



The Wealth Tech revolution in Europe: key challenges, limits and outlook

Global Maturity, Strategic Shifts, and
the Rise of Digital-First Investors

December 2025



“The future of wealth management is about marrying high tech with high touch clients want both smart algorithms and real human empathy.”

Eric Clarke, founder of Orion Advisor Solutions

In the French, Swiss, German and Luxembourg markets, the digital revolution in wealth management does not mean the end of private bankers. It redefines the contours of an enhanced ATAWAD (AnyTime, AnyWhere, AnyDevice) experience, built around human relationships enriched by technology. As a leading strategic advisor in the financial sector, Ailancy supports its clients in designing and implementing these hybrid transformations, combining long-term vision and pragmatic innovation. In this context, winning strategies combine relational excellence, modernization of back-office systems and progressive integration of innovative players.

Young HNWIs are redefining the standards of Wealth Management

As Millennials and Gen Z become the dominant force in European wealth, they are reshaping private banking: seamless digitalization, verifiable ESG engagement, hyper-personalized client experience

ATAWAD++ digitalization: no longer a choice, but a non-negotiable standard

- 68% of Millennials most often use **mobile banking apps** to manage their finances (2024, ABA)
- Seamless access (account opening, product subscription, real-time portfolio monitoring) is now a **decisive selection criterion**
- 44% of wealth clients plan to **switch, add a provider, or move assets** within three years for a better experience (2024, EY)

Emergence of players meeting this demand: Finary One, Ramify Black, Alpien, Trade Republic (account opening in under 10 minutes)

The winning model: human expertise enhanced by digital autonomy

- 59% of HNWIs embrace **hybrid advice**, engaging remotely with a team of advisors rather than a single contact (2022, PwC)
- **Digital tools must free advisors from routine tasks** (transfers, simple arbitrage) to allow focus on:
 - Complex taxation
 - Cross-border wealth transfer
 - International wealth structuring

Best Practice in Traditional Banks: BNP e-Private Banking and Synoé (Société Générale) combine selfcare and personalized advisory services

ESG awareness: now central to wealth management

- 96% of Millennial investors are **interested in sustainable investing** (2024, Morgan Stanley)
- 79% of institutional investors **report clients continue to demand updates on ESG engagement and outcomes** (2025, Harvard Law)

Emergence of ESG simulators and carbon scoring tools as part of client onboarding: Goodvest, Nalo Impact...

Towards global, real-time wealth aggregation

- Over 60% of HNW clients expect **dashboards with live portfolio updates, simulations, and instant insights** (2024, Deloitte):
 - Traditional banking assets
 - Life insurance policies
 - Real estate holdings
 - Private equity investments
 - Cryptocurrencies

Platforms such as PaxFamilia (BNP Fortis) and Finary One embody this new imperative for complete wealth consolidation

AILANCY'S
CONVCTIONS



- ▶ **Client experience** is becoming as critical an asset as financial performance
- ▶ **Mastering multi-asset** wealth data will be the number one lever to attract and retain the next generation of HNWIs
- ▶ **ESG-driven investment and transparent impact** reporting will become as differentiating as absolute returns

Wealth Tech in Europe: slower growth, business model under pressure

Macroeconomic context & market dynamics

- **\$18.3bn in 2024:** European fintech funding totaled \$18.3bn in 2024 (forecast to rise in 2025) (2025, FinTech Global)
- **73% of value in top 20 deals (H1 2025):** Share of the top 20 rounds in total European fintech funding value rose from 37% (H2 2023) to 73% (H1 2025), showing strong concentration. (2025, Finch Capital)
- **23% increase:** European fintech funding rose in H1 2025 year over year (2025, Finch Capital)

Evolving client behaviors

- **By 2025, a massive wealth transfer is accelerating the rise of next-gen HNWLs in Europe:** Millennials strongly favor digital, personalized experiences and show very high interest in sustainable investing
- **Demand for omnichannel accessibility:** Affluent clients increasingly expect intuitive digital interfaces, video consultations, and chat services, challenging traditional private banking models
- **Digitalization as engagement lever:** younger wealthy investors view digital tools as a means to enhance engagement and personalize their investment experience

