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WEALTHSIMPLE

Implementating Organization Change

REPORT BY:

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Wealthsimple

Industry: Fintech (Financial Technology) - Wealth Management

Vision: “to help everyone achieve financial freedom, no matter who they are or how much they have”

Core Beliefs & Values: The values that Wealthsimple live by are:

- The client: go extra mile for clients, create and recommend product to people who can benefit from them.
- Keep it simple: build simple products because they are more accessible and remove friction and confusion because that empowers clients.
- Demand diversity and create inclusion: diversity and inclusion make better products. Better decisions.
- Take care of each other: We’re on the same side. We win and lose together

Wealthsimple’s vision is clearly consistent with these values.

Purpose: Wealthsimple’s vision is consistent with purpose, as it provides smart, simple investing, without the high fees and account minimums associated with traditional investment management.

Mission: “to make the tools for financial freedom available to everyone. No matter where you come from, or whether you know anything (or everything) about investing, how much you're starting out with”

Environment: Wealthsimple’s mission is concentrated on making investment accessible for broader group of people, empower individual to take control of their finance, and better future, this mission consistent with the current changing financial environment.

Vivid Description: The vision illustrates a world in which it is possible for everyone to gain accessibility and knowledge, leading to the opportunity to invest, which could lead to a .achieve financial freedom.

Opportunity Statement:

How should Wealthsimple takes advantage of **advanced technology and innovation development**, **decentralized finance services**, and **consumer attitudes toward Financial Technology**, while alleviating **Financial Technology skepticism**, **inflation rate**, and **instability in financial markets due to sensitivity to global events**?

PESTEEL

Scale: Impact (major, neutral, minor), Importance (-5 to 5)

P - Political Factors

- Government intervention in the free market and Banking service
(Impact-> Major, Importance-> High, -4)
- Government Policies: movement and effectiveness of the law-making process depends on political parties, regarding regulation, tax policy, Cybersecurity, and data breaches
(Impact-> Major, Importance-> Medium, 3)
- Elections and Global Elections
(Impact-> Minor, Importance->Medium, 3)
- Government stability (attracts investors for businesses and companies)
(Impact-> Neutral, Importance-> Medium, 3)

E - Economic Factors

- **Instability in financial markets due to sensitivity to global events** (COVID-19, conflict, etc)
(Impact-> High, Importance-> High, -5)
- **Inflation rate** - higher inflation rate
(Impact-> High, Importance-> High, -5)
- Market expansion: Financial technology market
(Impact-> Major, Importance-> High, 4)
- Global economies and trends, economic growth
(Impact-> High, Importance-> High, 4)
- Interest rate – Negatively influence investment
(Impact-> High, Importance-> High, -4)
- Economic system and situation in the country of operation, Canada
(Impact-> Neutral, Importance-> Medium, 3)
- Increasing labour cost, disposable incomes, and wealth
(Impact-> High, Importance-> Medium, 3)
- Globalization - integration of domestic banks with foreign markets
(Impact-> Neutral, Importance-> Medium, -3)

S - Social/ demographic Factors

- **Consumer attitudes toward Financial Technology**
(Impact-> Major, Importance-> High, 5)
- **Financial Technology skepticism**
(Impact-> Major, Importance-> High, -5)
- Education (increasing awareness on wealth management and investment)
(Impact-> Major, Importance-> High, 3)
- Higher education level in the population, leading to more talented and knowledgeable persons in the talent pool
(Impact-> Neutral, Importance-> Medium, 3)

- Social media lifestyle
(Impact-> Neutral, Importance-> Medium, 3)
- Media views
 - Positive media representation (Impact-> Major, Importance-> High, 3)
 - Negative media representation (Impact-> Major, Importance-> High, -3)
- The growing trend to spend and live in the moment rather than investing
(Impact-> Neutral, Importance-> Medium, -3)
- The Growing safety and security concerns
(Impact-> Major, Importance-> High, -3)

