



QUARTERLY PERSPECTIVE

April 2025

Transformation: Lessons from Bold Ideas

Throughout history, bold ideas have often been met with skepticism. Yet many of today's most successful companies were once seen as improbable — or even impossible. This quarter, we explore a few of those stories and reflect on what they teach us about innovation, persistence, and the transformation journey we're leading at FLX.



Brian Moran
FLX Networks CEO and Founder

Today's Success Stories Were Yesterday's Bold Ideas

Many industry-leading companies challenged entrenched norms and were doubted early. Yet despite the objections, they reshaped industries through persistence and vision:

Objection	Outcome
"Strangers won't sleep in each other's homes."	Airbnb revolutionized hospitality with millions of global hosts.
"Design is too complex to simplify."	Canva democratized design for 150M+ users with a \$25B+ valuation.
"Nobody will ride with strangers."	Uber transformed transportation, logistics, and food delivery.
"You can't learn a language through an app."	Duolingo became the #1 education app and a successful IPO.
"Who buys books online?"	Amazon grew into one of the world's most valuable companies.
"Drones won't work for healthcare."	Zipline delivers life-saving medicine to remote areas via drone.
"Streaming will never replace DVDs."	Netflix disrupted entertainment and built a global media powerhouse.
"Design won't happen in a browser."	Figma became the standard for collaborative design and was acquired.

At FLX, we've heard the objections too -- "It is too hard to get firms to all use one platform, and it is a relationship business" -- yet now, FLX is being adopted by the largest asset and wealth managers in the world.

Lessons from the Past

Disruption rarely looks obvious in the moment. Many great ideas sound crazy — until they don't. From Netflix to Canva, bold ideas that reshaped industries took time, refinement, and relentless focus.

Rewiring Workflows:

- Airbnb, Uber, and Netflix reimagined outdated logistics and access models.
- These companies took 6-14 years to reach profitability — proof that long-term value often takes time.

Shifting Consumer Habits:

- People are overwhelmed. Busy lives and constant information flows create a need for smarter, simpler solutions.
- Companies that simplify, while remaining valuable, win.

It Takes Time:

- On average, these innovators took 6 years to reach \$10M in revenue.
- Mass market acceptance often took closer to a decade.

FLX's Perspective

At FLX, we're building something transformative. We believe the way asset and wealth managers engage, share insights, and access resources must evolve.

For [Wealth Managers](#):

- Imagine never needing to request another fact sheet or presentation again. Instead, access everything — investment insights, quarterly updates, sample RFIs — in one place. Then instantly create your own compliant, client-ready content without leaving your desk.

For [Asset Managers](#):

- Upload once. Distribute everywhere. Eliminate duplicative quarterly questionnaires. Centralize your firm's story and expertise into a digital storefront. Deliver updates, thought leadership, and insights to the right advisors at the right time. Better yet, understand how your clients want to engage, what they value, and how to align with them seamlessly.

Closing Thought:

We're not just building software. We're building an industry utility — a scalable, purpose-driven platform that transforms how this ecosystem connects, collaborates, and grows. Bold? Yes. But as history shows: all great ideas sound crazy at first. Until they don't.