Build a tech stack that reflects who you want your clients to be – because who you want to serve in the future may be different from your current demographic. If you're going to rebuild your tech stack, you want to build it for where you hope your clientele is going to be two or three years from now. That's because if you build it where your client base is for today, by time you build it it's already going to be obsolete.

> "You have to look at your tech stack holistically. Think about LEGO blocks and how they all fit together."

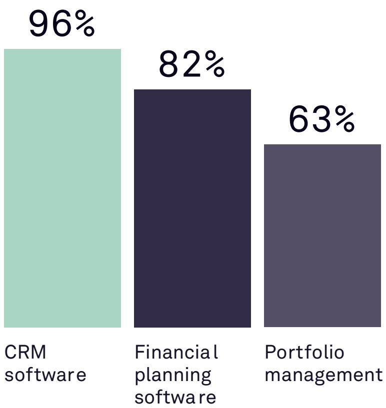
YOUR TECH STACK IS LIKE LEGOS

JOEL: If you're just starting out, perhaps you don't need sophisticated estate planning, so you want to gear whatever your software is to something in the sweet spot of that clientele. How, then, does it all fit together? A lot of times, people will say, 'I need to change my CRM.' That's fine, but what else are you using? If you buy a CRM today that doesn't integrate with your custodian or it doesn't integrate well with your financial planning software, that will be a problem. You have to look at your tech stack holistically. Think about LEGO blocks and how they all fit together. You're building it just like that; everything has to work together.

JUDGE YOUR PROVIDER

JOEL: You want to make sure your technology provider is taking the proper measures to protect client data. The other factor you should examine is, are they continuing to reinvest in the business? Some of the tech firms out there spend a lot of their money on research and development, and some spend almost none. The ones who are spending almost none are not going to be a good partner in the long term.

Advisor tech tools with the highest percentage of users



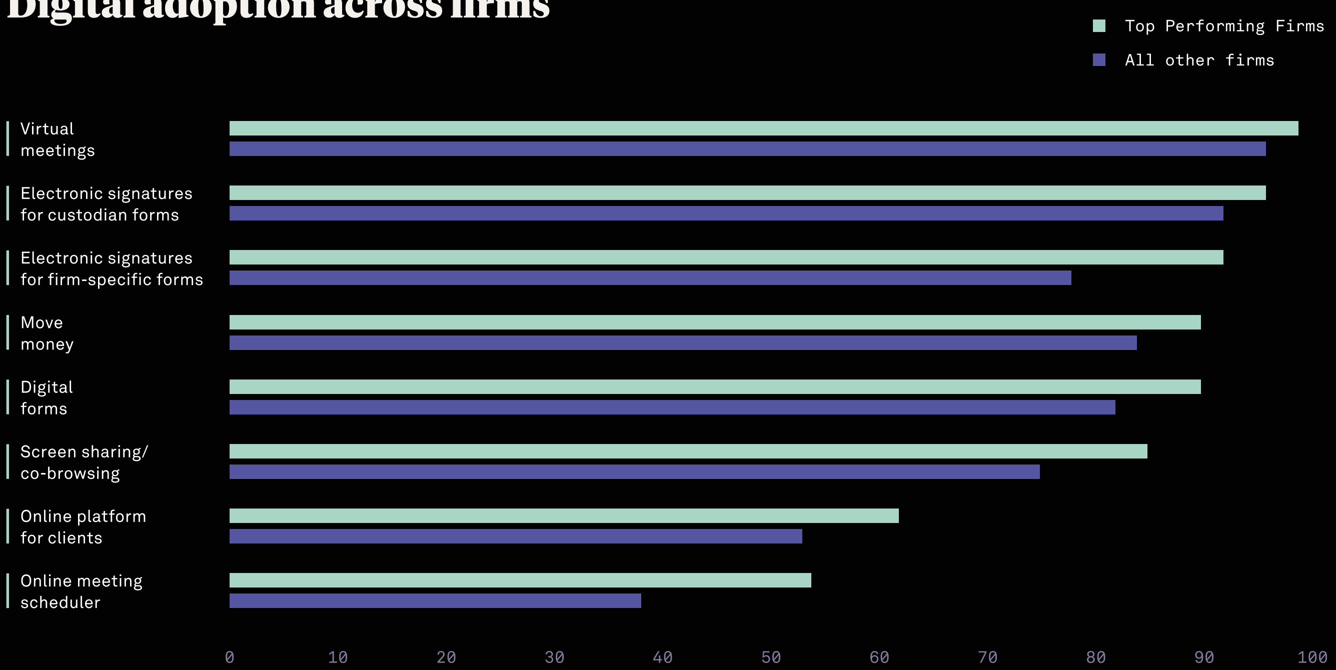
SOURCE: 2022 T3/Inside Information Survey

