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Chapter 2: Automating wealth management and financial planning with artificial intelligence-powered robo-advisors and decision support tools

2.1. Introduction

Over the years, the wealth management and financial planning industry has seen a tremendous change, driven largely by changes in demographics and technology, as well by an evolving marketplace. Whether we are talking about baby boomers, their parents, or their children, who are now trying to make financially sound decisions, we are seeing the desire for more personalized advice and financial strategies. And the rise on the internet and mobile devices, and more generally digitalization, has been a driving force behind these changes. However, many individuals, and especially millennials and Gen Zs, are uncomfortable seeking out this advice or cannot afford the high fees associated with traditional wealth advisors and professional consultants. The result has been a growing interest in and transparency around "robo-advisors," a type of platform that provides automated intuitive financial services with little or no human intervention involved (Gai et al., 2017; Davenport & Ronanki, 2018; Faggella, 2021).

These robo-advisors, without any human tact, can offer the same services and results as their counterparts, and at a lower cost. Because of their digital nature, not only can they automate and accelerate important portfolio management processes – the collecting of data, the coming up with a strategy to handle a client's wealth, the actual investing, and the strategy's performance monitoring and updating – but robo-advisors can actually do so without having clients sign huge volumes of paperwork. Especially during these economically trying times, there has been a rapid emerging demand for these novel solutions that can effectively manage personal finances online, at a lower cost and with greater efficiency than traditional human-directed advice. Being specialized in either advanced algorithms or investment analytic models and techniques, these commercial financial bots have witnessed rapid growth both in terms of their focus service arena and investors' target asset scale (Goodfellow et al., 2016; Gomber et al., 2018).

2.1.1. Background and Significance

Wealth management is the practice of advising high-net-worth individuals and ultra-high-net-worth individuals on how to better administer, grow, and protect their investments. Wealth management is an important service for security firms, banks, and independent investment firms, among other financial services organizations, as fees for these services account for a major share of their business revenue in the form of percentage fees charged on assets under management. Wealth management has entered a period of tumult due to several factors, including lower investment returns, increased competition, changing customer expectations, the emergence of regulatory pressures, and other forces related to transformation. One important transformation is how automation has now taken hold of many aspects of finance, including the practice of wealth management, such as the introduction of AI-powered robo-advisors. The term robo-advisor has recently become popularly used, referring to technology-led platforms providing goal-based common financial services solutions, though technology-led wealth management services began much earlier.

Automation of wealth management services has many key benefits, including scalability, affordability, availability and accessibility, service quality, operational efficiency, transparency, measurement, delocalization, integration, and more. Scalable and affordable wealth management services provided by robo-advisors have successfully attracted the attention of millennials, occupying market niches with AuM sizes in the range of hundreds of thousands of dollars. The upgraded generation of AI-powered robo-advisors is now being introduced, enabling service quality comparable to that provided by traditional human advisors, as well as the aforementioned capabilities and advantages inherent to robo-advisors. AI-powered robo-advisors are designed to better perform services provided by traditional human advisors, offering technical changes with the potential to significantly reduce the demand for human advisors – particularly, entry-level advisors trading on the basis of the management of uncomplicated portfolios. Would these AI-powered robo-advisors succeed in the multifaceted wealth management space and offer some degree of competition to traditional wealth managers?

2.2. Overview of Wealth Management

Wealth management is a complex translation of financial planning and managing assets, covering a broad number of clients with different needs, products, and services delivered through several distribution channels worldwide. It is relatively new in its current form, expanding after the 2000s, but with roots that stem from the old craft of banking. An increasing number of varieties of wealth management systems are being used in the market and researched, with the majority but not all of bank-oriented delivery systems. The market continues to grow and evolve, particularly in light of the explosion of family

offices and more distribution of wealth, creating demand for services by clients. New participants, assets, and roles are being defined, both from a research and a practical angle.

This chapter aims to inform the reader about the state of wealth management at the current time. It is a practical review regarding wealth management designed in such a way that covers different topics that respond to the most recent needs of wealth management, from wealth management definition through objectives, clients, products, and services, down to costs and regulatory environment phases. Each chapter answers a number of needs and reviews a different aspect of wealth management today. The reader will find different pieces of information synthesized and consolidated in an academic way but always market-oriented to allow a simple and interesting reading. It is also our intention to give additional value to possible students in the finance area, particularly regarding wealth management, giving additional reflections on the subject that can be added to course content or paper reviews.

