AQUILANCE

FOR FIRMS AND ADVISORS SERVING THE TRULY WEALTHY

Own the Mundane, Win the Monumental: Deliver Bill Payment and Cashflow Reporting to Win and Retain $10M+ Clients

Embed a Core Family Office Solution Without Adding Overhead, Staff, or Operational Risk

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Executive Summary

High-net-worth clients want more than advice. They want action. Planning alone is no longer enough to attract or retain $10M+ clients. Today's top-performing wealth firms and advisors are expanding their service models to include operational execution: offering support in the day-to-day financial life of the client, not just the portfolio.

This white paper explores a major shift in the wealth management landscape: the growing demand for family office-style services such as bill payment, cash flow oversight, and consolidated financial reporting. Once reserved for $100M+ clients, now expected by those with far less.

Research from Capgemini Research Institute shows that more than 56% of affluent households expect holistic financial administration as part of their advisory relationship. At the same time, A Kitces 2024 research reports shows that Senior advisors—those primarily responsible for maintaining client relationships—spend only 33% of their time on front-office tasks (such as meeting with clients, meeting with prospects, and other marketing/prospecting), limiting growth capacity and driving margin pressure.

Firms that adapt are seeing results. Schwab's 2024 RIA Benchmarking Study finds that those outsourcing back-office execution scale faster and retain clients more effectively. But building a family office internally is cost-prohibitive for most firms.

That's where Aquilance comes in.

By combining people, process, and platform into one solution, Aquilance enables wealth firms and advisors to deliver bill payment, reporting, and cash flow oversight, all without adding internal staff or diluting the advisor-client relationship. It's a plug-in execution engine that helps firms retain their best clients, reclaim their time, and compete at the family office level.

If your firm wants to offer the service experience of a $1B family office to your $10M+ clients, this white paper is your roadmap.

Executive Summary

Key findings from the whitepaper include:

Client expectations are evolving. The majority of HNW clients want holistic services, including bill payment and reporting, but only a fraction of firms deliver them (Capgemini Research Institute. 2023, April.)

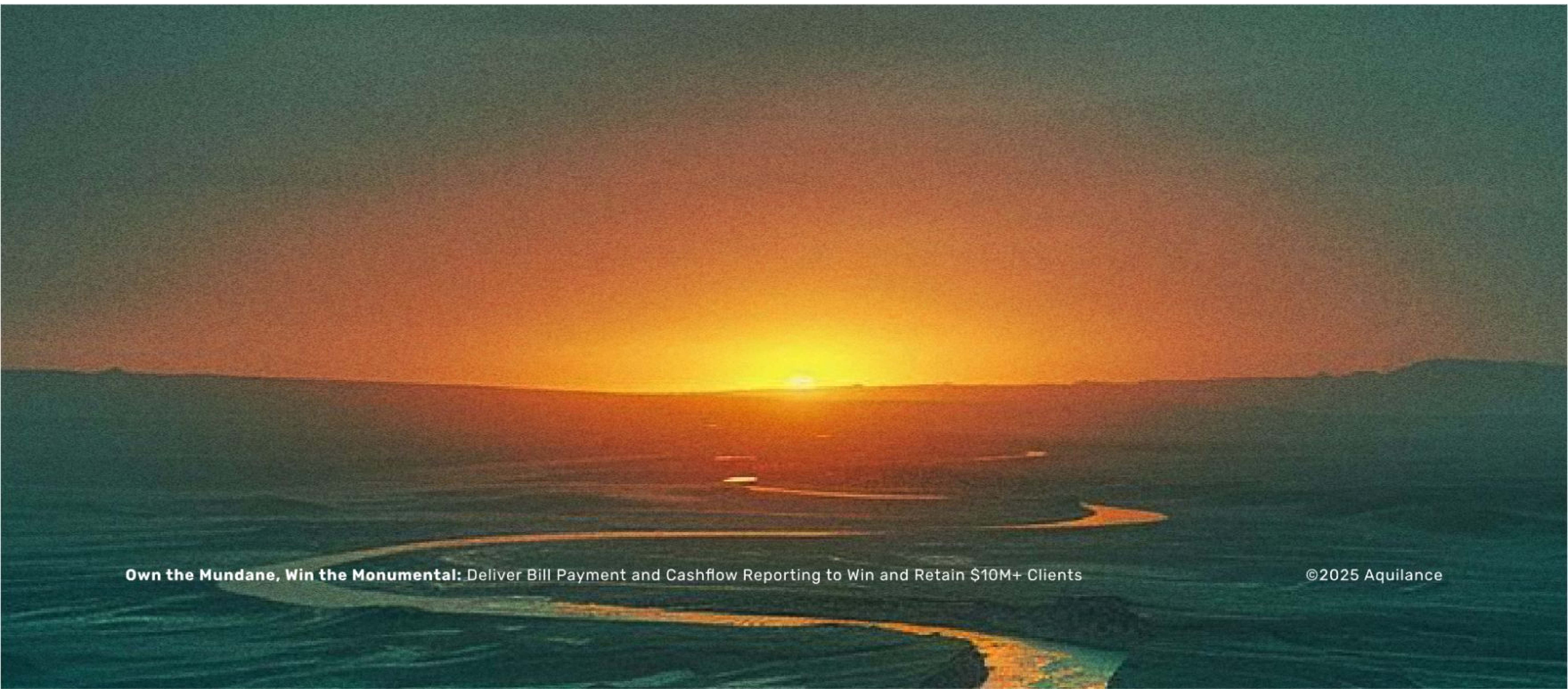
Wealth firms are under pressure to do more with less. On average, roughly 77% of time across roles is spent on back and middle office tasks, reducing the time that could be dedicated to higher-value client engagement. (Kitces, 2024)

Aquilance fills the execution gap. By combining human expertise, robust workflows, and simple delivery, Aquilance enables wealth firms to offer multi-entity bill payment, bookkeeping, and reporting as part of their own client experience.

The model scales easily. Aquilance uses a predictable monthly fee structure, no custom software implementation, and a B2B2C model that keeps the advisor at the center of the relationship.

The firms embracing this model are moving upmarket faster. Firms leveraging outsourced execution services are better positioned to serve $10M+ clients and to compete with incumbents and wirehouses (Cerulli, 2024; Fidelity, 2024).

If your firm wants to deliver the experience of a family office to your $10M clients without building capabilities from scratch, this is the playbook. The firm of the future doesn't just advise. It executes.



The First Leg of the Stool: From Advice to Execution for Modern Financial Advisors

How Leading Wealth Management Practices Are Scaling with Family Office-Style Services Without Building Everything In-House

Advisors are delivering investments and planning today, but clients expect more. Aquilance becomes the operational backbone, the missing final leg, that helps advisors provide a family office experience without additional overhead.

The New Advisor Reality: Expectations Are Rising

The wealth management industry is experiencing what behavioral economists' term "expectation inflation," a phenomenon where service standards previously reserved for ultra-high-net-worth clients gradually become baseline expectations across lower wealth tiers (Kahneman & Thaler, 2023). This trend is particularly pronounced in the registered investment advisor (RIA) space, and other wealth management channels, where the traditional advisory model faces increasing pressure from clients seeking comprehensive, family office-style services without the corresponding asset thresholds.

THE PSYCHOLOGY OF "FAMILY OFFICE" EXPECTATIONS

Behavioral research suggests that service terminology can shape perception.