Emerging technologies & models

- **Growth of robo-advisors:** assets under management (AuM) via robo-advisors in Europe are projected to reach \$794.4 billion in 2023, with a compound annual growth rate (CAGR) of 12.8%, aiming for \$1.29 trillion by 2027 (2023, Statista Market Insights)
- **Increasing user base:** the number of robo-advisor users in Europe is expected to reach 61.7 million by 2027 (2025, Altindex)
- **Fragmented landscape:** over 70 robo-advisor platforms operate in Europe, with a growing trend towards thematic and hybrid offerings

Strategic challenges & industry transformation

- **Pressure on traditional players:** faced with digitalization and intergenerational wealth transfer, traditional financial institutions must adapt their models to remain competitive
- **Market consolidation:** decreased funding and concentrated investments in robust players are leading to sector consolidation
- **Integration of AI:** artificial intelligence is seen as a key lever to enhance service personalization and operational efficiency

AILANCY'S
CONVICTIONS



- **Pure B2C models remain structurally weak:** profitability relies on strategic partnerships or shifts to B2B/B2B2C models
- **Human + digital hybridization is becoming the standard:** only those combining client autonomy with high-value advisory will stand out
- **Tech advantage alone is no longer enough:** sustainable scale requires operational excellence, built-in compliance, and strong perceived value

Focus on strategic hubs: mapping EU Wealth Tech ecosystems across four key markets



- ✓ **Regulatory framework (LSFin/LEFin)** allows non-banking players to operate under mandates, with strict FINMA oversight on AML and governance
- ✓ **Digital channels** strengthen proximity to RMs (e-signature, video consultations, dynamic reporting) without replacing human interaction
- ✓ **New players** like Alpien or Swiss4 illustrate a desire to disrupt usage without altering Switzerland's advisory DNA

Switzerland remains a market of **discreet innovation**, where technology serves **relational elegance** rather than **disruption**



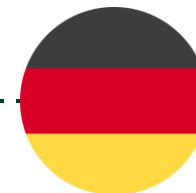
- ✓ **Strict regulatory segmentation:** most players operate under the CIF regime, with limited permissions and high compliance burdens for PSI status
- ✓ **Hybrid neo-players (such as Finary or Ramify)** are industrializing personalized advice and democratizing access to once-exclusive products (PE, SCPI, Luxembourgish life insurance)
- ✓ **Robo-hybrid models** are gaining traction as traditional banking networks lose ground in the mass-affluent segment

1 in 2 French individuals say they are ready to manage their wealth autonomously, **provided they have the right digital tools** (Ifop)



- ✓ **The CSSF-regulated PSF framework and the upcoming FiDA regulation** open new ground for data-based wealth services, though governance clarity remains key
- ✓ **Dense fintech ecosystem** (>400 entities) but limited initiatives in the Wealth Tech space
- ✓ **Weak signals of transformation are emerging** such as asset tokenization, AI in KYC/AML, and the rise of Open Finance post-PSD3

Luxembourg's central role in **fund and UHNW asset structuring** makes it a prime testing ground for the convergence of **regulation, innovation, and personalization**.



- ✓ **BaFin imposes strong regulatory constraints**, requiring full KWG or WpIG licenses for investment-related services, pushing many players to B2B/B2B2C models
- ✓ Major players like Scalable Capital and Trade Republic **dominate the market with ETF-based** investment automation and low-cost execution
- ✓ Value-added services like aggregation, inheritance planning, or advanced personalization **remain underdeveloped**

Germany's ecosystem is **mature** but **structurally tilted** toward transactional platforms. Innovation occurs **behind the scenes**, not at **client interface level**.

Mapping the EU players: diverse approaches to a common Wealth Tech challenge



- **Alpian (CH)** is a private neo-bank founded in 2019, managing over €250 million in assets, with an estimated €50 million in funding. It targets mass-affluent clients through digital advisory services.



- **Swiss4 (CH)**, launched in 2022, is a UHNW bank focused on ultra-affluent clients, offering concierge services and ultra-luxury solutions. Financial figures have not been disclosed.



- **Finary One (FR)**, a Wealth Tech founded in 2019, aggregates around €300 million for approximately 60,000 clients, following a €20 million funding round. It specializes in enhanced wealth aggregation and planning services.