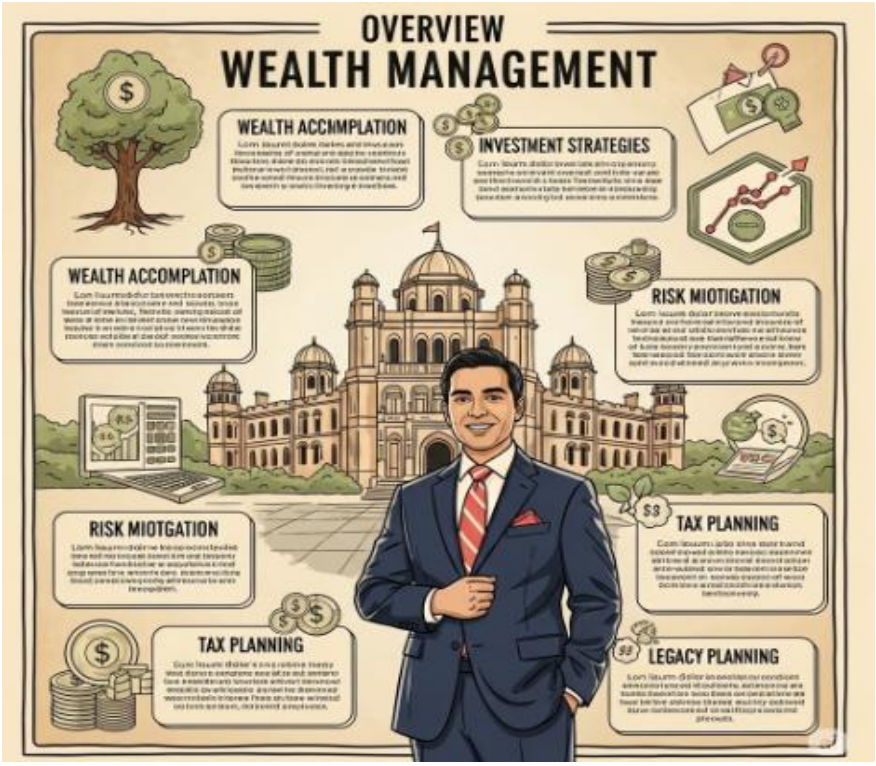

Fig 2.1 : Overview of Wealth Management.

2.2.1. Research Design

This study relies on qualitative content analysis as the primary research method, guided by assumptions of both constructionist and interpretivist paradigms. First to identify distinct robo-service offerings across the wealth management value chain, we used secondary data sources embedded, textual, semi-structured, rich, and publicly available sources. Then, we undertook distinct steps in content analysis based on various approaches to map the advisory and side-service offerings in each quadrant of the wealth planning square.

We examined the marketing and service delivery information of ten robo-advisors based exclusively in the USA. Advisory firms state a component of services on their websites. To mitigate but not entirely avoid bias, we repeated the search four times, at monthly intervals over four months for stability of findings.

The initial idea was to explore the websites of 25 to 50 firms. After 30 websites, we noted a whimsy with no additional entries appearing, so we continued to ten where exploratory data from the other sites were similar to our confirmed ten firms. Each selected firm presented and described their offerings in enough detail that we were able to group the services, essentially as identified advisory and due diligence words and lingo commonly used and known in the financial professions. We used the websites' marketing and service offerings' explanatory lingo to code and describe like services provided. After about 90 distinct side-service terms appeared on the ten sites, we stopped supporting the four preemptive monthly trail logs. Further attempts to confirm additional offerings in the party websites showed few registered variations from the original phrases, coding, and unique offerings already made.

2.3. The Role of Technology in Financial Planning

Technological innovation is changing many aspects of financial advising. Used correctly, technology can enhance the services that financial institutes provide, augmenting value for clients and minimizing costs. Financial firms are currently using technology to improve data collection; enhance asset allocation; create investment products; segment customers and guide prospects; personalize services; lower investment implications, and engage with clients. Technology is also reshaping companies' business models to redefine retail investment advice and to make professional investment management affordable to so many more people.

