The Oasis Group

Why Meeting Management Is a Profitability Problem in Wealth Management

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Executive Summary

The industry often treats scalability as an advisor problem: grow the firm by extending the advisor's reach. That framing misses the more accurate one. Firms are resource-centric, and the resource is people. The advisor is the most expensive instance of that resource, and often the most valuable one too. Advisors are frequently the founders, partners, and brand the firm is built around, the person clients extend their trust to. That is exactly why their time is too expensive to spend compensating for a process gap a system could close. Freed of that drag, the advisor's time goes back to the work only they can do: building the firm's brand and the client relationships that create its equity value.

Meetings are the heartbeat of the advisor-client engagement experience. The real lever for growth sits with the practice managers, operations managers, and team infrastructure built around the advisor. The question is whether that team runs a designed process or reacts to whatever the advisor generates. This paper makes the case that meeting management and the client engagement experience, treated as an end-to-end process rather than a set of individual tasks, is where that shift happens, and why it is directly tied to firm profitability. Administrative burden is most acute for advisors and firms when orchestrating the myriad tasks associated with the client engagement process and the meeting experience.

Three findings anchor the argument. Cerulli reports that advisors already spend 9 of a 40-hour work week on administrative tasks, more than a full business day, and that ineffective delegation to staff is a major productivity challenge for 60 percent of advisors.[1] Wealth management M&A activity hit a record 466 announced transactions in 2025, with buyers pricing firms increasingly on whether the practice runs consistently without any one person holding it together.[2] And replacing a single team member who has been informally holding a process together can cost 50 to 200 percent of that person's annual salary once recruiting, training, and lost institutional knowledge are counted.[3] The paper closes with a practical framework you can use to diagnose your own process gaps and evaluate the tools built to close them.

If you read no further than this page, read this: the firms that will scale over the next decade are not the ones with the most talented advisors. They are the ones whose meeting management and client engagement process would survive the departure of any single person in the building, including the founders or a key partner advisors.

Firms Are Resource-Centric

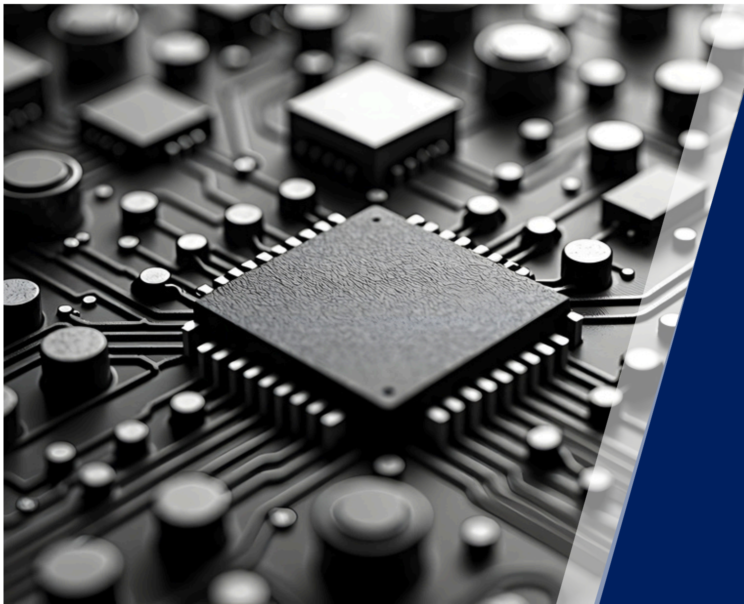
The prevailing view in wealth management is that scalability is an advisor problem: the firm grows by getting more out of each advisor, or by hiring more advisors. Mid-market positioning, recruiting, and technology investment all tend to follow this assumption. It also tends to leave solo practitioners and small teams out of the conversation, as if process discipline were a luxury reserved for firms large enough to have a dedicated operations staff. It is not. A one-advisor practice runs on the same resource logic as a fifty-advisor enterprise. There are simply fewer people absorbing the gaps.

A more accurate frame is that firms are resource-centric, and people are the resource. The advisor is the most visible and most expensive person in the building, so the scalability conversation naturally centers on them. But the same dynamic shows up anywhere a firm assigns a person to hold a process together.

Consider the dedicated scheduler role that many firms maintain today. That role exists not because scheduling requires ongoing human judgment, but because the process around it has never been fully instrumented.