The term "family office" exemplifies this phenomenon; it signals exclusivity, comprehensive care, and personalized attention that resonates deeply with affluent clients, regardless of their actual net worth. Wealthy families increasingly seek more than just financial performance. They want the comfort of knowing their lives are being actively and comprehensively managed. The “family office” label provides that psychological reassurance, even when the services themselves may vary.

However, this creates a fundamental mismatch in the marketplace. Traditional family offices typically require a minimum of $100-500 million in investable assets to justify their operational overhead (Family Office Exchange, 2023), yet families with $10-50 million in net worth increasingly expect some of the same family office services. Kevin Reed, Chief Revenue Officer at Aquilance, observes: "We've spoken with 74 firms over the past 8 months, and the consistent theme is this gap, everyone loves the idea of offering a family office experience, but the economics don't work when you're trying to serve $10-30 million clients with traditional methods in-house."

Commonly marketed family office services today include:

- Financial Administration: Cash Flow Reporting, and Bill Payment (personal, business, trusts, and foundations)
- Luxury Travel Services
- Health & Wellness Services
- Medical Concierge
- Physical and Cyber Security
- Prenups, Postnups & Divorce
- Private Jet & Yacht Services
- Family Education & Governance
- Family Values & Retreat Services
- School Administration Services
- Art Advisory & Management

While these services may offer prestige or convenience, most are transactional and infrequent, failing to deepen ongoing relationships between advisors and clients.

In contrast, core family office solutions that deliver consistent, recurring value are notably fewer and more practical in nature.

Two essential categories stand out:

1. Financial Administration: Cash Flow Reporting, and Bill Payment (personal, business, trusts, and foundations)
2. Health and Wellness Services (supporting long-term wellbeing)

The Financial Advisor Opportunity and Challenge

For advisors, this environment presents both an unprecedented opportunity and an operational challenge. Regardless of firm size or affiliation, many advisors are well positioned to respond to rising client expectations. They're trusted, nimble, and often closer to the client than institutional leadership. But meeting these expectations consistently, especially for day-to-day financial execution, requires more than intent. It requires scalable operational capacity.

Kitces has found that in even the most productive advisors still only spend around a quarter of their time on front office activities. This equates to 10 one-hour meetings per week, or 250 client meetings per year, which is "enough to see a max-capacity client base perhaps two to three times per year, depending on the exact client load of the advisor."

And while those firms often aim to offload client relationship tasks from Senior advisors to Service advisors, the reality falls short; Service advisors end up taking on more back office work, with only 24% of their time going toward front office activity (and within that, only 8.3h per week of their time specifically spent meeting with clients). This can put the firm at risk of failing to maintain and nurture those ongoing client relationships.

This operational burden compounds as firms grow and serve more affluent clients (and not only because of obvious factors like maintaining more staff and new infrastructure). For example, larger firms accommodate more complex financial needs of high-earning and high-net-worth clients (Raymond James, 2024), which naturally leads to more behind-the-scenes work.

Additionally, the Schwab RIA Benchmarking Study found that on average, firms with $250 million or more in AUM spent 15 hours annually on client operations and administration. This adds up when you consider these firms can have 100s of clients.

Ultimately, these risks can affect firms of all sizes. The question is, how much time do your advisors spend on these tasks?

MARKET EVOLUTION AND COMPETITIVE DYNAMICS

The wealth management industry is experiencing what Clayton Christensen's innovation theory would classify as "sustaining innovation pressure," established players improving existing services to meet rising customer expectations (Christensen et al., 2019). However, the traditional model faces structural constraints that may limit its ability to respond effectively.

Academic research on professional service firms suggests that scaling operational complexity while maintaining service quality requires either significant capital investment in systems and staff, or strategic partnerships that provide specialized capabilities (Maister, 2021). Most wealth firms, particularly those managing less than $1 billion in assets, lack the resources for the former approach.

This moment presents a classic “build vs. buy vs. partner” decision, and the answer isn't always clear. For many advisors, partnership with an execution provider offers the most flexible path to upmarket growth. Firms can try to build family office capabilities internally, buy expensive technology solutions, or partner with specialized execution providers. Each approach involves distinct trade-offs in terms of cost, control, and client experience.

THE PATH FORWARD: EXECUTION AS STRATEGY

In response to rising client expectations, practices increasingly recognize the strategic importance of operational execution. However, not all execution-oriented solutions deliver the same strategic value. Luxury-oriented or occasional family office offerings, while appealing, often lack the sustained impact needed to meaningfully deepen relationships or create recurring value for advisors and their clients.

By contrast, financial administration offers sustained impact. Services like multi-entity bill pay, proactive cash flow oversight, and consolidated reporting solve everyday complexities, creating frequent, meaningful interactions that build trust and reveal deeper client insights.

For wealth firms and advisors, adopting financial administration isn't just about offloading admin work, it's a strategic move. These services elevate client relationships, enhance advisor credibility, and support long-term upmarket growth.

Aquilance is built to deliver exactly that. Its turnkey model helps firms offer high-touch execution while keeping the advisor at the center of the relationship, differentiating their value and positioning them as indispensable partners in their clients’ financial lives.

The Two-Legged Stool: Where Most Firms Stop

Investment management and financial planning: these are the foundational services of nearly every wealth firm. They are well understood, reliably delivered, and widely expected. But in today's landscape, they're no longer enough.

Most firms still operate on what we call a two-legged stool: advising clients on what to do (planning) and managing how it performs (investments). Yet without the third leg, execution, this model is becoming increasingly unstable. The missing piece? Day-to-day administrative support.

The data backs this up:

- Over 80% of RIAs say their core value proposition is still focused on investment management and planning (Cerulli, 2023).
- Just 13% of firms offer services like bill payment, bookkeeping, or consolidated financial reporting (Fidelity, 2024).
- And yet, most HNW/UHNW clients say they want exactly those kinds of holistic services from the same trusted advisor (Capgemini Research Institute. 2023, April).