T - Technology Factors

- **Advanced technology and innovation development** (e.g., machine learning/AI, big data, 5G)
(Impact-> Major, Importance-> High, 5)
- Decentralized financial service
(Impact-> Major, Importance-> High, 5)
- Technological globalization, increasing speed of technological diffusion across the global
(Impact-> Major, Importance-> High, 4)
- Internet penetration and digital accessibility
(Impact-> High, Importance-> High, 3)

E - Environment Factors

- Environmental consciousness and sustainability
(Impact-> Neutral, Importance-> Medium, 3)
- Recycle and Waste management in the technology-related industry.
(Impact-> Neutral, Importance-> Medium, 3)
- Societal Factors
(Impact-> Neutral, Importance-> Medium, 2)

E - Employees Factors

- Increased demand for the skill level of workforce in technology, finance, management, and research
(Impact-> Major, Importance-> High, -3)
- Staff engagement - Lower commitment since skills in high demand and with Startup's and entrepreneurial mindset
(Impact-> Major, Importance-> High, -3)

L - Legal Factors

- Data protection and Anti-trust law
(Impact-> Major, Importance-> High, -4)
- Regulations that favour large players in the banking industry
(Impact-> Neutral, Importance-> High, -4)
- Copyright, patents / Intellectual property law
(Impact-> Major, Importance-> Medium, 3)
- Industry-specific regulations
(Impact-> Major, Importance-> High, -3)
- Environmental laws
(Impact-> Minor, Importance-> Low, 2)
- Consumer protection and e-commerce
(Impact-> Minor, Importance-> Low, 2)

Opportunities and threats

Opportunities

1. **Advanced technology and innovation development** (e.g., machine learning/AI, big data, 5G)

Increasing adoption of mobile finances and impact on product offering

2. **Decentralized finance services**

Increasing decentralized finance system; Financial instruments without relying on traditionally centralized financial system such as exchanges, money transfer, and saving or intermediaries such as banks and insurance.

3. **Consumer attitudes toward Financial Technology**

- The growing trend for online Banking, direct investment, and cryptocurrency
- Mistrust in big traditional banks by Millennials
- Growing tendency of avoiding advisors

Threats

1. **Financial Technology skepticism**

The concept of Financial Technology is complex and requires understanding in advanced technology, as well as failed projects and startups, and scandal in industry affect customers' trust.

2. Inflation rate

A higher inflation rate would lead to a lower disposable income, leading to lower expansion and lower consumer confidence. Changing in investment portfolio to what one perceived to be more stable assets such as gold.

3. Instability in financial markets due to sensitivity to global events (COVID-19, conflict, etc.)

Global events influence decision in investment. When in uncertain situations, people may invest less, sell their stocks, keep cash, change companies that they invest in, or buy traditional store of value, such as gold.

TOWS Matrix

TOWS Wealthsimple	External Opportunities (O): O1 - Advanced technology and innovation development O2 - Decentralized financial service O3 - Consumer attitudes and opinions toward Financial Technology O4 - Technological globalization	External Threats (T): T1 - Financial Technology skepticism T2 - Inflation rate T3 - Sensitivity to global events T4 - Regulations that favour large players in the banking industry
Internal Strengths (S): S1 - Brand reputation: Affordable and reliable financial services with award-winning user experience S2 - Diverse product offerings with flexible account options S3 - Agile and dynamic business model that adapts to change faster than traditional banks S4 - Innovative organization, using scalable system and multi-dimensional data analysis	SO: SO1 - Differentiation; Product depth [O1][O2][O3][S1][S2] SO2 - Differentiation; Innovation and User experiences [O1][O2][S1][S3][S4]	ST: ST1 – Differentiation; Financial Stability - Partnership with other traditional financial services [T1][T4][S1][S3] ST2 – Differentiation; Security - Collaboration with Government agency, The Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) [T1][T4][S3]
Internal Weakness (W): W1- Limited presence outside of Canada, and US. W2 - Lack of complicated features such as options trading, fractional shares, peer-to-peer, and decentralized functions W3 - Lack of human interaction and inconsistent customer service. W4 - Requirement of financial literacy, planning and risk-management, and technology background to use	WO: WO1- Differentiation; PRODUCT BREADTH [O1][O2][O3][O4][W2][W4] WO2 - Differentiation; Convenience -international online financial service platform [O2][O4][W2]	WT: WT1- Differentiation; Financial literacy program [T1][T2][T3][W4] WT2 - Differentiation; Customer engagement and relationship [T1][T4][W3]