> “What really takes precedence over gross cost is ROI. I look at technology as an investment.”

COSTS ARE IMPORTANT. BUT…

JOEL: While it would be hard to say that cost is not a factor, because not everybody can afford every product, it shouldn't be the dominant factor in a decision. What really takes precedence over gross cost is ROI. Look at technology as an investment. If you have to spend money and you're going to get a return on your investment that's substantial, you shouldn't have problems spending money, right? Don't be penny wise and pound foolish.

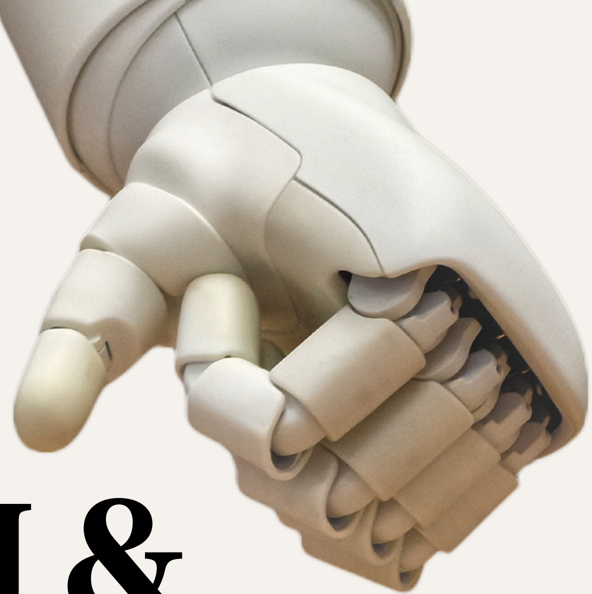
Digital adoption across firms



SOURCE: Charles Schwab

Learn more

- → **Technology Tools for Today** [https://t3technologyhub.com]
- → **Wealthtech Today** [https://wealthtechtoday.com]
- → **Wealthtech Outlook Report** [https://www.f2strategy.com/report/2023-outlook-report]
- → **Tech stack decisions for advisors** [https://tinyurl.com/yr4xr5fk]
- → **Financial Advisor Technology Map** [https://www.kitces.com/fintechmap/]



AI & Machine Learning

Joel believes the promise – and the threat – of artificial intelligence has everyone talking.

Much of the public's current fascination is being driven by ChatGPT, an AI Chatbot that's passing bar exams, writing poems and can even spit out basic financial advice, as some adventurous planners have discovered. *The New York Times* reported that since its launch last November, ChatGPT has already reached 30 million users.

But AI has been at work for much longer; it's in your smartphone and on smart home devices, popping up in social media when you do an Internet search or turn on Netflix. One study estimates AI and machine learning are distributed in nearly 80% of devices we use today.

"All it's done in my mind is really open up the eyes of folks to things that people in the industry like myself have known for a number of years – the potential for AI is absolutely enormous," Joel says. "Layering AI with natural language processing is going to change the way that pretty much every industry operates."

That being said, Joel isn't worried about AI taking over financial advice.

"It's going to free advisors and their staff from repetitive tasks that have little or no value and free up more time to focus on valuable work. The addressable market for advice is gigantic in this country; only a tiny fraction of the public is availing themselves of professional advice today. Advisors are going to be able to serve more people."

In fact, a number of recent studies show that wealth management firms are already experimenting with AI in some capacity. Industry consultancy company Capgemini noted that several wealth management functions would benefit from AI, including tax planning and portfolio management.

