



# LIVING IN A FRAGMENTED WORLD

PARAPLANNERS ASSEMBLY

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View the report at:  
[www.tinyurl.com/langcat](http://www.tinyurl.com/langcat)





Firms could be up to

**100%** more efficient

if their systems spoke  
to one another

.....

It would take

**18** point - to - point  
integrations

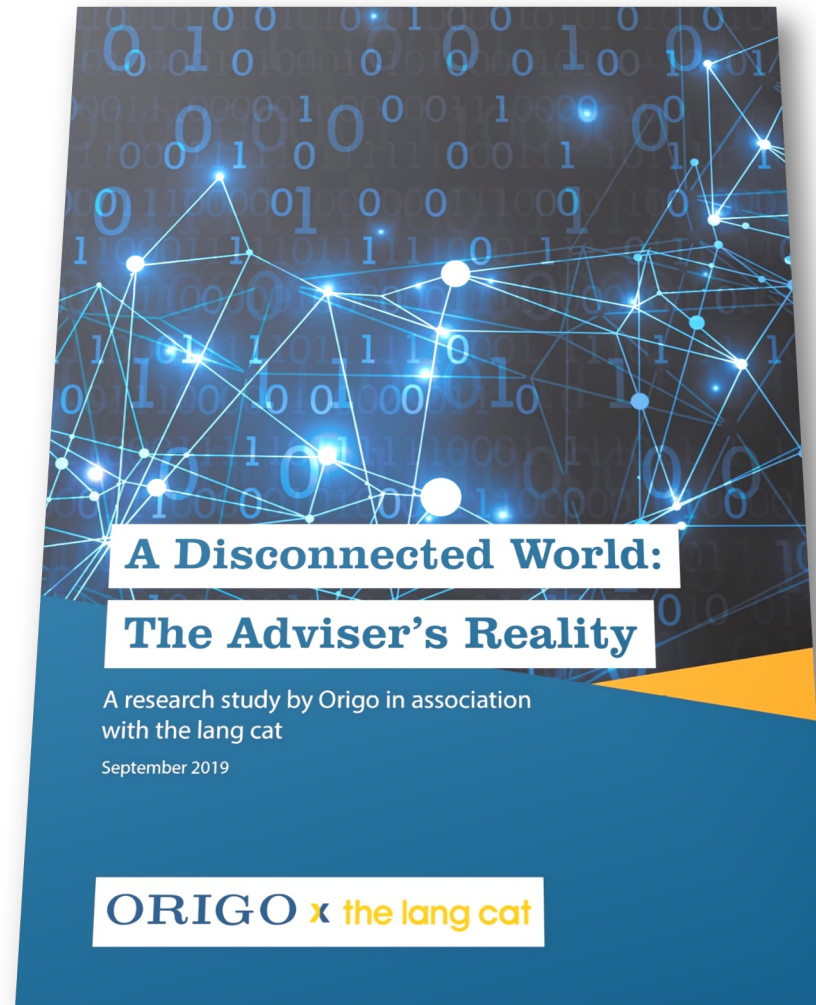
to improve the life of one  
firm using a single platform

.....

**85%** of firms  
agreed

lack of integration was a  
major cause of inefficiency

.....