The firm ends up paying a person to be the process. The role is evidence of a gap, not a permanent structural requirement. The same pattern repeats across meeting preparation, note-taking, and follow-up. Wherever a firm has assigned a person to compensate for a missing system, that headcount is the visible cost of an invisible gap.

The value a firm delivers is not only the advice it gives. It is the experience it provides around that advice, and the good firms are the ones optimizing every touchpoint that makes up the relationship, not just the advice itself. A meaningful share of a firm's time is spent in and around client meetings: booking them, preparing for them, reminding people about them, capturing what happens in them, following up on them. That surface, more than any single advisor skill, is where the resource-centric argument plays out day to day. It is also where the industry's own data points. Cerulli finds that ineffective delegation to staff is a major productivity challenge for 60 percent of advisors, second only to serving too many non-ideal clients.[1]



Delegation does not fail because staff lack effort. It fails because there is no consistent process to delegate into, so every handoff has to be renegotiated case by case.

The Problem: Reactive Mode Disguised as Normal

Reactive mode is the default operating state in most advisory teams. The advisor generates tasks as they occur, and the team responds to each one individually, in place of a designed process. A single client meeting can generate a dozen small, disconnected actions: a reschedule here, a follow-up note there, a workflow step someone remembers a week later.

This pattern persists because it is invisible. No one experiences reactive mode as a system failure. They experience it as a normal, busy day. That is precisely what makes it expensive. It never shows up as a line item, only as headcount and hours that are difficult to account for.

The Complexity Hiding in Meeting Management

Meeting management is not one problem but three, and most firms treat all three as a single undifferentiated block of administrative work.

Getting the meeting booked. Multi-party availability, calendar systems, reschedules, reminders, and CRM synchronization all have to align before a meeting happens at all. This is the most visible and most relatable source of friction, and it is also the highest-volume stage in the entire lifecycle. A single client relationship does not generate one meeting a year. It generates an annual review, a mid-year check-in, ad hoc calls whenever the market moves, and increasingly a spouse or co-advisor who also needs a seat on the calendar. Multiply that across every household on the book and scheduling stops being an occasional task. It becomes constant.

Rescheduling compounds the problem rather than simply repeating it. A single reschedule does not just move one date on one calendar. It resets the confirmation sequence, shifts the prep timeline the advisor was working against, and requires someone to re-touch the CRM record to reflect the new time. A firm that treats each reschedule as a one-off task, rather than a defined workflow with its own steps, ends up spending more staff time on the meetings that move than on the meetings that go off as planned. That is why firms often solve booking in isolation. It is the loudest, most frequent fire, and putting it out feels like progress even when the underlying workflow, not just the calendar tool, is still undesigned.

Capturing what happens in the meeting; what is said and decided in the meeting is often the least systemized part of the entire process.

Notes live in someone's memory or a personal notebook rather than in the client record, which means the value of the meeting is only as durable as one person's recall. In a manual process, follow-up items get raised ad hoc, by whoever happens to remember them, instead of tracked as part of a workflow with clear ownership and a deadline.

AI notetakers have moved from novelty to norm quickly; walk into any advisor conference today and most of the room is running one. Client comfort with this shifting is no longer a barrier worth managing around. Clients themselves increasingly show up to meetings with their own recording tool already open. A firm still relying on memory and a personal notebook is not protecting the client relationship by staying manual. It is falling behind a standard the client has already adopted.

The Process Flow: Mapping Operational Excellence to the Client Meeting

Mapping the full meeting lifecycle stage by stage makes the contrast between reactive and process-driven operation concrete:

- **Pre-meeting**: initial scheduling, rescheduling and confirmation resets, preparation, and CRM synchronization
- **In-meeting**: capture of notes and decisions as part of the record, not as personal memory
- **Post-meeting**: follow-up generation, workflow triggers, and CRM updates

At each stage, the reactive version is manual, memory-dependent, and specific to whichever person happens to be involved. The process

version is systemized, visible to the rest of the team, and repeatable regardless of who is on the call.

What Becomes Visible Once the Process Is Instrumented

The primary benefit of a designed process is not speed. It is visibility. Once meeting workflows are instrumented end to end, gaps that were previously invisible become detectable: a meeting with no resulting action item, a workflow that stalled partway through, a client who has gone quiet without anyone noticing.

This changes the role of the practice manager or operations lead. Instead of firefighting whatever surfaces on a given day, their job becomes monitoring a system for the gaps it surfaces.

