Turning client feedback into business improvement

Lessons from a financial advice network that has improved client experience for six consecutive years

insync

CASE STUDY • CUSTOMER EXPERIENCE • FINANCIAL SERVICES

Context

This case study explores how one of Australia's leading financial advice networks has used client feedback to strengthen relationships, improve business performance and build a culture of continuous improvement. Supporting clients across every stage of their financial lives, the organisation provides advice on wealth creation, retirement planning and managing assets in later life. Strong, trusted relationships between advisers and clients are central to its success.

For the past six years, Insync has partnered with the organisation to measure client experience through an annual Client Experience Survey. The program tracks overall satisfaction, advocacy (NPS), value of advice and the key drivers of the client experience, including adviser relationships, advice quality and brand perception.

The survey program began during a period of significant organisational change, including a new operating model and the onboarding of new advisers. What started as a way to understand how clients were experiencing that change has become an important part of how the organisation makes decisions, develops advisers and strengthens client relationships.

Over six years, every key client experience measure has improved while participation has continued to grow. More importantly, the organisation has embedded client feedback into the way it operates. Survey insights now shape strategic priorities, inform adviser development and identify opportunities to improve the client experience before small issues become larger problems.

The lessons extend beyond financial services. They demonstrate how organisations can use client feedback not simply to measure performance, but to make better decisions, build stronger relationships and create lasting business improvement.

A strong and sustained upward trend

Over the past six years, the organisation has recorded consistent improvements across every key measure of the client experience. The most recent Client Experience Survey achieved its highest participation rate to date, with more than 3,700 clients sharing their feedback.

Overall client satisfaction	Value of advice	Brand NPS	Adviser NPS
95%	**90%**	**+55**	**+78**
↑ 25% since 2021	↑ 20% since 2021	↑ 24 since 2021	↑ 17 since 2024

Advice, solutions and services	Adviser relationships	Brand image and reputation	Clients who have referred
91%	**97%**	**91%**	**46%**
↑ 9% since 2025	↑ 4% since 2025	↑ 7% since 2025	↑ 12% since 2024

Across every measure and through periods of significant business change, scores have moved steadily upward over six years, demonstrating that the feedback program has moved well beyond annual measurement into genuine, sustained change.

1. Building a feedback culture that clients want to be part of

Achieving a 56% response rate from a financial services client base doesn't happen by chance. It reflects years of trust between advisers and clients, supported by a deliberate approach to encouraging participation.

A few years ago, the organisation introduced a warm-up email before launching the survey. Rather than sending the survey without context, clients received advance notice explaining why their feedback mattered and outlining the improvements made in response to the previous year's results. Participation increased almost immediately.

The organisation has continued to refine its approach. More recently, the CEO recorded a short video that accompanied the survey invitation email. Clients responded positively, engaging with the spoken message in a way the written word alone was not achieving.

Advisers also play an important role. Many introduce the survey during conversations with clients, reinforcing that their feedback is valued. Some clients are so committed to participating that they contact the organisation before the survey opens to ask how they can complete it while travelling.

It is a small detail, but one that says a lot about how much the relationship means to them.

Participation rate

56%

of clients responded to this year’s survey

↑ 12% since 2025

"If we don't ask them, we don't know, and they also don't feel aligned with our business unless they feel we're listening to them."

2. Turning client feedback into better business decisions

The organisation does not treat client feedback as a stand-alone report. It uses the results to shape business priorities, alongside financial and operational performance.

Each year, the leadership team reviews the survey findings with Insync, identifies the most important themes and agrees on the areas that will have the greatest impact on the client experience.

Over the past 12 months, three priorities emerged and have been addressed with deliberate action:

Improving client communication: Clients wanted more regular communication between meetings. In response, the organisation increased the regularity and rhythm of outbound communications, without tipping into information overload.

Increasing awareness of digital tools: Many clients were unclear about the technology available to support their financial journey. The organisation repositioned its client platform and introduced it earlier in the relationship so prospective and existing clients could track progress, review goals, and stay engaged between meetings.

Building confidence in fee conversations: Some clients raised concerns about fees. Rather than dismissing the feedback, the organisation invested in structured training for advisers around having confident and informed fee conversations.

The organisation also reports back to clients on what they heard. Each year, an article in the quarterly newsletter covers the survey findings alongside the actions to be taken in response. This reinforces that feedback leads to meaningful change, encouraging clients to continue sharing their views in future surveys.

Overall client satisfaction

95%

The highest ever recorded

"Our results form part of our KPIs within the business. We need to hit a certain measure to achieve our targets, because we recognise the importance of client feedback and client sentiment."

3. Using feedback to develop individual advisers

Client feedback influences more than organisational strategy. It also plays an important role in helping individual advisers grow and deliver a more consistent client experience.

Each adviser receives their own results, giving them clear insight into how clients experience their service. For advisers with strong scores, the data becomes a valuable asset. Many incorporate their individual NPS and verbatim client comments into presentations for prospective clients, demonstrating in their own clients' words what the relationship looks like in practice.

For advisers with lower scores, results are reviewed with their people leader and used as the basis for a development conversation. Client comments can surface things a manager would not easily observe from the outside. One adviser was professional and thorough in their preparation but was missing cues that clients wanted more personal connection. The feedback gave the people leader something specific and grounded to work from.

Rather than expecting the highest-performing advisers to continually improve already exceptional scores, the organisation focuses on lifting consistency across the adviser network. The goal is to ensure every client enjoys the same high-quality experience, regardless of which adviser they work with.