The main impetus for the overhaul of the financial advisory process is the emergence of online robo-advisors that provide investment advice at a fraction of the cost of traditional managed funds. Companies have already begun to challenge established investors in this space with their lower investment fees, offering a less costly alternative to investing via

a traditional fund manager. Robo-advisors offer a price point that is generally not disruptive to incumbent asset managers or private client brokers but still competing at the lower end of the market. These platforms are stripped down to offer a limited service – basic advice powered by computer algorithms. In a few clicks, consumers feed them with just a handful of questions about their financial situation and desired investment outcome. The answers are run through algorithms that produce a portfolio of low-cost, low-tracking-error index funds diversified by asset class, tax-efficient, and rebalanced periodically to maintain long-term performance. These robo-advisors charge 20–50 basis points per year. Traditional investment management services charge a minimum of 70 basis points, plus high one-off fees for ad hoc – and often questionable – advice. Typically, these services can offer a more sophisticated and personalized investment experience, alongside private banking for very wealthy clients.

2.3.1. Data Collections

Efficient wealth management advice demands substantial amounts of data because of the relative size of the possible search space for estimating trades. For instance, a baseline model may estimate the desired allocation for an investor with a particular risk propensity and wealth level, thereby suggesting a portfolio that invests only in assets that meet certain desirable parameters. Any relevant parameters that would influence allocation – such as individual preferences regarding expected returns, taxes, biases, and other personal constraints – are then included. These parameters vary by individual and account for differences across individuals in the demand for various real-world artefacts, including institutional and discrete monetary species.

The assets considered would typically be expected to be within a certain range of characteristics, including risk level, and thus investment return, liquidity, as well as management and custodian fees which should not exceed appropriate ratios with respect to returns and alter potential expected long-term growth patterns of the portfolio. How many individuals and/or accounts an investment management unit manages at any given point of time may further limit how much customization can realistically be afforded. Also, there would be minimum recommended investments for discretionary and non-discretionary money management that are also subject to varying regulations or law, and performance consistency to avoid breaking their regulated obstacles. Based on regulatory and/or risk mitigation principles, a certain level of investments might be recommended by the underlying advisory system for alternative secure options.

2.4. Understanding Robo-Advisors

Robo-advisors have gained significant traction in recent years. They offer a wide range of financial planning and investment management solutions to consumers with little or no human intervention. These low-cost technology-driven services utilize sophisticated algorithms and online automated processes. Robo-advisors emerged in the United States, where many start-up companies developed platforms relying solely on technology to offer wealth management services. Since then, many traditional wealth management companies have joined the trend, combining their knowledge and expertise with state-of-the-art technology. As a result, the robo-advisor space has evolved from the initial self-directed investment platforms to "hybrid" models that act in a supportive role alongside a licensed advisor.

Fig 2.2 : Robo-Advisors.

Robo-advisors are employed mainly in two areas of wealth management: direct investment strategies and service support. The service support segment relies on automated platforms to identify clients' goals and risk-return profiles. In addition, robo-advisors use communication tools to monitor investors' behavior as well as behavioral and environmental factors that might impact their investment decisions. Specifically, these tools provide clients with document checklists and a dashboard that allows them to integrate internal and external data sources and visualize the main aspects of the

investment journey. They also facilitate the reporting of client concerns, reminders about upcoming events such as reviews and ad hoc communication with their advisors. Service support robo-advisors optimize the advice process and help improve client experience, increasing overall efficiency for the advisor.

2.4.1. Definition and Functionality

Robo-advisors online investment platforms offer basic services, like portfolio management and automatic tax-loss harvesting, at relatively low cost, making wealth management and financial planning services generally accessible. The solutions supplied have similar functionalities to services offered by human advisors, yet the technology enabling it is improved with market momentum towards automated and gamified products. No complex financial engineering or psychological elements are included, but it implements most of the behavioral finance approaches. Robo-advisor business models can be categorized in few groups, such as budget-friendly investment portfolios, risk prediction assessment or even complex tax planning solutions. In general, robo-service computation capabilities are generally much more robust than those of human advisors. Regulatory bodies are supervising this segment of the advisory industry from both marketing and implementation perspective, indicating that algorithms need to be safe and transparent.