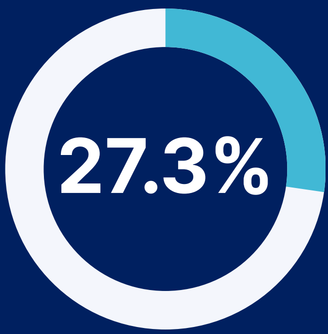
Mature wealth management practices move beyond tactical meeting

meeting management to process orchestration. When the practice is managing a holistic process they gain a strategic view of the process, including where portions of the process require the most human intervention, where the process has bottlenecks, and where they have key person risk or dependencies. That is a fundamentally different, and more scalable, way to run a team.

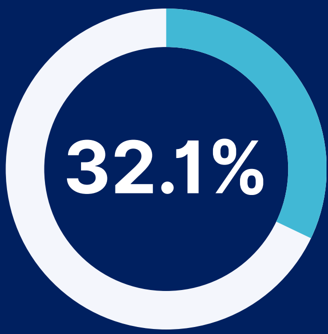
The Stakes: Why This Is Urgent Now

The M&A Pressure Test

Wealth management M&A did not just have a strong year in 2025. It set a record, with 466 announced transactions, up 27.3 percent from 2024 and nearly double the average annual growth rate of the prior five years. RIAs accounted for 73.6 percent of that buyer activity, and deals involving firms with at least $1 billion in assets climbed to 185, a 32.1 percent increase over 2024.[2] That volume is not a temporary spike. It reflects a maturing industry where yesterday's seller becomes today's buyer, and where the number of firms actively evaluating acquisitions keeps expanding.



higher than 2024 — nearly double the average annual growth rate of the prior five years



percent higher than 2024 — deals involving firms with at least $1 billion in assets climbed to 185

Every one of those transactions involves an acquirer looking underneath the hood at exactly the kind of operational consistency this paper describes. Buyers do not price a firm on the advisor's charisma. They price it on whether the practice runs without that advisor in the room, which is a direct test of process, not talent. A firm whose meeting management depends on one scheduler's memory and one advisor's notes is harder to underwrite, harder to integrate post-close, and harder to scale once it joins a larger platform. For firms evaluating a sale, a partnership, or simply their own long-term valuation, process maturity is no longer a back-office concern. It is a due diligence line item.

The Labor Math

The labor market makes the cost of inaction concrete. Cerulli reports that team-based advisor practices are more likely to employ dedicated professional and administrative staff, with 37 percent of team-based practices now employing specialized staff and 28 percent employing dedicated financial planning or investment staff.[4] That staffing model only pays off if the work those specialists do is systemized. Hire a scheduler or an operations coordinator to hold a broken process together, and the firm still has not filled the gap. It has purchased a person to stand inside it, and that person is expensive to lose.

Replacing a single employee costs 50 to 200 percent of their annual salary once recruiting, training, and lost productivity are accounted for, according to research cited by the Society for Human Resource Management.[3] A process that lives in one person's head does not just create risk while they are employed. It creates a bill the day they leave, and that bill is larger for a smaller firm with fewer people to absorb the transition.

On average, advisors already spend 9 of a 40-hour work week on administrative tasks, more than a full business day, according to Cerulli's most recent data.[1] Meeting management, booking, prepping, capturing, following up, sits inside that block. None of it shows up as a distinct cost on a P&L. All of it shows up as capacity the firm does not have for growth, and as risk the firm is carrying without pricing it.

A Framework for Closing the Meeting Management Gap

Recognizing the gap is the easy part. Closing it requires you to diagnose where your process breaks, ask the right questions before you buy anything, and sequence the technology onto a process that can support it. Use the three steps below as a working framework, not a one-time exercise.

Step One: Measure What the Process Actually Costs

Diagnosing the gap starts with a number, not an impression. Run a two-week time log before you change anything in your workflow. It takes about ten minutes a day per person to maintain and gives you a baseline you can act on instead of a general sense that things feel busy.

Run the log. Have everyone who touches a client meeting, the advisor included, log each task into four buckets as it happens. A shared spreadsheet with four columns, date, stage, person, and minutes, is enough. Do not round down. The five-minute tasks are the ones that disappear from memory and quietly add up to the biggest total.