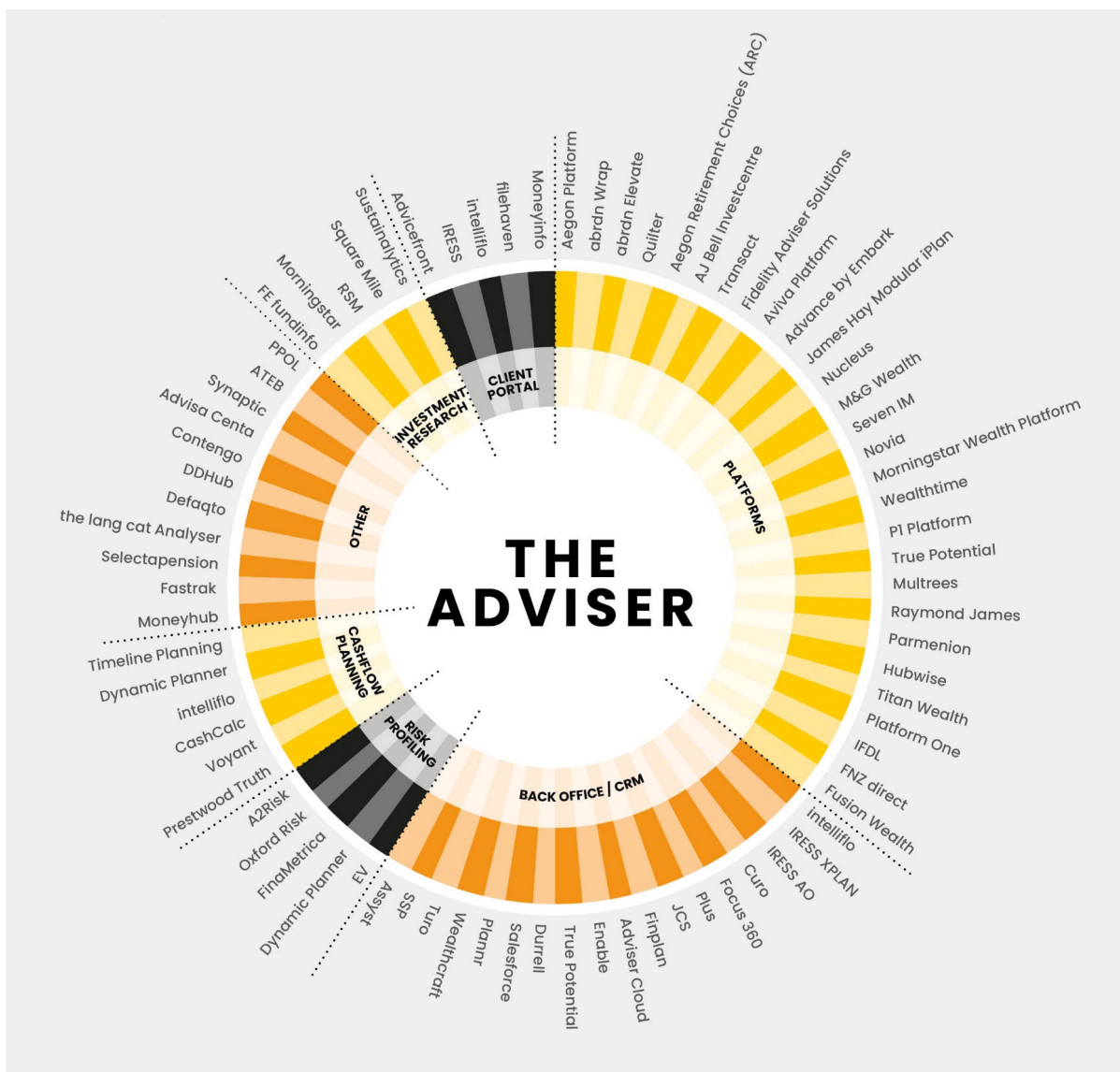
## HOW WE DID THINGS

- **39 qualitative adviser interviews**
  - 85% directly authorised; 90% independent
- **146 quantitative responses**
  - 79% directly authorised; 75% independent
- **Data from over 30 providers**
  - And interviews with a dozen
- **Market Research Society**
  - Study designed alongside MRS code of conduct



## Fragmenting and Integrating Forces





*The thing is, you have to build to a specification, and if advisers can't agree on what that is because they all have different ways of working that they're trying to fit your product into, you'll never get anywhere. If someone can give me a clear use case, I can build something that works.*



Ex-platform CTO





## FIVE KEY THEMES



*I'm one of what, five, six, seven thousand? You can't listen to all of us and build something that caters to all of us. What's that they say about a camel being a horse designed by committee?*



.....  
Planner, regional firm



### **Digital ability > technology**

Things have moved on in three years. The tech can do more and more. The issue is whether firms can move with it.

.....



### **Control**

Firms are learning that the more control they exert, the better the outcome. But that doesn't come for free.

.....



### **Data is the new oil**

Firms are starting to understand the real value of data and how it moves. Providers who hoard it will be punished; those who expose it will be rewarded.

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### **Platforms aren't enough**

Platforms still play a vital role in offering wrappers and custody, but their reporting role is just part of the picture.

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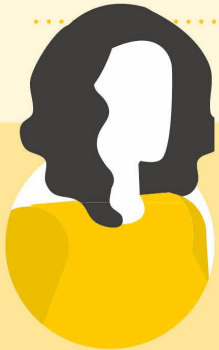


### **Clients expect more**

The pandemic reframed advice. But now clients expect the whole process to be as smooth as the initial experience.