Robo-advisors are a type of automated investment service. They simplify investing for those with small amounts of capital. Generally, they will take a small percentage of the funds invested by the user and will place it into various accounts based on what the user wants to achieve and how long they want to invest for. They have a low minimum investment requirement. They charge lower fees than traditional wealth management but provide fewer services and with fewer customization options based on the user's goals. The majority of human wealth management firms will cater for those who have around $1 million or above in capital. In contrast, robo-advisor services can be accessed by a person who has less than $500 in capital and is simply looking to grow their retirement fund using an automated service, without incurring hefty fees. The way they work is that a user will go on the website, sign up for an account and answer a questionnaire about what their investing goals are, how long they will be investing for and their risk profile. Investment recommendations will be generated based on the user's profile. From there, the user has the option to approve or modify the recommendations. You can start investing once that is done.

2.4.2. Types of Robo-Advisors

Robo-advisors can be broadly classified into three categories: Plugins, Standalone, and Branded Assets/Companies. The plugins are very narrow financial service apps. An end user has to bridge a huge gap by using such a narrow app as it cannot fulfill most of the financial needs. Many of them are also priced at ridiculously high rates which may not be warranted while using simplistic methods. Higher fees are probably justified due to transaction costs incurred for the user by investing in ETFs. For asset management companies, this depends on the size of the pot collected and can be quite lower. For the standalone chatbots/robo-advisors, they act as the face of a financial company. The user interaction is through a simple newbie-friendly interface. The nitty-gritty of all the high-tech automation is background work done by companies that specialize in building technology.The branded assets/companies are companies that are actually building these platforms and making sure that the money is managed in the best way possible. They can either be asset management companies or fintech companies. The fintech companies are those that are expected to only concentrate on tech while the RIA/asset management companies are expected to chip in their domain expertise to enhance the platform. The basic premise of any robo-advisor is to provide a simple low-cost option. These labeled, packaged solutions of investment management are also breaking down personal finance barriers and making it accessible for everyone. The challenge however remains. Can a robo-advisor be better than a financial planner? Not in the near future. But it is a good substitute for a lot of people at least for allocating their investments.

2.5. AI Technologies in Wealth Management

In the last decade, Artificial Intelligence (AI) technology has significantly changed how we live and work. This technological revolution has also started reshaping the financial services and wealth management industry. Innovative AI-based solutions allow wealth managers to operate with an unprecedented volume of data and leverage automated analysis and advanced algorithms to support themselves in learning about their clients' needs and build tailored portfolios to keep them satisfied. However, a growing number of new businesses who offer AI-powered personalized services develop at a global scale, such as robo-advisors and digital coaches promoting do-it-your-own investing and retirement solutions, proliferate the wealth management and financial planning industry. Technology enabled investment advisory models in general leverage digitalization and technology to realize the distribution of personalized investment advice for millions of clients. Enhanced Artificial Intelligence (AI) solutions to automate the investment decision process have a large impact on the wealth management value chain, both in terms of cost reduction and improved service quality. Innovations in machine learning methods, and in particular deep learning, revolutionized algorithm driven portfolio

optimization and investment strategies - in particular due to the large variety of new data streams which were enabled due to new communication technologies, including social media and the Internet of Things. Automated financial advice services, or robo-advisors, can reduce the costs of personal financial planning and wealth management services significantly. Recently launched digital advisors are now promoting life cycle planning services to middle-class households, covering a large share of the financially underserved customer base that has no access to traditional wealth management services. Although the leading operators are still traditional wealth managers and banks who have added digital solutions to their service portfolio, new entrants in this sector offer high quality and low cost AI-powered solutions.

2.5.1. Machine Learning Algorithms

Machine Learning, a subset of Artificial Intelligence, aims to teach computers how to learn from data and make independent decisions and predictions based on that learning, through algorithms and statistical models. Drawing on neural networks first proposed in the 1940s and improved in subsequent decades, advances in computational capacity and data storage over the past 25 years enabled iterative training of deep learning networks with many layers, finding representations and past dependencies in vast data flows for problems including speech and image recognition, natural language processing, and probabilistic forecasts. Options pricing was the original application of Artificial Intelligence to finance in the early 1980s and several classic papers soon followed, combining dynamic non-linear logit or probit models with the mathematical frameworks for valuation of American-style versus European-style options. For equities, genetic algorithms were used in the 1990s for diversifying portfolios based on historic price patterns, as well as for market timing comparisons of efficiency via traditional econometric modeling versus path-dependent genetic algorithms.