- **Ramify Black (FR)**, established in 2021, manages between €50–100 million and has raised €5 million. It offers a robo-hybrid approach combined with access to private equity and real estate investment products (PE/SCPI).



- **Yomoni (FR)**, operating since 2015, manages around €1 billion in assets. With €38.7 million in funding, it provides digitalized access to investment funds and managed portfolios.



- **Scalable Capital (DE)** is a hybrid neo-asset manager founded in 2014, serving over 600,000 clients and managing approximately €20 billion. Backed by more than €200 million in funding, it offers automated wealth management alongside customized mandates.



- **Colbr (FR)**, founded in 2020, is a B2B neo-service provider offering a white-labeled advisory management API, with funding of less than €10 million.



- **Swissquote (CH)** listed online broker (since 2000), managing over €55 billion in client assets. Offers online trading, wealth management, and banking services at competitive fees.



- **Trade Republic (DE)**, neo-broker founded in 2015, 4M+ clients, valuation over €5B. Now offers automated investment plans. Mobile-first UX, flat €1/order fee, strong recurring investment tool. Backed by Sequoia and Peter Thiel.

Business models and functional limits of Wealth Techs

MODEL TYPOLOGIES

Dominant Wealth Tech models (Europe Focus)

- **Pure Robo-Advisors:** Fully automated discretionary management, low fees, B2C model (*Yomoni, Indexa Capital*)
- **Hybrid Platforms:** Digital advisory combined with broader product access (REITs, private equity, etc.) (*Ramify, Descartes Finance*)
- **Wealth Aggregators & Planning Tools:** Multibank consolidated view + financial projection features (*Finary One*)

Mainly B2C or B2B2C models targeting mass affluent clients or young HNWIs.

MARKET TRAJECTORIES

Strategic trends observed (2023–2025)

- **Consolidation:** WeSave integrated into SwissLife, Advize acquired by Generali, Birdee acquired by BNP Paribas AM
- **Pivots toward B2B/B2B2C:** Scalable Capital expands its white-label offering; Addventa and Elinvar target regional private banks
- **Growing but unprofitable players:** Finary, Yomoni, and Ramify continue to scale but remain under economic pressure

The pure B2C model remains only marginally viable, profitability often depends on backing or industrialization through banking partnerships.

TECHNICAL AND FUNCTIONAL LIMITATIONS

Technological and usage constraints of Wealth Tech models

- ✗ **No support for complex tax or wealth management** (cross-border, holding structures, succession planning)
- ✗ **AI remains yet basic:** asset allocation and scoring only, lacks strategic engines or expert-level arbitration
- ✗ **Limited or no interoperability with complex banking systems** (credit, structured products)
- ✗ **Aggregation often restricted to banking data** (excludes insurance, private equity, professional real estate)

A strong UX does not compensate for the lack of functional depth expected by high-end clients.

KEY FIGURES

+60M

Users in Europe
Expected by 2027 for robo-advisor platforms
(European Business Magazine)

65%

decline: European Wealth Tech funding \$5.4bn in 2024 (272 deals) vs \$15.6bn in 2023 (2025, FinTech Global)

\$2.8T

Assets under Management
Robo-advisors and digital managers globally (2024, AltIndex)



Revolut recently completed a **secondary share sale** that valued the company at around **\$75 billion**, with **NVIDIA** joining as a new investor. NVIDIA's entry marks a strategic move to **bring advanced AI capabilities** into a leading global fintech platform.

For Revolut, this partnership accelerates its shift toward an AI-powered financial super-app. **For traditional banks, it signals how quickly tech giants are entering the financial services battlefield.**

Traditional Wealth management: five critical gaps to bridge urgently

Confronted with rising expectations from younger generations and pressure from WealthTechs, traditional banks must radically rethink their models to remain relevant

Loss of direct relationship depth undermines client loyalty

- More wealth clients now engage through digital channels, with firms benchmarked on app or web (2024, J.D. Power)
- The shift to digital-first significantly reduces **natural opportunities** for high-value cross-sell (discretionary mandates, structured finance, private assets)

