

The *Pulse*:

The State of Wealth Management in 2025:

Preparing for
the Great Wealth
Transfer

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Executive Summary

The Great Wealth Transfer is looming, and soon we will witness the largest intergenerational wealth transfer the world has ever seen.

Nearly **\$10 trillion** is expected to change hands by 2030, with \$3.5 trillion of that coming from Europe alone. The UK and the Middle East will also account for multi-trillion-dollar shifts in generational wealth between now and 2050.

This represents fertile ground for wealth management firms to successfully support clients in planning for the future, facilitating the transfer of assets, and growing their businesses. However, capturing this opportunity requires more than just legacy expertise and experience; **it demands modernisation.**

The next generation of investors expect digital-first, hyper-personalised, and value-driven experiences. And while the industry appears optimistic about its digital readiness, many firms are still struggling to implement their transformation strategies effectively.

To meet rising expectations, wealth management firms need advanced tools like AI, predictive insights, and intelligent content automation. Yet many have not fully invested in the necessary tools, technology, and training to keep pace.

In this report, sponsored by Seismic, we explore the current state of digital readiness among mid-sized wealth management firms across key regions in EMEA. We highlight the most pressing challenges, where gaps remain, and where the greatest opportunities for innovation lie.



Survey Demographics

Insights For Professionals surveyed 200 senior leaders and decision-makers from wealth management firms across five key European regions: France, the UK, DACH (Germany, Austria, and Switzerland), BENELUX (Belgium, the Netherlands, and Luxembourg), and the Nordics.

The sample was evenly distributed, with 20% of respondents representing each region.

Company size

The majority of respondents (96%) worked in mid-size firms with a workforce of between 250 and 5,000 employees. The largest group (41%) came from companies with 500 to 999 employees, followed by 34% from firms with 250 to 499 employees.

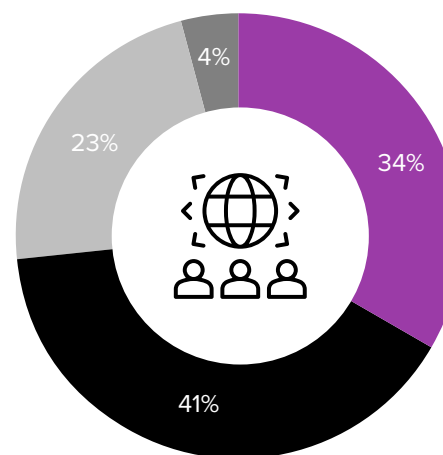
Seniority level

Respondents held senior roles across a range of leadership functions. The largest group (29%) were Chief Digital, Product, or Compliance Officers. Another 28% held broader executive leadership roles as CXOs or Heads of Firm. A further 28% were Heads of Wealth Management Division, while 16% led functions such as advisor technology, enablement, or business development.

Percentage response from each region

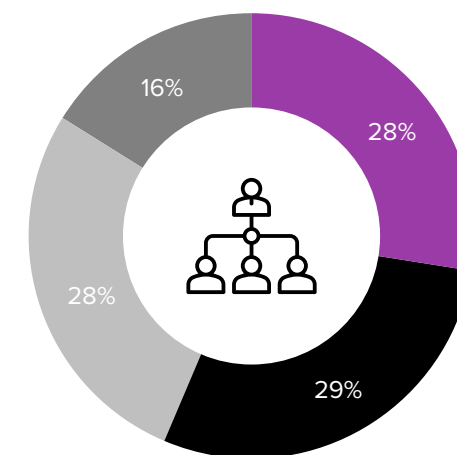


How many employees are there within your organisation?



- 250-499
- 500-999
- 1,000-4,999
- 5,000+

What is your authority level?

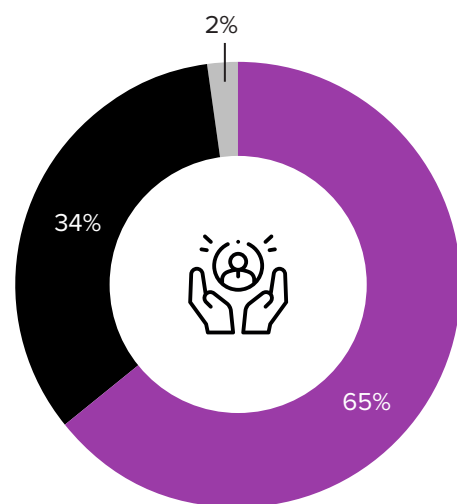


- CXO / Head of Firm
- Chief Digital / Product / Compliance Officer
- Head of Wealth Management Division
- Head of Advisor Tech / Enablement / Business Development

Reality check: Do wealth management firms feel ready to serve the next generation?

One of the key findings from the survey is that the majority of wealth management firms across the EMEA feel confident in their ability to meet the evolving expectations of Millennial and Gen Z clients.

When asked how prepared they felt to serve these next-generation investors, roughly two-thirds (65%) of firms described themselves as “very prepared”, meaning they had already adapted their approach to meet these clients’ needs. A further 34% said they were “somewhat prepared”, indicating that key updates were underway and some progress had been made.



How prepared is your firm to meet the expectations of next-generation clients (e.g. Millennials and Gen Z)?