Machine Learning is applied to credit risk assessment, detecting human capital that predicts a loan default better than banking regulators, as well as for home-price prediction, credit default algorithm optimization, default risk pattern recognition for specific loan types, and on-line Bayesian Updating of Portfolio Value at Risk. Point forecasting can be improved for short-term horizons by Machine Learning methods modeling non-linear relations of firm-specific, macroeconomic, and market-related drivers of returns. Support Vector Machines were used to model short-term volatility, as well as daily bearish and bullish sentiment forecasting. Density estimation and non-parametric regression were applied to explain why the majority of hedge funds underperform.

2.5.2. Natural Language Processing

Natural Language Processing enables machines to comprehend spoken language, making it an excellent technology for use cases in wealth management such as chatbots and knowledge mining. NLP in wealth management promises to democratize access to expertise while augmenting advisor capabilities. Natural Language Processing is what lets chatbots support wealth management clients while analyzing large knowledge sources to surface insights for advisors. NLP could act as a bridge between the investor and the organization, enabling timely communication of important events, be it actions from an advisor's side or a client's side.

For example, a robo-advisor could send notifications to its investors informing them about rebalancing and tax implications. Also, a Natural Language Processing intelligent system could analyze investor sentiments based on events extracted from sentiment analysis. Natural Language Processing-powered intelligent systems for analysis could also be used to observe financial experts to gauge the shifts in their perspective towards a certain market event or geographical location and advise the robo-advisor accordingly. NLP could be used for intelligent transcription of calls made by investors to the organization, building a knowledge database in real-time. Retail investors, especially in the new millennium, are looking to engage with their wealth management organization through multiple modes, be it phone calls, face-to-face meetings, emails, or messages on social platforms. NLP could help the organization by analyzing multiple modes of communication and creating a central database that consists of ideas expressed by an investor from any of these modes.

2.6. Benefits of AI-Powered Robo-Advisors

Wealth management services offered by traditional firms are characterized by high fees. Costs are driven by the need for qualified human advisors, many of whom are compensated by commissions based on product sales. The operation of traditional firms is augmented by technology, but humans occupy a central role. Advisory fees can be excessive for less wealthy clients. Consequently, individuals with less than $250,000 to invest are more likely to find themselves pushed out of the traditional services market. However, more recently robo-advisors jumped into the lacuna left by traditional advisory services. They disrupted the traditional advisory market, offering online planning and execution services for fees of approximately 0.25 percent of assets per annum. The low-cost services are transparent, but are usually based on a one-size-fits-all model portfolio.

The market has changed dramatically in recent years. The spectacular growth of robo-advisors has led traditional firms to open or acquire digital-only subsidiaries. Meanwhile, servicing the digital wealth ecosystem is a growing set of firms offering

services across the value chain from financial planning to execution. Having gone through a phase of disrupters and an initial response from incumbents, we are seeing the birth of a new phase. Collaboration between human advisors and digital advisory enables a broader client offering. AI can play an important role in the digital advisory ecosystem. AI can expand demand for advisory services by pushing down fees and enhancing target reach, allowing more personalized services to be stripped from the traditional one-size-fits-all approach to onboarding and asset management. Expansion of the target market can allow more personalized services to be stripped from the traditional one-size-fits-all approach to onboarding and asset management.