Alternative strategies

SO1 Differentiation; Product depth

New products and services include Personalize and autopilot investing, rebalancing and reinvestment, portfolio review, Roundup change to nearest dollar, DCA methods , AI automatic trading - every 10% change in market price, Customize portfolio to different needs and risk tolerance

WO1 Differentiation; PRODUCT BREADTH

New products and services include NFT, insurance, peer-to-peer exchange, and decentralized borrowing and lending, High-interest cryptocurrency saving, and international P2P trading

WT1 Differentiation; Financial literacy program

Service emphasis on education; learning about financial literacy, planning and management, risk, and freedom with earning reward (token, shares, and cryptocurrency) reinforcement.

ST1 Differentiation; Financial Stability - Partnership with other traditional financial services

Partnership with establish financial services to develop financial stability to customers from both services. For example, collaboration with Credit Union institutions for self-employed pension saving and investment.

Decision Matrix

	Advanced technology and innovation development	Decentralized finance services	Consumer attitudes toward Financial Technology	Financial Technology skepticism	Inflation rate	Instability in financial markets due to sensitivity to global events	Total
Product depth	5	4	5	3	3	3	23
PRODUCT BREADTH	5	5	5	4	4	4	27
"Learn to earn" program	3	3	5	4	2	3	20
Partnership with other traditional financial services	3	2	1	4	2	3	15

The Chosen Strategy: **Differentiation; PRODUCT BREADTH**

GE-McKinsey Matrix

Factors	Market Attractiveness	Competitive Advantage
Market	Dimension 5 Segments 5 Price sensitivity 4 Market diversity 4 offer/demand relationship 3 Energy availability 3 Tendency 3	Business growth 5 Business share 4 Regional coverage 4
Competition	Degree of concentration 2 Shift in market share 2 Degree of substitution 1	Degree of weakness 3 Degree of acceptance 3 Shift in market share 2 Business competitiveness 1
Finance and Economics	Economy of scale 5 Profitability 4 Entry/exit barriers 4 Availability of managers 3 Contribution margin 3 Exchange rate 2 Wage levels 2 Availability of workers 2 Cost of money 2 Inflation rate 1	ROI 4 Added value 4 entry/exit barriers 4 Ease of being financed 4 Ease of raw goods buying 3 Cost of human resources 2 Cost of money 2
Technology	Maturity 4 Complexity 4 Differentiation 2 Patent and copyright 2 Plants and facilities 2 Production process 2	Quality of research & development 5 Ease of adaptation to changes 4 Level of specialization 4 Business resources 4
Social and Political	Impact of demographic shifts 5 Social attitude and tendency 5 Influx of lobbying 4 Influx of workers unions 3 Influx of customer unions 3 Pollution 3 Role of norms and laws 1 Influx of fiscal policy 1	Quality of social relationship 5 Ease of adaptation to changes 4 Degree of pollution 3

GE-McKinsey key statements: PRODUCT BREADTH

Market Attractiveness:

- 1. Market-Dimension (5):** Providing a wider variety of products via **Differentiation; PRODUCT BREADTH** allows for more potential to reach new customers and retain current customers
- 2. Economies of Scale (5):** The **Differentiation; PRODUCT BREADTH** strategy requires capital investment in R&D, software, and innovation in production of financial products and services, organization will be able to take advantage of economies of scale.
- 3. Role of norms and laws (1):** The **Differentiation; PRODUCT BREADTH** strategy leverages the expansion to new offerings, taking advantage to be pioneer and set the new standard, reducing to the current norm and laws that against financial technology.