- Very prepared – We’ve already adapted our approach to meet their needs
- Somewhat prepared – Key updates are underway with some progress made
- Limited preparation – Early stages with minimal changes implemented

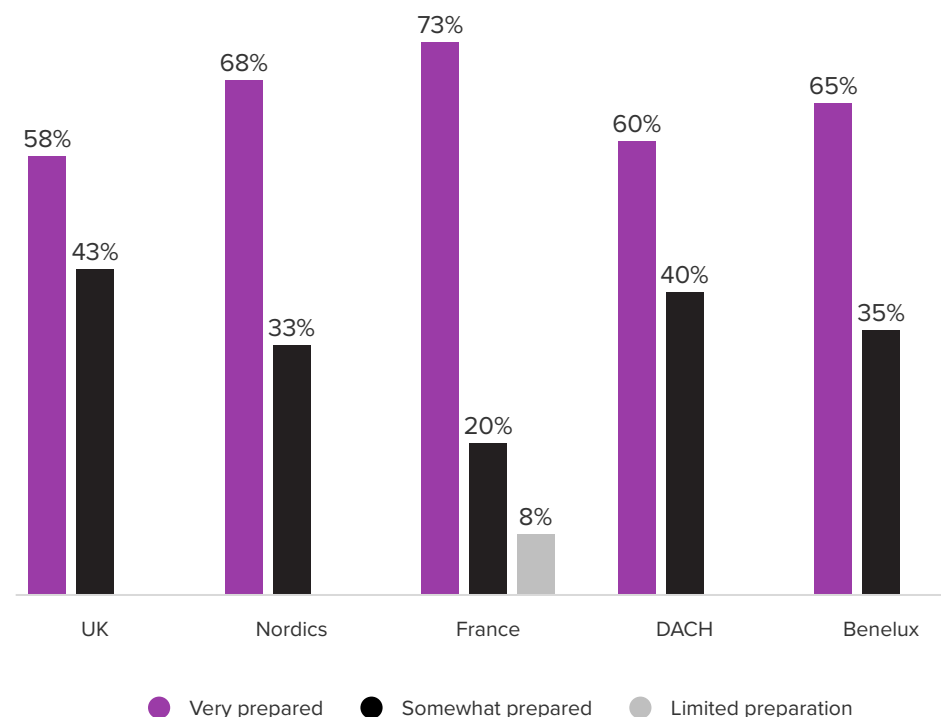


Although most firms reported strong levels of readiness, regional differences emerged.

France stood out with the highest proportion of firms saying they were “very prepared” (73%), well above the average. However, it also had the highest share of firms reporting “limited preparation” (8%), defined as being in the early stages of change with minimal implementation so far. This suggests a polarised level of readiness within the market.

Interestingly, the UK reported the lowest percentage of firms feeling “very prepared” at just 57%. This may reflect a more conservative self-assessment from UK firms, or possibly a heightened awareness of the scale of transformation required to meet the expectations of younger clients – leading to a more measured view of their preparedness.

How prepared is your firm to meet the expectations of next-generation clients (e.g. Millennials and Gen Z)? Responses by Region



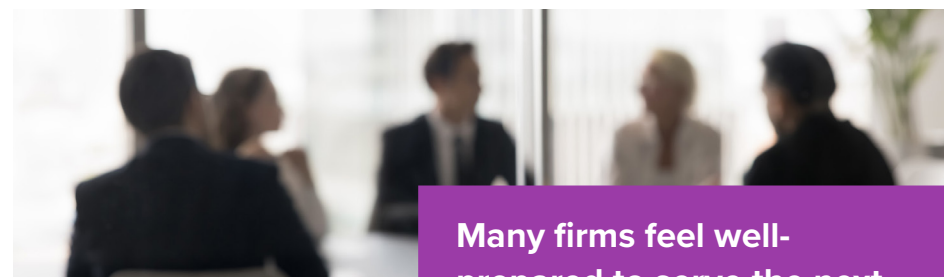
Interestingly, the UK reported the lowest percentage of firms feeling “very prepared” at just

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The biggest challenges facing EMEA wealth management firms