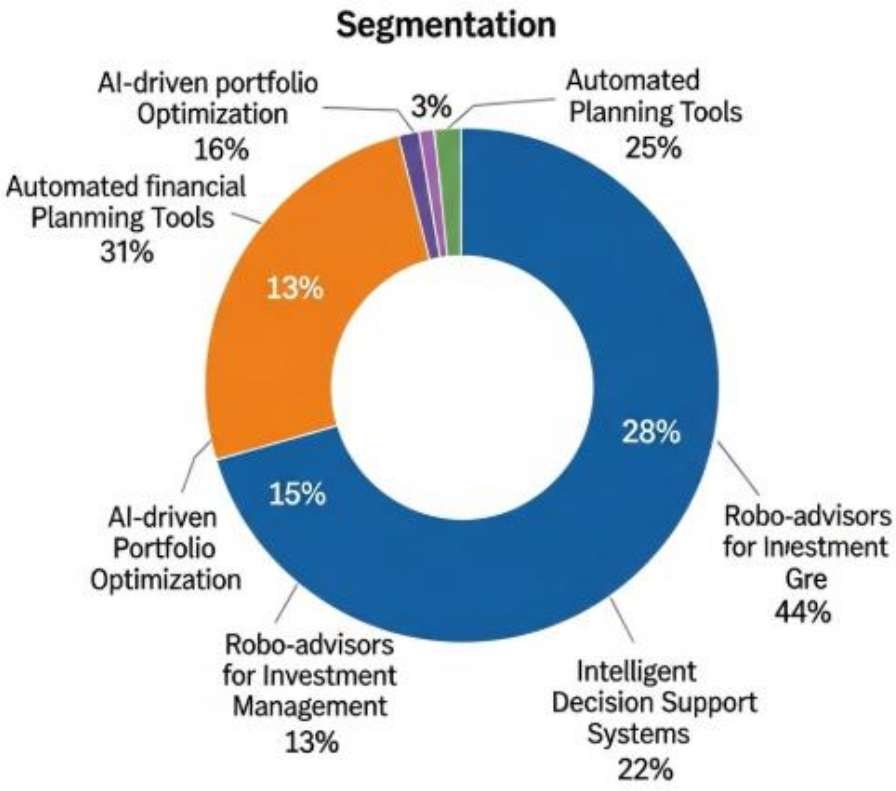

Fig : Automating Wealth Management and Financial Planning with AI-Powered Robo-Advisors and Decision Support Tools.

2.6.1. Cost Efficiency

The most obvious benefit of using artificial intelligence in wealth and asset management is cost efficiency. With robo-advisory services, product sponsors can bypass multiple layers of advisors and go directly to the end client by offering the service online. AI

automates the developed processes, eliminating the need for human labor to any great extent. Lower costs can increase the margin for traditional players and, depending on the commission model, can allow the sponsors to lower fees and offer better services to end clients. For companies offering digital-only services, reduced costs are critical for survival as they operate in a highly competitive environment. AI-based services have the potential to help firms combine human and machine efforts in a cost-effective way. Fears about human job losses must not prevent decision-makers from exploiting the increasing cost efficiency that can arise from the use of AI. Failing to use AI would create a situation in which both jobs and companies disappear, which is the opposite of allowing businesses to succeed.

Compared to traditional asset management companies, which have a higher share of quant-oriented products than private banks, robo-advisors have lower operational risks as they make more commodified products. Robo-advisors aim to offer pre-packaged investment solutions for millennials and Gen X clients, who are reluctant to pay high advisory fees for traditional wealth management advisory product releases. The chip-on-your-shoulder attitude of today's most active investors – who all endured the financial crisis in one way or another – is being exploited by transaction cost-driven online platforms to lure these clients into becoming long-term investors. By using algorithms, natural language processing, and client segmentation, robo-advisors try to offer relevant products to these cost-driven clients at a reasonable price point. The discontinuity in market demand created by the crisis can be capitalized on by using AI or machine learning to increase both the speed and quality of product offerings.

2.6.2. Accessibility for Clients

Accessibility means being able to access the product easily. Accessibility for clients means the financial product should be easily reachable by the clients. In the new automated world, product accessibility translates to lower investment amounts, less complicated processes, and clear communication. Of these, the low investment amounts and clear communication are the most important. Using technology, what was once required to be a large initial investment before access is now reduced to small amounts. The robo-advisor companies have taken this significant step in reducing the initial and portfolio management costs. The initial investments of many of the robo-advisors are less than with promotional offers for lower investment amounts. The users of robo-advisors are early-career professionals and young families with limited funds, looking for alternative options utilizing technology. The financial jargon associated with investments is already too complicated for these users. Therefore, clear and vivid communication should be the basis of user-client interaction. The simple interfaces

developed by the leaders in the robo-advising field bring down the communication cost for these companies.

The recent past has seen phenomenal advancements in technology. The proliferation of mobile devices has made planning for investments efficiently and easily feasible. The adjunction of cloud operations has led to easy worldwide data transfers, timely interaction with clients, analytics of vast quantities of data, a complete digital infrastructure, and therefore reduced operational costs for companies. The software development infrastructure now enables these companies to engage even the clients who prefer to self-manage their investments. These advancements have made it possible for small companies to now develop different value propositions without significant operational or infrastructure costs. Bigger players with deep pockets have also seized the opportunity by creating their robo-advising arms and integrating them in their portfolio.