One survey by global consulting firm Accenture noted that financial advisors are far from concerned; they are actually not impressed: 55% of the 500 advisors it surveyed said the AI insights they received were too complicated to use, while 41% said AI-driven client insights were not as impactful as they wanted.

Joel shares some thoughts on how independent advisors should be thinking about how to adapt to the next wave of intelligent technology in the industry.

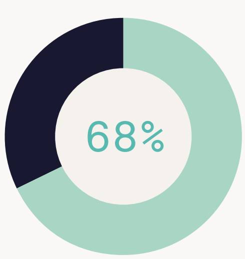
> “The simple rote stuff will get automated and only get pushed to an advisor if there's something that an advisor needs to have input on.”

TAKE ADVANTAGE OF IT WHEN WORKING WITH CLIENTS

JOEL: AI and machine learning are being applied to help with advanced financial planning. And almost every CRM company is using AI and machine learning to arrive at what they call the ‘Next Best Action’ when engaging with a client. Once you're engaging with the client, you’ll know what is the next BEST step to take with that client instead of trying to figure it out on your own. For example, a new law passes affecting investments. AI can go through your client base and tell you these are the top 10 clients you should be talking to first because the law will have a big impact on them.

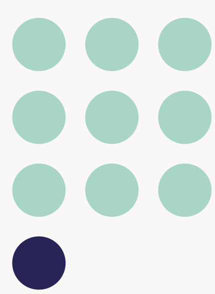
AUTOMATE CERTAIN TASKS AND ROLES...

JOEL: AI will play more of a role in so-called ‘low-level’ advice. If a client has a lot of simple questions, – say they call up because they don't know what's the maximum allowable contribution to an IRA this year – you probably don't need a person for that. You can answer that question with a chatbot or a virtual assistant. This is going to be commonplace within five years in our industry. The simple rote stuff will get automated and only get pushed to an advisor if there's something that an advisor needs to review.



68% of wealth management organizations are using AI tools to support decision-making processes

SOURCE: Financial Planning magazine



9 out of 10 advisors believe AI can help grow their book of business organically by more than 20%

SOURCE: Accenture

Learn more

- → AI for everyone (online course) [https://tinyurl.com/58h23cze]
- → Microsoft AI research hub [https://www.microsoft.com/en-us/research/]
- → "What is Chat GPT-3" [https://tinyurl.com/2zshp8ek]
- → "How AI Is Adding Value In Wealth And Asset Management" [https://tinyurl.com/num3enrb]
- → "The pursuit of AI-driven wealth management" [https://tinyurl.com/mv2a5b3c]

...BUT ADD YOUR CHARACTER TO EVERYTHING

JOEL: The unique intellectual property of a firm will become increasingly important. Every firm has it today, but it's not organized digitally in a way that AI can easily access. It soon will be, and you'll put your unique twist on everything you deliver automatically. Initially, you will need a human to review before a letter or notification goes out to clients. However, as time goes on, it'll become more automated because the machines will continue to learn.

> "The unique intellectual property of a firm will become increasingly important."

WHERE SHOULD ADVISORS SHIFT THEIR FOCUS

JOEL: In a nutshell: more high-end planning and of coaching – a lot of this is behavioral; that won't go away. Look at what's happened in the accounting industry. It's not so much about needing an accountant – if you have a simple case, a machine can do that for you. But strategic planning, higher-end planning, multi-year tax planning, that's where advisors add real value.

BROADEN THE SCOPE OF YOUR OFFERINGS

JOEL: Look at how many firms for years were just focusing on investments. Now they're doing at least some retirement planning and some financial planning. That's going to expand into more sophisticated planning. A very small segment of the advisory population today spends time helping clients, for example, managing the liability side of their balance sheet or on P&C insurance. Sophisticated firms are already expanding the scope of their services and getting paid for it.

Cyber-security

A simple browsing of cybercrime statistics reveals some staggering figures.

The annual cost of cybercrime globally is predicted to reach $8 trillion in 2023, according to a recent study. The authors of the report noted that if it "were measured as a country, cybercrime would be the world's third-largest economy after the U.S. and China."