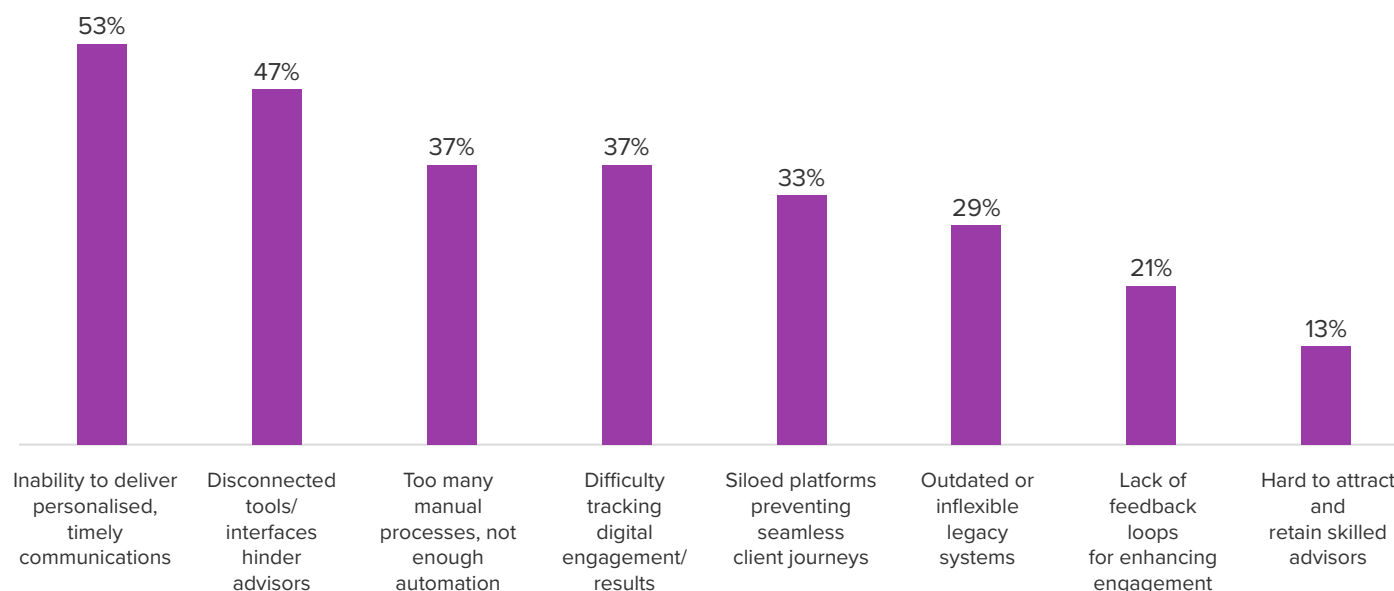
While it's encouraging that the industry is generally optimistic about its digital readiness and many firms feel well-prepared to serve the next generation of clients, the survey revealed persistent challenges around AI and digital client engagement strategies.

To explore this further, respondents were asked to identify the biggest challenges they currently face in delivering a strong digital client experience.



Many firms feel well-prepared to serve the next generation of clients.

What are the biggest challenges your firm faces in delivering a strong digital client experience?
(Select up to 3)



The key challenge is delivering personalised, timely communications

Over half (53%) of wealth management firms say that their biggest challenge right now is an **inability to deliver personalised, timely communications**. This suggests that while many firms understand what today's clients expect, they lack the tools or capabilities to deliver on this.

This issue is especially pronounced in France, where 73% cited it as a major hurdle, followed by firms in the Nordic and DACH regions (57%).

The other major barriers to providing strong digital experiences

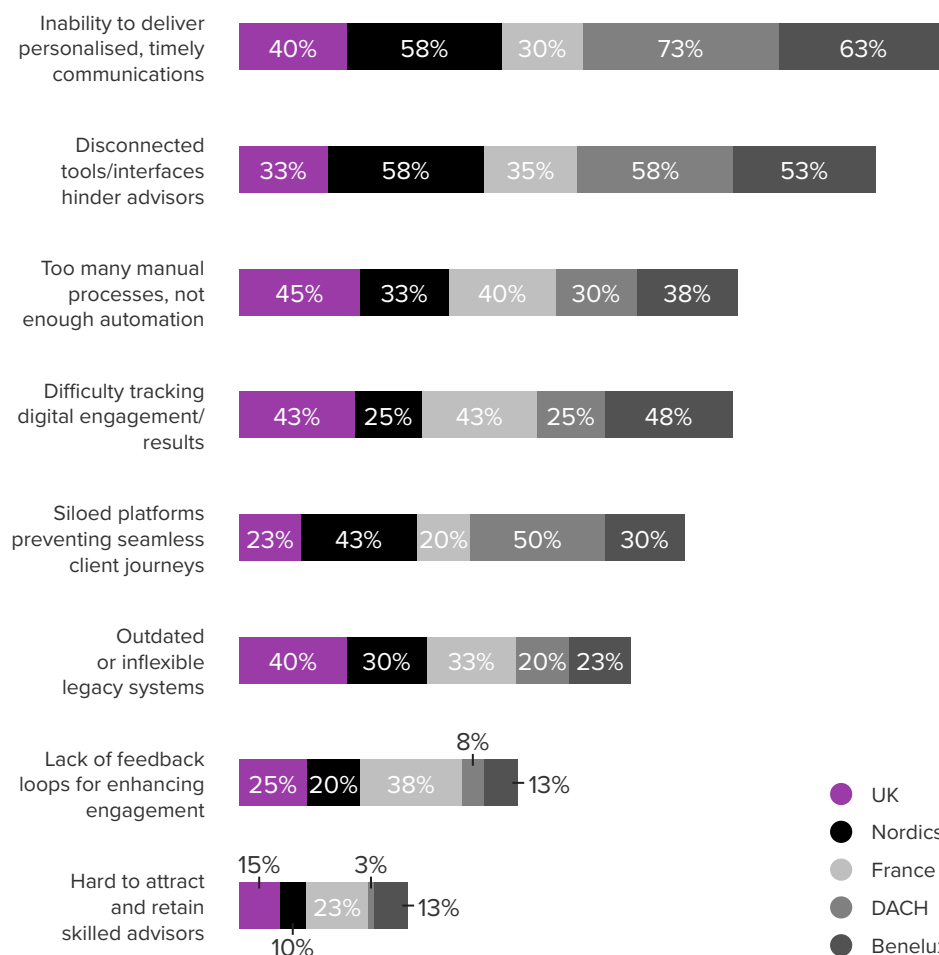
In addition to communication challenges, 47% of firms reported that disconnected tools and interfaces are preventing advisors from delivering strong digital experiences. This issue is more pronounced in the Nordic and DACH regions (57%) and in Benelux (53%). Other key barriers include:

- Too many manual processes and not enough automation - 37%
- Difficulty tracking digital engagement/results - 37%
- Siloed platforms preventing seamless client journeys - 33%
- Outdated or inflexible legacy systems - 29%

The UK is most affected by manual processes and lack of automation, with 45% of firms citing this as a challenge – the highest across all regions. This may help explain the lower confidence levels among UK firms in meeting generational demand.