Competitive Advantage:

- 1. Market- Business Growth (5):** The **Differentiation; PRODUCT BREADTH** leverages the consistent growth in financial technology and changing attitude toward online financial platform and consumer behaviour towards direct investing.
- 2. Technology - Quality of Research and Development (5):** The **Differentiation; PRODUCT BREADTH** strategy utilizes innovation, know-how and technology derived from Research and Development into their new products.
- 3. Social and Political- Quality of Social Relationship (5):** The **Differentiation; PRODUCT BREADTH** strategy leverages the social relationship by providing more financial products and services, allowing more inclusivity for customers and build a long-term connection between Wealthsimple and the customer.

Porter's FIVE FORCES MODEL

Elements	Competitive Rating	Elements	Competitive Rating
Threat of New Competitors		Determinants of Supplier Power	
1 Economies of Scale	1 2 3 4 5	1 Differentiation of Inputs	1 2 3 4 5
2 Proprietary; Product Differences	1 2 3 4 5	2 Switching Costs of Supplier and firms in the industry	1 2 3 4 5
3 Brand Identity	1 2 3 4 5	3 Presence of substitute inputs or suppliers	1 2 3 4 5
4 Switching Costs	1 2 3 4 5	4 Supplier Concentration	1 2 3 4 5
5 Capital Requirements	1 2 3 4 5	5 Importance of volume to supplier	1 2 3 4 5
6 Access to Distribution	1 2 3 4 5	6 Cost relative to total purchases in the industry	1 2 3 4 5
7 Absolute Cost Advantages	- - - - -	7 Impact of inputs on cost or differentiation	1 2 3 4 5
Proprietary Learning Curve	1 2 3 4 5	8 Threat of forward integration relative to threat of backward integration by firms in the industry	1 2 3 4 5
Access to Necessary Inputs	1 2 3 4 5		
Proprietary Low-cost Product Design	1 2 3 4 5		
8 Government Policy	1 2 3 4 5		
9 Expected Retaliation	1 2 3 4 5		
Determinants of Industry Internal Competitive Rivalry		Determinants of Buying Power / Bargaining Leverage	
1 Stage of Industry Growth	1 2 3 4 5	1 Buyer Concentration vs. Firm Concentration	1 2 3 4 5
2 Fixed (or Storage) Costs/Value Added	1 2 3 4 5	2 Buyer Volume	1 2 3 4 5
3 Intermittent overcapacity and fixed costs of capacity	1 2 3 4 5	3 Buyer Switching Costs relative to firm Switching Costs	1 2 3 4 5
4 Product/Service differences or Differentiation	1 2 3 4 5	4 Buyer Information	1 2 3 4 5
5 Brand Identity and Reputation	1 2 3 4 5	5 Ability to Backward Integrate	1 2 3 4 5
6 Costs of switching brand to the customer	1 2 3 4 5	6 Substitute Products	1 2 3 4 5
7 Number of competitors and quality of competitive advantages	1 2 3 4 5	7 Pull Through Marketing	1 2 3 4 5
8 Difficulty of Knowing about competitors	1 2 3 4 5	8 Price/Total Purchases	1 2 3 4 5
9 Diversity of Competitors	1 2 3 4 5	9 Product Differences	1 2 3 4 5
10 Corporate Risk and Stakes	1 2 3 4 5	10 Brand Identity	1 2 3 4 5
11 Exit Barriers	1 2 3 4 5	11 Impact on Quality / Performance	1 2 3 4 5
Determinants of Substitution Threat		12 Buyer Profits	1 2 3 4 5
1 Relative Price vs. Performance of Substitutes	1 2 3 4 5	13 Decision Makers Incentives	1 2 3 4 5
2 Switching Costs	1 2 3 4 5		
3 Availability Across Industries	1 2 3 4 5		
4 Number of Competitors of similar nature in industry	1 2 3 4 5		
5 Knowledge of Substitutions	1 2 3 4 5		
6 Exactitude of Substitutions	1 2 3 4 5		

PORTER'S FIVE FORCES key statements: PRODUCT BREADTH

1. Threat of New Competitors- Brand Identity (5): The strategy of **Differentiation; PRODUCT BREADTH** leverages the strong brand identity in the Financial Technology industry by making Wealthsimple known for making investment accessible of varieties of customers' needs.

