THE BUSINESS OF WEALTH

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ROLLS ROYCE
CULLINAN SERIES II

FAMILY OFFICES - WEALTH MANAGEMENT - PRIVATE EQUITY - PRIVATE CLIENT

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BEST PRACTICES FOR SUCCESSION PLANNING – HOW DO YOU DO IT BEST?

It is commonly known that most family wealth does not last past the third generation – that money earned by the first generation is depleted by the time it reaches the grandchildren. Typically, the first generation builds and generates this wealth, with the second enshrined with the role of maintaining it. By the time we reach the third generation, sadly, such wealth is unlikely to continue. A primary reason for this is that the third generation is born into wealth and does not have the difficult task that the first generation had in having to build a business from the ground up.

This is why it is critical that succession planning should be taken seriously, especially in the context of changing family dynamics. Fear of what the future holds as the family business passes down the generations should be of concern to aging CEOs who have spent their lifetime building said family business. Understandably, when one has dedicated one's life to building a successful business, one wants to see it continue to flourish after one's lifetime.

What are the best things one can do to plan their succession in the context of ever-changing family dynamics? This article pinpoints four critical success factors that family businesses must consider to ensure future success.

Formulate a family governance structure and constitution

A family governance structure can allow for clarity and provide a framework for decision-making. It is important, though, that such a structure has methods for dealing with disputes between family members in the business. The risk of family conflict can break down any structures in place if there are no measures designated to deal with disputes effectively. Further, when an aging CEO does pass away, and multiple heirs inherit the family business, this can lead to fragmented ownership of the business, which can create the potential for disputes between shareholding family members. A family constitution is a good way to mitigate against this. This is a document that sets out the foundation of the family's visions and policies with respect to the business. The constitution should include clear and defined roles and responsibilities, provide processes for decision-making, dispute resolution mechanisms, and a settled procedure for succession within the business.

Prepare a Will and LPAs

A key part of succession planning is the preparation of a Will, especially for the head of the business. It is best to prepare a will early and keep it under review and regularly updated so that changing family dynamics and circumstances can be accounted for. Ultimately, this will assist in ensuring that the wishes of the head of the business are less open to challenge. The Will should clearly delineate the passing and distribution of business assets. Lack of clarity in a Will leaves the estate of the head of the business vulnerable to legal challenges.

From a capacity perspective, preparing a Will earlier rather than later will rebut doubts as to whether the testator or testatrix was lacking in capacity. Similarly, it would be prudent to prepare LPAs with respect to financial decisions, deploying the most trusted individuals to act as attorneys. This will ensure that one's finances are in safe hands by people who can be trusted to make decisions on one's behalf if one were to become incapacitated, particularly in the context of a family business.

Trust in trusts

Trusts are a vehicle that can be used to manage, preserve, and protect business assets. Trusts are useful for business owners who may wish to safeguard assets and can, in some circumstances, protect family wealth from being divided in divorce settlements. For family businesses, trusts can be an effective means of providing a smooth transition of management and ownership of the business.

Depending on the type of trust created, they can allow a settlor to guide how and when a beneficiary is entitled to capital, which can provide a useful mechanism to control the distribution of assets. Discretionary trusts, in particular, can provide business owners flexibility to adapt to changing family, societal, and legislative circumstances. Critically, a discretionary trust gives a trustee discretion as to whether, if at all, a beneficiary is to be distributed any wealth from the structure and when the most appropriate time to do so is.

This may be especially important for a business owner considering when it is most appropriate for their children or grandchildren to inherit wealth. Necessarily, therefore, trusts are futureproof and allow for successive generational planning in that they can provide for future generations. Suppose a settlor chooses a fiscally sensible and trustworthy professional trustee to manage the trust through the generations in line with the wishes of the settlor. In that case, this can mitigate against the risk of wealth collapsing by the third generation.

Navigate the uncertainty of the "non-dom" regime

This article by no means proposes to explain all of the proposed changes. However, a common planning technique for current non-UK domiciled individuals is to set up trust structures for, amongst many reasons, succession planning purposes. Irrespective of whether the Conservative or Labour Party win the election on 4 July 2024, one certainty amongst all of the uncertainty surrounding the election is that the "non-dom" regime will be abolished. The exact form this takes is unclear at the time of writing. However, when the regime is abolished, the tax charges for setting up a trust structure may be significantly higher.

It is hoped, though, that the final form of proposals will allow international families with international businesses to be still able to make use of the succession planning benefits of wealth structuring while also ensuring fairness and paying taxes.

Lürssen DELIVERS KISMET

REDEFINING LUXURY AND INNOVATION ON THE HIGH SEAS

Lürssen is proud to announce the successful delivery of KISMET. She left the shipyard on 7 May 2024 to embark on her maiden voyage, marking the beginning of an extraordinary chapter in luxury yachting.

KISMET was built for an expert customer who had already commissioned several yachts from Lürssen. Designed by Nuvolari-Lenard, it boasts harmonious proportions, with its 122-metre length (including the bowsprit) and 17.80-metre beam showcasing exceptional volume without compromising its sleek and elegant lines. The majestic mast and the bow figure, resembling a leaping jaguar, add a distinctive touch of grandeur to her profile.

For the interior, the Owner once again called upon the design studio Reymond Langton Design, which has created another interior of unparalleled beauty and sophistication, tailored to reflect the Owner's unique lifestyle. Highlights include two- a two-level open-plan entrance area adorned with sweeping video walls, a Nemo cinema on the lower deck featuring a 150-inch television and an underwater seating area, and a luxurious 7-star wellness area, among other exquisite features. KISMET marks the third collaboration between Lürssen, the client, and long-time Owner's representatives Kyle and Gerry Fultz.

Peter Lürßen comments: "The Owner's brief was challenging. However, with our technical expertise, we have fulfilled the Owner's wish and vision for a yacht that will still be timeless and ahead of its time for many years. We thank the excellent design and communication with the designers Nuvolari-Lenard and Reymond Langton and the Lürssen project team. Special thanks go to the competent and experienced Owner's team, Kyle and Gerry Fultz."

KISMET is equipped with state-of-the-art technology and technical systems that are characteristic of all Lürssen yachts. It is highlighted by a cutting-edge hybrid power train combined with a full-electric mode that will position KISMET among the world's most powerful yet energy-efficient superyachts. Other innovative features, such as a heat recovery system in the generators for pool water heating and dynamic positioning for electronic anchoring in sensitive and remote areas, underscore Lürssen's commitment to sustainability and safety.

As KISMET embarks on her maiden voyage, she symbolizes the epitome of luxury, craftsmanship, and technological innovation, reaffirming Lürssen's position as a leader in the world of superyachts.

Kismet spends her first season in the Mediterranean and is available for charter through Cecil Wright.

ROLEX BOAT TAIL

"Rolls-Royce Boat Tail is a pure expression of its owners' interests, influences and passions, with every detail minutely considered. We have enjoyed working with BOVET 1822 to create a pair of exquisite timepieces that also serve as Boat Tail's dashboard clocks. In doing so we have together created historically significant items of detail, precision, and beauty. These remarkable objets d'art, unique to the first iteration of Boat Tail, represent the finest examples of the skills and values shared by our two great luxury Houses."

The clock in a Rolls-Royce motor car frequently assumes a jewel-like status, often becoming a canvas for the client to tell the story of their commission in miniature. For Rolls-Royce Boat Tail, the recently unveiled, first of three, coachbuilt creations, in which every element has been created to the owners' exact specifications, this iconic centrepiece has been elevated to new technical and aesthetic heights.
In a spirit of warm collaboration, Rolls-Royce Motor Cars and Swiss master watchmakers, BOVET 1822, have created a pair of unique timepieces for Boat Tail and its owners. This ambitious undertaking brought together designers, engineers and craftspeople from both luxury Houses, in a magnificent demonstration of their shared values of excellence, precision, heritage, artistry, innovation and attention to detail.

The timepieces are unique to both the horological and automotive worlds. Made as a pair - in lady's and gentleman's versions - they are reversible, and housed in BOVET 1822's patented Amadeo case, which allows them to be worn on the wrist, or used as a table clock, pendant or pocket-watch, as well as being placed front and centre in Boat Tail's fascia as the motor car's own timepiece. Both are fitted with tourbillon mechanisms to ensure perfect accuracy.

BOVET 1822 initially earned its reputation making luxury pocket-watches for wealthy patrons in China; today, it is renowned worldwide for its exquisite timepieces featuring hand-painted dials, detailed engraving and finely finished visible mechanisms.
The timepieces, created for this first iteration of Boat Tail, have specially designed 18K white gold cases and feature matching front dials with the same Caleidolegno veneer found on the aft deck of Boat Tail itself, and are finished with the owner-couples' names. The gentleman's timepiece is highly polished; the lady's is ornately engraved then filled with blue lacquer.

On the reverse side, the dials are more individual. The gentleman's features an aventurine dial with the celestial arrangement of the night sky over the place of his birth on his birth date; the lady's is decorated with an ornate miniature painting of a flower bouquet on a mother-of-pearl dial. This design is a traditional BOVET 1822 motif, chosen by and personalised for the owner.

Both reverse dials have hand-engraved Bespoke sculptures of Boat Tail, complete with wheels, door handle, mirrors and other fine details. By working closely together, the teams at Rolls-Royce and BOVET 1822 were able to achieve a precise colour match between the lacquer on this tiny work of art and the full-size motor car.

Further close cooperation was required to ensure the timepieces conformed to the demands of their unique role as motor car clocks. In watchmaking, weight is rarely an issue for a complex timepiece, but in this instance, there was a limit on the combined permissible weight of the timepieces and their holders. BOVET 1822 met this requirement by creating an entirely new 44mm white gold case. In addition, the timepieces and holders also had to be tested to automotive-industry standards for vibration and crash safety – something never previously undertaken on mechanisms of this kind.

At a conservative estimate, the timepieces' design, engineering, sculptures, miniature painting, marquetry, bespoke movements and cases took a total of 3,000 hours to complete.

When a pocket-watch is left static in one position for any length of time, the effect of gravity on key moving parts can impair its accuracy. At the end of the 18th Century, watchmakers solved this problem by developing the tourbillon, where the escapement and balance wheel are mounted in a cage that slowly revolves, cancelling out the gravitational effect. In a wristwatch, the wearer's natural physical movements diminish the need for the tourbillon. However, when that same timepiece is mounted vertically in a car dashboard for many hours at a time, the tourbillon truly comes into its own.

BOVET 1822 is a specialist in tourbillion timepieces, for which it holds a number of patents and has received many awards including the Aiguille d'Or, watchmaking's highest honour. It is also one of the only companies in the watch industry to manufacture its own spirals and regulating organs. To reduce potential impact from the vibration from the car, the tourbillon has pivots rather than the traditional ball bearings; a heavier balance wheel and an increased oscillation rate to aid precision. Finally, the tourbillon bridge is finished with a miniaturised Spirit of Ecstasy handcrafted in gold.

THE PORTUGUESE GOLDEN VISA

by Howard Bilton

The Portuguese government announced – rather unexpectedly – that its Golden Visa (GV) programme was to be completely closed with immediate effect on 17 February.