# ADOPTERS vs ADAPTERS

## THE ADVISER PARADOX



I want technology to be as joined up as possible, so I have as few logins and systems to manage as possible; it's overwhelming.

10 minutes later

I'll always default to choosing software that is best of breed



ADOPTERS

Take what's on offer and adopt it, making changes in their own process to suit what the tech can do.

ADAPTERS

Take what's on offer and adapt it to their own requirements, accepting cost and complexity as a payoff for greater control.



### Digital ability > technology

Things have moved on in three years. The tech can do more and more. The issue is whether firms can move with it.



# WHO RUNS THE TECHNOLOGY?

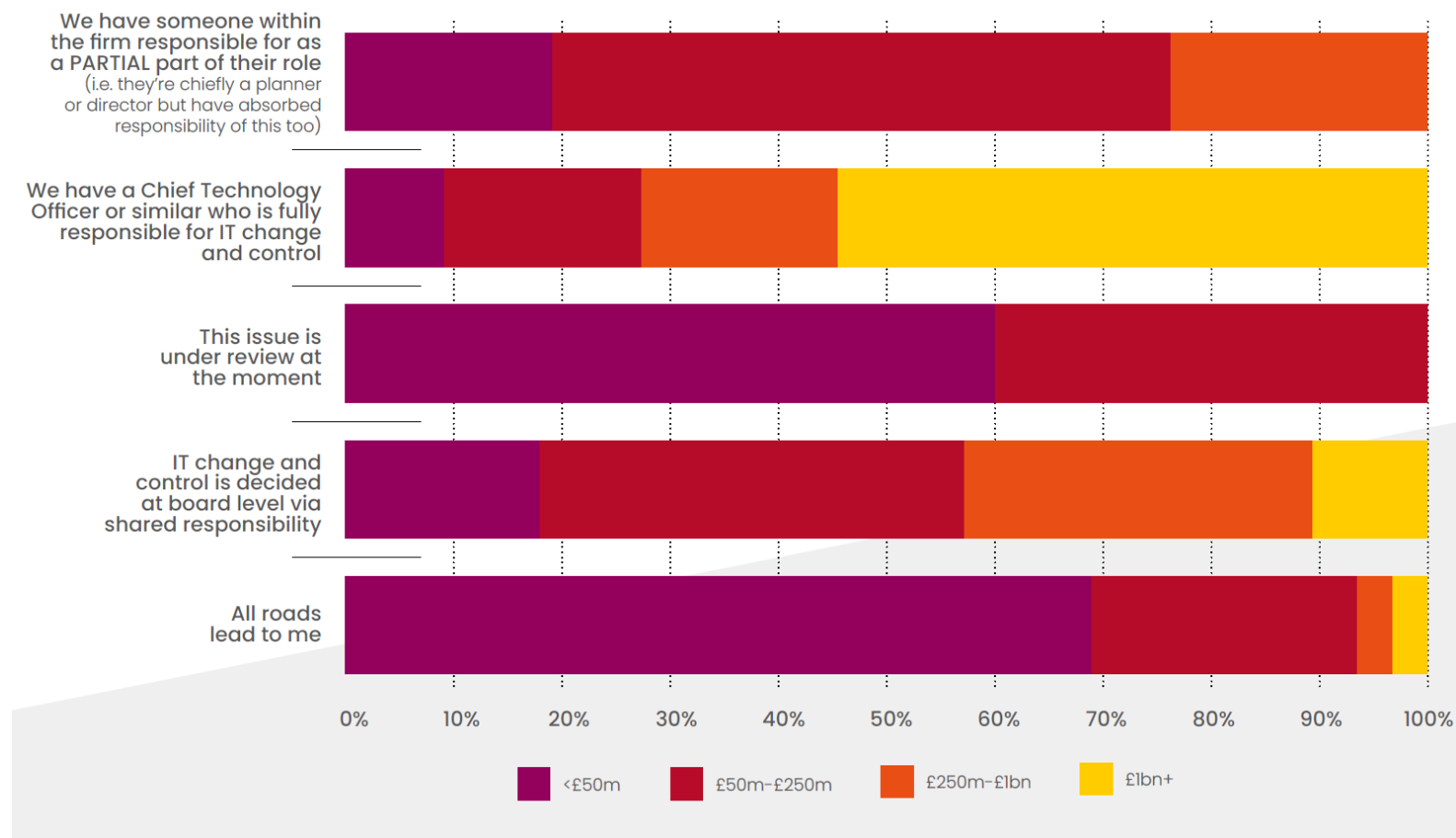
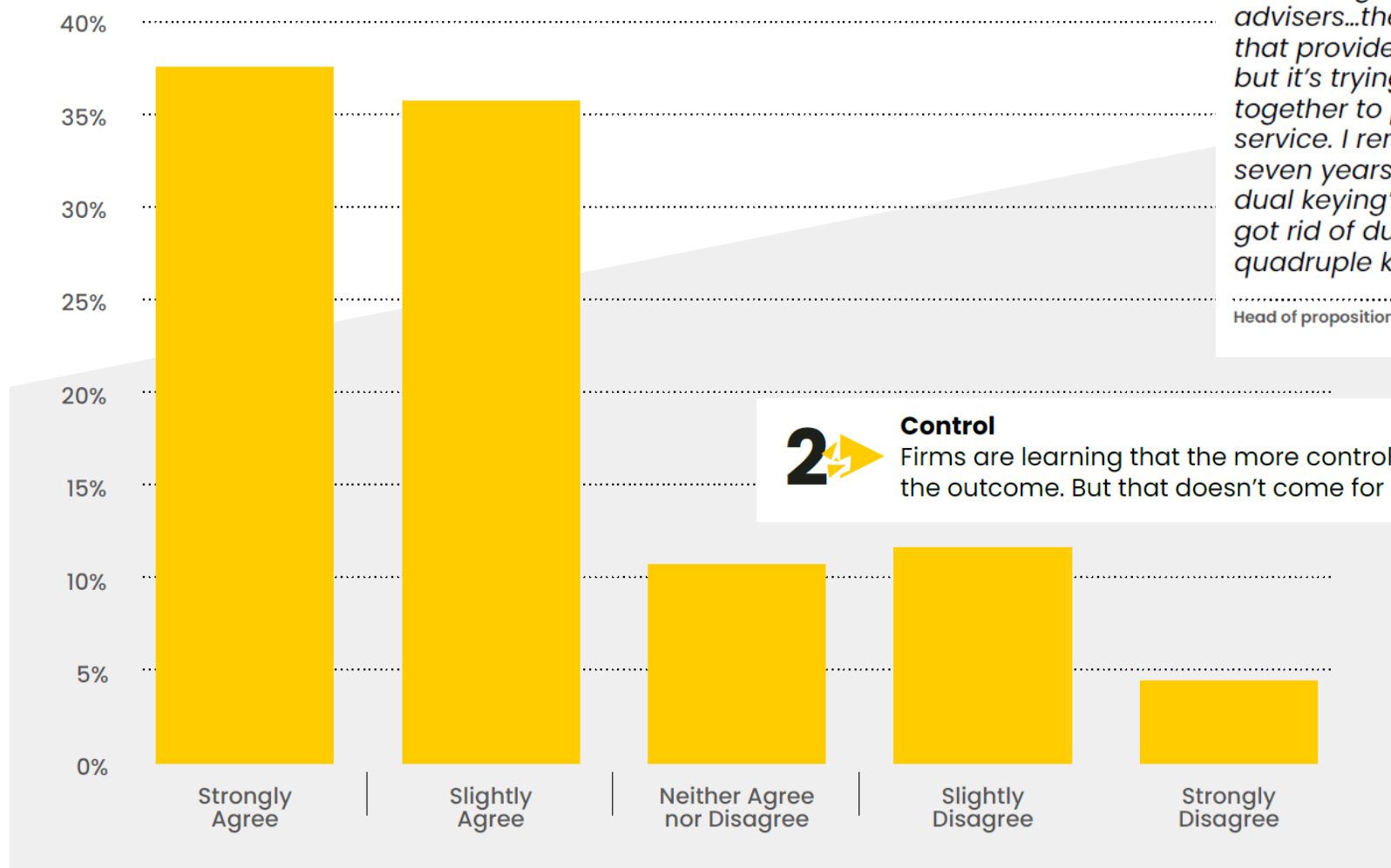


Figure 8: "I find it impossible to put software providers side by side and make an informed comparison" To what extent do you agree with this?