2. Determinants of Industry Internal Competitive Rivalry- Number of competitors and quality of competitive advantage (1): The **Differentiation; PRODUCT BREADTH** strategy mitigates the competitiveness in the industry by expanding new products and services, allowing Wealthsimple to target a new competitive advantage of diversification.

3. Determinants of Substitution Threat- Switching Cost (1): The strategy of **Differentiation; PRODUCT BREADTH** eases the switching for customers by providing a wide variety of products and services and designing substitute products of current products.

4. Determinants of Supplier Power- Impact of inputs on cost or differentiation (1): The **Differentiation; PRODUCT BREADTH** strategy mitigates major impact of supplier power (for example, Appstore, Microsoft) on differentiation by expanding offering to lessens the impact by using a variety of widely available inputs.

5. Determinants of Buyer Power- Product differences (1): Current products and service provided by direct competitors are very similar in the consumer's view, the **Differentiation; PRODUCT BREADTH** strategy creates the company a competitive edge.

BEAM

Future of Demand Forces

- Buyer preferences: Customer needs and preferences will continue to increase in the future, such as improvements in investment preferences and lifestyle, demand for alternative and decentralized financial service, and more convenience choice – 5
- Market expansion: the financial technology industry will continue increasing in the future due to future trends and advancements in technology – 5
- Segmentation in providing products to broader target groups: Customer will become less resistant to use financial technology as the market progressively saturates in the future – 4
- Buyer bargaining power: buyer bargaining power will continue to be high in the future as consumers can easily switch to substitute products – 1 Threat

Future of Supply Forces

- Technology: Research and Development in data analysis, finance, and technology will advance exponentially in the future – 4
- Availability of people and capital: There will be more people entering the STEM field in the future, meaning that there is a potential increase in the availability of skilled people. 4
- Supplier bargaining power: supplier bargaining power will become more powerful in the future due to more firms entering the industry, especially Startup's, which provides suppliers with more demand for their products – 2

Future of Competition Forces

- Industry profit model: profit model will expand from commission and transaction fee to other areas such as reinvestment, play-to-earn, or collaborating with gaming and arts in the future - 4
- Restructuring potential: Because of future trends, advancements in technology, and customer will demand traditional financial service to pivot in the future, leaves the strategy vulnerable to a competitive attack. 2
- Competitor nature, number, size: Competitive rivalry will become more intense in the future as financial technology and technology-related industry is trending with opportunity to grow - 1 Threat

Future of Government Forces

- Economic and trade policy: Globalization, specifically in technology, will open more opportunities in the future, reaching to a wider range of consumers worldwide – 5
- Industry support: Government is going to be providing more grants supporting Startup's and technology-related field in the future - 2
- Regulation of structure and conduct: Future of regulation in financial technology will continue in the future to become more restrict and demand adjustment – 1 Threat

BEAM Key statements: PRODUCT BREADTH

1. Future of Demand Forces- Market expansion (5): The **Differentiation; PRODUCT BREADTH** strategy will support the increasing the financial technology industry in the future by expanding financial products and services to comply with market expansion.

2. Future of Demand Forces- Buyer preferences (5): since customer demand for alternative and decentralized financial service, and more convenience choice, The **Differentiation; PRODUCT BREADTH** strategy will provide for various product and service offerings to satisfy the preference of buyer in the future.