'Immediate' in Portugal doesn't typically mean the same as in other countries. Indeed, a further announcement was made shortly after, which stated that applications for GVs would continue to be accepted until such time as a new law revoking the status could be published. This new law is now not expected until July.....maybe.

The government made clear that all existing GV applications would be processed and eligibility would not be altered retrospectively. That will be of some comfort to the many hundreds of people who have applied but are still awaiting news.

It seems that processing applications is not running quite as smoothly as it might be. It came to a complete standstill during the Covid lockdown and the Portuguese Immigration and Border Service (SEF) has still not caught up.

Many who applied in 2021 have already had their GV applications granted. Most who applied in 2020 have not. This is an anomaly. It is rarely, if ever, possible to obtain any information whatsoever about where a particular GV application sits in the process. This is obviously very unhelpful and frustrating for applicants who have been waiting for a long time. Advisors share their pain.

The good news for those who want to come and live in Portugal is that it is possible to stay indefinitely in Portugal as long as you can evidence that you have applied for a GV. There is procedure to make a formal application for an extension to stay through the SEF website. This is generally granted. There is also anecdotal evidence that producing the GV application papers at the border results in a waiver of the normal limit on the number of days that a non-EU applicant can remain in Portugal.

In light of the various announcements, many promoters have been urging clients to rush in their applications and it is possible that applications might be completed and submitted before the (as yet unknown) deadline. However, we would urge caution.

An application cannot be submitted unless it is completely and properly documented. These documentary requirements are not uncomplicated. A Fiscal Representative has to be appointed, a bank account has to be opened and a 'no criminal record certificate' has to be produced by the authorities in your current place of residence. Anyone in international business will be familiar with the difficulties of opening even the simplest form of bank account anywhere in the world. Similarly, it is rarely quick to obtain a 'no criminal record certificate'.

The GV was always controversial because of its very attractions. The Portuguese objected because it contributed nothing to the economy apart from making some rich property developers even richer. And it caused massive property price inflation which priced locals out of the market.

EU neighbours objected because of the minimum stay requirements. To maintain a GV, holders were only required to stay in Portugal for seven days in the first year and 14 days in the following two-year periods. This allowed them to remain in their home country, rarely visiting Portugal, whilst qualifying for nationality thus getting the same benefit that would be specifically denied by other EU countries without five years of continuous residence. Portugal was, they argued, providing a short cut back-door entry to EU nationality.

You can see their point.

There are still many other ways to enter Portugal and most are easier, quicker and cheaper than the GV, which required a relatively substantial investment of €500,000. Chief among these alternatives is the D7 'passive income' visa, which is available to anybody who can show that they are financially independent. In Portugal that simply means having a minimum of €20,000 in a bank account.

The main difference is that to maintain a D7 visa the holder is required to spend a minimum of six months per year living in Portugal. After five consecutive years they would be eligible for nationality. This is not usually an issue for those who genuinely intend to move to Portugal. D7 applicants can rent or buy accommodation wherever they want rather than being restricted to GV-qualified investments, which exclude residential property in areas such as Lisbon, Porto and the Algarve other than rather risky pre-approved off plan developments which appear to be quite risky.

Other alternatives for non-EU nationals seeking Portuguese resident status include the D2 'Entrepreneurs' visa, for those who want to open a business (or a branch of a business) in Portugal or are independent professionals who want to work in Portugal. Or the D3 "Highly Qualified Individuals' visa for those who have specialised technical skills of an exceptional natural or an adequate qualification. These visas can offer similar benefits to the GV but with lower levels of investment and more income producing possibilities.

Any immigration status for new residents to Portugal can be combined with the non-habitual resident (NHR) status. Confusingly, this is a special tax status that is only open to habitual residents i.e., those present in Portugal for more than 183 days per year. NHR status can only be applied for after you have been granted residency. It is not an immigration product but a tax benefit that can be (and in practice always is) granted to new residents.

The NHR headline is it gives a 10 year holiday from Portuguese tax. This is not quite the full story. NHR status gives reduced rates of tax on Portuguese-source income and most foreign-source income is exempt from Portuguese taxation if structured correctly. Without correct planning new residents could find themselves exposed to income tax in Portugal at rates of up to 48%. With careful structuring, NHR status can indeed do what it says on the tin and provide a ten-year tax holiday.

With or without the GV, Portugal looks set to continue to attract new residents. After all, who would not be tempted by its low cost of living, lovely climate, friendly people, great food and wine, beaches, culture and a very attractive tax deal.

Howard Bilton is a barrister called in England/ Wales & Gibraltar, a visiting Professor at Texas A&M University School of Law and Chairman of The Sovereign Group.

ROLLS-ROYCE CULLINAN SERIES II

An increasingly urban focus, a youthful cadre of clients and a decisive shift towards self-driving informs the surface treatment and detail of Cullinan Series II's exterior.

Rolls-Royce Motor Cars is a wholly-owned subsidiary of the BMW Group and is a completely separate company from Rolls-Royce plc, the manufacturer of aircraft engines and propulsion systems.

Over 2,000 skilled men and women are employed at the Rolls-Royce Motor Cars' head office and manufacturing plant at Goodwood, West Sussex, the only place in the world where the company's super-luxury motor cars are hand-built.

ROLLS
CULLINAN SERIES II
ROYCE

by Ty Murphy

A BOLD EVOLUTION OF THE SUPER-LUXURY SUV

COMMANDING THE URBAN SPACE

Since the first client deliveries, Cullinan fulfilled its purpose as a supremely accomplished off-road motor car, capable of taking its owner into locations never previously explored in a Rolls-Royce. However, versatility and the effortless everywhere essence of the model also made Cullinan a 'daily driver' for many owners; indeed, numerous clients have told Rolls-Royce that no other SUV offers the same effortless performance as Cullinan's 6.75-litre V12 engine, from what is often a substantial and diverse collection. These were all significant considerations in conceiving Cullinan Series II.

It was noted by the marque's intelligence specialists that an increasing number of Rolls-Royce clients were concentrated in urban areas – from great world metropolises to fast-growth cities in emerging regions. To that end, Cullinan increasingly serves as a super-luxury product in which clients wish to be seen and project their character – albeit with the capacity to vanish into nature at will.

Specialists also observed a shift towards owners driving their motor cars themselves. When Cullinan was first launched, less than 70% were self-driven: today, almost every Cullinan is driven by its owner, with less than 10% of clients retaining the services of a chauffeur. Together with the rejuvenation of the brand and the ever-increasing Bespoke offering, Cullinan contributed to a fall in the average age of Rolls-Royce clients from 56 in 2010 to just 43 today.

CULLINAN SERIES II: EXTERIOR

An increasingly urban focus, a youthful cadre of clients and a decisive shift towards self-driving informs the surface treatment and detail of

Cullinan Series II's exterior. A key theme is verticality, which echoes illuminated skyscrapers in the megacities where Cullinan is increasingly at home. This is most apparent in the new lamp treatment, where tall daytime running light graphics ensure Cullinan Series II is easily identified, day and night.

The front of Cullinan Series II is composed of simple feature lines and crisp edges, with an emphasis on clean, monolithic surfaces that amplify the motor car's generous proportions and presence.

The bumper lines form a shallow 'V' from the lowest point of the daytime running lights to the motor car's centre point, recalling the sharp bow lines of modern sports yachts. Underneath, new air intakes angle outwards assertively, visually lowering the motor car when viewed head on.

PLANNING A LUXURY YACHT CHARTER

TOP TEN TIPS FOR FIRST-TIME CHARTERERS

A luxury yacht charter offers a truly unique and exclusive vacation, with the freedom to travel at your own pace while being looked after in complete privacy by an attentive and professional crew.

To make the most of your charter - whether celebrating a special occasion or holidaying with friends and family – meticulous planning is essential. Follow these ten tips to help guide you through creating the trip of a lifetime.

1. Work with a Professional Charter Broker

The role of a professional charter broker cannot be overstated. They act as your guide through the entire process, ensuring your needs and preferences are met. Take the time to contact several brokers, looking for one who is honest, straightforward, and trustworthy. An experienced broker will ask detailed questions to understand what truly matters to you and your group. Be open and honest about your expectations, budget, and the number of guests. They will discuss yacht and destination options based on their personal experience, not just show you glossy photos.

2. Choose the Right Yacht

Luxury yachts vary widely in size and style, from contemporary motor yachts to classic sailing vessels. Your choice should reflect your group's size and desired level of comfort, and your broker will present a selection based on your preferences. Trust their expertise - they will have firsthand knowledge gathered from inspecting yachts at shows and meeting with captains and crews.

If your broker recommends an older yacht, don't discount it, as they are often solidly built and well-maintained, with regular refits to keep them up to date. Ask detailed questions about each yacht your broker presents so you can make a fully informed choice. Understanding everything about the yacht and its crew before you board means you can relax and look forward to your vacation with peace of mind.

3. Research Your Destination

The destination is as crucial as the yacht itself, so consider how you want to spend your time. Some people enjoy traveling between ports and exploring various locations, while others prefer spending most of their time on the yacht, enjoying its amenities. The choice is yours, and a good broker will suggest itineraries based on your interests, whether that is history and culture, food and drink, hiking and biking, or just watching the world go by from the sun deck.

For first-time charterers, destinations with short cruising times and plenty of stops are ideal, such as Mediterranean favorites Greece, Corsica, and Croatia. The Caribbean and the Bahamas are excellent, offering beautiful shallow anchorages and minimal restrictions on water toy usage. Ensure your itinerary balances activities with time to relax and unwind – leisurely al fresco lunches that drift into the early evening are a simple onboard pleasure not to be missed.

4. Be Flexible
Although meticulous planning is important, spontaneity has its place on a yacht charter vacation. Unplanned moments recommended by the captain often become the most memorable experiences, so embrace the opportunity to explore and enjoy unexpected adventures.

5. Book Early
Booking early means, you'll have the widest choice of the best yachts and crews available. Early planning also allows you time to research activities, attractions, and dining options at your destination, potentially securing reservations for popular spots and events.

6. Understand the Costs and Processes
Yacht chartering involves processes and terminology that can be confusing for first-timers. A professional broker will guide you through these aspects to avoid being misled. The headline charter rate includes the yacht and crew costs, usually seasonally priced. "Plus expenses" cover additional costs like APA (Advanced Provisioning Allowance), taxes, fuel, and docking fees. The APA, typically 30-35% of the charter fee, covers onboard expenses and is paid in advance, with unused funds returned after the charter.

Once a booking is agreed upon, a Charter Agreement is issued. Brokers assist with this, ensuring all aspects, including dates, locations, and cancellation policies, are covered under standard industry contracts, such as those from MYBA (Worldwide Yachting Association).

7. Familiarize Yourself with Yacht Etiquette
Understanding yacht rules and regulations is essential. Brokers will provide guidelines specific to your charter yacht, primarily for the safety and protection of guests and crew. Follow the captain and crew's instructions, respect their boundaries, and avoid illegal activities. Tipping the crew (5-20% of the charter rate) is customary and reflects appreciation for excellent service.