Meanwhile, DACH firms reported the highest level of concern around siloed platforms, with 50% identifying it as a significant barrier.

What are the biggest challenges your firm faces in delivering a strong digital client experience? (Select up to 3)

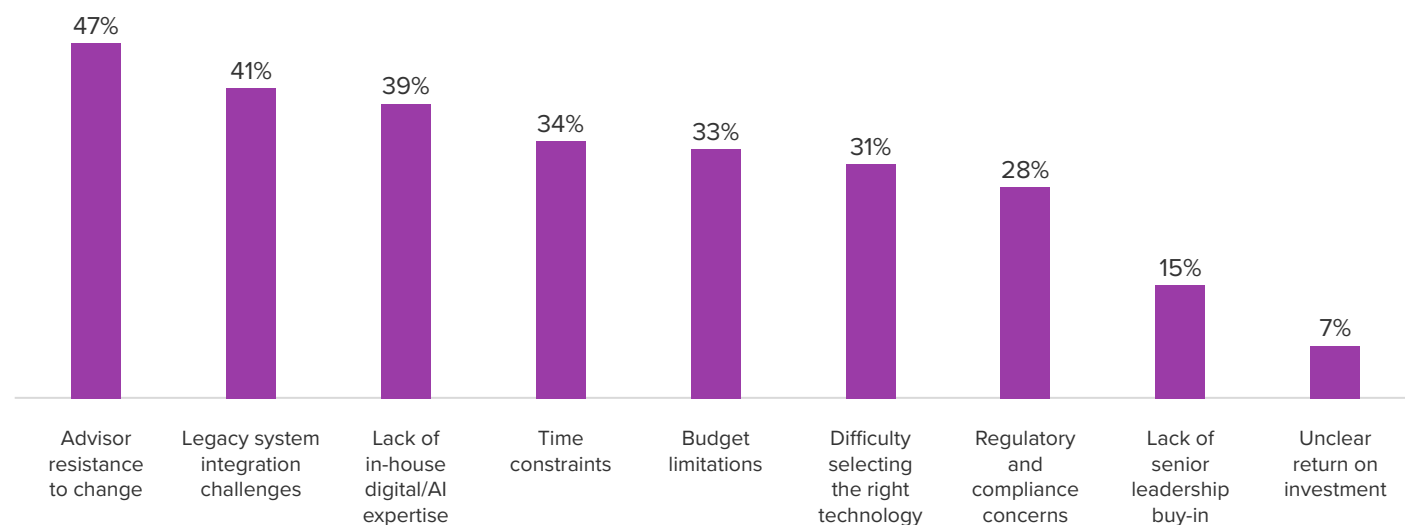


Internal challenges: What else is slowing firms down?

Digging deeper into some of the internal challenges facing wealth management firms, it became apparent that nearly half (47%) are coming up against advisor resistance to change.

This is a real challenge for firms that need to get their advisors on board with new ways of working, as this resistance can slow down transformation efforts and make it harder to adopt new tools, processes, and business models.

What are the main internal barriers preventing your firm from modernising revenue enablement and client engagement? (Select up to 3)



47%
of wealth management firms are coming up against advisor resistance to change.

Another internal obstacle to modernising revenue enablement and client engagement is challenges with legacy system integration (41%). This issue increased among firms in the UK and Nordic nations, at 43% and 53% respectively.

This was followed by a lack of in-house digital and AI expertise, with 39% stating this was a significant problem, rising to 45% in France and 48% in the DACH nations.