3. Future of Competition Forces- Competitor nature, number, size (1): The **Differentiation; PRODUCT BREADTH** strategy will defence the intensive of competitive rivalry in the future by creating a higher entry in financial technology.

4. Future of Government Forces- Regulation of structure and conduct (1): The **Differentiation; PRODUCT BREADTH** strategy will mitigate against the regulation by being pioneer in the developing new financial products and participate in set the industry standard in the future

TOPS Change Framework

To achieve where the company want to be, starting from address current situation, analyzing gaps and create personal tactic using TOPS framework:

- Technology Gap
- Organization Gap
- Stakeholder Analysis
- People Gap
- Sustainability Gap

(This report covers technology gap, organization gap, and sustainability gap)

Technology Gap

Department	Current Situation	Required Situation - Strategy	Situational Gap
R&D	Wealthsimple has knowledge of product and financial industry, concentrating on software, data science, and machine learning. I have knowledge of social science, business management, data, and research.	PRODUCT BREADTH – Knowledge of consumer preferences, diversity, and future of finance to develop new products.	Market research to gain knowledge of consumer preferences, diversity, and trend toward the future of finance
Product Management	Wealthsimple has team with knowledge of the development of a new financial product and service; Investment and Financial Platform.	PRODUCT BREADTH – Knowledge of maximizing advanced technology to create products that satisfy consumer and market trend.	Expand technical expertise and improve knowledge on advanced technology, innovation, finance, customers, and trends
Operations	Wealthsimple's operation team commits in trader, security, transfer, and funding. The majority of the department are engineer.	PRODUCT BREADTH – Knowledge and technical expertise in innovation development, and non-engineer topic, for example, user experience, and finance.	Improve knowledge and technical expertise in innovation development, user experience, and finance.
Customer Experience	Wealthsimple prioritizes customer experience, concentrating on user-friendly platform and innovation (features and chatbot) that provide convenience and safety for customer. However, its lack of communication when customer would like to communicate on-one-on (with real people) is issue that customers feedback on.	PRODUCT BREADTH – Knowledge of customer satisfaction and improve in data collection to provide better communication with and trouble-shooter for customer.	Seek out innovation and improve data analysis on customer experience and satisfaction.
People operations /HR	Wealthsimple's people operation department commits to the "take care of each other" motto, building network of talented members.	PRODUCT BREADTH – lean and agile team consist of motivated individuals. Diversity (perspectives, cultures, professions, etc.) contribute to develop new products.	Encourage lean and agile approach in organization. Ensure the right talents for the task. Promote diversity in workplace.

Organization Gap

Activity	Current Advantages	Required Advantages	Advantage Gaps
Vision	Wealthsimple and I share the same vision, which is to help everyone achieve financial freedom, no matter who they are or how much they have.	PRODUCT BREADTH – Creation of new financial products and services that are sustainable and help people exercise the financial freedom.	Provide direction and promote a common expectation and sense of commitment among all stakeholders within the organization.
Structure	Wealthsimple has a functional organization structure that groups employees by their specialist skills and roles, including different departments under the direction of team leaders.	PRODUCT BREADTH – structure the organization that encourage creation of new financial products and services	Encourage employees to efficiently in creation of new financial products and services.
Culture	Wealthsimple’s culture is revolve around people; by being openminded, working smart, taking initiative, and sharing sense of accountability.	PRODUCT BREADTH – fostering an organizational culture of people, inclusive, accountability, proactivity.	Innovative and creative culture, that demand for diversity and inclusive.
Leadership and management	Wealthsimple leadership style is visionary and collaborative management style, which align with my personal style.	PRODUCT BREADTH – Visionary and Hand-off Leadership style; empower and encourage employees to take initiative and try on new projects.	Empowerment and encouragement of hand-on experience and learn from doing. Cohesive within the organization.
Reward System	Wealthsimple provide industry average salary and benefit package for employees.	PRODUCT BREADTH – Creation of more opportunities through expanding of new financial products and services.	Further motivation and productivity throughout the organization to increase effectiveness.
Employee Staffing	Wealthsimple consists of experience and talented individuals. Employee training program and management is essential.	PRODUCT BREADTH – retain talented people and increase Internal employees to keep pace with the rapid change of the market and financial industry	Retention and recruitment strategy, as well as training programs.