Growing reliance on external partners weakens client ownership

- European banks are increasingly outsourcing critical services and relying on external providers, (2025, ECB/SSM) (*Lombard Odier outsources its advisory engine to Evooq, Luxhub connects Luxembourg banks via Open Banking*)
- **Key Risks:**
 - Loss of control over client interfaces
 - Potential deterioration of perceived client experience

Severe margin compression: a business model under pressure

- Robo-advisors typically charge ~0.25%–0.50% annually, well below typical human-advised fee levels around 1%+ (2025, Morningstar) → On a €1M portfolio, this represents a €5k to €10k annual fee difference for the client
- **Critical need to:**
 - Reinvent perceived value
 - Offer non-replicable services



- Winning back relational depth will depend on the ability to seamlessly orchestrate digital autonomy and human excellence within a single, enhanced client experience

Data mastery becomes the core differentiator

- More than 65% of banking customers are comfortable with FIs using their data to personalize experiences (2024, Q2)
- **Key Objectives:**
 - Proactively collect enriched client data
 - Enable dynamic, real-time wealth journeys (bespoke allocations)
 - Industrialize personalization while remaining GDPR-compliant

Generational repositioning: a vital imperative

- Next-gen HNWIs (Gen X, Millennials, Gen Z) are set to inherit USD 83.5T, reshaping wealth management over the coming decades (2025, Capgemini WWR)
- **New Paradigm:**
 - Target digital-native mass affluent entrepreneurs
 - Build lifestyle-driven value propositions (concierge services, alternative private assets, ESG + offerings)



- Without digital hybridization and data valorization, traditional private banks will progressively lose their Mass Affluent and Young HNW client bases

A few words about Ailancy Group

Ailancy



A complete service offering dedicated to the Financial Services industry

+ 17 years

The firm was founded in 2008



> 300

Consultants spread over 4 entities



53 M€

Revenue



> 1400

Projects



Organizational Consulting and Management

STRATEGY & BUSINESS DEVELOPMENT

OPERATING MODEL & POST MERGER INTEGRATION

REGULATORY COMPLIANCE & RISK

BUSINESS AND PROCESS EFFICIENCY

LARGE SCALE TRANSFORMATION PROGRAMS

DIGITAL TRANSFORMATION

200 FTE



Expertises and Solutions

IT IMPLEMENTATION AND INTEGRATION

DATA MANAGEMENT

DIGITAL & UX

CLOUD COMPUTING

OUTSOURCING AND NEARSHORING

OPERATIONAL SUPPORT

100 FTE



Cyber Security Consulting

GOVERNANCE, SECURITY AND REGULATORY COMPLIANCE

RISK MANAGEMENT AND SECURITY INTEGRATION

CYBER PROGRAMS AND PROJECT MANAGEMENT

DATA PROTECTION, FIGHT AGAINST DATA LEAKAGE

RESILIENCE

IDENTITY AND ACCESS MANAGEMENT (IAM)

< 20 FTE



AI Strategy Consulting

AI FOR CUSTOMER INTERACTIONS

AI FOR DEVELOPERS

COST MANAGEMENT AND AI EFFICIENCY

ORGANIZATION AND AI CONTROLS

GOVERNANCE AND DATA QUALITY

SCALING UP AND ACCULTURATION

< 10 FTE

Wealth Management & Life Insurance

Strategic Development

- Business development strategy
- Redesign of advisory services and customer journey
- Definition of services delivery scenarios and underlying operating models (sourcing strategy & business case)
- Analysis of the strategic roadmap
- Design of new service offers and evaluation of ROI

Operational efficiency

- Front office efficiency improvement programs scoping & execution (bankers and advisers)
- Servicing process optimization
- Definition of target operating model in France and abroad for local and global players

IT systems roadmaps

- Definition of the target architecture for front to back tools and management of the transformation
- Choice of OMS, PMS, Robo Advisors, Data Management, CRM, Core Banking...