Stage	What to log
Booking	First-time scheduling of a new meeting
Rescheduling	Any confirmation reset, reschedule, or reminder chase
Capture	Notetaking during the meeting and cleanup immediately after
Follow-up	Action items, workflow triggers, and CRM updates after the meeting

Do the math. At the end of two weeks, calculate three numbers:

1. **Total hours per week the team spends on meeting administration**. Sum every entry across all four stages and divide by two.
2. **Share of that time spent on rescheduling**. This isolates the compounding cost described earlier in this paper. A number above 20 to 25 percent of the pre-meeting total signals a workflow with no defined steps, not a scheduling problem.
3. **Single-person dependency count**. For each of the four stages, ask whether someone else could complete that task today without being walked through it by the person who usually does it. Count the stages where the honest answer is no. Every no is a named process gap, not a hypothetical one.

Check it against the benchmark. Cerulli's research puts advisor administrative time at 9 of 40 hours a week, more than a full business day.[1] Compare your own number against that figure once you have it. Above it, meeting administration is consuming more of your team's week than the industry average, and closing the gap is not optional. At or below it, the log still tells you where the time goes and which stage carries your single-person dependencies, a level of detail a single aggregate percentage cannot give you.

The output of this step is not a feeling that scheduling takes too long. It is a specific number of hours per week, a specific stage where those hours concentrate, and a specific list of tasks that only one person in the building can currently do. That list is your starting point, not the vendor's demo.

Step Two: Ask the Right Questions Before You Evaluate AI Tools

Vendor demos are built to show you the best case. Before you sign anything, push past the demo with questions that test whether the tool fits your actual process, not just whether it performs well in a controlled fifteen-minute pitch.

Does it write to the system of record, or does it create a second one?

A meeting assistant that produces a clean summary nobody moves into the CRM has automated the wrong step. You have made the note better documented and no more likely to be acted on. Many point solutions are exactly that – pointed and simple – without any logging or integration with financial advisor-centric CRMs such as Redtail, Wealthbox or Salesforce.

Where does a human review and edit the output before it becomes a client-facing record?

The strongest tools build this in as a standard step rather than an afterthought, letting the advisor confirm and adjust the summary before it becomes part of the file, particularly for anything touching suitability, risk tolerance, or a client instruction.

Who owns the exception, and when does the tool hand back to a person?

A missed follow-up or an ambiguous action item should escalate to someone with a name, not disappear into a queue nobody checks. Ask the vendor to show you, not describe, what happens when the tool is uncertain.

Can you see what the tool did and why?

If a compliance reviewer or a client asks a question about a meeting six months from now, you need a record and an audit trial you can refer to.

Can you take your data with you?

If the relationship with this vendor ends, does your meeting history, your workflow configuration, and your client record move with you, or does switching mean starting over? A tool that locks in your process is not a tool. It is a new dependency wearing the shape of a solution.

If a vendor cannot answer these plainly, that tells you as much as the demo does.

Step Three: Sequence the Technology Onto the Process, Not Around It

Automation does not distinguish between a process worth scaling and one worth fixing first. It scales whichever one it is handed. A notetaker layered onto a team with no consistent follow-up discipline will produce faster, better-documented notes that still go nowhere. A scheduling tool layered onto a team with no confirmation protocol will book meetings faster and still lose the ones that fall through when the reminder does not land. The tool is not the fix. The workflow underneath it is.

Fix the workflow first: define where notes land, who owns follow-up, and how exceptions get escalated. Only then does the tool compound the benefit instead of the gap. Firms that reverse this order, buying the tool first and hoping the process catches up, tend to end up with better documentation of the same underlying failure.

The question that matters: If you removed the person currently holding this process together, would the process survive? If the honest answer is no, you have found where to start.

For a broader look at how your firm's overall AI governance and technology maturity stack up, not just meeting management specifically, see the Oasis AI Readiness Index at theoasisgrp.com.

The Compliance Objection, Addressed Directly

The moment a firm proposes systematizing meeting capture, someone in the room raises a legitimate concern: recording client conversations touches consent, retention, and supervisory obligations, and getting it wrong creates exposure the firm did not have before. That objection deserves a direct answer, not a dismissal.

The concern is real on two counts. First, several states require all-party consent to record a conversation, which means a firm rolling out a meeting assistant needs a disclosure and consent process, not an assumption that recording is automatically permissible because the technology makes it easy. Second, once a meeting record exists, it becomes discoverable. Any summary, handwritten or AI-generated, that gets treated as final before anyone reviews it is a worse outcome than no record at all, because it creates a document a regulator or an opposing attorney can point to.

Neither concern is a reason to keep meeting capture informal.