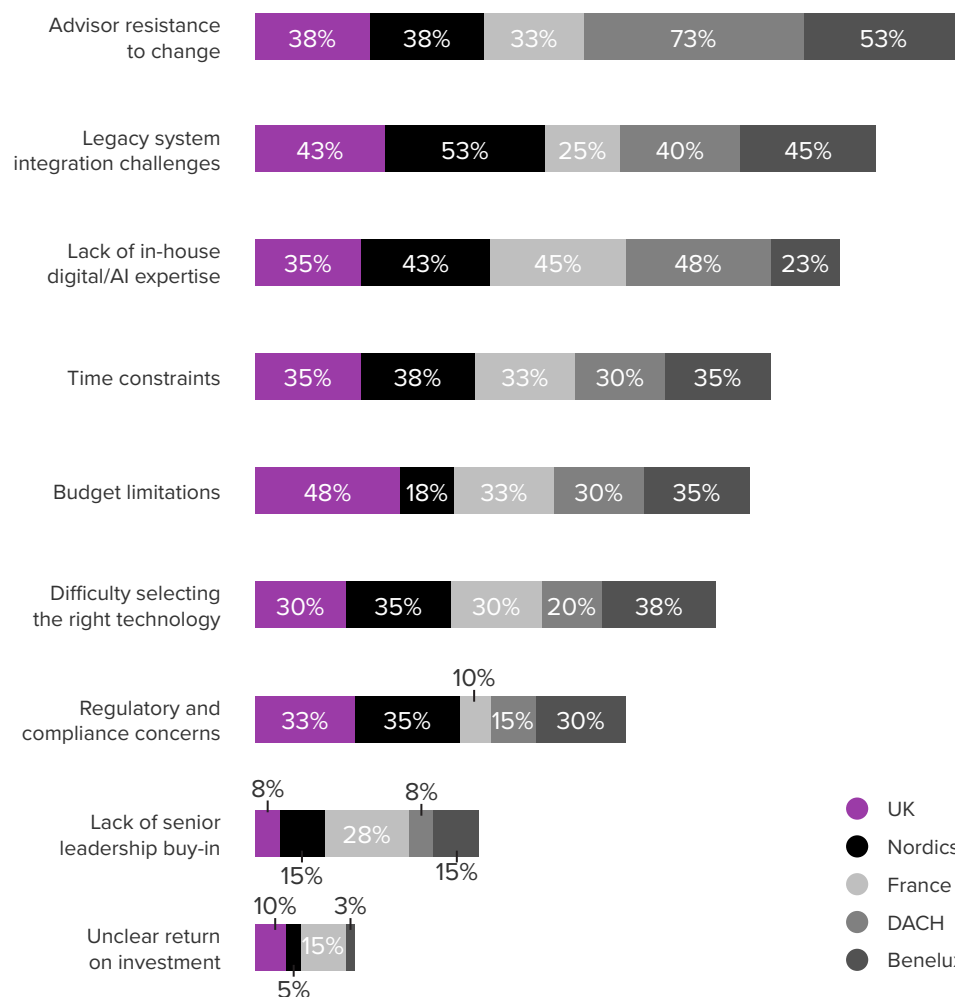
Interestingly, budget restraints were the biggest challenge in the UK, affecting almost half of the firms (48%) – a far greater challenge than in any other nation, where this typically came third or fourth on the list of internal issues.



Budget restraints were the biggest challenge in the UK, affecting almost half of the firms

48%

What are the main internal barriers preventing your firm from modernising revenue enablement and client engagement? (Select up to 3)



How can wealth management firms tackle these issues?

These findings suggest that despite initial confidence levels, a readiness gap remains as digital challenges continue to affect many wealth management firms in the surveyed regions.

Firms recognise the need to evolve, but **operational execution is not keeping pace**. Key digital barriers are holding them back, and as a result, personalisation, automation, and integration must become top priorities for management and C-suite teams moving forward.

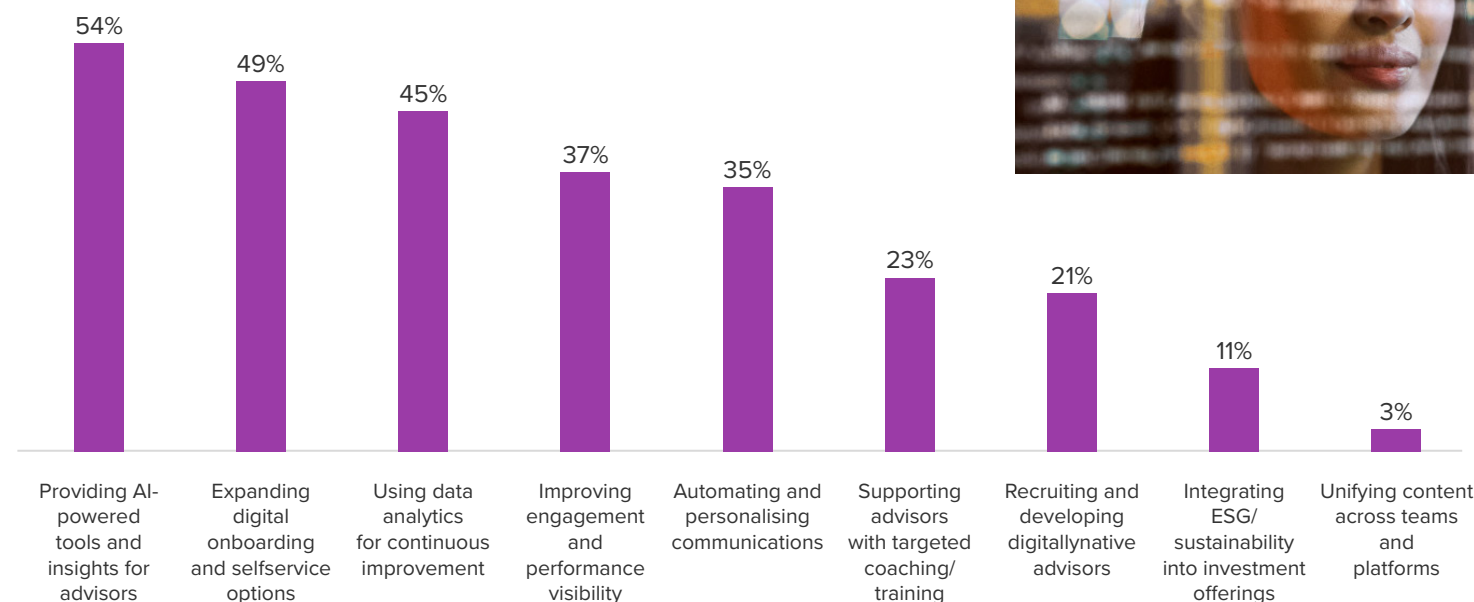
Not only that, but to tackle internal issues, training and recruitment efforts must be ramped up to help bridge the skills gap and ensure there is sufficient in-house digital and AI expertise to succeed.