Program Management

- Definition of the target architecture for front, middle and back-office tools and management of the transformation
- Post-merger integration program
- Operational Excellence Program

Digital transformation and innovation

- Implementation of Agile methodology
- Digitalization of the customer journeys, including digital sales management, with optimization of targeting and choice management
- Digitalization of advisory and DPM offers
- Digitalization of asset management
- Benchmark and redesign of digital toolsets (bankers / clients)

Regulatory

- Impact assessment and implementation of regulatory projects: MIF2/PRIIPS/DDA, GDPR, ESG (SFDR, TAXONOMY), CSDR, FATCA, CRS, DAC 6, AML
- Remediation plan KYC, AML, MIF2, ESG, DAC6

Events and News



Sustainable Finance: Market Perspectives & Challenges



Strengthened PENT framework: New hot takes on outsourcing



FIM and WM: Market Perspectives & Challenges



CRM Wealth Management Spotlight: A new generation of CRM



Digitalization of Advisory: A new approach to investment advice

They trust us



Robust Values and Dedicated Practices across Ailancy Group and Its Entities



EXCELLENCE



ENGAGEMENT



DARING



KINDNESS

Let's grow up together !

- We are attentive to our clients' businesses and activities, striving to deliver genuine **added value** on every project.
- We actively seek feedback from our clients to continuously improve.
- We cultivate a healthy pride that drives our teams towards **positive** and meaningful **solutions**.
- We set **high standards, celebrating successes** only when our clients are fully satisfied., not before !

Trust us, we don't give up

- Our word and our clients' trust drive us. We are dedicated to fulfilling **our commitments** and ensuring their projects run smoothly.
- We understand that projects can face unexpected challenges, and we remain vigilant to provide **continuous insights** into progress.
- We're ready to roll up our sleeves when needed, ensuring that timing and quality expectations are met.
- We stand beside our clients as partners and allies.

With us, take one step ahead !

- Driven by curiosity, we work to develop original ideas that **deliver distinctive solutions** for our clients.
- We build on shared beliefs and values with our clients.
- We **encourage initiatives**: our employees know their efforts are valued, and their achievements are recognized.
- We cultivate **open-mindedness, innovation and a 'test & learn' approach**: there is no a priori bad idea.

Together, let's enjoy the journey

- We foster optimism and closeness within our teams, with partners, and with our clients.
- Our employees are supported by internal coaches dedicated to their **development** and **well-being**.
- We respect work-life balance and are mindful of our employees' time.
- Our management leads by example, offering encouragement, support, and mentorship. Together, we build the future !



Subscribe

In 15 years, Ailancy has become a leading player in transformation, organization and management consulting dedicated to Financial Services. **As a leader determined to rethink the codes of the sector, the firm has been constantly monitoring current events since its creation and conducting prospective work on the evolution of the Banking, Finance and Insurance sector by involving consultants, doctoral students and researchers, experts and professionals in the sector.**

Through studies, convictions, newsletters, round tables, clubs, webinars and conferences, Ailancy deciphers the major transformations, whether societal, technological or regulatory.

Through its events, publications and various interventions, Ailancy is committed to impactful and sustainable transformations in the financial industry.

In addition to research by sector of activity (Banking, Finance and Insurance), three tribes are studying major transformations across the board:

Sustainable finance

- How can we ensure the transition to a low-carbon economy?
- How to integrate ESG criteria into investment decisions?
- How can we effectively combat the risk of greenwashing?
- How can we promote greater transparency to encourage responsible and sustainable financial practices?
- How can we integrate the requirements of sustainable finance into the organisation and support clients in their transitions?

Generative AI

- What are the major challenges of generative AI in financial services?
- How can we set up an organization that promotes the adoption of this new technological breakthrough on both the IT and business sides?
- How to acculturate teams to the challenges of Gen AI?
- How can sensitive data be protected, and automated decisions can be made transparent and explainable?
- What is the framework for the use of AI in financial services?
- What is the place of humans and AIs?

Open Finance

- Post-PSD2, where do we stand with open banking, BaaS (Bank as a Service) and BaaP (Bank as a Platform) models?
- What is the difference between Open Banking and Open Finance?
- What are the threats and opportunities offered by FiDA (Framework for Financial Data Access) and this new data economy?
- Should we and how should we collaborate with Fintechs?
- How to manage interoperability between systems via APIs?

Contacts



> **Yiorgos Braoudakis**
Partner Ailancy Luxembourg
yiorgos.braoudakis@ailancy.com
+352 621 398 660



15A Boulevard Grande Duchesse Charlotte
L-1331 Luxembourg
luxembourg@ailancy.com

A SUBSIDIARY OF  **Ailancy
Group**