8. Pack Smartly
Yachts often have limited storage, so pack light and use soft luggage if requested. Most yachts have a "barefoot" rule to prevent damage to decking but will have slippers on board for guests' comfort. Bath and beach towels, robes, and some basic toiletries and medication will likely be provided, but check in advance. That way, you can be sure you have space for that extra outfit!

Sunglasses, hats, and sun protection are essential – the sun may be stronger than you are used to, and there will be lots of reflection off the water.

9. Communicate Openly and Honestly
Complete the preference forms provided in advance by your broker, which will detail your food preferences, activities, and desired time ashore. This information helps the crew and chef provision the yacht, plan menus, and tailor the experience to your liking. Do not expect things on board that you have not asked for, as there may not be access to alternative food or drinks along the way.

Once you are on board, be open with the captain and crew about how things are going so they can address any concerns promptly to enhance your experience.

10. Have Fun and Make Great Memories
You will want the memories of your first luxury yacht charter vacation to last, so savor every indulgent moment from this unique way of traveling and be prepared to begin a life-long love affair with yachting.

Written by Rachel Kelly
Photos: Motor yacht ROCK.iT © YachtingImage
CharterWorld.com
The Luxury Yacht Charter Specialist

THE COSMOPOLITAN TASTES OF A TRULY BRITISH COLLECTOR

George Farrow was a man of cosmopolitan tastes, as was immediately apparent on visiting Anne Port Farm with my colleagues from Roseberys in the autumn of 2023. Nestled in a small cove on the island of Jersey, his one-time home was filled from floor to ceiling with artworks from around the globe and centuries. Scaling the imposing staircase in the grand entrance hall, one could witness an extraordinary breadth of art history – a monumental 18th-century Chinoiserie tapestry, a stunning specimen marble and micromosaic table, and even an Italian marble bust of Melpomene, the Muse of Tragedy. Pictures by Georges Stein and Marcel Dyf hung in the bedrooms – two notable impressionist artists, alongside wonderful framed embroideries and textiles. A walk around Farrow's home was a journey through his career as a collector; each object reflects his lifelong passion for beautiful works of art.

Farrow would ultimately become one of Britain's most prominent private landlords. Still, long before achieving this status, he was a boy of humble beginnings with a budding interest in objects of the world. Born and raised in south-east London, Farrow was fascinated by the art he witnessed on family outings to the Horniman Museum, and in particular the V&A, with its collection of textiles, sculpture, and ornate furniture, which opened his eyes to the cultures of Europe, North America, Asia, and North Africa. At twelve, he was a passionate reader of Edgar Wallace's detective stories. In one, he came across a sentence to determine the rest of his life, when a character enters a flat to find 'his feet sinking into [a] deep pile of Persian carpets,' quite akin to my experience of entering Farrow's home.

Influenced by all that he saw and read, Farrow took it upon himself to amass a personal collection of objects that intrigued him. With money earned from a newspaper round, his first purchase in 1928 was a sizeable Japanese porcelain charger from the late 19th century, finely painted with birds on flowering magnolia branches. Only once his career in property development took off that he could afford to collect more seriously, purchasing the best European bronzes, Oriental ceramics, and French furniture that he could source on the market. His curiosity never waned even into retirement, as he became fascinated by the history of the Silk Road and, with Leonard Harrow, wrote a valuable monograph on silk rugs and the master weaver Hagop Kapoudjian.

Anna Evans
Head of Sales & Specialist
Roseberys London

It was a delight to walk amidst Farrow's collection upon visiting Anne Port Farm, and it was an even greater privilege to catalog and prepare his possessions for sale at the Roseberys auction room, just a few miles from where it all began.

On Tuesday, 4 June, the collection proved salient and desirable, accruing sales totaling £1,071,000, with sixty-eight percent of its constituent lots exceeding their pre-sale estimates. Of particular interest was a 17th-century North Italian marble relief of Marcus Curtius, which was acquired by a private client for £91,240 against an estimate of £1,000 - £1,500. Quite aptly, the porcelain charger that Farrow bought as a teenager for the equivalent of £120 sold for £1,968, proving that from the beginning, he had been a collector with a keen eye.

George Farrow was indeed a man of cosmopolitan tastes, and indeed, the sale of his collection garnered cosmopolitan attention – 1,071 total bidders from fifteen countries around the globe partook in the auction, demonstrating the appetite far and wide for objects of exceptional beauty and historical craftsmanship. Some pieces returned to their places of origin, including a remarkable North Italian tapestry that was acquired by the Museo di Palazzo Ducale in Mantua. Others were bought by private clients looking to initiate or supplement their collections, as Farrow himself had done throughout his life. All had been carefully considered by the man that brought them together, as is the nature of the collector, and thus the enduring appeal of single-owner collections to the market. Farrow would have looked down on us with a wry smile upon seeing his collection, built over 50 years, elicit such excitement in 2024.

THE BUSINESS SHOW ASIA

The Business Show is the world's leading event for entrepreneurs, business owners, and startups. Running for 25 years, The Business Show takes place in locations across the globe, including London, Los Angeles, Miami, and Singapore, and the team behind the event has plans to expand to reach more countries and markets continually. The Business Show aims to support entrepreneurs and startups by offering them the services and products they need to run successful businesses.

A Legacy of Empowering Entrepreneurs

Since its inception, The Business Show has been a catalyst for innovation and growth in the entrepreneurial community. Over the years, the event has consistently provided a platform for businesses to thrive. The Business Show has helped entrepreneurs, business owners, and startups to form strategic partnerships, acquire cutting-edge products and services, secure vital funding, and achieve significant milestones in their business journeys.

By offering a diverse array of resources and opportunities, The Business Show enables participants to overcome challenges and scale new heights. Attendees have praised the event for its ability to connect them with industry experts face-to-face, create meaningful collaborations, and gain exposure to top-of-the-range products and services to optimize their business ventures.

Testimonials from past attendees highlight the transformative impact of the show on their business journeys. For instance, Shirley Lim, Marketing Director, shared her experience: "The Business Show Singapore was a fantastic opportunity to network with industry leaders and explore new technologies for my business. It's a MUST for any entrepreneur or SME looking to thrive in today's market!"

Unparalleled Networking and Learning Opportunities

This year, The Business Show Asia promises an unparalleled experience, welcoming over 8,000 entrepreneurs, business owners, and startups from across the country to the vibrant city of Singapore. Bringing together the inspirational entrepreneurial and business community from across the region, The Business Show Asia is the place to be to build the business of your dreams. Running for its third year, the event boasts an impressive lineup of over 250 exhibitors and 150 speakers, spanning a diverse variety of industries and providing you with a wealth of learning opportunities.

This year, some of Asia's most influential business professionals and entrepreneurs, such as Google, Forbes, Amazon, and PayPal, will be taking to the stage and delivering keynote sessions to inspire and educate our audience. Alongside this are esteemed businesses joining the event center stage to share their products, resources, setbacks, and successes.

One of the standout features of The Business Show is its comprehensive agenda, which includes seminars, workshops, masterclasses, and keynote presentations by leading figures in the business world. These sessions provide invaluable insights into various aspects of business management, from marketing and finance to technology and international expansion.

Keynote Speaker Spotlights

Get ready for an exciting lineup of keynote speakers at The Business Show Asia, featuring top industry leaders from renowned companies. Rohan Dhanuka from Google will delve into AI in marketing, highlighting the latest advancements transforming the field. Vanessa Techapichetvanich from One Championship and 2023 The Apprentice winner will share her journey from passion to profit, offering inspiration and strategies for aspiring entrepreneurs. Arvin Singh from Cinch will discuss the challenges and triumphs of navigating the startup journey. Rohit Lokray from PayPal will explore the future of global e-commerce, discussing the opportunities and challenges of embracing international online trade. This is just the beginning – many more insightful sessions and speakers can provide invaluable knowledge and inspire you on how to start or grow your dream business using the best strategies on the market. At the event, you will be able to learn from the best in the business.

Exhibitor Highlights and Masterclasses

The Business Show Asia showcases a diverse array of companies, each presenting unique products and services designed to elevate your business to the next level. Whether you're seeking innovative technology solutions, cutting-edge marketing tools, or strategic consultancy services, the diverse exhibitors offer a wealth of opportunities to discover and all the resources you need to drive your business forward.

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WHAT SHOULD BE CONSIDERED?

All Ultra-Wealthy families, and in particular first-generation entrepreneurial wealth creators in search of a best-fit service model for wealth management challenges, can find themselves in a sea of marketing confusion. However, discerning individuals who understand themselves, their families, and their pursuits can find a solution through the labyrinth of the mysterious "Family Office" space, which is frequently ill-defined or convoluted by many.

It is often stated that single-family offices (SFOs) are as unique as the families that founded them, ranging from informal workflows to professionally managed businesses. However, Multi-Family Offices (MFOs) may need to trade specific specialized offerings tailored to a single family to deliver a scalable business positioned toward delivering high-quality advice and services to numerous families.

The definition of a U.S. Family Office is targeted toward SFO's resulting from the regulatory landscape which emerged following the global financial crisis of 2008/2009. As a reference, we must revisit the Dodd-Frank Wall Street Reform and Consumer Protection Act (2010). Section 409 of Dodd-Frank addressed Family Offices and precisely the definition of a Family Office, which can be exempt from registering as an investment adviser under the Investment Advisers Act of 1940, Section 202(a)(11)(G). Dodd-Frank tasked the Commission with defining the exemption rule, i.e., the Securities and Exchange Commission (SEC).

The resulting rule, 202(a)(11)(G)-1 as issued by the SEC on June 22, 2011 defines a Family Office as follows*:

§ 275.202(a)(11)(G)-1 Family offices. (a) Exclusion. A family office, as defined in this section, shall not be considered to be an investment adviser for the purpose of the Act. (b) Family office. A family office is a company (including its directors, partners, members, managers, trustees, and employees acting within the scope of their position or employment) that: (1) Has no clients other than family clients; provided that if a person that is not a family client becomes a client of the family office as a result of the death of a family member or key employee or other involuntary transfer from a family member or key employee, that person shall be deemed to be a family client for purposes of this section 275.202(a)(11)(G)-1 for one year following the completion of the transfer of legal title to the assets resulting from the involuntary event; (2) Is wholly owned by family clients and is exclusively controlled (directly or indirectly) by one or more family members and/or family entities; and (3) Does not hold itself out to the public as an investment adviser.

John W. Sleeting
Managing Partner, Clearwater Capital Family Office Services

Therefore, by definition, a Family Office established other than what the rule allows will be subject to the Investment Advisers Act of 1940 and be a Registered Investment Adviser (RIA). Said another way, a Family Office has 'no clients other than family clients' and is often referred to as a "Single Family Office" (SFO), otherwise it is an RIA.

Consequently, therein lies the risk of confusion - an SFO is defined where an MFO is not. All other representations are a matter of interpretation, market positioning, or advertising. Unfortunately, there has been a run on the naming convention claim of Family Office (i.e., Form over Function).

Therefore, one must move beyond the regulatory definition toward the purpose of a Family Office (in pursuit of function over form). Dr. Kirby Rosplock, in her book The Complete Family Office Handbook, states that Family Offices are "designed to prepare family members to collectively manage, sustain, and grow their wealth across multiple generations." It is this defined purpose for which a family engages a Family Office (Single or Multi) and should be the criteria for the best fit assessment.