Providing regular training and upskilling opportunities in this way can help address advisor resistance to change, equipping them with the skills and confidence needed to embrace AI and other digital tools.



The biggest opportunities to modernise and innovate

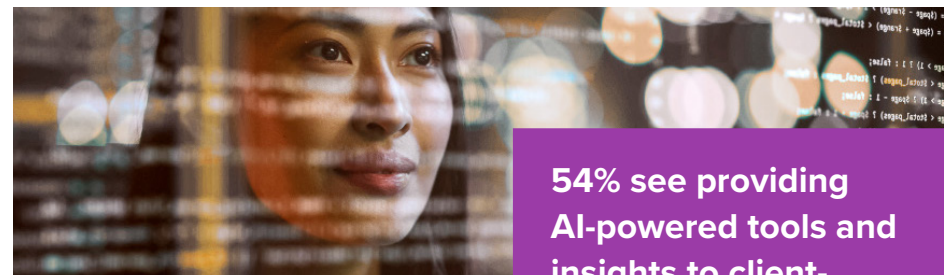
Where do you see the biggest opportunities to modernise or innovate your client engagement approach?
(Select up to 3)



Despite facing several key challenges, firms are aware of the opportunities that new technologies can offer the industry. To explore this further, participants were asked where they see the biggest opportunities to modernise and innovate their approach to client engagement.

Over half (54%) see **providing AI-powered tools and insights to client-facing advisors** as the single biggest opportunity to modernise their operations. This was followed closely by:

- Expanding digital onboarding and self-service options - 49%
- Using data analytics for continuous improvement - 45%
- Improving engagement and performance visibility - 37%



54% see providing AI-powered tools and insights to client-facing advisors as the single biggest opportunity to modernise their operations.

Interestingly, while delivering personalised, timely communications was identified as the biggest challenge wealth management firms are facing today, only 35% of respondents said they are looking to automate and personalise communication.

This suggests that, rather than fully automating client interactions, **many firms are intentionally prioritising a human touch** – recognising that while technology can support personalisation, the advisor-client relationship remains central to the wealth management experience.

Regional differences also shed light on varying priorities. While most regions agree that equipping advisors with AI-powered tools is the top opportunity, the data highlights notable disparities:

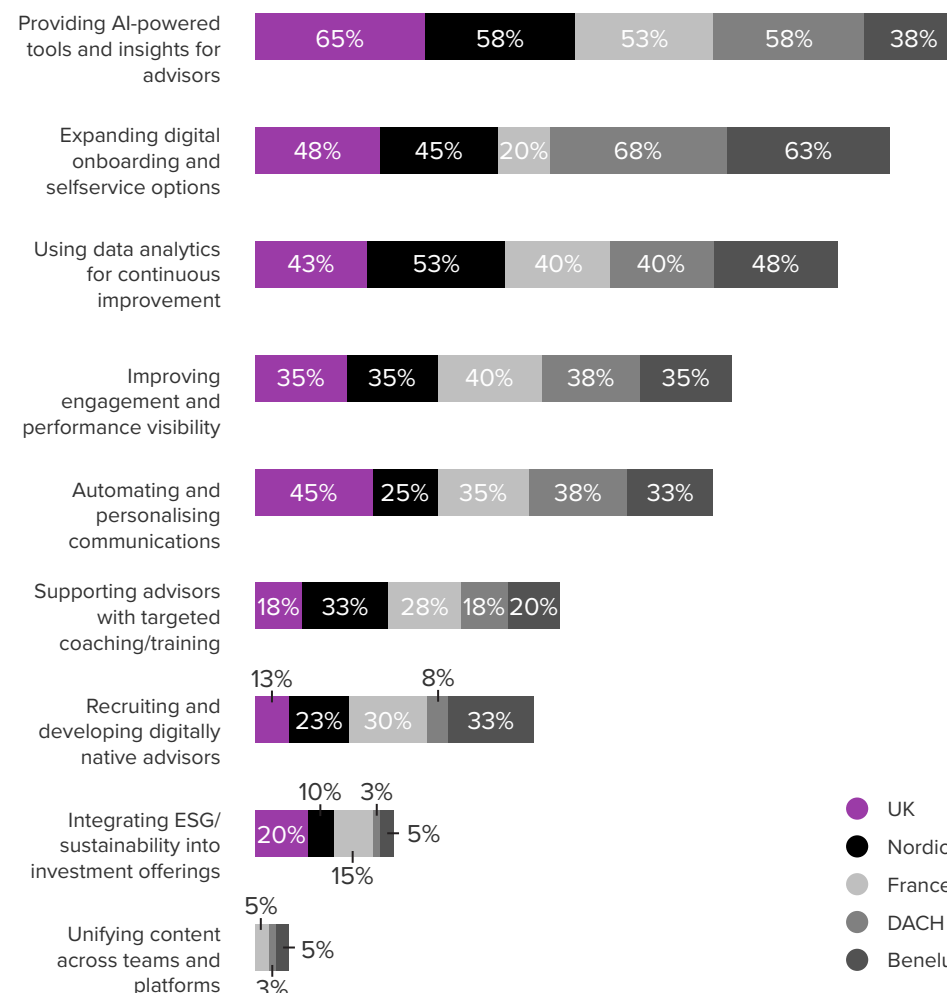
- In the Nordic countries, there is a stronger focus on using data analytics for continuous improvement (53%).
- Firms in DACH (68%) and Benelux (63%) see the greatest opportunity in expanding digital onboarding and self-service tools, highlighting a clear shift toward empowering clients to manage their own journeys with less direct advisor involvement.