Sustainability Gap

Sustainability Issue	Current Situation	Required Situation	Situational Gaps
Ethics	Knowledgeable and challenge of current ethical standards set out by the traditional financial industry with the adaption of financial technology in both organizational (Wealthsimple) and personal level	PRODUCT BREADTH- Knowledge and advocate for a higher level of ethical standards of new financial products and service in financial industry.	Benchmark and raise the standard of financial technology industry ethical standards.
Corporate Social Responsibility (CSR)	Wealthsimple employ CSR in its practice in address environmental, economic, and social issues, as well as promote investing in socially responsible companies.	PRODUCT BREADTH- Implementation of CSR program in developing new financial products and services.	Expand knowledge in CSR and improve a CSR program for both internal and external purposes.
Climate Change	Wealthsimple promotes customer to investing in company that act in eliminate climate change. It offers more responsible ETF, including clean energy, plant meat, and electric cars. However, there is question on cryptocurrency investment platform since some addressed that it will enhance the chance of causing climate issue.	PRODUCT BREADTH- Minimizing carbon gas emissions, reducing environmental impacts, and world resource uses through financial products and services supporting investment in the companies that take action in reducing climate change. Addressing the issue related on cryptocurrency and climate change.	Develop financial products and services supporting investment in the companies that take action in reducing climate change. Research on cryptocurrency and climate change.
Environmental, Social, and Governance (ESG)	Wealthsimple and I believe in sustainable investing and investment that seeks to generate positive returns and long-term impacts om ESG	PRODUCT BREADTH- Raising awareness of ESG investing in developing financial products and services for socially conscious investors	Develop financial products and services supporting ESG investment. Provide educational program encourage investors to consider positive and long-term impacts.
Environmental goods and services (EGS)	Wealthsimple offers Socially Responsible Investment: SRI portfolio. However, I question if it could be misleading according to it holding of tobacco companies and oil sands more than it does in renewable energy.	PRODUCT BREADTH- Revamping and creating the SRI portfolio offering to be more agreeably Socially Responsible for society.	Improve and develop SRI portfolio offering to be Socially Responsible for society, satisfying various perspectives.
Human sustainability	Wealthsimple and I value human right and believe that access to financial freedom is a fundamental human right.	PRODUCT BREADTH- Creation of various financial products and services to satisfy different individual's needs and lifestyle.	Develop various financial products and services that offer the ability to exercise the ownership of money of customers.

Experts

- Expert Model: McKinsey 7S' Framework
- Expert Model: A Twist on Maslow's Hierarchy of Needs by Eric Almquist

Expert Model: McKinsey 7S' Framework

McKinsey 7S Model

McKinsey 7s' Framework



The McKinsey 7S Model is an organizational tool that assesses organizational effectiveness, analyzing seven internal hard and soft elements of an organization to identify if elements are effectively aligned and allowed the organization to achieve future success.

In the case of Wealthsimple, to execute **Differentiation; PRODUCT BREADTH** strategy, the elements and tactics are:

- 7S1- Strategy: Develop Product-Market expansion: Diversification - creating new **PRODUCT BREADTH** for new markets
- 7S2 & O4- Structure: Support high coordination between different departments and motivates team dynamic in conversion of **advanced technology and innovation development**, and **consumer attitudes toward Financial Technology** implement **PRODUCT BREADTH** strategy.
- 7S3- System: Ensure the Improvement Management System and Brand Architecture: organize, monitor, and manage relationship between Wealthsimple's **PRODUCT BREADTH** financial products and services.
- 7S4- Skills: Develop job descriptions including Research, Concept development and testing, and Commercialization skills to create new **PRODUCT BREADTH** and gain market knowledge
- 7S5- Staff: Promote diversity in workplace; Employees form different profession fields, cultures, and lifestyle to mitigate **Financial Technology skepticism, inflation rate**, and **instability in financial markets due to sensitivity to global events** and improving **PRODUCT BREADTH**.