It is a reason to build consent and retention into the same SOP discipline the firm already applies elsewhere. Firms have carried record keeping and supervisory obligations under FINRA Rule 3110 and SEC Rule 206(4)-7 for years, long before AI notetakers existed.[5] Client meeting notes have always been a supervisory record. The difference now is that the record can be more complete and more consistently captured than a handwritten note ever was, provided the firm treats the output as a draft a human confirms, not a transcript that becomes fact automatically.

The firms most exposed today are not the ones adopting AI meeting capture with a documented consent and review process. They are the ones with no meeting record at all, where the only account of what was discussed and agreed to lives in one advisor's memory and disappears the day that advisor leaves. Informal is not the safer option. It only feels safer because the risk has not been priced yet.

The Profitability Case

Profitability is rarely discussed directly in this industry, but people are the most expensive resource in a service business, and reactive-mode inefficiency is a direct labor cost. Every ad hoc task generated across the meeting lifecycle, whether scheduling, capture, or follow-up, is unpriced, unmeasured labor. A dedicated scheduler role is one visible example of this cost. There are equivalents wherever a person has been assigned to fill a process gap rather than the process being designed to close it.

Consider what happens when that person leaves. If a firm has one client service associate holding the meeting process together and that person resigns, the firm faces the cost of replacing them, estimated at 50 to 200 percent of their annual salary once recruiting, training, and ramp time are counted, and that estimate does not include the client-specific process knowledge that leaves with them.[3] A systemized process changes that math entirely. A workflow does not resign, and it does not take the firm's institutional memory of two hundred client relationships out the door on a Friday. The gap does not just cost money while the role is filled. It costs money again every time the role turns over, and support-staff turnover in this industry is not rare.

This has particular relevance for aggregators and enterprises building centers of excellence for shared services. Consistency of process, not individual advisor effort, is what protects brand and service quality across many advisors. That consistency cannot be achieved one advisor, or one dedicated scheduler, at a time, and it is precisely the attribute that acquirers are now paying up for in a record M&A market.[2]

Implications for Different Firm Types

Independent RIA or solo practice	Multi-advisor practice	Aggregator or enterprise
Process discipline functions as a growth enabler, freeing capacity without adding headcount. A solo advisor cannot hire their way out of a process gap the way a larger firm can, which makes instrumenting the meeting lifecycle even more urgent, not less. The advisor's time is the entire capacity of the business, and every hour spent compensating for a missing system is an hour not spent on the one thing a solo practice cannot delegate: the client relationship itself.	Process becomes the mechanism for a consistent client experience across advisors, rather than a product of individual habits. When each advisor runs their own version of meeting management, the firm's brand promise varies by which advisor a client happens to work with. A shared process, supported by shared technology, is what lets the firm make a single promise to every client regardless of which advisor's name is on the account.	Process is the foundation for a shared-services center of excellence, since consistency at scale depends on systemized workflows rather than advisor-by-advisor effort. This is also where the M&A stakes are sharpest. An enterprise integrating newly acquired practices needs those practices to run a common process quickly, and the firms that already have one are dramatically easier and cheaper to fold in than the ones that must be taught a process from scratch during integration.

Conclusion

Scalability is not a matter of the advisor doing more. It is a matter of the team running a designed process instead of reacting to whatever the advisor generates. Firms that recognize themselves as resource-centric, and that treat meeting management as the process where that resource is spent or saved, are positioned to grow without adding more expensive people to compensate for gaps a system could close instead.

The data points in one direction. Advisors are already losing more than a day a week to administrative work that a designed process would absorb.[1] The M&A market is rewarding firms that can prove their operations run independent of any one person.[2] And every year a firm delays, the cost of the next departure, the next resignation, the next advisor who leaves and takes a client's history with them, keeps compounding.[3] The firms that close this gap now are not solving an operations problem. They are building the thing every eventual buyer, every next-generation advisor, and every client actually pays for: a firm that works the same way regardless of who happens to be in the room.

Endnotes

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About Greminders

GReminders is an AI-powered meeting management platform built for financial advisors and other client-facing professionals. Combining automated scheduling, SMS/email/phone reminders, and AI notetaking into one seamless solution, GReminders eliminates the back-and-forth of booking appointments while reducing no-shows and automating post-meeting workflows. The platform integrates with the calendars, meeting providers, and CRMs advisors already use. GReminders is trusted by financial advisors, accountants, attorneys, and other professionals to streamline the entire meeting lifecycle — from scheduling through CRM updates. For more information, please visit greminders.com.

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