35%

of respondents said they are looking to automate and personalise communication



Where do you see the biggest opportunities to modernise or innovate your client engagement approach? (Select up to 3)

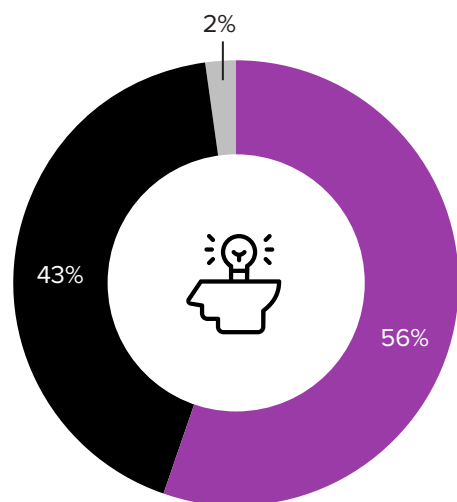


How effectively are firms utilising AI-powered tools already?

Seeing that providing AI-powered tools was identified as the biggest opportunity, we asked firms how effectively they are currently using AI to help advisors engage with next-generation clients.

Over half (56%) said they are using AI “very effectively”, meaning these tools are fully integrated and widely adopted across their operations. An additional 43% reported being moderately effective, with AI tools in place but room for improvement.

This indicates that AI adoption is gaining momentum across the wealth management industry, **although there is still work to be done** to maximise its impact and better support advisors going forward.

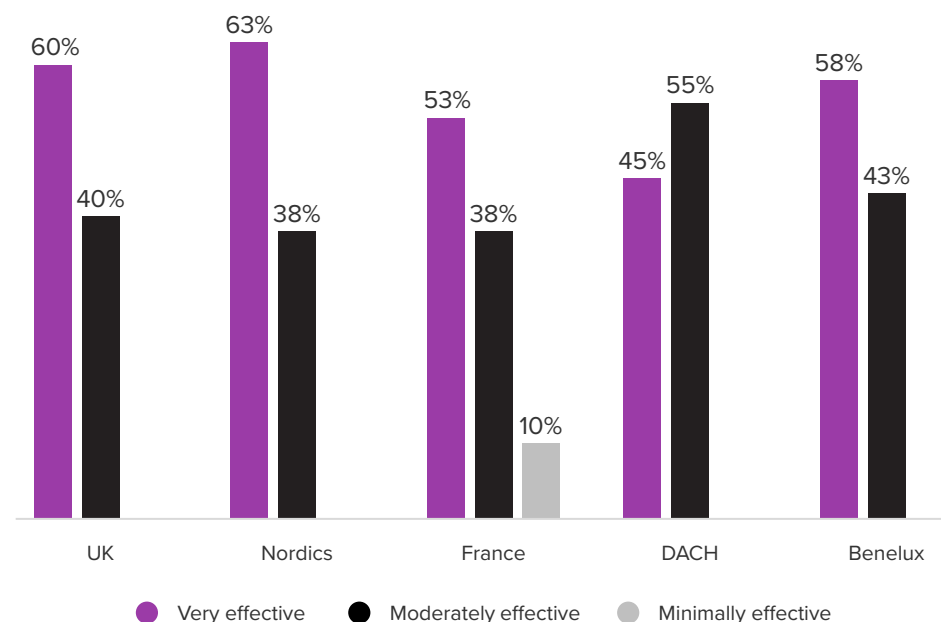


How effective is your firm at using AI to support advisors in engaging next-gen clients?

- Very effective – AI tools are fully integrated and widely adopted
- Moderately effective – AI tools are in use, but there’s room to improve
- Minimally effective – AI implementation or impact is limited

A notable regional difference emerged in France, where one in ten firms (10%) said they are minimally effective, with limited impact from AI. This is the highest rate of any region, suggesting that French firms may be less prepared for the shift toward AI. It also aligns with earlier findings showing that France has the widest disparity in readiness to meet the expectations of next-generation clients.