In response to the increased threat, financial services regulators are focusing on cybersecurity. The SEC included it among its examination priorities this year, noting it would review firm practices in place to protect investor information, records, and assets.

In particular, the SEC said its reviews of broker-dealers and RIAs would focus on the "use of third-party vendors, including registrant visibility into the security and integrity of third-party products and services and whether there has been an unauthorized use of third-party providers."

That should be a clear warning to any firm that they need to be doing their due diligence with regards to cybersecurity, Joel says. The reality though, he says, is that much of the wealth management industry is still not doing enough to protect itself from potential attacks.

One finding from the 2022 T3/Inside Information survey is that only approximately 20% of firms surveyed have engaged with a "cyber resource," but we define the category broadly. We believe that the number of firms using what one could define as comprehensive cyber protection software has less than 10% adoption in the overall market among all the advisor tools available.

"We suspect that the danger advisors face from bad actors did not [decline]," the survey notes. "There appear to be a number of cybersecurity resources in the open market, albeit not dedicated to the advisor space. We suspect that if we had included 'local IT guy' and 'virus protection software' in the survey options, they would have come out on top of the market share rankings. Be very afraid." For advisory firms that want to get serious about cybersecurity, there are a number of free resources available from governmental agencies, non-profits, professional organizations and technology providers, Joel says. There is also a growing number of software firms and consultants dedicated to helping advisory firms protect against cyber threats.

Here are some steps every firm should heed, Joel says, when considering a plan for cybersecurity.

KNOW YOUR REGULATORY DEMANDS

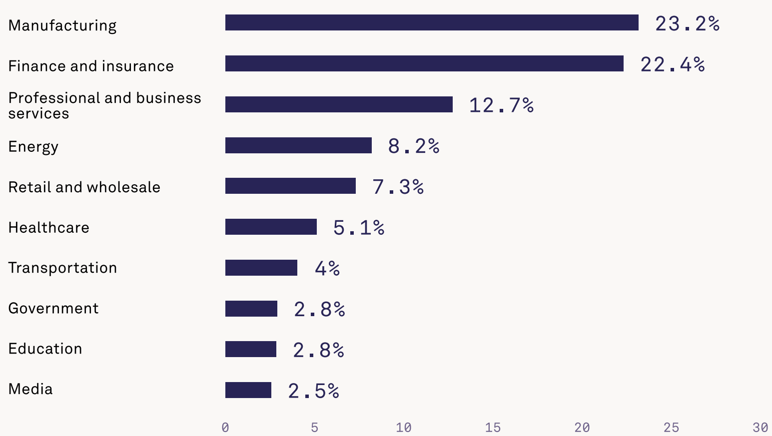
JOEL: Firms are not doing enough to understand who their regulators are and the different cyber standards they must meet, because depending on what state you're in and what products you're involved with, there's going to be a lot of overlapping regulation. If you're in New York regulated by the New York State regulators, the SEC, FINRA and insurance regulation, then you have to meet the standards of all of those bodies. You have to document everything, which most firms don't. Everything now is evidence-based and a lot of folks don't understand what that means. It means digital documentation, not on paper.

> "If you don't do everything that you're supposed to do in order to be in compliance, and there's a breach, you're liable."

YOU'RE NOT COVERED

JOEL: Many think because they have an insurance or cyber policy, they will be covered in the event of a data breach, for instance. But in many cases, they're not going to be covered. Almost every policy stipulates that you have to do everything you say you're going to do in your disclosure documents and everything the regulators say you have to do. If you don't do everything you're supposed to do to be in compliance, and there's a breach, you're liable and the policy will not pay because the policy stipulates that you're doing all of those things.

Distribution of cyber attacks across leading industries worldwide in 2021



SOURCE: Statista

33 billion accounts will be breached in 2023

SOURCE: Juniper Research

A survey of 200 family office executives revealed **26% had suffered a cyber attack**

SOURCE: Financial Times

The average cyber ransom paid by mid-sized organizations is **$170,404.**

SOURCE: Sophos

“The more money people have, the more vulnerable they are to hackers and the bigger the target they are.”