Clients' attitudes to tech might even be shifting slightly quicker than advisers...there are lots of different bits that provide a degree of capability, but it's trying to actually use those together to provide a more efficient service. I remember starting off six or seven years ago, and it was 'get rid of dual keying'. And we've done it, we've got rid of dual keying by introducing quadruple keying.



Head of proposition, major network



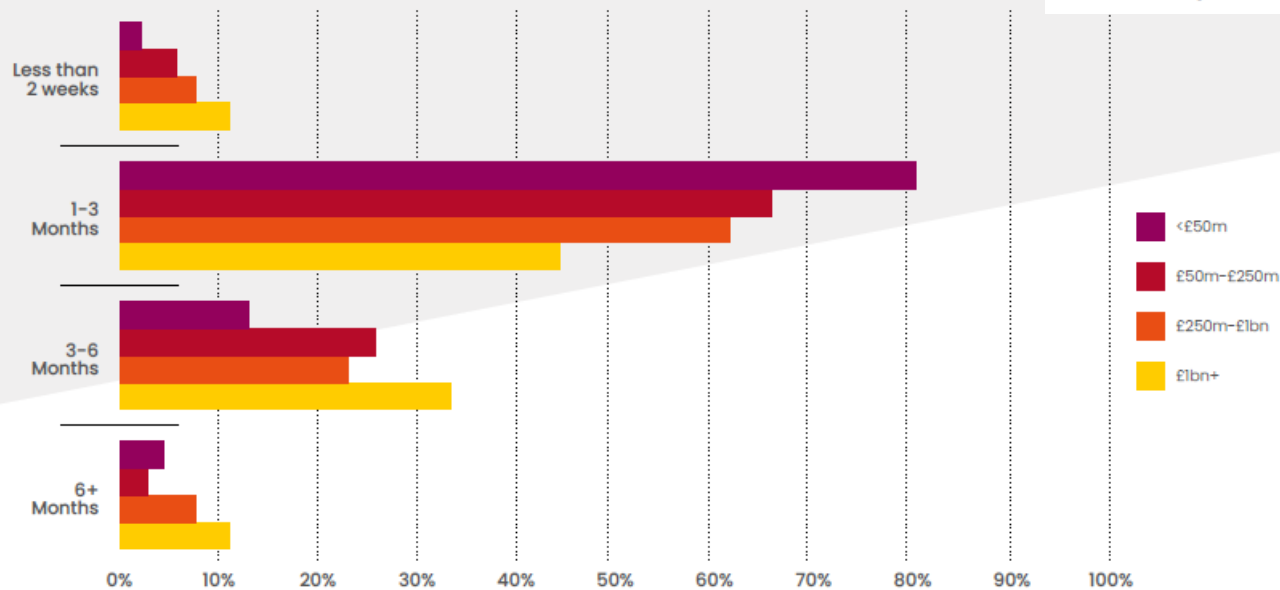
## Control

Firms are learning that the more control they exert, the better the outcome. But that doesn't come for free.



# LETTERS OF AUTHORITY...

Figure 9: Letter of Authority worst case scenarios. Source : lang cat research July 2022



Technology allows our clients to go from 0-100 in terms of their engagement, but they then fall off a cliff with Letters of Authority and transfers taking months to complete. ▲▲

.....  
MD, small/medium financial planning firm



Most clients have anything between 5 and 15 products to onboard. Occasionally it will be one pension, but if so it will almost certainly be a DB scheme that will take even more time to assess! ▲▲

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Financial planner, regional IFA





## Fragmenting and Integrating Forces

INTEGRATING

1 COMMERCIAL INCENTIVES  
ARE MISALIGNED

2 CONTROL IS DECENTRALISED  
WITHOUT THE TECH TO  
MATCH

3 THERE IS NO SHARED VIEW  
OF THE DESIRED END  
STATE



**DIGITAL  
ABILITY >  
TECHNOLOGY**

2 3



**CONTROL**

1 2



**DATA IS  
THE NEW  
OIL**

1 2 3



**PLATFORMS  
AREN'T  
ENOUGH**

1 2 3



**CLIENTS  
EXPECT  
MORE**

2 3

INTEGRATING

THE  
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One last thing before we go...

**[www.surveymonkey.co.uk/r/paraplannerSOTAN](https://www.surveymonkey.co.uk/r/paraplannerSOTAN)**

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