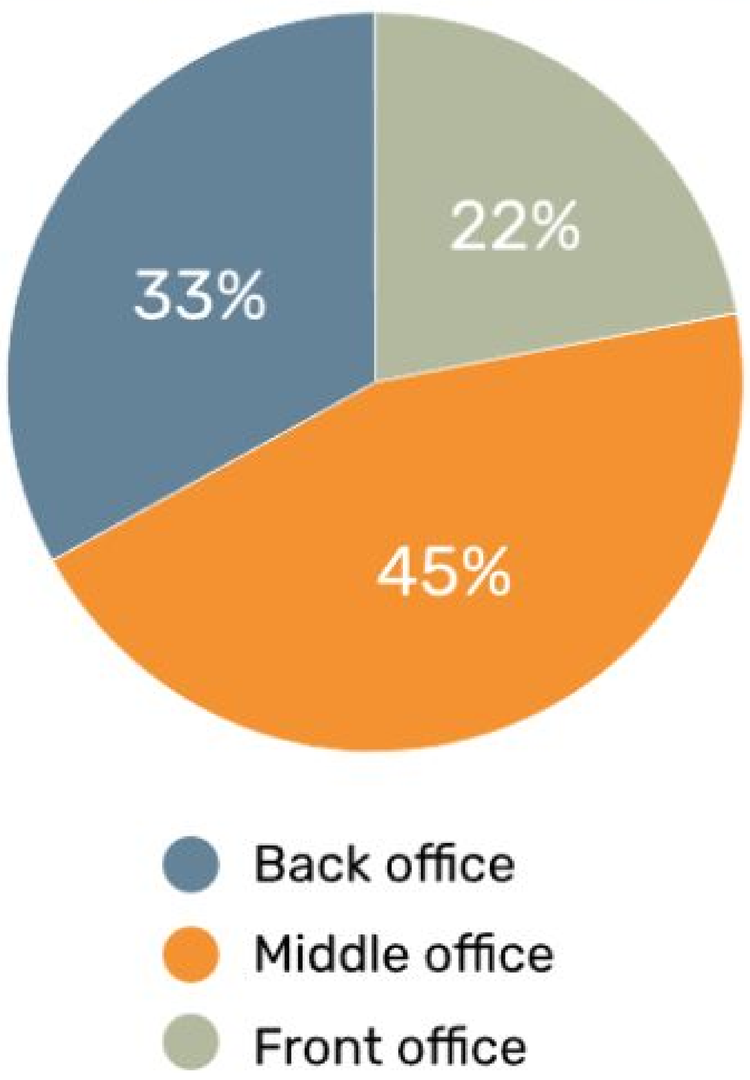
This disconnect isn't due to a lack of awareness, but rather a lack of infrastructure. Advisors know their clients want more, but delivering it requires time, expertise, and resources that most firms don't have in-house. Even fast-growing firms admit that up to 20% of their time is consumed by non-investment, non-planning administrative tasks, a drag on both profitability and client satisfaction (Schwab Benchmarking, 2024).

And while large institutions are chasing tech-first solutions, they're still not closing the gap. A glossy client dashboard might show cash flow trends, but it doesn't pay the bills or reconcile books across entities. Clients want a service that not only observes but acts.

In short: the current model is creaking under the weight of rising expectations. The two-legged stool, once strong enough, is now wobbling. Advisors need a stable third leg to support the full financial life of their clients. That leg is operational execution.

The Final Leg: Why Execution Matters

TRYPICAL SENIOR ADVISOR TIME ALLOCATION



As the wealth management industry evolves, the role of execution has shifted from an operational afterthought to a strategic imperative. Advisor practices increasingly face the challenge of delivering not only expert advice but also the infrastructure to implement it. This need for action-oriented service, bill payment, financial reporting, and cash-flow oversight, marks the emergence of a new client expectation, one where execution is central to the advisory relationship.

THE ADMIN TIME SQUEEZE

As previously established, the time advisors spend on non-fiduciary tasks is well documented, but it's worth emphasizing that these demands only intensify as client complexity increases.

This creates what economists call an opportunity cost: time spent managing operational details could otherwise be allocated to higher-value activities like relationship building or new business development. In practice, administrative burden becomes a structural constraint, one that limits both advisor effectiveness and firm scalability.

COMPLEXITY BREEDS FRICTION

As client profiles grow more intricate, with multiple legal entities, trust structures, investment accounts, and philanthropic vehicles, so too does the likelihood of operational friction. Managing cash flows, reconciling transactions, and tracking disbursements across entities require processes that many firms aren't equipped to handle internally.

Organizational capability theory emphasizes the importance of firms aligning service delivery with core competencies (Victer, 2020). For most firms, those competencies lie in planning, investing, and relationship management, not in bill payment workflows or bookkeeping. Yet affluent clients increasingly expect a single point of coordination across both strategic and operational needs.

This mismatch can strain client relationships. Advisors become bottlenecks for tasks outside their expertise, while clients experience delays, gaps in visibility, or errors in execution.

EXECUTION DRIVES TRUST

Execution is not just about getting bills paid. It's about meeting expectations reliably. Research shows that trust, people, services, and more are all valued more than digital sophistication (J. D. Power, 2023, May 2).

For high-net-worth families, operational missteps can quickly erode confidence: a missed property tax payment, a delayed charitable distribution, or a flawed financial report may have outsized consequences. On the other hand, seamless coordination of these details enhances trust, positioning the advisor as not just a planner but a steward of the client's full financial life.

STRATEGIC IMPLICATIONS

From a business perspective, execution challenges also affects growth economics. Administrative responsibilities scale linearly with client complexity, not AUM. This creates a structural mismatch for firms charging asset-based fees: as complexity increases, so does workload, but revenue does not necessarily follow. Without systems to absorb this growth, firms face increased workload per household, ultimately compressing margins.

This challenge is well-documented in Schwab's 2024 RIA Benchmarking Study, which found that the most operationally efficient firms were also those with the highest advisor capacity and profitability. Firms that successfully offload non-core work are better positioned to focus on planning, expand their client base, and differentiate in an increasingly competitive advisory market.

The Aquilance Advantage

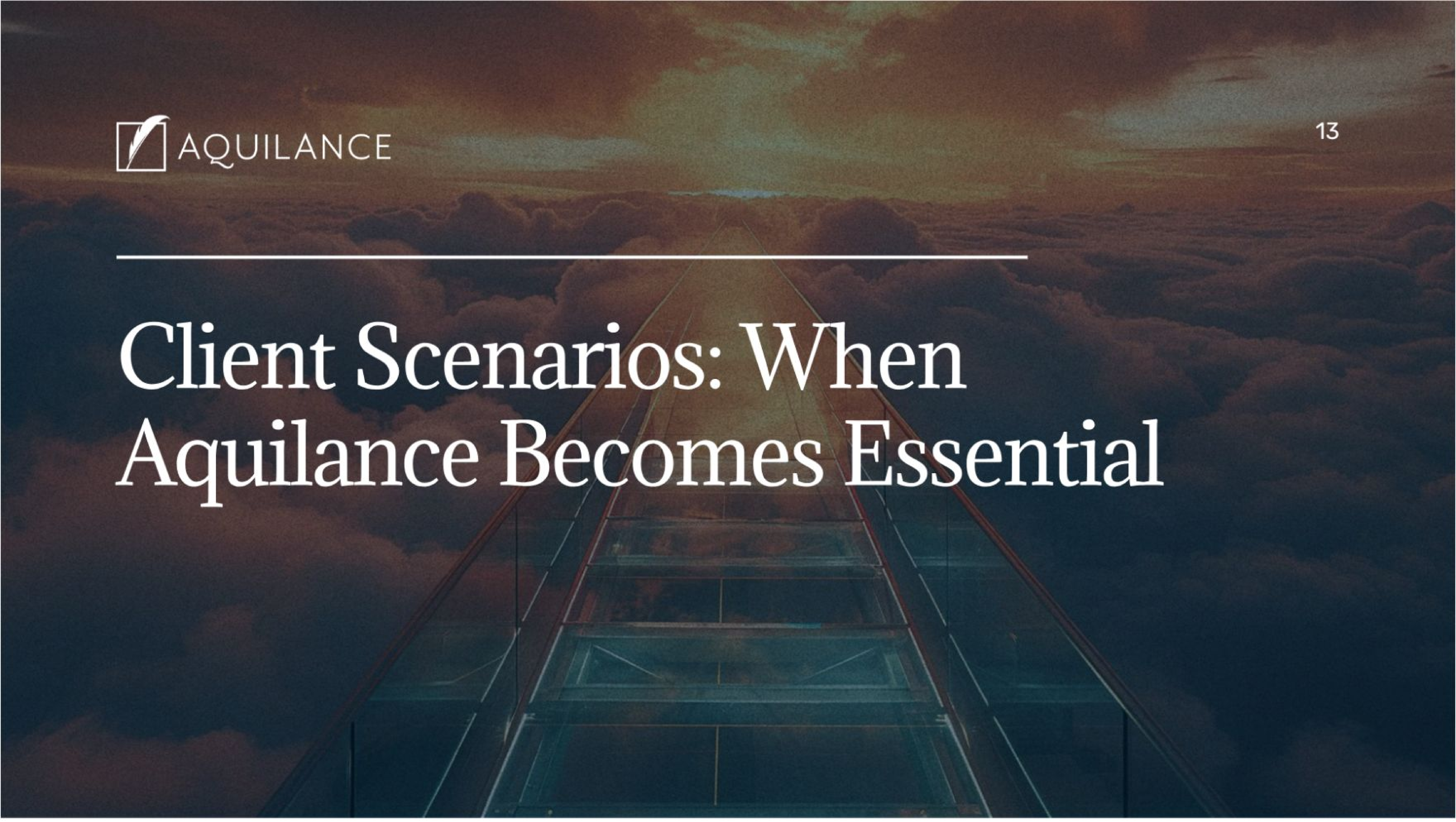
Aquilance exists to solve this execution gap. Rather than asking wealth firms to build an internal operations team, Aquilance provides the same capacity: fully integrated, and staffed with professionals who function as an extension of your in-house team.