2.6.3. Personalization of Services

One major disadvantage of traditional financial advice is its lack of personalization of services. Financial advisors try to apply generic templates to investors from different demographics and behavioral preferences. However, such one-size-fits-all methods may not work. All business entities work hard to customize their products and services to address different customer segments seeking specific features. On the other hand, the wealth management and financial advisory profession seems to remain stuck in outdated templates for years. AI-powered robo-advisors present a means of breaking out of this implausible scenario.

The task of the traditional financial advisor is made more difficult by the challenging nature of the cycle of understanding a client's investment needs, designing a financial map to achieve the desired objectives, and putting in place the financial products to achieve them. Robo-advisors can help individuals break out of generic investment suggestions, especially those that may be uncomplimentary to their real needs. A client's risk profile is adjusted to take into due consideration their beliefs, views of the world, and macroeconomic conditions. Some individuals either have too much or too little invested in risk assets. Robo-advisors make several highly personalized suggestions to make such investors amend their portfolio structure. These suggestions take into consideration customer attributes, including income level, age, and the amount and period of investment. Algorithms developed using AI technology can help in identifying the right asset allocation and the list of the best stocks, bonds, or mutual funds for individuals based on their specific needs.

2.7. Conclusion

This chapter aims to provide a scientifically based and multidisciplinary approach to wealth management and financial planning using robo-advisors. In particular, it reviewed traditional portfolio theory and practice, by referring to the foundations of behavioral finance. In this scenario, Asyncrona's solutions start from foundational thoughts and research that have challenged investors and financial advisors from the 1950s to the present day. Living his long life at Mont Pelerin, he would certainly have appreciated digital wealth management and financial planning solutions, capable of evolving according to new market paradigms. The key findings clearly show that the actual association is not developed for incremental and wealth-destroying evolutions. Customers want bespoke prescriptive and predictive financial and investment advice to achieve their financial goals. Thus, Asyncrona combines quantitative tools through synergistic partnerships to manage risk and optimize digital solutions completely and in the clients' interest. Hence, the company leverages an exclusive platform offering B2B solutions to asset managers while maintaining the B2C dimensions related to private clients: families, corporate, and private. If for mass affluent and affluent customers, the journey is Banca on Maia, implemented with a telematic platform developed by Asyncrona, through the corporate model, wealth management companies do not have additional costs since these are fully borne by the firm that sells the investment solution.

Regarding the future evolution of B2B and B2C digital financial services, we must consider some macro-trends. Firstly, greater online adoption of banking and financial services, buyers expect cost savings to be passed on to them and increased personalization. The pandemic's most significant consequence is that financial service providers have shifted towards leveraging technology. Also, digitalization can open new horizons for personalization since the amount of data that can be analyzed has grown exponentially in a short time, leading to the development of predictive services. Secondly, financial service providers need to inspire and strategically drive cultural innovation internally to design new products and processes that will proactively engage individuals and ultimately drive value creation.

2.7.1. Future Trends

As mentioned throughout work, the importance of increasing levels of service and decreasing costs is shifting mass affluent investors toward robo-advisors. There are many indications that tomorrow's customers are already leaning toward digital banking and viewing traditional wealth management services with skepticism. Although traditional banks have begun to offer on-demand, robo-advisor services, there is still an opportunity for new providers to enter the marketplace with services that cater specifically to the needs of digital banking customers. In addition, consumer demand for

a wider range of asset classes, improved tax structuring, and the desire for flexible packages that include both human and digital services are narrowing the chasm between traditional providers and new, “100 percent digitized plain-vanilla robo's.” It is still too early to tell how the expanding use and acceptance of artificial intelligence will affect the evolution of robo-advisors, but both demand and supply are growing at great speed. Many service providers are already positioning themselves to lead with AI-enhanced capabilities. Beyond the impact of AI are the continual advances in financial technology; we can expect no shortage of innovation in features and functionality.

Some contend that by enhancing the fixed programmatic capabilities of existing robo-advisor services and layering the enabling technologies of infrastructure, process automation, marketing, and distribution, personalized robo-advisor services will soon become convenient, cost-effective, and widely available. Growth in customer responsiveness and the value that personalization delivers will spur demand for such automated advice. Additive technology, like virtual reality, biofeedback, smart watches, and artificial intelligence, combined with storytelling in a cohesive journey, will redefine advice even further, leading to a more interest-only relationship. In other words, the art of storytelling will become central to offering even more personalized and effective advice in the fullness of time.

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