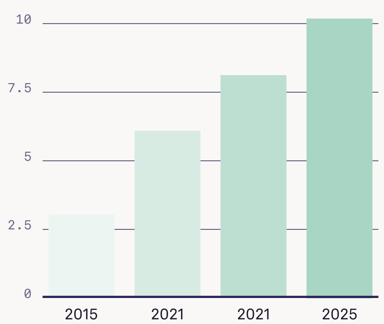
GET LEGAL AND TECHNICAL SUPPORT

JOEL: A lot of firms have their compliance experts write their cyber policy. But they're not technical experts. You need to understand there's a compliance component to cybersecurity and there's also a technical controls component to cybersecurity and you can't have one without the other. If you write down that you're going to do all these things and then you don't have the technical expertise to put the right technologies in place to make sure everything is locked down, well, you're just saying you're doing things that you're not doing. You need to engage with somebody who can help you with the right technical controls too.

EDUCATE YOUR CLIENTS

JOEL: This matters more as you move up the scale to serve more higher net-worth clients. The more money people have, the more vulnerable they are to hackers and the bigger the target they are. Again, most advisory firms are not doing enough to help their clients protect themselves. You should provide a service to educate your clients on cyber risks.

Cybercrime Damage Costs



SOURCE: Esentire

DON’T IGNORE CYBER RISK

JOEL: If you look at the T3/Inside Information survey, it shows very clearly that the majority of the advisory market has never engaged with a third-party cyber expert. So first, get your house in order. Most advisors are not taking the threat seriously enough and they're not doing enough.

Learn more

- MCISA cybersecurity training and exercises [https://tinyurl.com/y2rrku2j]
- SEC [https://www.sec.gov/spotlight/cybersecurity]
- FINRA [https://www.finra.org/rules-guidance/key-topics/cybersecurity]
- Homeland Security cybersecurity resources [https://tinyurl.com/4k7r2n2s]
- Cybersecurity steps for independent financial advisors [https://tinyurl.com/9ejt66an]

Marketing & Client Experience

Advisors like to use the term "noise" when talking to clients and prospects, particularly in conjunction with how they need to tune out all of the different streams of information about the markets they get daily and stay focused on their financial goals.

But ironically, before they can get to that discussion, advisors have to stand out from that same noisy market and attract those clients — and for that, they need to have a strong message and marketing strategy.

Several industry studies estimate the average advisory firm spends anywhere from 1% to 7% of revenue on marketing expenses, and there are now a host of consulting firms and automated tools available that specialize in serving advisors.

But Joel notes advisors aren't getting the traction they want from these tools just yet.

"One of the interesting findings out of last year's T3 Inside Information survey was engagement with digital marketing tools actually went down in 2022. During the Pandemic one would think that engagement would go up and usage would go up. To me what that indicates is that advisors were not happy with a lot of the products out there.

"What you're going to see at T3 this year are new digital engagement products that hopefully will better meet the needs of advisors than those out there currently. I think more sophisticated tools that actually have an ROI are going to be helpful.

"The counterpoint is that advisors have for years pursued traditional marketing techniques, strictly through face-to-face referrals from clients. That seems to be declining significantly, so we need to find new and better ways to market services. So it's an area still ripe for disruption."

Here are some tips Joel has for any advisory firm looking to get more out of their marketing efforts and connect better with clients.

TRY, FAIL, LEARN, TRY AGAIN

JOEL: When you engage with any kind of marketing, whether it's digital or traditional, it's a leap of faith. You don't know what your success rates are going to be until you actually try it. You have to be willing to try new things all the time until you find things that work. You then also have to be willing to fail fast so if something's not working, it's totally appropriate that you at some point say, 'This is not working, let's find something else.'

> "What we've seen work is messaging that's not so much about the advisor, it's more about telling the prospective client what's in it for them."

TARGET YOUR PROSPECTS BETTER

JOEL: You still run into advisors who think that clients and prospects don't want to be engaged in a digital format, that they want paper. Almost no clients and prospects are getting anything on paper anymore. They're actually getting inundated by email. I get hundreds of emails every day — you think I read them all? Absolutely not. Your outreach has to be more targeted and it's got to be meaningful. Also, it has got to be able to get the attention of people. That means you have to address whatever it is that's on the mind of clients and prospects.