Our platform and dedicated service team support the advisor in delivering:

- **Bill Payment:** Across business, personal, trust, and foundation accounts, with full audit trails.
- **Cash Flow Reporting:** Categorized insights for client conversations and planning inputs.
- **Consolidated Books:** Reconciled financial statements across entities.

By systematizing execution, we help wealth management firms expand capacity, reduce administrative risk, and elevate client experience, all without adding headcount.

Execution isn't a secondary service: it's the final leg of the modern advisory stool: And it's increasingly the leg clients notice first.



Client Scenarios: When Aquilance Becomes Essential

Complexity doesn’t wait for $100 million. Many clients start to feel overwhelmed long before they technically qualify for a traditional family office. For most clients, that inflection point begins around the $10 million net worth mark.

At this level, wealth often brings with it a surge of complexity: multiple homes, operating entities, legacy trusts, charitable vehicles, personal staff, and overlapping financial goals across generations. According to Cerulli Associates, as net worth crosses the $10M threshold, clients experience “family office-level complexity” without the infrastructure to manage it.

Trigger Circumstances That Demand a Shift

Through interviews with over 70 wealth firms, Aquilance has identified four key triggers that often accelerate the need for outsourced administrative support:

LIQUIDITY EVENTS

Whether it's a business sale, inheritance, or real estate windfall, sudden liquidity dramatically changes the complexity of a client's financial life. Clients may transition quickly from straightforward portfolios to managing multi-entity, multi-account complexity.

For example, an entrepreneur who recently sold a business may suddenly lose the dedicated CFO previously managing personal financial tasks, creating an immediate administrative burden. Aquilance seamlessly steps in to manage this complexity, enabling advisors to provide immediate value.

BALANCE SHEET COMPLEXITY AND HARD ASSET VOLUME

As net worth increases, so does the number of owned properties, entities, trusts, and illiquid assets. Clients with multiple homes, vacation properties, or legacy real estate holdings often face a logistical burden: tax coordination, utility payments, property management oversight, and expense tracking across jurisdictions. These "hard assets" introduce persistent administrative complexity that most advisory firms aren't equipped to manage internally. Aquilance helps advisors support these clients by standardizing workflows and centralizing reporting across all household assets, freeing up time and reducing operational friction.

AGING CLIENTS & FAMILY TRANSITIONS

As clients age, their desire or capability to handle daily financial management diminishes. Advisors frequently become default managers of client affairs: managing bills, household payroll, or complex generational transitions.

Consider the common scenario where a recently divorced spouse receives substantial financial assets yet lacks prior experience managing complex financial administration. Aquilance's service immediately addresses this need, preserving financial clarity and stability.

THE RETIRED FAMILY CFO

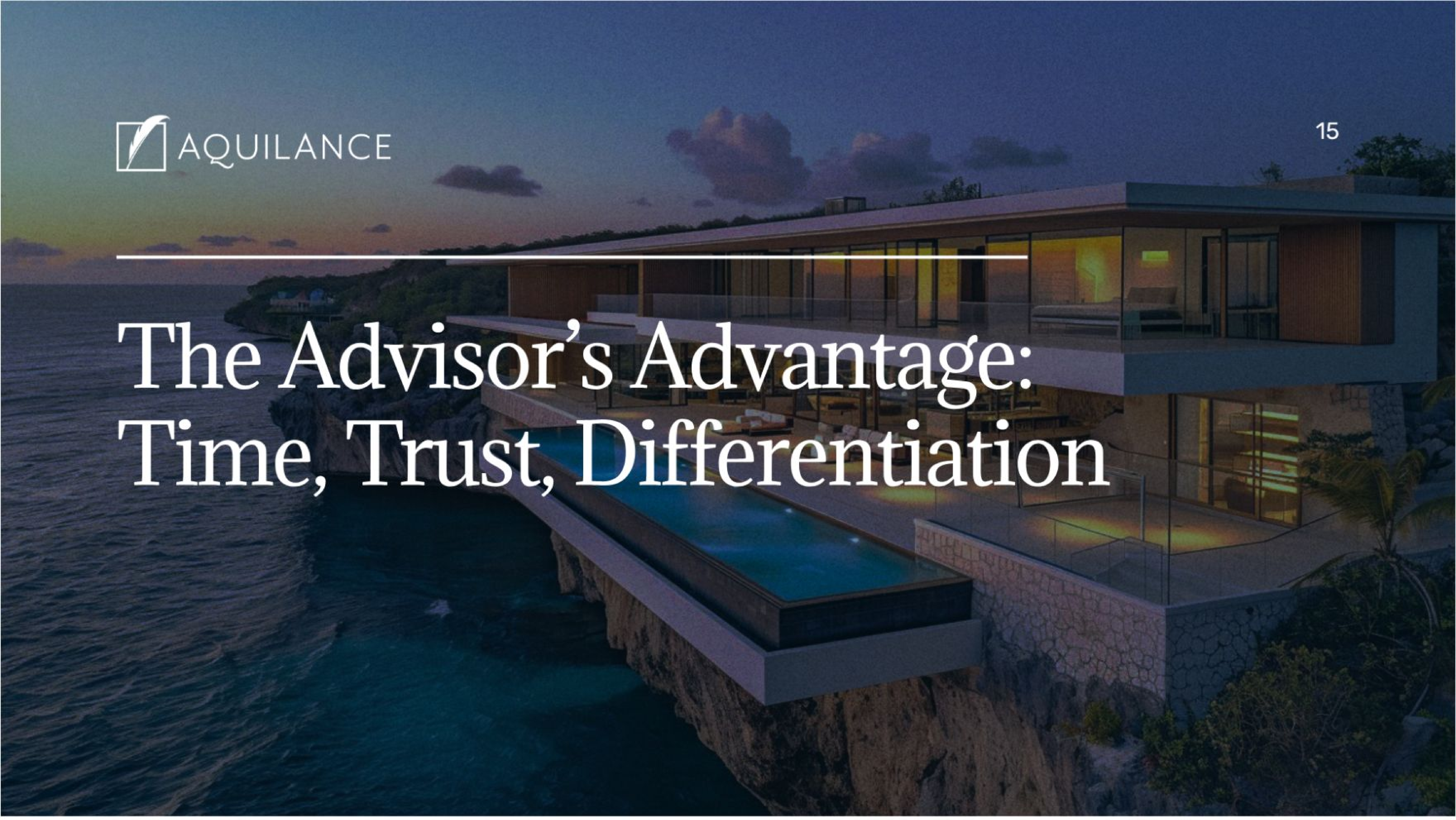
Wealthy families often rely on a trusted internal CFO or controller for financial management. When this key individual retires or steps away, it creates an urgent operational gap.