Moving from regulatory definitions toward purposeful decision-making, one must consider the array of services being offered. SFOs must uniquely construct themselves to serve the family for which they were chartered, while MFOs have evolved to address holistic needs, albeit perhaps not as niche as an SFO might.

The Family Wealth Alliance (FWA), founded in 2003, has become the premiere organization and convening authority for Multi-Family Office professionals. FWA established the MFO Standards, capturing the breadth of service offerings that families can consider in search of a best-in-class fit for their needs. Therefore, not all organizations which call themselves 'Family Offices' are, nor are all RIA wealth management firms Family Offices. However, arguably, all true Multi-Family Offices are RIAs defined by adopting a breadth of services fulfilling the purposes of the families they serve. Services engaged through an SFO/MFO should include subjects such as Investment and Portfolio Management, Financial Planning, Wealth Transfer Strategies, Philanthropy, Risk Management, Fiduciary Trust Services, Governance, Family Education, and Lifestyle services. Lifestyle can be a catch-all, including travel, residence management, household staffing, aircraft and yacht management, security, public relations, cyber risk, etc.

Families should consider engaging firms that empower the four buckets of Family Capital suggested by Dr. Lee Hausner: Human Capital, the role each unique individual plays in the family; Intellectual Capital, each person's knowledge base and how they contribute to the family; Social Capital, what the family views as their role in the world and what lasting difference (legacy) they will make; and, Financial Capital, property ownership including financial assets, business interests, real estate holdings, passion assets, etc.

We must never forget that, in the end, a Family's Human, Intellectual, and Social Capital reflects its hopes, aspirations, and purpose. At the same time, the Office helps to organize and manage the Financial Capital tools and techniques to sustain the family and achieve its objectives. Whichever model is chosen (SFO or MFO), don't lose sight that 'The Family' comes first.

John W. Sleeting is the Managing Partner of Clearwater Capital's Family Office Services, serves on multiple corporate & non-profit boards, and hosts the Entrepreneurial Legacies Podcast. Learn more about Clearwater Capital at www.ccpwealth.com

*excerpt only; please see complete rule for a broader definition, including grandfathering, and seek legal counsel accordingly regarding establishment and status of compliance.

MENTAL HEALTH CHALLENGES IN FAMILY OFFICES

AN OPPORTUNITY FOR CHANGE?

By Kenneth B. Dekleva MD

Denton's recent May 2024 survey report (The Evolving Risk Landscape for Family Offices, authored by Edward V. Marshall) highlighted risk management issues for over two hundred worldwide family offices. These included domains such as cyber threats, insider threats, healthcare, aviation security, and geopolitical instability. Given the volatility, uncertainty, and ambiguity caused by the latter category regarding the ongoing wars in Ukraine and Gaza and tensions in the South China Sea, family offices are no strangers to such risk or the need to develop improved risk management strategies.

The above report also emphasized risks involving healthcare access, with a third of those surveyed noting primary care access issues and 29% noting concerns about access to mental health care. The latter number is surprisingly high but dovetails with similar concerns across modern society, where rates of anxiety, depression, stress, and other psychiatric conditions have risen dramatically since the COVID-19 pandemic.

What sort of mental concerns might family offices have? One could expect that a small to large family office – both family and staff – would have a similar demographic and epidemiology as seen in a typical private psychiatric practice (even in a 'concierge' model of care), such as depression, bipolar disorder, anxiety disorders, ADHD, learning disorders, sleep disorders, autism spectrum disorders, substance use disorders, PTSD, stress-related illnesses, and various neuropsychiatric conditions.

Family offices can face unique challenges in obtaining sophisticated psychiatric care. While overall access to specialty care may be slightly easier given a family office's wealth and networks, these variables are not panaceas. Family offices with family members or staff with serious psychiatric illness can encounter particular domain-specific issues related to privacy, reputational risk, patients' inappropriate use of social media, and access to psychiatric care in countries where such specialty care is lacking, or when family members or staff are traveling/residing overseas for lengthy periods of time. Examples of the latter include 'ex-pats' living overseas (and often moving every few years), traveling business executives, students studying at overseas boarding schools or universities, or families visiting and caring for relatives in diverse overseas locations.

While life-threatening psychiatric emergencies are rare, when they do occur, they can be highly disruptive. Their coordination of care, including the management of medical evacuations across borders, is extraordinarily complex, requiring a nuanced level of experience rarely available, with few psychiatrists (with the exception of those who have worked overseas as diplomatic or military physicians) possessing such specialized expertise.

Traditionally, family offices have relied upon in-person psychiatric treatment to manage the above-noted conditions. However, during and subsequent to the COVID-19 pandemic, by far the biggest X factor has been the rapid adoption of telemedicine. The potential for psychiatrists, psychologists, and psychotherapists to 'see' patients remotely – wherever they may be – via Internet-connected and smartphone-connected devices now means that clinicians can bring the personalized intimacy of a virtual office visit directly to the patient's home, family office, or any other setting. It allows clinicians to meet their patients wherever they are at, using secure, app-based telemedicine platforms; telepsychiatry can also lower the stigma and barriers associated with seeking and obtaining confidential psychiatric treatment. Countless scientific studies have shown that in telepsychiatry, both clinical outcomes and patient satisfaction are as high, or even higher, than in-person care.

Academic medical centers, given their risk-averse mindsets, have been oddly sluggish in embracing such technological evolution on a global scale. However, family offices can, with their wealth and singular perspective, partner with innovative clinicians and utilize 21st-century personalized medicine technology and platforms to influence much-needed change.

Additional opportunities exist for family offices, not only for their families but for staff. Family office attention to mental health issues promotes employee resilience, well-being, and retention. It may indirectly help mitigate family office risks associated with insider threats, internal crises, and reputational damage.

Lastly, psychiatrists with a nuanced understanding of the medical and mental health needs of family offices can serve as trusted clinician-advisors, partnering with their primary-care and emergency medicine counterparts as - noted by Dr. Chris Sidford, Medical Director of Black Bag – "specialized, trusted advisors, ensuring that the family's or patient's best interests are represented in their respective domains." The health of a family office is more than just financial. It requires attention to other equally salient aspects of health, both physical and mental. The latter incorporates a broader vision of 21st-century family offices, in which a duty to care for its families and employees remains paramount. Attention to families' and employees' mental health – both in-person and utilizing telemedicine tools – is likely to become de jure and constitute an evolving standard for family offices. Attention to such novel resources will require collaboration with psychiatrists and psychologists who understand family offices' unique challenges and who can embrace a mindset of 'have couch, will travel.'

Dr. Kenneth Dekleva served as a senior diplomat and Regional Medical Officer/Psychiatrist with the U.S. Dept. of State from 2002-2016 (mostly overseas, where he traveled to over seventy countries) and is currently a Professor of Psychiatry and Director, Psychiatry-Medicine Integration, UT Southwestern Medical Center, Dallas, TX. He is also a Salzburg Global Fellow at the Salzburg Global Seminar and a Senior Fellow at the George HW Bush Foundation for US-China Relations. The views expressed are entirely his own and do not represent the views of the U.S. Government, the U.S. Dept. of State, or UT Southwestern Medical Center.


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TECHNOGYM
40 YEARS OF WELLNESS AND INNOVATION

Nerio Alessandri founded Technogym at the age of 22, when he designed and built his very first piece of gym equipment in his garage in Cesena Italy. Inspired by his passions for technology and design (TECHNO) combined with his passion for exercise (GYM), over the years, the brand has evolved from a premium fitness equipment company into a comprehensive ecosystem of wellness lifestyle and a protagonist of Italian design.

The concept of wellness has been a key consideration for the company since its inception, and the brand's origins are firmly rooted in the ancient Roman concept of mens sana in corpore sano (a healthy mind in a healthy body). For 40 years, Technogym has been committed to a holistic approach of promoting wellness through a lifestyle based on regular physical exercise, a balanced diet and a positive mental attitude.

The importance placed on design is a continuation of its all encompassing way of considering wellness; a belief that an attractive design engages users not only from a functional point of view, but also by creating spaces that promote a physical and mental balance, thereby offering a positive emotional experience. A unique example of this is Technogym Village which opened in Cesena in 2012. Conceptualized by Mr Alessandri and esteemed Italian designer, Antonio Citterio, it was the first wellness campus in the world and an architectural representation of the company's wellness philosophy. Mr Citterio was inspired by the concepts of sustainability and bioarchitecture to create an integrated wellbeing environment characterized by the successful fusion of elements such as light, atmosphere, sensations, colors and natural materials.

Innovation and anticipating industry firsts and trends has always been a driving force behind the growth of the brand. In 1996 it patented Technogym System, the world's first training management software, and in 2006 launched the first internet-connected equipment. It introduced the first cloud based industry platform in 2012 and recently launched Technogym Live, the on-demand video training platform dedicated to fitness, sport and prevention. Throughout its history, Technogym's track record of providing ground-breaking fitness industry developments is unparalleled.

Reflecting on the evolution of the company, Mr Alessandri notes how it has progressed from focusing on the mechanics of equipment to redefining the way people access sport, wellness and health, creating completely custom-designed digital solutions based on goals, passions and needs, as well as content that is relevant to everyone regardless of their individual preferences or fitness levels. Harnessing the potential of artificial intelligence, Technogym launched an ecosystem - unique in the sector - that includes connected smart equipment, digital services, on-demand training experiences and apps that allow every single end-user to access a completely personalized training experience anytime and anywhere: at home, at the gym, on-the-go.

In 2024, the company celebrated its 40th anniversary with the 'Design to Move' project; created to explore the special relationship between design and wellness, style and functionality, and the emotional and the tangible; all of which have been fundamental elements to Technogym since it was founded. Using the Technogym Bench as a blank canvas, 'Design to Move' features 40 benches designed by 40 different internationally renowned designers and artists including Kelly Hoppen, Antonio Citterio, Nendo, Patricia Urquiola, Piero Lissoni, Walter de Silva, Rolf Sachs, Elena Salmistraro and Michele Bönan. Design to Move launched with an exhibition at Technogym Milan during Milan Design Week 2024 and will travel to key markets until the 24th September 2024, when a selection of 15 unique Technogym Benches will be auctioned in collaboration with Sotheby's. The further 25 Technogym Benches will be available for purchase on Technogym.com. All proceeds from both the auction and e-shop will be donated to Unicef.

A reflection of its status as the reference brand for the training of professional sportspeople, Technogym is the Official Supplier to the Paris 2024 Olympics and Paralympic Games for fitness equipment and digital technologies for the athlete's preparation. Paris 2024 will represent the 9th Olympic experience for Technogym following Sydney 2000, Athens 2004, Turin 2006, Beijing 2008, London 2012, Rio 2016, Pyeongchang 2018 and Tokyo 2020. The company is proud to be Official and Exclusive Supporter of the Paris 2024 Olympic and Paralympic Games, not only because of the invaluable feedback it gains from the athletes, but above all because the Games represent a unique platform for sharing its commitment to spreading the culture of wellness, sport and health with the whole world.