MARKET *TO* THE PROSPECT

JOEL: A lot of advisor websites are still too much about the advisor and what the advisor does. What we've seen work is messaging that's not so much about the advisor, it's more about telling the prospective client what's in it for them. I'm looking at your website, I don't only want to know that you've got a Masters degree. I want to know if you have expertise, but really what I want to know is how are you going to help me reach my goals.

Percent of revenue the average advisory firm spends on marketing

1–7%

U.S. social media ad spending is projected to reach

$94.4 billion

SOURCE: Statista

Percent of the U.S. population that will shop online in 2023

65%

SOURCE: Oberlo

I think a lot of the marketing traditionally in the space has been misplaced. I think we're getting better at it, but I still think most firms don't do a great job of marketing.

> "I'm much more likely to look at something that comes to me through an app on my phone from my trusted advisor than I am to find an email amongst 100 others that my advisor sent me that day."

KEEP IT SIMPLE

JOEL: Don't be jargon heavy — overall that's what works best. Every interaction with your firm needs to be easy. Everything needs to be approachable. You can't have a lot of jargon to demonstrate how smart you are. You really just need to get to the point. People are busy. They are coming to you because they have a problem and they want it solved. If they come to you, whether it's about retirement or they need to redo their estate plan, they want you to talk to them about what they care about, and put it in terms that they can understand.