How effective is your firm at using AI to support advisors in engaging next-gen clients? Responses by Region

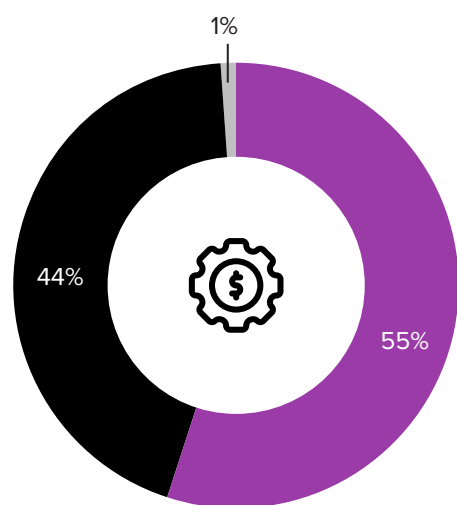


Investing in AI capabilities over the coming years

Building on these insights, firms were asked how likely they are to invest in AI capabilities for revenue enablement over the next 12 to 18 months. The majority (55%) said they are “very likely” to invest within this timeframe, with a further 44% saying they are “likely” to do the same.

This indicates that even if spending hasn’t yet begun, AI capabilities are firmly on the radar for almost all of the mid-sized wealth management firms surveyed.

That said, 5% of respondents in France said AI investment is not a current priority – the highest of any region. In contrast, in the UK and Nordic nations, most firms reported that they are still actively planning or budgeting for AI investment, but have yet to begin spending.



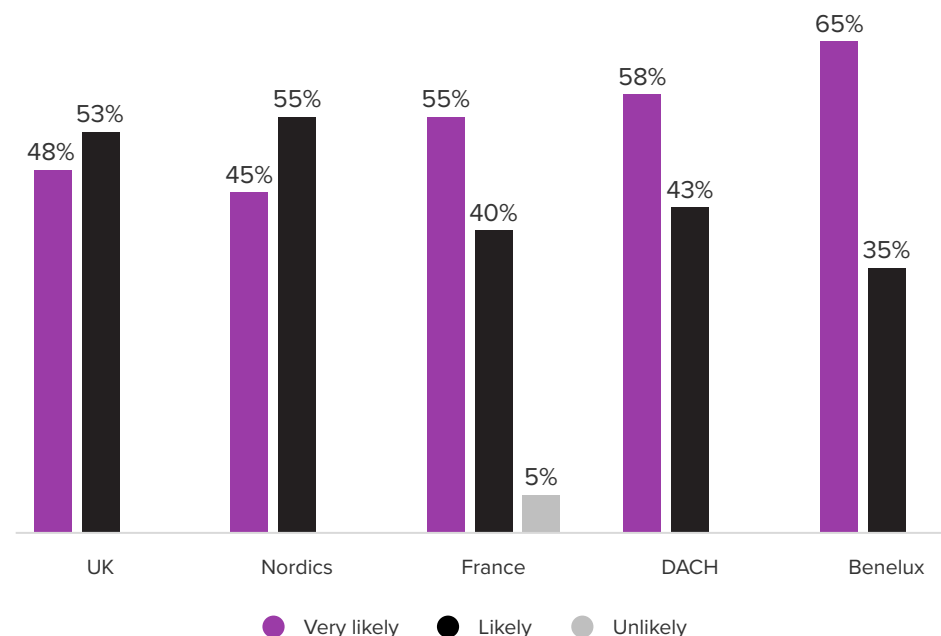
How likely is your firm to invest in AI capabilities for revenue enablement in the next 12–18 months? (Select one)

- Very likely – Already planned or underway
- Likely – Actively planning or budgeting for it
- Unlikely – Not a priority in the next 12-18 months

As we’ve seen, UK firms are facing significant budget restraints, while firms in the Nordics are grappling with integration challenges – both of which could be slowing progress on AI spending and adoption.

This highlights the need for clearer ROI cases and stronger implementation support to help accelerate investment in these technologies.

How likely is your firm to invest in AI capabilities for revenue enablement in the next 12–18 months? (Select one) Responses by Region



A summary: Our findings so far

It's become clear that there is more confidence around digital readiness than initially expected, with many firms feeling well prepared to serve the next generation of clients.

Some are already making progress with AI and digital engagement strategies, and the message is clear: **firms that modernise their approach will be best placed to win the trust and loyalty of tomorrow's clients.**

That said, the findings also reveal a potential perception vs. reality gap. While firms believe they are moving in the right direction, they may be overestimating their readiness – particularly as they continue to face both digital and internal challenges.

Many are still struggling to deliver personalised content at scale, manage siloed platforms, and remain overly reliant on manual processes. Internally, advisor resistance to change, budget restraints, and legacy system integration continue to slow transformation efforts.



How can wealth management firms avoid falling behind?

To stay competitive, wealth management firms must better understand the needs and expectations of the next generation – and modernise their strategies and technical capabilities accordingly.

A major part of this will involve providing AI-powered tools and insights that enable advisors to deliver more relevant, timely, and impactful client experiences.

Crucially, firms appear to be intentionally preserving a human touch in their client interactions – highlighting the importance of technology that supports and enhances the advisor-client relationship, rather than replacing it.

Firms that embrace this balance – using AI to elevate digital interactions while keeping advisors at the centre – will be best positioned to lead the industry through the Great Wealth Transfer.

How Seismic can help

Seismic's AI-driven sales enablement platform is uniquely positioned to empower advisors with the insights, content, and measurable client data they need to effectively engage the next generation of wealth holders.

By equipping customer-facing teams with intelligent automation and predictive insights, Seismic helps firms turn ambition into action and drive sustained growth.

To learn how Seismic can support your advisors and clients alike, [get in touch today](#).



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