- 7S6- Style: Strengthen Visionary and Hand-off style; empower and encourage employees to take initiative and try on new projects of new **PRODUCT BREADTH**.
- 7S7- Shared Values: Promote adhocracy and create organizational culture that encourage gaining benefit from finance services and sharing knowledge to reduce **Financial Technology skepticism, inflation rate, and instability in financial markets due to sensitivity to global events** to implement **PRODUCT BREADTH** strategy.

Expert Model: A Twist on Maslow's Hierarchy of Needs

Eric Almquist

Almquist explained that people will give their money, time, and attention in exchange for various types of value; however, discovering what people truly value is difficult. He described 30 elements of value that fall under four categories based on Maslow's Hierarchy of Needs:

- Functional
- Emotional
- Life-Changing
- Social Impact



In case of Wealtheasy, to apply **Differentiation; PRODUCT BREADTH** strategy, the elements of value and tactics are:

EA1- Functional; Reduces risk: exploit **advanced technology and innovation development** and **decentralized finance services** in developing **PRODUCT BREADTH** to reduce the risk of losing trust from customers due to **Financial Technology skepticism**.

EA2- Emotional; Reduces anxiety- explore the case of the worriedness related to **Financial Technology skepticism, inflation rate, and instability in financial markets due to sensitivity to global events** in developing new **PRODUCT BREADTH** to eliminate anxiety involved with money.

EA3- Life-Changing; Provides hope: encourage people to take control of their finance and make their own choice of financial freedom through developing of **PRODUCT BREADTH** to increase positive **consumer attitudes toward Financial Technology** and eliminate fear associated to **Financial Technology skepticism, inflation rate, and instability in financial markets due to sensitivity to global events**

EA4- Social Impact; self-transcendence: show customers how they make positive impact by choosing to invest with new **PRODUCT BREADTH** of **decentralized finance services** in the companies that socially responsible, which concentrate on value over **inflation rate, and instability in financial markets due to sensitivity to global events**.

Implementation Plan: Priority

Priority 1: Market Analysis

- Targets: Customer
- Objectives: Determine existing market trends, potential areas of market growth, consumer behaviour, and global events impacting the world economic to mitigate **Financial Technology skepticism, inflation rate, and instability in financial markets due to sensitivity to global events** in preparing for **Differentiation; PRODUCT BREADTH** strategy.
- Timing/Pace: 3 months Sprint and ongoing Jog

Priority 2: Organizational Plan

- Targets: Employees
- Objectives: Communicate organization's **Differentiation; PRODUCT BREADTH** strategy, define goals and milestones, recruit and establish training program to improving organizational structures and relationships.
- Timing/Pace: 6 months run and ongoing Jog

Priority 3: Operational Plan

- Targets: Employees and supply chain
- Objectives: Create value chain and develop a network of distributors and new financial products and service, to capture **advanced technology and innovation development**, and **decentralized finance services** through **Differentiation; PRODUCT BREADTH** strategy.
- Timing/Pace: 3 months Sprint and Ongoing Jog

Priority 4: Sustainable Plan

- Targets: Stakeholders
- Objectives: Develop roadmap, linking **Differentiation; PRODUCT BREADTH** strategy to achieve long-term sustainability internally, profit, and externally, people and environment.
- Timing/Pace: Ongoing Jog

Priority 5: Marketing Plan

- Targets: Customers
- Objectives: Promote awareness of **advanced technology and innovation development** and **decentralized finance services**, while lessen **Financial Technology skepticism** and **instability in financial markets due to sensitivity to global events** through **Differentiation; PRODUCT BREADTH** strategy.
- Timing/Pace: 6 months Jog