In recent years the health and wellness industry has boomed, with research from The Global Wellness Institute finding that the wellness economy is expected to surge by 52% by 2027, reaching a staggering $8.5 trillion, and Mr Alessandri is a firm believer that embracing wellness can benefit society as a whole as well as the individual partaking in the activity. Living longer is not enough, the focus is now on living well for a long time: from simple longevity to healthy longevity. Wellness provides opportunities for everyone: for governments to lower healthcare costs through policies that put prevention at their core, for workers who can gain real benefits in terms of increased productivity and creativity, and for people in general, to help them live longer and better.

www.technogym.com

AMEDEI TUSCANY

THE CREATION OF CHOCOLATE MASTERPIECES

ABOUT HARVEY NICHOLS

Founded in London in 1831,

Harvey Nichols is a British department store chain with a flagship store in Knightsbridge

ABOUT FORTNUM & MASON

Founded in Picadilly, London in 1707

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That guilty pleasure that you might reward yourself with at the end of a long week, which has to be kept quiet, and strictly between you and yourself – it's the indulgence of chocolate. So let me introduce you to the crème de la crème of the chocolate world - Amedei Tuscany. You know it's a worthy treat when ten people are behind the crafting of every single square of the chocolate you will be enjoying. Set up in 1990 by Cecilia Tessieri, Amedei chocolate is so good in fact, that Tessieri has produced the six-time winner of the Academy of Chocolate's Golden Bean Award (the awards being to the chocolate industry what the Oscars are to Hollywood).

Tessieri's credentials don't stop there either, as she's also the world's first female to hold the title of Maitre Chocolatier – no small feat in an industry where the biggest players are mainly men. Not that this is a story about feminism, of course – far from it. This is instead simply a story of the creation of the finest chocolate in the world. Indeed, Tessieri's love of chocolate and continual search for perfection led her to embark on a mission to make Italian chocolate the most exquisite possible. Since launching over a quarter of a century ago, Amedei Tuscany has since become a staple on chocolate menus created by top chefs (such as Michel Roux Jr.) and patissiers (such as William Curley), because the quality of the cocoa beans used is always and uniquely the best. Ethically sourced, the beans are singled out from all over the world for their aroma and flavours. Tessieri is rightly proud of the relationships she has built up over the years with the farmers she sources her beans from, explaining that "the growers are the guardians of knowledge.

Amedei have started to organise tours around their Tuscan factory, which give an insight into the whole production process. Amedei is, in fact, one of the only Italian chocolate companies to have control over the entire production line, from cocoa bean to finished product. When Amedei was first started – in a small workshop with just one employee, making pralines – the chocolate was purchased elsewhere, and it was this that led Tessieri to search for the best cocoa beans the world can offer, from right across the four corners of the globe. "I decided, step-by-step, to create the best quality chocolate in the world," Tessieri explains. "But whatever I buy and wherever I buy it from, it is the same approach – I work with farmers who know and understand the importance of the fruit they grow. The only difference is the fruit itself. But I work with everyone with the same goal – to produce the best quality chocolate." But for anyone curious to know just exactly what goes into each delectable bar and more-ish praline, Tessieri is understandably tight-lipped and gives nothing away as to how she makes her creations. "What is the recipe for Amedei? It is the same question that many, many people ask me!" she laughs. "But mine is a secret recipe." The only fact she will concede is that "every year, I adjust the recipe because the cocoa changes – every year, the cocoa is completely different. It is not easy to maintain the same quality, but it is very important that you do."

Currently, "Amedei has a very good selection of chocolate," Tessieri says. As well as pralines, chocolate spreads and even chocolate drops, one of the company's latest launches is the Prendimè chocolate bar. About the size of a computer keyboard, this can be smashed up into bits to share with friends, or even just enjoyed by yourself beside a cosy fireplace. But since Amedei Tuscany products don't contain palm oil, soy lecithin or conservatives, and are Kosher certified, this all makes for one guilt-free guilty pleasure – and a very rich reward at any given moment!

Amedei Tuscany is available : www.amedei.it, Liberty's, Selfridges, Harvey Nichols and Fortnum & Mason.

Prendime ambient

PRIVATE JETS

THAT RIDE THE MARKET WAVES WELL

By Gretchen Braley

The business aviation industry has never been so strong. The rebound from the 2020 pandemic pause was quick and voracious. A record number of first-time buyers came to us from charter, fractional, and membership programs as they opted for ownership instead. The buying frenzy caused private jet inventory to hit an all-time low, with most models offering an extremely limited 1% of their fleet for sale (less than 10% is considered a sellers' market). It was a great time to be a seller and a stressful time to be a buyer.

Even when buyers were willing to pay 40-60% more than they would have the year prior, availability was impossible. The art of finding aircraft before they hit the market became imperative.

Now, in Spring of 2023, inventory is recovering. Most models are hovering around 3-8% of fleet-for-sale, rejuvenating the more balanced buyer-seller market. With bonus depreciation phasing out, economic and political uncertainty, and soaring inflation...will there be a mass exodus among owners, causing soaring aircraft values to come crashing down and mass inventory to sit on the market for months or years? The answer: probably not. But the truth is, we don't know for certain. We can make all the market predictions we want, but there are just too many factors – the human factor being the biggest – that are unpredictable. What we do know, is that so far that's not happening.

It is true that inventory has risen slightly and buyer demand feels less ravenous, but aircraft are still trading at higher values than they were pre-pandemic. Many, many new buyers entered the private jet ownership club in the past 18 months and are thrilled with the life change; production can't ramp up fast enough to support this demand so in likelihood, today's market is our new normal (or close to it).

Still, for many clients, the question has been "what is the best plane I can purchase in the wake of uncertainty?" In other words, which aircraft can I count on to hold its value through thick and thin? The aircraft that stand the test of time have three things in common: they are diverse in their mission, tight in their operating costs, and have a loyal, qualified client base. The following aircraft ride market turbulence like a 747:

Challenger 300/350/3500

You would think that having 866 aircraft in service would be detrimental to an aircraft's future value, just based on the sheer volume of potential competition. But that competition is met with constant, enthusiastic demand on the acquisition side. Bombardier's Challenger series performs; it's a U.S. coast-to-coast aircraft with 9 comfortable seats, big windows, and competitive super-mid operating costs. It's hard to find a client, whether they own a Challenger or not, that doesn't say 'I love the Challenger 300.'

Citation CJs

The Citation CJs, 1, 2, 3, 3+, and 4 have a cult following. People that own them, love them. The CJs have a tight cabin, but they're simple and cost effective to own. The wide array of CJ models allows light jet fans to find one within their budget. The aircraft are great climbers, short runway performers, and have solid range and seating capacity for a light jet.

Falcon 2000LX/S

The Falcon 2000LX/S is considered a super midsize aircraft, but it does everything just a little bit better. It can do about 400NM further than the CL 300 and the cabin gives you an extra 100 cubic feet plus an extra seat. Additionally, it burns less fuel which reduces the annual ownership costs. Those specifications, in combination with the fact that there isn't nearly enough Falcon 2000LX/S's out there, makes them a great buy.

Citation Excel/XLS/+

The Citation Excel/XLS is timeless for the same reason the Challenger 300 series is: it performs to its mission flawlessly. It competes with the Challenger for the best-selling jet of all time, but doesn't compete for market space because the mission is completely different. The Excel will always have strong demand because it looks and performs like a midsize jet, but costs like a light jet (to operate).

Gulfstream G550

The Gulfstream G550 is the only large cabin aircraft in my list for one reason: their mission, by design, is market limiting. There are fewer (although increasing) people that need to fly 5000NM+ regularly. The G550 is the workhorse of the large cabin jets though, and while it is designed for long distance flying, it is a popular choice among companies and large families who ample seating capacity for any mission. It has competitive operating costs for its cabin size, good runway performance, and a luxury brand name that will continue to draw people in.

The surging popularity of private jet ownership is likely to ensure that most models, whether they have been historic performers or not, will hold their values better going forward.

Ready to talk more – find me at gbraley@dallasjet.com or @gretchendallasjet on Instagram.

About Gretchen Braley

Gretchen Braley is the Vice President of Sales and Acquisitions at Dallas Jet International, a leading aircraft brokerage company and proud International Aircraft Dealers Association accredited dealer. Prior to joining Dallas Jet, Gretchen began her aerospace engineering career on the Space Shuttle Program at NASA before leading F-16 sales for Lockheed Martin Aeronautics. Since transitioning to private aviation in 2017, she most enjoys the partnerships she creates with her clients and the technical value that she provides while saving clients time and money. Check out her Instagram page @gretchendallasjet where she passes on her aviation passion and knowledge by sharing aircraft comparisons, market trends, and future innovations.

NAVIGATING THE COMPLEXITIES OF MODERN FAMILY OFFICES

By Aaron Bates, Head of UHNW & Growth Strategies at Bernstein Private Wealth Management

We live in a world where the term "Family Office" connotes everything from a virtual entity to a function within an operating business to a traditional brick-and-mortar, professional family office. That makes it more important than ever for advisors to understand each family's unique background and circumstances—and how they arrived at their current juncture. A 2023 survey of our UHNW and Family Office clients found that virtually all (97%) respondents expected their advisor to deliver hyper-responsive, personalized service while recognizing when to involve subject matter experts. In other words, going "above and beyond" to serve a family's complex needs has become a widespread expectation. But what does this mean in practice?

At Bernstein Private Wealth Management, we define a family office as "an entity driven by a common purpose that binds a family together across generations." What better example than a family business? A business has a purpose, reflects the values of the founder and/or the current leadership, and operates with a set of governing principles leadership has established. Given the majority of family offices begin with an operating business, we will consider two sub-categories: those with a current operating business and those who are post-exit.

Serving Those with a Current Business

When running a family office alongside an operating business, three common concerns tend to arise:

i) Balancing liquidity needs for both the business and the family

ii) Weighing investment risk for both

iii) Navigating succession planning

Let's address each in turn. First, understanding the potential interplay between family liquidity needs and business decisions is incredibly important. Using analytical tools to clearly demonstrate the benefits or challenges of investing more in the business versus allocating to the shared lifestyle pool can help families better envision their future. Gauging investment risk involves a similar trade-off. Families often under-allocate to risk assets like equities and private assets as they perceive their business to be their primary risk. This tends to mute family assets' growth potential—and, in turn, limits the family's liquidity in the future.

For family principals who serve as both business owners and family leaders, succession planning remains a key concern. The family's future depends heavily on leadership clearly defining their intentions for the business—whether that includes ongoing operation or a sale—and communicating that vision to the broader family.

Once a path is chosen, the family must determine who will participate in the business, the family office, or both. In our 2023 survey, we found succession planning to be at the top of all participants' minds. As a result, it's essential to focus families on their 'why': What is their North star? What are they trying to accomplish? By engaging in a reflective process, the family can lay out a road map for success for both the operating business and the family office.

Post-Exit Considerations

There may not be a more harrowing personal or professional experience for a business owner than selling their business. Here, again, it's crucial to explore the underlying rationale driving the sale. As in retirement, it's not about running from a job but to another chapter. But, a business owner should only sell if they have a clear understanding of their way and a well-thought-out plan for what comes next. Many owners turn the page and create a family office.