In one instance, a high-profile CEO of a leading wealth-tech firm, constantly occupied with business demands, engaged Aquilance to effectively handle personal financial administration, avoiding disruption and preserving operational continuity.

WHERE AQUILANCE FITS

Aquilance becomes essential when client complexity outpaces an advisor's internal capacity. Whether triggered by wealth, life events, or staff turnover, the need is real and rising. Aquilance steps in as an embedded extension of the advisor's team: delivering white-glove service without added overhead or client disruption.

It's not about replacing the advisor. It's about amplifying their capacity.



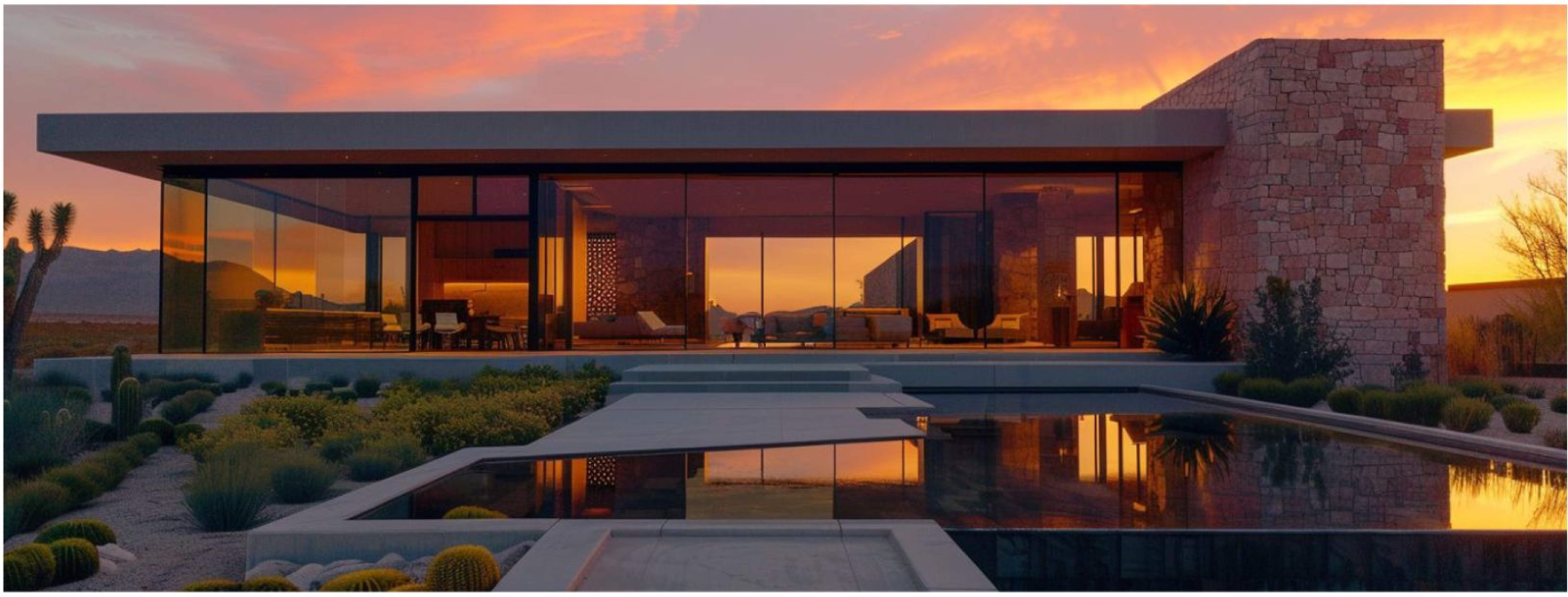
The Advisor's Advantage: Time, Trust, Differentiation

When advisors hear about outsourced bill payment or consolidated reporting, they often think first about the client experience. But the deeper story is what it does for the advisor. By removing the administrative drag that weighs down most firms, Aquilance gives advisors three things they can't buy elsewhere: time, trust, and strategic differentiation.

1. Time: Offload Non-Core Tasks, Reclaim Capacity

According to the Kitces, one of the most effective ways for firms to recoup precious time for front office activities is to outsource other tasks. They specifically found that firms who outsource middle and back office tasks end up with 5% more time for front office work. This adds up when you consider its impact across advisors/clients over time, not to mention the possibility many of these firms aren't offloading as well as they could be, yet still see valuable results.

Aquilance takes these responsibilities off the advisor's plate entirely. No more chasing down invoices. No more ad hoc Excel sheets to answer simple spending questions. With a secure, scalable operations partner handling the admin, advisors get their time and their focus back.



This translates directly into business impact. Charles Schwab's 2024 RIA Benchmarking Study found that firms that automate or outsource admin work experience a 15–25% increase in advisor capacity, enabling them to grow more efficiently without adding staff.

2. Trust: Better Data = Deeper Relationships

Trust is built on consistency, clarity, and results. And for HNW clients with complex financial lives, clear and timely data is foundational. Without it, planning becomes guesswork, and advisors become reactive instead of proactive.

Aquilance provides consolidated, categorized cash flow and net worth data in real time, allowing advisors to have smarter conversations, surface opportunities earlier, and demonstrate ongoing value. Research shows that transparency in financial communication is a key driver of client loyalty and trust—clients want clear data, not just long-term projections (Mac Nab, A. 2025, June 2). Firms that embed transparency into their service experience see higher satisfaction and longer-lasting relationships (J. D. Power. 2025, March 21).