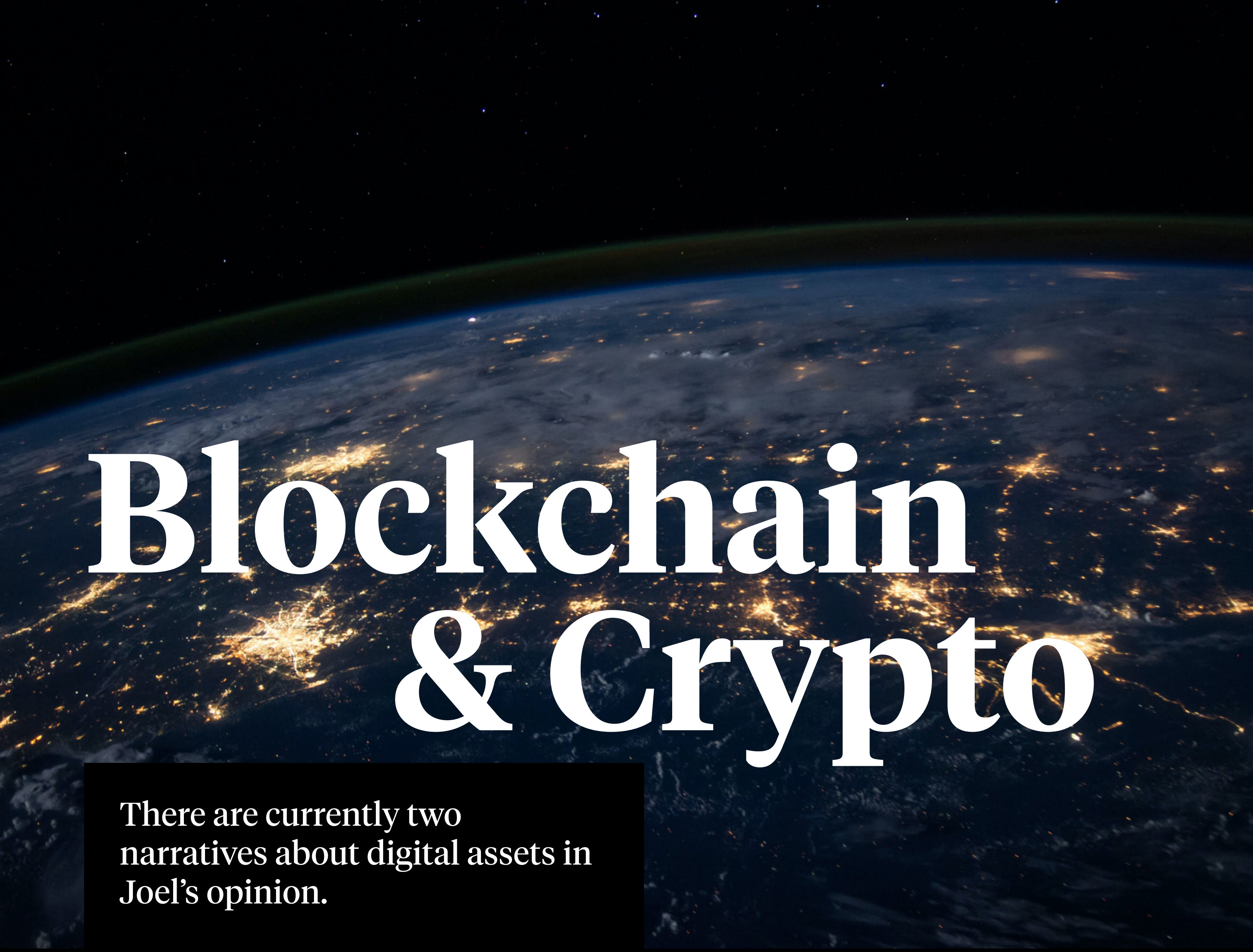
UPDATE YOUR CLIENT PORTAL

JOEL: A lot of the first-generation client portals were supplied by portfolio management companies as part of their packaging and hence they were very portfolio-focused as opposed to being goals-based focused. Everybody needs to evolve their client portals again to address client needs, to be more goal-oriented and to be used more as a client communication tool. People are much more likely to look at something that comes to them through an app on their phone from their trusted advisor than they are to find an email amongst 100 others that their advisor sent them that day. It's important advisors track how their clients are engaging with them, and a portal allows for that. Advisors need to meet their clients and prospects wherever their clients and prospects are.

Learn more

+

- → **Marketing Tips for Advisors** [https://tinyurl.com/5n8cu3vy]
- → **Marketing Examples (newsletter)** [https://marketingexamples.com]
- → **SEO for Financial Advisors** [https://tinyurl.com/kxt2nv2h]
- → **Top Advisor Marketing (podcast)** [https://tinyurl.com/2p8pyds4]
- → **Free marketing resources** [https://tinyurl.com/3jmty6kh]



Blockchain & Crypto

There are currently two narratives about digital assets in Joel's opinion.

One is that it is a volatile market that isn't regulated enough. The other is that its underlying technology infrastructure will fundamentally change how financial institutions do business.

Compared to financial systems overseas, the U.S. actually lags behind the adoption and development of blockchain, which essentially is a digital distributed ledger that's difficult to fudge and not controlled by any central bank. The institution utilizing blockchain is JPMorgan Chase & Co, which uses it for collateral settlements and intraday repurchases. Fueling what's been dubbed by the media as the "crypto winter" is intense U.S. regulatory scrutiny of cryptocurrency trading exchanges this past year. But Joel says it's a mistake to view blockchain technology through the lens of the cryptocurrency market's current woes.

"Cryptocurrency has been overhyped for a long time," Joel says. "I think advisors need to be knowledgeable about it. Obviously, the markets have changed substantially over the last few months. And there are all the headlines about investigations and regulatory actions against exchanges and firms filing for bankruptcy.

"But I make a big distinction between blockchain and cryptocurrency. Blockchain has a lot of applicability in our industry. Crypto is just one of many uses for a digital ledger. I'm more interested in advisors concentrating on other uses for blockchain that may be much more applicable in the long run."

Joel offers some advice to wealth management professionals on how they can get educated about blockchain technology and where it will impact the industry.

15% OF ADVISORS ALLOCATED TO CRYPTO IN CLIENT ACCOUNTS IN 2022, COMPARED TO 6% IN 2020.

SOURCE: Bitwise/VettaFi 2023 Benchmark Survey of Financial Advisor Attitudes Toward Crypto Assets January 2023

WHAT COULD IT REPLACE?