And those post–operating company family offices face some similar concerns:

i. What are the family's priorities, and how will they differ post-sale?

ii. How should the family define their time horizon?

iii. How does the family make collaborative decisions, communicate, and plan for generational succession without the business's governance structure?

When a family is running a business, their purpose is well-defined. Without that shared mission, the deck is cleared—but the ship may founder. To right it, the family must first align on what matters most: how do they prioritize philanthropy, preserving wealth, or supporting family members launching businesses themselves?

Can the family office align their investments with the family's interests and values? These priorities must be clearly articulated. They can serve as the foundation for key documents such as a family mission statement, family constitution, investment policy statement, and investment guidelines.

Without a business as a going concern, post-sale family offices often struggle to determine their time horizon. Are they forming an entity that will support future generations, including great-grandchildren who have yet to be born? Or should they aim to unite two to three generations for a charitable purpose? While flexibility is key, defining a time horizon at the outset can help families split their "endowment" versus "operating" funds. After tackling priorities, purpose, and perpetuity (or not), the family can address pressing governance tasks:

- Drafting proper policies.
- Holding in-depth discussions on committee functions and leadership roles.
- Establishing benchmarks for succession planning—including the role of non-family members within the office structure.

A desire to align investment strategies with the family's values and interests is common among both family office archetypes. This alignment is often reflected in family investment guidelines, which should be flexible enough to capitalize on opportunities while establishing a clear framework for investment. To facilitate inclusive discussions, have a clear understanding of the family's core values, which should be defined prior to establishing guidelines. Additionally, guidelines should consider the family's domain expertise and their desire to leverage that knowledge in future investments. While guidelines should be revisited periodically, the family office should establish the framework at the outset.

Uniting Generations and Achieving Success

Family offices have evolved from being solely investment vehicles to becoming a unifying force that binds families across generations. Whether established within an operating business or after its sale, a family office must reflect the unique values, goals, and complexities of each family. There is no one-size-fits-all solution, but there are shared questions and common themes that must be addressed for the family to achieve success. By doing so, families can establish a family office that serves as a centering force and helps to achieve the long-term goals of both the family and the business.

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MERGING WORLDS: HOW FAMILY OFFICES MOVE BETWEEN ISLAMIC AND WESTERN FINANCE

by Flavio Moretto Financial Advisor - Family Officer - Insurance Broker

In the intricate world of high finance, family offices are emerging as crucial players, mainly because of their unique ability to blend the principles of Islamic and Western financial practices. They are not everyday financial advisors: they act as comprehensive wealth managers for ultra-high-net-worth families, providing services that go far beyond stock picking. They are financial legacy architects, ensuring that wealth grows, is preserved, and is transferred in a way that aligns with family values across generations.

One key area where this fusion of financial cultures is most evident is in investment strategies. Islamic finance, which has its roots in Sharia law, is based on ethical investments and risk sharing. This means avoiding interest-based investments (riba), excessive uncertainty (gharar), and sectors considered unethical, such as alcohol or gambling. Instead, the focus is on tangible assets and profit—and loss-sharing models.

Family offices are addressing this by creating hybrid portfolios. They might invest in Sukuk, Islamic bonds backed by physical assets, and carefully chosen Western stocks of companies that adhere to Islamic ethical standards. This approach allows them to leverage the strengths of both systems: the ethical basis of Islamic finance and the diversity of Western markets.

Wealth management, however, goes beyond simple investments. Family offices take a holistic approach, considering tax optimization, financial planning, and risk management through a lens that aligns with Islamic and Western practices. This often involves working with Islamic scholars and financial experts to create tailored financial products and services.

For example, they might combine Islamic insurance (Takaful) with conventional insurance to create a comprehensive safety net.

Inheritance planning presents another fascinating aspect of this financial balancing act. Islamic inheritance law (Faraid) sets specific quotas for heirs, which can become complex when dealing with international assets and multiple legal systems. Family offices step in to create estate plans that respect Islamic and Western legal frameworks. They use tools such as trusts and foundations to ensure that wealth distribution aligns with Islamic principles while addressing the often thorny issues of international taxation and different legal requirements.

Philanthropy, a cornerstone of Islamic and Western traditions, takes on a unique dimension in a family office context. In Islam, charity (Zakat and Sadaqah) is encouraged and a fundamental obligation. Family offices help families fulfill this obligation by establishing charitable foundations, endowments, and donor-advised funds that support causes that align with Islamic values and the family's mission. These can range from funding education and health care initiatives to supporting poverty alleviation and environmental conservation.

The success stories of family offices navigating this complex financial landscape are numerous. Al-Futtaim Family Office, based in the United Arab Emirates, is a prime example. It manages a diversified portfolio that includes Shariah-compliant investments in sectors such as real estate and healthcare and traditional Western investments in global equities. This dual approach has enabled them to grow significantly while remaining firmly anchored in Islamic principles.

On the other hand, the renowned Rothschild family office, a name deeply rooted in Western finance, has also adapted to the growing demand for Islamic financial practices. It offers a range of Shariah-compliant products, including Islamic private equity funds and Sukuk. This adaptation has enabled them to attract and retain a broader client base, particularly from regions with significant Muslim populations, demonstrating the growing interconnectedness of the global financial landscape.

Industry experts, such as Dr. Mohamed El-Erian, renowned economist and former CEO of PIMCO, recognize the unique position of family offices in bridging this financial divide. They possess the knowledge and flexibility to create tailored solutions that respect cultural and religious sensitivities without sacrificing financial performance.

Although the world of family offices has a compelling cultural and financial integration history, it has its obstacles. The regulatory landscape differs significantly from country to country and is a constant challenge. Family offices must remain nimble, adapting to ever-changing legal and compliance standards to ensure their clients comply with Islamic and conventional financial regulations.

Cultural sensitivity also plays a crucial role in their success. Understanding the nuances of how financial decisions are perceived and made in different cultural contexts, especially in Islamic finance, is essential. Building trust and fostering solid and long-term relationships with clients is the foundation of their success.

One of the most significant contributions of family offices in this area goes beyond their direct clients. They actively participate in knowledge sharing within the industry. By participating in conferences, roundtables, and forums, they contribute to ongoing dialogue and understanding of both Islamic and Western financial practices. This spirit of collaboration is critical to building a more inclusive and equitable global financial system, where wealth is a measure of financial success and a tool for positive change and sustainable growth.

WHY ARE FAMILY OFFICES INCREASING ALLOCATIONS TO PRIVATE MARKETS?

By Alexander Green, Co-Founder and CCO, Globacap

Family offices are increasingly allocating more funds to private market investments. In this article, Alexander Green, co-founder and CCO of Globacap, analyses the reasons for family offices' increased focus on private markets and argues that this is a more permanent shift than some expect.

Public markets' struggles have continued into 2024, with global IPO activity slowing in the first quarter to the lowest level since 2020. In some regions, this has reached decade lows, making it difficult for investors to earn strong returns.

On the other hand, private capital markets are evolving. Maintaining a growth rate of 20% per annum since 2018, they are now an increasingly attractive alternative to traditional public funding routes for companies looking to raise capital.

Given the improved liquidity and efficiency they now offer on top of higher levels of funding, private markets are turning heads in the family office space. Family offices in the US had more investments allocated in private markets, including private equity, venture capital and private debt, (29.2%) than in the public stock market (28.5%). Crucially, 41% said they plan to boost private market allocations, showing that this is potentially a more long-term trend.

Family offices also said that 'private equity and venture capital' were the most likely asset classes to bring them strong returns in the future. But why is interest in private markets increasing so rapidly?

Private markets succeed where public markets falter.
In the first quarter of this year, there were only 291 IPOs launched globally, a significant drop from 371 IPOs in the fourth quarter of 2023. In addition, there were 912 IPOs worldwide in the fourth quarter of 2021, bearing a 70% decrease compared to last quarter. Firms are now electing to stay private for longer, or even to delist, as confidence in public markets falls.

In contrast to slowing public market activity, private markets are becoming more efficient, closing the gap with public markets. Moreover, with an estimated $24.4 trillion invested in private markets, the space is increasingly considered a solid alternative to public markets.

Historically, private markets have been comparatively inefficient, requiring manual input and higher execution costs. However, the adoption of new technology has digitized the space, automated processes and leading to higher levels of liquidity. This has resulted in a far more efficient settlement cycle with lower risk, encouraging more allocation from market participants.

As private markets become more sophisticated, investors are finding that they can have faster access to liquidity and earlier exits, enabling them to rebalance their portfolios more easily.

Private equity secondaries – a key growth area

As public market exits continue to be few and far between, secondary private market transaction volumes have grown as institutional investors like family offices search for simpler ways of rebalancing their portfolios.

In fact, secondary private market deal volumes grew to $114 billion in 2023 off the back of increased investment in digitisation and automation – the second-highest year on record. New transformative technology is removing liquidity and complexity barriers in secondary markets, encouraging more family office investors to allocate funds as navigating the space becomes more accessible. 45% of family offices now plan to over-allocate to the secondary private equity market to shore up their returns.

Private family capital is now larger than private equity and venture capital combined, with over 10,000 single-family offices having been created globally in recent years. Family offices differ, however, from venture capital and private equity firms, given their focus on long-term investments and building generational wealth. They aren't held back by investing cycles or liquidity plays and prioritize steady, secure, and scalable access to capital. In this way, private markets and private market secondaries are particularly attractive investment options for them.

Private markets are on a solid growth path.
Although the past few years have been turbulent for global public markets, signs show they could be due to bounce back. The UK, for example, is showing a positive shift in momentum through Raspberry Pi's recent IPO and Shein's expected London listing.

However, whether public markets rebound or not, private markets are set to continue seeing improvements in funding and liquidity as they advance automation and digitization. As a result, we also expect more family offices to invest in private assets in the coming years.