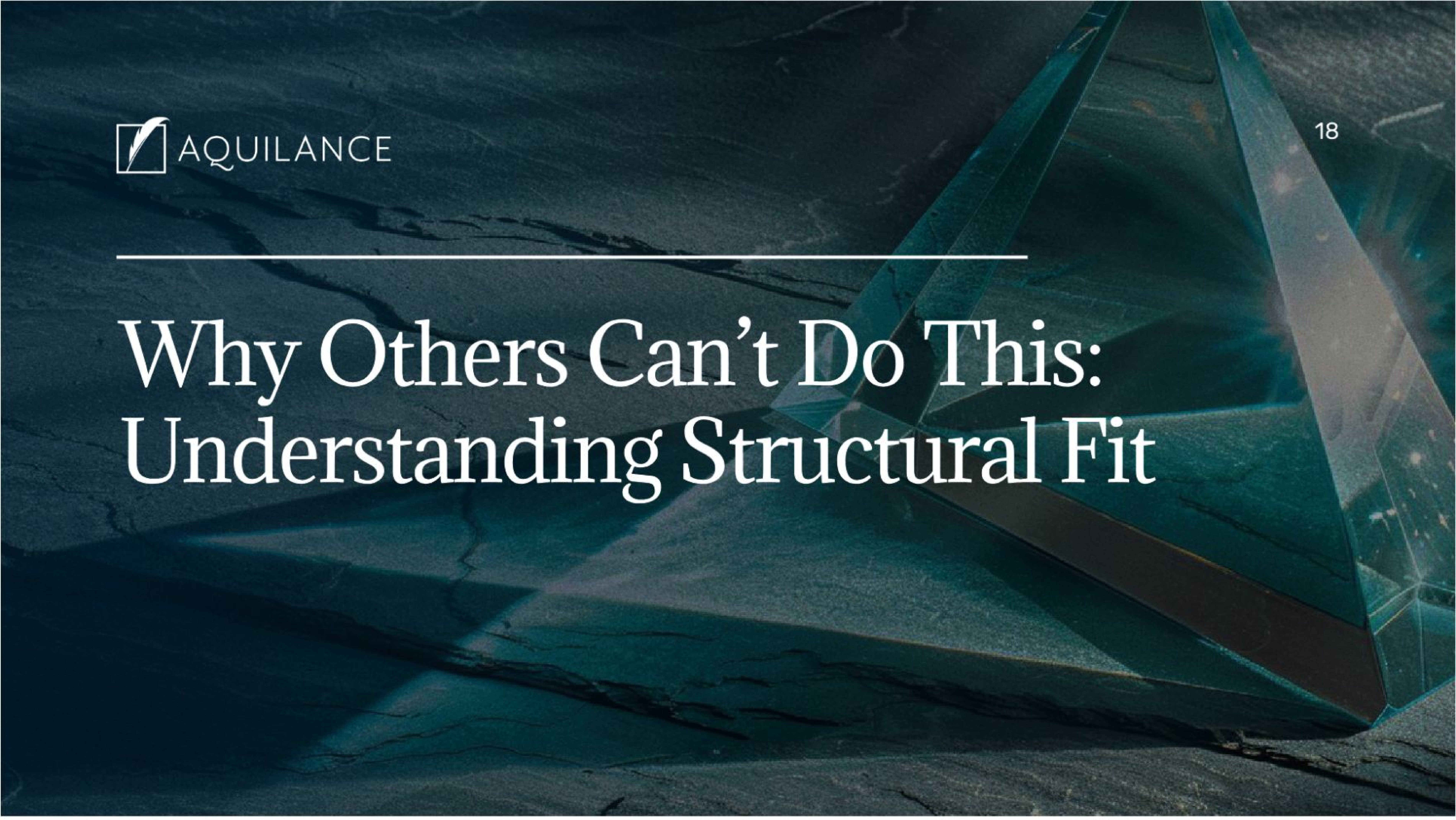
3. Differentiation: Go Beyond Advising. Build Greater Value.

In today's saturated market, delivering the same planning and investment services as every other firm is no longer a competitive advantage. *InvestmentNews* (2024) found that 65% of affluent investors now rank execution and service quality equal to or more important than investment advice when choosing an advisor.

That means the firms that stand out are those that can do more, not just advise more. By offering family office-style services like bill payment spending oversight, and multi-entity reporting, advisors go beyond the standard and create a competitive moat.

The Cerulli Report backs this up: Reportedly 35% of HNW began a relaionship with their primary advisory provider is related to either services or client experience, and "complex planning services will continue to build the bedrock of client success in the wealth management industry."

In other words, if you want to gain and retain in this new era, offering family office-style services is the way to go.



Why Others Can't Do This: Understanding Structural Fit

In wealth management, service differentiation often hinges not just on what is offered but on how well the offering fits the operational and strategic context of the advisor. While several types of firms attempt to provide administrative execution for high-net-worth clients, few have the organizational structure or economic model to do so efficiently or at scale.

A firm's effectiveness depends on how well a its people, processes, and technologies are matched to the complexity of the client being served. With that in mind, we can better assess the strengths and limitations of typical alternatives to Aquilance.

COMPARATIVE FIT OF OUTSOURCED SOLUTIONS

Provider Type	Strengths	Structural Limitations
CPA Firms	Trust, regulatory expertise	Focused on tax; high cost; don't want recurring admin work
Bookkeepers	Low-cost, local relationships	Limited scale, risk of turnover, weak controls
Fintech Platforms	Automation, UI/UX innovation	Built for self-service, not full-service; lacks wealth advisor context
Aquilance	Advisor-focused infrastructure	Execution-as-a-service, scalable, integrated team support with white-label delivery options

Each of these alternative players have strengths, but each also exhibits a mismatch between architecture and need. CPA firms typically focus primarily on tax and compliance, viewing recurring administrative financial tasks as secondary or even burdensome. Small bookkeeping firms often lack the robust security, scale, or specialized wealth management expertise to effectively manage high-net-worth complexity. Fintech platforms, while efficient, frequently offer self-service or limited administrative solutions that place operational burdens back on advisors.

Only Aquilance delivers a dedicated, fully integrated financial administration solution specifically designed to meet the strategic needs of modern wealth firms. Rather than offering transient luxury, Aquilance provides a service that advisors genuinely need: recurring, high-value financial administration that consistently strengthens relationships and enhances firm efficiency and profitability.

AQUILANCE'S UNIQUE POSITIONING

Welcome to the intersection of operational support and advisory empowerment. Aquilance delivers a structured, branded extension of the advisory firm, because that's what they need to navigate this industry today and tomorrow.

This blend of people + process + platform, offers:

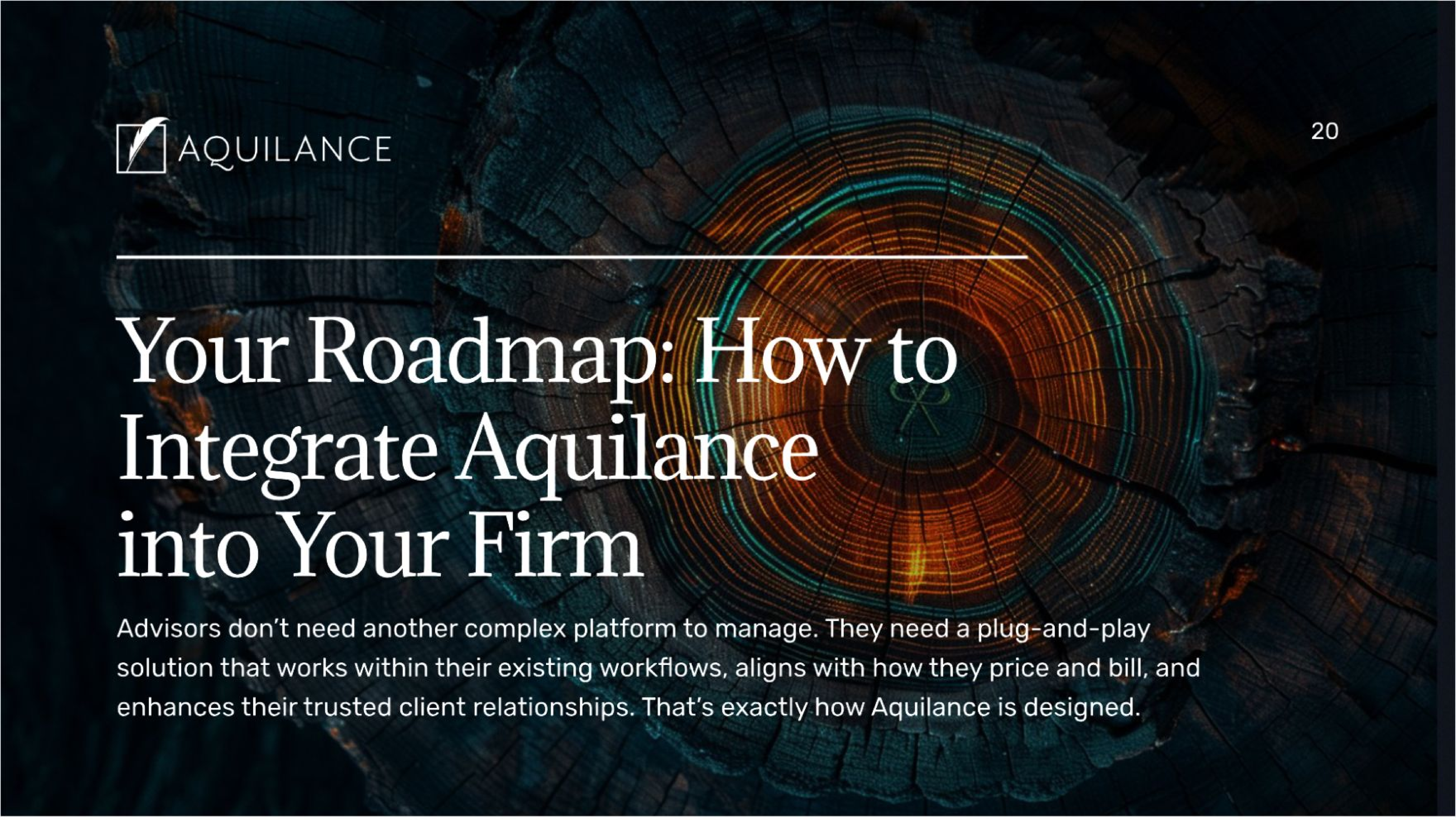
- Human judgment and relationship continuity
- Secure, scalable infrastructure
- Dedicated workflows for complex wealth contexts

In short, Aquilance is not a competitor to the advisor; it is an operational capacity builder, aligned structurally to the needs of modern advisors.

By embedding execution into the advisor experience, Aquilance helps bridge the service delivery gap that many firms are structurally unprepared to solve on their own.

THE BOTTOM LINE

CPA firms want to advise. Bookkeepers want a simpler client. Fintech wants you to DIY. Only Aquilance wants to execute. And it's built to do so, with the scale, discretion, and precision your clients expect.



Your Roadmap: How to Integrate Aquilance into Your Firm

Advisors don't need another complex platform to manage. They need a plug-and-play solution that works within their existing workflows, aligns with how they price and bill, and enhances their trusted client relationships. That's exactly how Aquilance is designed.

1. PREDICTABLE PRICING THAT ALIGNS WITH WEALTH FIRM MODELS

Most advisors today prefer fixed monthly fee structures, a trend confirmed by Cerulli Associates in their 2024 RIA Marketplace report, which highlights a shift away from unpredictable, hourly billing toward transparent, flat-rate partnerships.

Aquilance's pricing model reflects this preference: a simple, recurring monthly fee per client, allowing firms to scale the service without margin surprises or billing headaches. This structure makes it easier to model profitability and package services in a way clients understand and value.

2. ENTERPRISE-GRADE SECURITY, PURPOSE-BUILT FOR WEALTH MANAGEMENT

Aquilance's proprietary BillFlow Systems platform is designed to support complex client needs with precision, efficiency, and discretion. Every layer of the system reflects the expectations of firms serving ultra-high-net-worth households.

Client data is encrypted in transit and at rest, stored on dedicated servers in a SOC-2 compliant facility, and protected through biometric access, VPN-only remote entry, and strict internal controls. With these safeguards in place, advisors can deliver seamless service while maintaining the highest standards of security and confidentiality.

3. FLEXIBLE DELIVERY THAT SUPPORTS YOUR CLIENT RELATIONSHIPS

Aquilance is designed to strengthen, not compete with, the advisor-client relationship. We offer flexible delivery models, allowing firms to choose the approach that best aligns with their client strategy and brand positioning.

Firms have the option to white-label our deliverables, creating an in-house experience that preserves continuity for clients and reinforces the firm's capabilities. But for most, leveraging Aquilance as a dedicated, high-caliber partner allows advisors to demonstrate the strength of their professional network and access to best-in-class financial resources.

Both models offer full visibility and control over the client relationship while offloading time-consuming operations to our specialized team. No matter which approach you take, Aquilance enables advisors to proactively demonstrate ongoing value, strengthen trust, and reinforce their central role as stewards of their clients' financial lives.

4. HOW TO START: PILOT FIRST, THEN SCALE

Industry best practices suggest beginning with a pilot group of clients, those who are already dealing with administrative complexity or have recently experienced a life event like an inheritance, divorce, or business exit. These clients are often the most in need, and the easiest to demonstrate immediate value for. Once workflows are established and client value is proven, expanding the offering becomes simple and scalable.

Typical early-fit clients:

- $20M+ net worth
- Executives, business owners, athletes, or entertainers who are constantly busy and need help staying organized
- Multiple homes, entities, or trusts
- Aging or widowed clients without in-house support
- Recently sold a business or lost a family CFO/controller

5. A BRIDGE TO THE UHNW AND MFO MARKET

Wealth firms across the country are inching toward multi-family office positioning, looking to serve $10M+ clients with deeper services, but without taking on the overhead of a traditional family office.