Adviser NPS

+78

a consistently widening gap above brand NPS

↑ 17 since 2024

> **"He probably thinks he's doing the right thing. But the feedback is telling us they want to build rapport."**

4. Showing clients their voice matters

Collecting feedback is only part of the process. The organisation works hard to ensure clients know their voice has been heard.

Clients who request follow-up after completing the survey receive a personal phone call from the client experience team. In most cases, they want to know that someone has read their comments and taken the time to listen.

Occasionally, something more significant comes through: an unresolved issue or a complaint about a process. Those are shared with the relevant adviser or people leader to be addressed at the right level.

The follow-up process is tracked through a notes workflow, recording which clients have been called, what was discussed and who still needs to be reached. For clients, knowing that someone contacted them and made a note of it carries its own message.

Clients who have referred

46%

↑ 12% since 2024

> "They just want to have a bit of a chat or reiterate a point, and then they're satisfied. They're happy that they've just had their say."

5. Identifying and acting on systemic pain points

As the program has matured, the organisation has become more skilled at connecting survey feedback to operational patterns rather than treating each result in isolation. Adviser transitions became one area where this proved particularly valuable.

Adviser movement is a reality in any financial services business, and the organisation had long been aware that clients can find it unsettling when their adviser changes. People tend not to like instability, and when they have built a strong relationship with someone over years, transferring to a new adviser can feel abrupt. What the survey provided was a way to measure that impact directly.

Open-ended responses pointed repeatedly to the disruption clients felt when moved to a new adviser, particularly where communication around the change was limited. The team asked Insync to run a data split comparing scores from clients who had changed advisers in the previous six months against those who had not. The difference was significant.

The practical response was straightforward. When a transition occurs, the incoming adviser now reaches out to the client quickly to introduce themselves and reassure them that the level of service will continue. In some cases, the people leader also makes contact, especially where the client had a long relationship with their previous adviser. The aim is to make clear that while the face has changed, the commitment to the client has not.

This experience reinforced an important lesson. Survey results rarely provide all the answers on their own. The greatest value often comes from exploring the patterns behind the data, asking the right questions and using those insights to improve the client experience before small issues become larger problems.

Advice, solutions & services

91%

↑ 9% since 2025

"We can't control people leaving, but we can control how we follow up as soon as that happens, to try and smooth out how that client feels. That they are still important, that nothing is going to change."

What clients value most from their financial adviser

Six years of client feedback have given the organisation a deeper understanding of what clients value most about their financial adviser.

While investment returns matter, they are rarely what clients reach for when asked to describe value.

Across six years of survey responses, four themes have emerged consistently.

Peace of mind
Clients value the confidence of knowing their future is being professionally managed.

Trusted relationships
They appreciate advisers who listen to and understand them as individuals.

Clear communication
Clients value honest conversations about fees, market conditions and financial strategy.

Progress towards their personal goals
Success is measured not only by performance, but by confidence in achieving the life they want.

> **"The greatest value I've received is the peace of mind knowing my retirement savings are being professionally managed and my future feels secure."**

These insights have helped shape how the organisation talks about the value of financial advice. Rather than focusing solely on investment outcomes, conversations increasingly centre on the confidence, clarity and peace of mind that clients consistently say they value most.

Where to from here

With client experience at record levels, the organisation's focus has shifted to sustaining momentum and addressing what still needs attention.

Several priorities will shape the next stage of the journey.

- Closing the gap between adviser NPS and brand NPS is a focus, with a direct-to-consumer brand campaign planned for regional markets. The goal is to help clients see the organisation as a professional and well-resourced business, and not only the individual adviser they happen to know.
- Driving greater consistency across the adviser network is also a priority. The spread between the highest and lowest scoring advisers is wide, and the organisation sees the most room for movement in lifting those at the lower end.
- There is interest in exploring an always-on feedback option to complement the annual survey, so that issues can be picked up and addressed close to when they occur rather than waiting for the next cycle.
- The survey itself continues to evolve, with ongoing attention to how questions are worded to ensure they are interpreted as intended and that comparisons across years remain valid.

Five lessons from six years of listening

This organisation's journey demonstrates that measuring client experience is only the starting point. The greatest value comes from using feedback to guide decisions, strengthen relationships and continuously improve the client experience.

1. **Treating client feedback as a business input**

   Embedding survey results in the organisation's formal KPIs gave the program real weight and ensured it influenced actual decisions rather than sitting as a separate reporting exercise.

2. **Investing in the process around the survey**

   The warm-up email, the CEO video and advisers who raise it in client conversations have all contributed to response rates well above industry norms, and to clients who feel their participation genuinely matters.

3. **Acting on what the survey surfaces and telling clients about it**

   Addressing recurring themes around communication, technology and fees, then reporting back on what changed, has built the kind of trust that sustains high satisfaction across years.

4. **Making feedback work at every level of the organisation**

   From strategic planning priorities to individual adviser coaching conversations, the survey is used throughout the business. That breadth is what drives consistent improvement.

5. **Asking what is behind the numbers**

   When patterns appeared in the feedback, the team dug into the causes. Adviser transitions, communication gaps, fee conversations: each pointed to something the business could address once it understood what was driving it.

> **"I think they can see that we are genuinely making an effort. We are stabilising as a business. They are hearing from us more, and all those little things that we've started doing have just compounded to have a positive effect on how people see us, feel about us, score us."**
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> Head of Client Experience, Financial Advice Network.

About Insync

For more than 25 years, Insync has helped organisations turn employee and customer feedback into better decisions, stronger relationships and measurable business outcomes. Through validated surveys, trusted benchmarking and practical advice, we help leaders understand what their people and customers are experiencing, identify where to focus their efforts and create meaningful, sustainable improvement.

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