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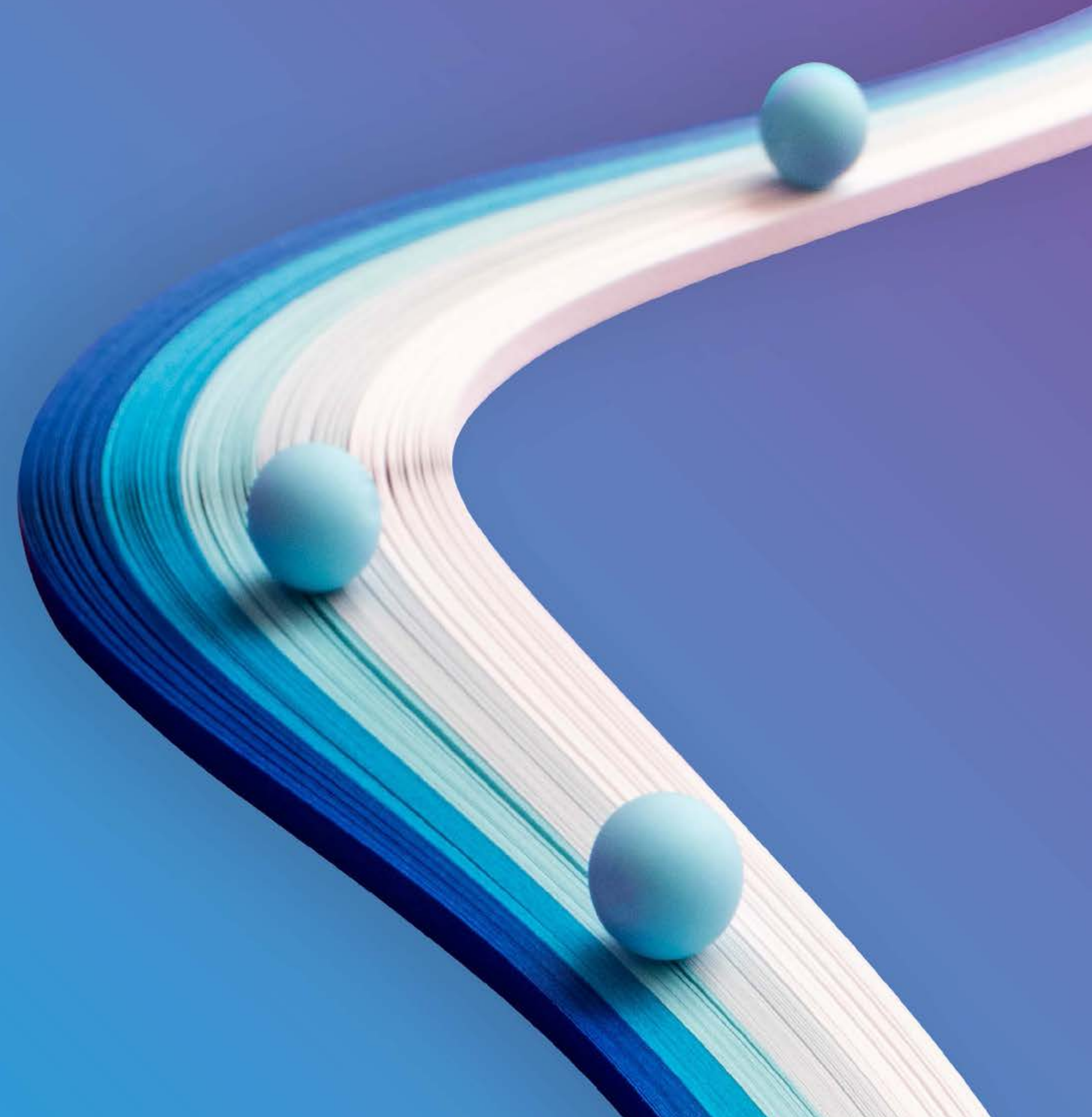
Single-family offices 2024 outlook



SAVILE ROW

by Ty Murphy

RAY STOWERS, RENOWNED SAVILE ROW 'BESPOKE' TAILOR

Ray Stowers, a renowned Savile Row 'Bespoke' tailor, embarked on his illustrious tailoring career in 1980, honing his skills under the guidance of a traditional East End tailor based in Essex. In 1983, he ascended to the pinnacle of handmade bespoke clothing on Savile Row, assuming the role of Head of Bespoke tailoring at No. 1 for Gieves and Hawkes. After an impressive 25-year tenure, Ray established his own venture, Stowers London, at No. 13 Savile Row. Amidst a changing world, Ray and his team made a deliberate shift away from the conventional brick-and-mortar retail model of Savile Row. Instead, they devoted their focus to crafting impeccable bespoke pieces and enhancing the customer experience, providing their services worldwide upon clients' request. To maintain an exceptional level of service and consistently impeccable clothing quality, client numbers were deliberately limited, with a maximum of 150 numbered garments produced annually. With a reduced clientele and a more exclusive approach, Ray now offers a refined and personalized service, meeting each client personally to comprehend their unique requirements. His expertise in bespoke tailoring goes beyond fulfilling immediate clothing needs. Having crafted handmade bespoke clothing for Royalty, Heads of State, VIPs, Celebrities, and notable figures from around the world, Ray's comprehensive service accounts for the climatic, cultural, and traditional nuances of his clients' environments. His understanding of each client's lifestyle, status, and surroundings has been integral to his enduring success and long-term relationships.

During the initial consultation, Ray not only seeks to understand your individual preferences and needs but also provides education where appropriate. This ensures the creation and management of an exclusive wardrobe that aligns perfectly with your personal style and lifestyle. Whether the occasion calls for classic elegance, refined formality, a sophisticated yet less formal dress code, or a uniquely designed garment, Ray's guidance guarantees your sartorial appropriateness for every event. Moreover, he remains available to offer assistance and advice throughout your ongoing relationship.

Adhering to the esteemed traditions of Savile Row, Ray Stowers meticulously creates your personal pattern before conducting a series of 'fittings' to tailor the clothing precisely to your physique. Every garment is individually cut, designed, and handcrafted by his skilled team of tailors in London, extending this exemplary service to both male and female clients.

Ray Stowers Bespoke products and services are now available through referrals and premium partnerships, including an exciting collaboration with Dawson Racing. Partnering through the esteemed tech-enabled marketplace, Telos Style, Dawson Racing and Ray Stowers Bespoke offer meticulously tailored race teamwear with unparalleled precision. This alliance unites the artistry of bespoke tailoring with the spirit of high-performance racing, transcending conventional boundaries.

The partnership not only elevates the craft of tailoring but also grants clients a unique opportunity to immerse themselves in the world of motorsports, enjoying exclusive events, VIP access to races, and behind-the-scenes experiences. This collaboration fuses sartorial elegance with the exhilarating universe of racing, providing an extraordinary journey where style meets adrenaline.

TECHNOLOGY IS CRUCIAL

FOR YOUR PRIVATE AVIATION ASSETS

by Chris Marich, co-founder and CSO of MySky

A surefire way for family offices to determine whether their business jet management company is providing value for money is to assess the extent to which it is using the latest technologies in its daily operations.

Without sophisticated technology, aircraft management and charter operators rely on manual solutions that were never devised for the tasks for which they are being used. This causes significant inefficiencies that increase both your aircraft's administrative costs and direct operating expenses, resulting in reduced ROI for HNWIs and family offices.

Technology to boost human effectiveness

Recent research at MySky found that business aviation charter operators could lose up to US$4,000 per month per aircraft they operate by not embracing new technology.

This figure is based on our assessment of the cost of overspending on back-office operations, including accounting, reporting, procurement, and business intelligence. We could clearly see the challenges businesses faced as a result of relying on manual tools.

Given that it takes 15 minutes on average for a single invoice or receipt to be processed by one person, while a typical charter aircraft will generate around 150 of these documents each month, large amounts of paperwork can quickly cause accounting bottlenecks, which can have a significant downstream effect on the business.

That's a significant cost in terms of employee time directed at administrative tasks, alongside the opportunities that might be lost due to time not

spent on other fundamentals of operating a profitable business. Equally, there's a risk of human error when companies are forced to carry out repetitive tasks that don't offer significant added value.

The AI difference

The good news for family offices is that many air charter companies embrace technology to provide more excellent value.

The latest AI solutions are enabling these businesses to deliver superior service to customers while minimizing costs and errors.

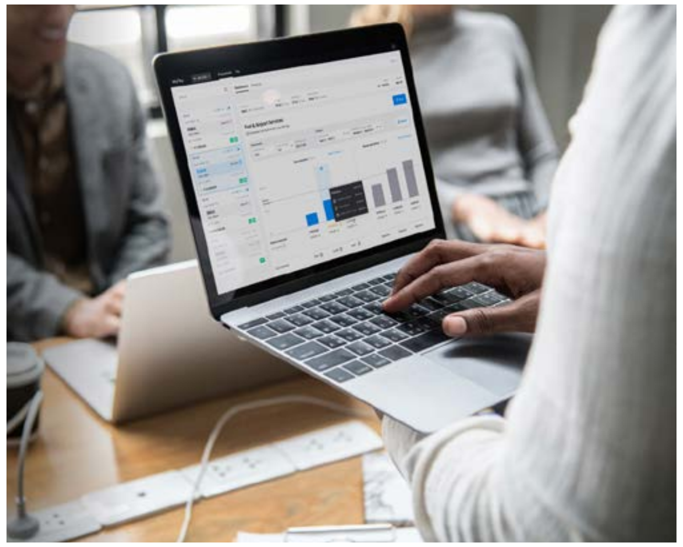
Applying AI to the quoting process, for instance, means it can be simple to input travel details and preferences to generate quotes in under 10 seconds.

This represents significant time savings on the hours—or even days—involved in generating quotes using legacy systems, which can include operators manually drawing these up before struggling to gain internal approval.

Embracing a faster AI-driven alternative means providing a better experience to family offices managing aircraft via these operators.

Harnessing technology

Charter operators can also invest in technology that offers significantly increased visibility of supplier costs associated with a flight. This enables them to get a clear picture of overall spending, including fuel, airport, and handling services.



This again represents a significant time saving while avoiding hidden charges. It also ensures operators can compare market rates and optimise spending. Equally, it enables these businesses to provide family offices with a clear understanding of their final costs for each booking.

When assessing industry issues more widely, technology allows operators to keep detailed and precise records of activity for tax purposes, which could prove invaluable when the IRS sets the tone for a global crackdown. While there's every indication that the IRS initiative has been motivated by an industry image problem rather than a genuine widespread lack of compliance, the peace of mind reliable records can offer cannot be underestimated.

Working with a technology-driven operator can provide reassurance regarding compliance, efficiency, and cost-effectiveness for family offices.

Whether these operators stand to benefit most from increased transparency, more data-informed decisions, or enhanced performance and profitability, there is an AI solution that can ultimately deliver benefits to customers.

The AI future
The only way to confidently make optimal business aviation decisions is to understand all flight costs thoroughly.

And, in an AI-dominated future, meeting the required levels of efficiency and transparency to keep up with competitors will require investing in the latest technologies.

The confident insight will prove key to allocating resources efficiently and embracing a more strategic approach to financial planning, ultimately driving profitability.

The future in which manual processes are no longer fit for purpose has already arrived. With almost every administrative task, from generating quotes to gathering and reviewing costs, set to be enhanced by AI, technology investment could prove the difference between success and failure for business charter operators.
For family offices, selecting business aviation operators committed to the latest technology will be key to building long-term, cost-effective relationships that deliver genuine value.
ENDS

About MySky
Founded in 2015, MySky is the only AI-powered cost management platform designed specifically for the private aviation industry. EMEA-headquartered in Dubai, UAE and US-headquartered in New Jersey, US, MySky is a global technology company bringing value to all private aviation stakeholders, optimising business aviation processes and enabling charter operators to work smarter, not harder.

Fueled with the largest pricing database in the industry, MySky's advanced AI is a friendly assistant that takes care of cost analysis, benchmarking, and reconciliation. MySky's products provide charter operators, jet owners, and flight departments with complete oversight of the cost lifecycle and a greater understanding of the profitability of each flight requested.

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FARRER & CO-BACKED RESEARCH SETS OUT VITAL STEPS TO CLOSE PROPERTY'S NET ZERO DATA GAP

Landmark research backed by leading law firm Farrer & Co has today been published by the British Property Federation (BPF), revealing the energy data challenges facing the tenanted property industry and the key steps to bridge the data gap to move to net zero.