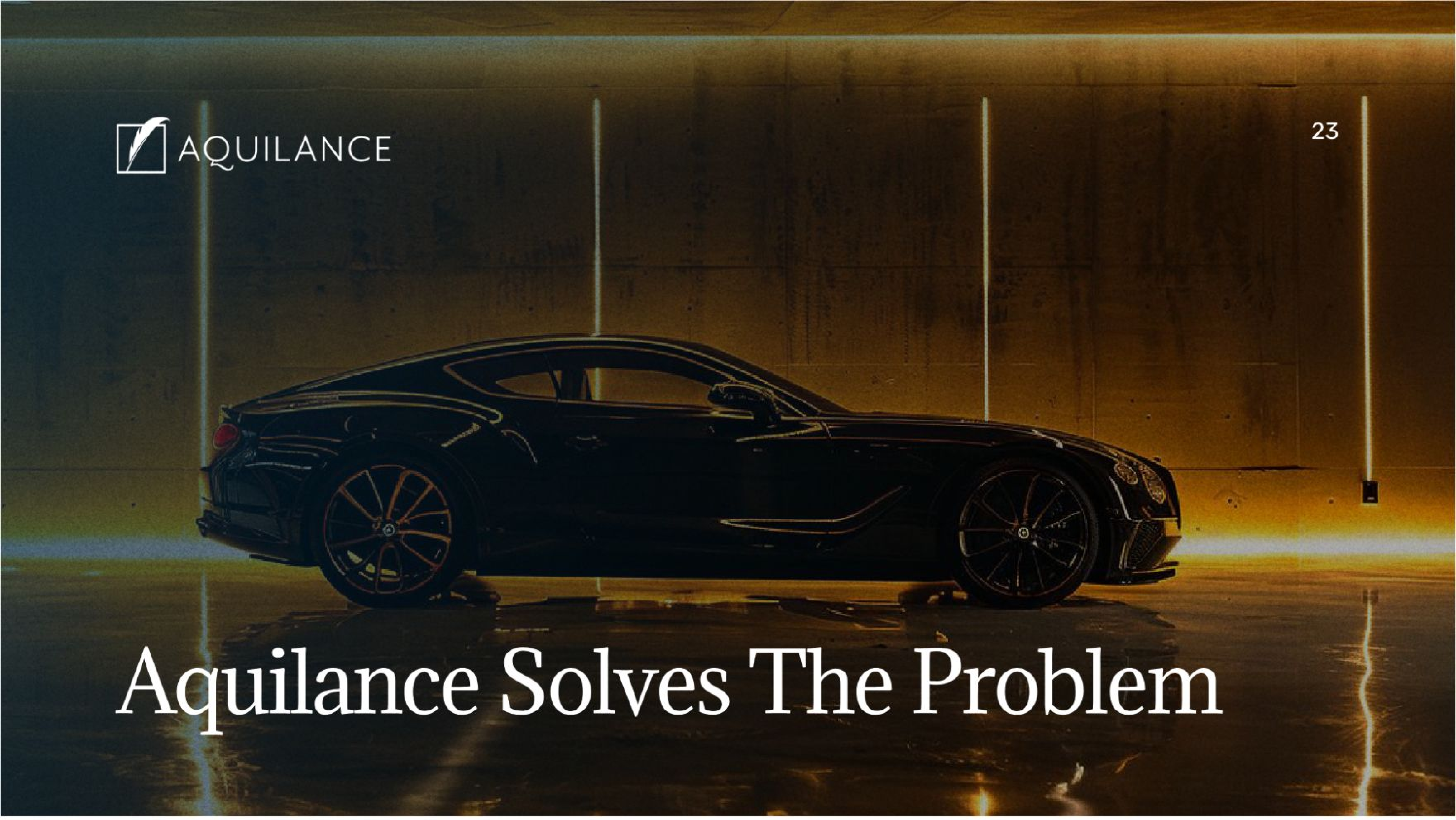
Aquilance makes that move possible. By providing family office-style execution, without requiring family office infrastructure, advisors can confidently pursue upmarket growth. According to Family Office Resource Group, firms that deliver these premium services experience faster growth and stronger client retention in the UHNW segment.

The Wealth Management Firm of the Future Doesn't Just Advise, It Executes

Today's HNW clients expect more, and faster. They're not just looking for plans, but someone who can make them happen. Strategic execution has become the key differentiator, separating those who promise from those who perform.

Recent analysis shows high-net-worth clients now expect more complex, ongoing services covering wealth structuring, multi-entity reporting, estate and trust management beyond traditional investment advice, creating fierce competition among advisor platforms (Cerulli Associates, as cited in Ortolani, 2024).

It's clear to see where this brings firms. While some experiment with concierge perks and lifestyle add-ons, it's these operational essentials that create lasting differentiation. Going beyond traditional planning and investments to offer execution-oriented, family-office style services are becoming key to stronger client retention, increased referrals and overall growth.



Aquilance Solves The Problem

By combining people, process, and platform into one simple-yet-robust offering, Aquilance enables advisors to:

1. Serve $10M+ clients like a $100M family office.

2. Expand their offering without expanding their team.

3. Compete with larger institutions without becoming one.

Firms that embrace this model are already winning. Schwab's 2024 RIA Benchmarking Study confirms that firms leveraging outsourced operational partners scale faster and more profitably. As does Kitces. And hey, we've seen with our own eyes.

Fidelity reports that the long-standing “service gap” between wealth managers and family offices is rapidly closing, not because advisors are offering more perks, but because they're executing on the fundamentals.

Aquilance isn't a bolt-on. It's the backbone.

If you want to offer the experience of a family office to your $10M+ clients and prospects, this is how you do it.

Why Clients Choose Aquilance

WHY CLIENTS CHOOSE AQUILANCE FOR BOOKKEEPING AND BILL PAYMENT:

- **Scenario 1:** The client has someone doing bill payment today, but that person isn't producing useful reporting. They're just simply paying bills. The client wants to see their cashflow or maybe wants a regularly updated balance sheet.
- **Scenario 2:** Someone at the family office is doing bill payment on their own and they've started to realize that this isn't the solution that they need in the future. Maybe they realize it's a low ROI activity for them to do personally, or the person isn't a strong bookkeeper, or they're retiring.
- **Scenario 3:** The client owns several homes, and they don't want to have the responsibility (or time commitment) of keeping up with all of the payments. They also want to see their spending information in reports, so they can actually understand what they're spending and the costs to operate different properties.
- **Scenario 4:** The business is being sold. The finance team at the business handles the owner's personal accounting, but now they need to find someone to do this after they sell the company.
- **Scenario 5:** An elderly client wants to transition bill payment responsibilities, but their adult children are either too busy or unable to handle it.

WHY CLIENTS CHOOSE AQUILANCE FOR ENTITY ACCOUNTING:

- **Scenario 1:** They have many PE investments with capital calls. Accounting for and monitoring PE investments is a challenge (particularly investments not with their advisor). Investments are routinely listed under the wrong entity/trust, not categorized, or they're not tracking commitments so it's hard to plan for cash flow. We provide operational oversight to ensure info is accurate (from client, advisors, and fund company). We can collect the capital call notices and work with the advisor to get the liquidity and send the funds.
- **Scenario 2:** They have numerous trusts for estate planning, family partnerships, and intra-family or intra-entity loans. This requires the deeply specialized expertise that our team has.
- **Scenario 3:** They have significant investments in real estate. Aquilance will maintain records of ownership schedules, making adjustments to partner allocations if/when they take place. We will perform a reconciliation in the general ledger of the holding company with the capital account of the investments themselves. Upon receipt of K-1s, we will analyze and reconcile against the detailed limited partnership schedule and general ledger.

The Future is Full-Service

The future of the advisory profession belongs to firms that combine insight with action, advice with execution. It belongs to wealth firms and advisors who can deliver a high-touch, high-trust experience that mirrors what clients once thought only a family office could provide.

With Aquilance, you don't have to build it all. You just have to plug it in.

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(make sure above works for any fidelity citation)

ADD NEW REFERNCES IN APA YET, including above

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Aquilance

Administrative Execution | Reporting |
Bill Payment | Advisor Infrastructure

About Aquilance
Aquilance is a leading provider of financial administration services purpose-built for registered investment advisors and wealth management firms. We help advisory practices deliver family office–style execution—bill payment, cash flow oversight, and consolidated reporting—without requiring internal staff or systems.

Our platform combines dedicated service teams with secure, institutional-grade infrastructure, enabling firms to scale their client offering while maintaining control and trust. As a back-office partner working under the advisor's brand, Aquilance empowers advisors to serve high-net-worth and ultra-high-net-worth households with the depth and precision those relationships demand.

In doing so, we help our clients retain their most valuable relationships, move upmarket, and differentiate in an increasingly competitive advisory landscape.

To learn more about our platform, service model, or compliance standards, please visit aquilance.com.

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