JOEL: There's no reason anymore for old-style title insurance, for instance. All property titles should be on the blockchain. You can do a lot with insurance contracts on the blockchain. You could be settling all kinds of trades on all these exchanges on the blockchain. It won't happen overnight, but, ultimately, those areas offer a lot more promise for blockchain for our industry both to use it as an efficiency tool and also for opportunities to invest in it. We ultimately will help clients reap the benefits of these companies that are going to evolve into major players in the international marketplace.

> "Ultimately, it will help you save money, be more efficient and provide a better user experience for advisors and their clients."

WHERE WILL IT COME FIRST?

JOEL: Initially, it's going to come downstream from large companies. So you might see custodians making use of blockchain or some of the insurance companies over time, and that's how you're going to get to access it, and that's how your clients are going to access it. But advisors must be tuned in to which companies are early adopters of some of these technologies and support them using the blockchain. Ultimately, it will help you save money, be more efficient and provide a better user experience for advisors and their clients.

Blockchain

A digital ledger of transactions existing within a secure computer network. Each record, called a block, is linked through cryptography. Each block is verified and time-stamped before being added to the ledger.

Cryptocurrency

A digital asset created using encryption algorithms. It is monitored and organized on a blockchain.

HOW CAN YOUR PRACTICE PREPARE?

JOEL: If you rely entirely on all legacy technologies (such as desktop-based software), it will be difficult to take advantage of some of these newer technologies over time. Everything that's coming down the pike now is cloud-based. Over time you will only be able to buy a few technologies you can host yourself. If you're hosting yourself, you're going to have your cloud infrastructure if you're big enough to do that. A lot of these legacy systems, they're already going away, and that's only going to accelerate over time.

> "If you rely entirely on all legacy technologies, it's going to be difficult to take advantage of some of these newer technologies over time."

IF YOU AREN'T SAVVY ABOUT DIGITAL ASSETS, COULD THAT COST YOU A CLIENT?

JOEL: I would be the first one to argue you need to be knowledgeable about it. It's out there and clients are going to ask about it so you need to have some level of understanding of what it is, how it works, what the benefits are and the risks. Whether you're going to advocate for making a small allocation to crypto or not, whatever side of that argument you're on, you still need to be knowledgeable.

HOW WOULD YOU SUGGEST SOMEONE GET EDUCATED ON THIS TOPIC?

JOEL: There are some industry-specific firms in the market now you can follow. Also, Ric Edelman has provided a lot of education on digital assets and the blockchain. You can attend conferences and also get information through your professional organization. There's ample access to that information if you want to pursue it.

Learn more

- → **FINRA Overview of Digital Assets** [https://tinyurl.com/2b9yb5ch]
- → **Blockchain: A Primer for Planners** [https://tinyurl.com/29466d9s]
- → **Digital Assets Council of Financial Professionals** [https://dacfp.com]
- → **Certified Digital Asset Advisor Designation** [https://www.certifieddigital.org]
- → **Crypto For Advisors** [https://www.coindesk.com/newsletters/crypto-for-advisors/]

+

Feeling inspired?
Take down notes here

Did you know that T3 offers consulting services, too?

Joel P. Bruckenstein, CFP®, is an internationally recognized expert on applied technology for financial professionals. The Publisher of the T3TechnologyHub, he is also the producer of the annual Technology Tools for Today (T3) Conference, the only FinTech conference serving the needs of independent financial advisors and those who support them.

Joel and his consulting partners offer a variety of services to assist RIAs in selecting, implementing, and maximizing the investment of their technology solutions, such as:

• Technology evaluations onsite and virtually

• Core technology selection for key business functions, such as CRM, financial planning, investment platforms, performance reporting, and specialty planning applications

• Designing and managing projects to create data lakes and data warehouses

• Management of implementation projects to implement core, specialty, and data technologies

In addition, they often work with RIA custodians, broker/dealers, OSJ's and insurance companies, offering the following services:

• Overall technology strategy

• Software selection

• Vendor selection

• Product positioning

• Training

• Presentations

Joel often works in conjunction with John O'Connell and The Oasis Group to provide comprehensive solutions.

Learn more at www.JoelBruckenstein.com

t3 **Consulting Services**
Technology Insights and Advice