The Climate Change Committee's 2023 progress report identified that buildings remain the UK's second highest emitting sector, and that progress in making substantial emission reductions has "stalled" since 2010.

A lack of robust energy data has been identified as one of the key barriers to a net zero future in tenanted property. Sponsored by Farrer & Co alongside Get Living and Position Green, and conducted by Savills, the BPF's "Closing the Data Deficit" research was based on a wide literature review and interviews with stakeholders from high-profile organizations in the commercial (including office, retail and logistics) and residential sectors to understand the primary challenges they face in collecting and using the data they need to set net zero trajectories.

This report highlights the variety of legal, organizational, behavioral and technological factors which impact energy data collection and analysis and add to the obstacles facing landlords and stakeholders keen to reduce their carbon emissions – and sets out key recommendations to tackle "Closing the Data Deficit".

Some of the key barriers to data collection and analysis were identified as:

- Over-reliance on manual data collection, which can result in incorrect and incomplete data
- Reluctance regarding data-sharing between occupiers and owners; with data privacy also a hindrance in the residential market
- Lack of awareness among asset and property managers with regards to data and energy efficiency
- Costs and operational requirements related to smart meter instalment and maintenance

The BPF report goes on to identify five headline measures to help the industry achieve net zero:

- Mandating data-sharing between tenants and landlords to improve understanding of energy performance and to facilitate jointly working on low carbon measures
- Encouraging smart meter rollout to ensure accurate and reliable data collection and to move away from costly and time-consuming manual collection
- Creating a Building Energy Data Taskforce to promote collaboration between the real estate and energy sectors to foster knowledge-sharing and data compatibility between providers and users and to deepen understanding of available technological solutions
- Advocating 'green leases' to improve landlord-tenant collaboration on environmental measures
- Promoting performance-based energy metrics which look at the operational energy use of a building, (as opposed to using EPCs, which do not) and the use of performance-based rating schemes which would encourage collaboration between owners and occupiers

The report recommends engagement between the Government and real estate and energy industry stakeholders to find the most suitable way to implement these measures and that policy solutions should focus on the purposes for collecting data, be user-friendly and be mindful of time and cost burdens for occupiers.

Mark Gauguier, Head of Commercial Real Estate at Farrer & Co, said: "Access to accurate and timely energy data is essential for the commercial property sector to meet the net zero challenge, and the Closing the Data Deficit report lays bare the extent of the barriers to collecting and analyzing energy data. We need a holistic policy framework which drives collaboration between owners and tenants in sharing data and jointly working on net zero objectives.

"We are proud to have supported the Closing the Data Deficit report which calls for all stakeholders – the Government, owners, occupiers, developers and investors and energy and data providers – to work together to tackle this issue."

Rob Wall, Assistant Director at the BPF, said: "Commercial and industrial buildings account for around one third of all building emissions. Quite simply, we will not deliver a net zero carbon property sector unless we decarbonize our offices, our retail units, our industrial centers and our warehouses.

"Our research shines a light on the critical role of data in understanding how buildings perform, in developing and delivering net zero plans and in cutting energy bills for tenants. We look forward to working with the next Government to tackle the challenges highlighted in the research and accelerate the transition to a net zero carbon property industry."

Farrer & Co is a leading independent law firm based in London, founded in 1701. Noted for its technical excellence and client service, the firm provides seamless support to families, businesses, financial institutions, education and not-for-profit organisations.

From property, trusts and philanthropy, to M&A, insolvency and reputation management, the firm prides itself on its client-centric culture and values of integrity, excellence and partnership.

OPAL GROUP

Family Office & Private Wealth Management Forum 2024

Staff Writer

Opal Group is proud to present the highly anticipated Family Office & Private Wealth Management Forum, the flagship event renowned for its global reach and distinguished attendees. Set against the backdrop of Newport's rich history and breathtaking mansions, this event promises to be a premier gathering of family offices, private investors, and investment managers from around the world.

Taking place from July 22-24, 2024, the Family Office & Private Wealth Management Forum will provide a unique opportunity for delegates to navigate the ever-changing landscape of wealth management while fostering connections, exchanging ideas, and forging new friendships.

With an impressive lineup of over 1000 delegates, including influential thought leaders, industry experts, and successful practitioners, this event is an unparalleled platform for learning, collaboration, and business development.

Throughout the three-day program, attendees will engage in insightful discussions covering a wide range of investment topics. From direct investing and impact investing to non-correlated assets and more, participants will gain valuable insights into the best strategies for mapping out their portfolios amidst the challenges and opportunities presented by the past recession.

"The Family Office & Private Wealth Management Forum has established itself as the pinnacle event for the global family office community," said Dan Meador, Head of Production & Business Development at Opal Group. "We are delighted to bring together such a diverse and esteemed group of individuals to explore innovative investment ideas, discuss emerging trends, and discover new avenues for preserving and growing their family's wealth."

In addition to the exceptional content and networking opportunities, attendees will also have the chance to meet potential clients, foster partnerships, and expand their professional networks. The event's inclusive and collaborative environment creates a conducive atmosphere for meaningful connections and business growth.

Opal Group invites all interested individuals to join the Family Office & Private Wealth Management Forum in Newport, RI this July. With a promising forecast of fun, networking, and favorable prospects for preserving family wealth, this event is not to be missed.

For more information and to register, please visit the event website at https://www.opalgroup.net/trk/fopwmfc2413.html

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MEGATRENDS SHAPING THE WORLD AND HOW TO STAY AHEAD OF THE CURVE

By Bobby Stover, EY Americas Family Enterprise and Family Office Leader

Family enterprises, including family offices, blend tradition with innovation. The pandemic was a stark reminder of the speed of change and the fragility of systems that cannot adapt.

The world is not just evolving; it is transforming rapidly and unpredictably. Megatrends such as technological advancements, regulatory shifts, and demographic changes are not isolated forces, but interconnected ones that are shaping our world. To thrive in a globalized economy, family enterprises must adopt a forward-looking, hyper-focused approach to resiliency. Here are five megatrends that family enterprises need to keep their eye on and plan for:

Digital transformation: embrace it
Private capital is on the rise, placing family businesses at the forefront of a changing environment. With increasing immigration, rapid technological progress, and a growing reliance on a smaller workforce, the need for adaptability is not just a choice, but a necessity for these enterprises.

To navigate this shift, these businesses need to integrate technology into their core strategies for growth and resilience. This includes implementing robust data management and security to safeguard vital information while allowing necessary access.

For family businesses, the digital revolution means more than just adopting new tech — it means a fundamental transformation in operations, engagement, and value delivery. A digital-first mindset, characterized by agility and continuous learning, is essential.

Looking ahead to a future with artificial intelligence, the metaverse, and Web 3.0, family enterprises must explore the limits of what's possible and prepare for a blended digital-physical reality with new avenues for innovation and connectivity. Adapting is not just about surviving; it's about thriving in a digital-centric world where adaptability equals success.

Enterprise risk management: building resilience
A robust enterprise risk management (ERM) system is crucial in today's unpredictable landscape. Simply identifying risks is inadequate; businesses need to be adept at early detection, response, and recovery from unexpected incidents to maintain resilience amid volatility.

Traditional risk management methods fall short. Even large global corporations struggle to create sustainable risk strategies, highlighting the necessity for a more dynamic approach. ERM must be woven into a company's fabric, with a focus on comprehensive risk handling.

Companies should appoint a risk steward responsible for overseeing risk management across the organization and fostering a unified, proactive approach. This individual should have a clear grasp of the company's primary risks and the following attributes:

- The skill to dismantle organizational barriers and collaborate across various operational levels

- An understanding of the organization's risk tolerance and how to incentivize leaders to agree on a standard risk definition

- The ability to align risk priorities with overall business performance

Whether enhancing current systems or introducing new ones, an adequate data and technology infrastructure should:

- Establish a shared risk ecosystem with a unified taxonomy and data model
- Streamline and automate risk management tasks, reducing effort and training requirements

- Eliminate redundancies, phase out outdated systems, and leverage optimized technologies like cloud services and advanced analytics

- Resilience is the future of risk management, ensuring systems are robust enough to endure disruptions and recover quickly.

Regulatory environment: anticipating change
A global perspective is crucial when considering megatrends. With regulatory environments in flux, international organizations that are informed on the latest global developments, like the World Economic Forum, can provide crucial guidance for family enterprises seeking to identify and get ahead of the next megatrends.

By following their lead, family enterprises will be better equipped to anticipate and plan strategically for these changes. Additionally, proactive family enterprises are at the forefront of initiatives such as public-private partnerships as a means to address societal issues.

Rising generations: the future of leadership
As Gen Z enters the workforce and ascends into leadership roles, new viewpoints and priorities emerge found recent EY data from their 2024 Live Work Play Study. Their inherent digital fluency, practical mindset and drive for meaningful change are poised to influence the direction of family businesses. Understanding the unique motivations and behaviors of each generation is crucial for cultivating a workplace culture that capitalizes on the diverse strengths of each generation.

Philanthropy: a new approach to giving
The approach to philanthropy is evolving, with an increasing focus on strategic giving and measurable impact. Family enterprises have the opportunity to leverage their wealth for social good, which requires careful consideration of how funds are allocated.

The rise of social welfare organizations, such as 501(c)(4)s, offers a new avenue for advocacy and partnership, allowing enterprises to contribute to societal change more directly and meaningfully.

Moving into the future
Family enterprises and offices must evolve from a risk avoidance mindset to risk resilience. By understanding and preparing for megatrends, family enterprises can turn potential disruptions into opportunities for growth. Family enterprises should incorporate the following action steps into their strategic planning:
- Develop proper risk management framework: Establish a comprehensive risk management framework that goes beyond simply identifying risks and includes strategies for managing and mitigating those risks effectively.

- Get smarter about generations and human behavior: Enhance your understanding of different generations within the family enterprise and their behaviors. This knowledge can help you tailor approaches that resonate with each generation and manage family dynamics.

- Think globally: Avoid being insular and recognize the importance of thinking as a global citizen. Even if the enterprise or office does not operate internationally, global events and trends can have local impacts, and it's crucial to be aware of and plan for these.

- Anticipate regulatory changes: Stay informed about potential regulatory changes and understand how they may affect the enterprise. Large organizations often struggle to keep up with regulatory changes, so thinking ahead and preparing for these shifts is essential.

- Support better regulation through public-private partnerships: Engage in public-private partnerships to address issues collaboratively rather than relying solely on regulation. Both sectors will develop more effective and targeted solutions than regulations that may not fully address the underlying concerns.

Let us embrace these trends not as threats but as the path forward to a more robust and dynamic future.

The views reflected in this article are those of the author(s) and do not necessarily reflect those of Ernst & Young LLP or other members of the global EY organization.

THE NEW BIO-R® FEMALE HEALTH BLUEPRINT PROGRAM IS TAILORMADE TO TURN BACK THE CLOCK ON BIOLOGICAL AGING

Zurich, January 8, 2024: The Kusnacht Practice, the world's most exclusive and private treatment center, is thrilled to introduce its unique BIO-R® Female Health Blueprint program. This program, which is the first of its kind, takes a holistic and science-based approach to combat the effects of aging on women's health. It is tailored to each client, ensuring sustainable changes that can reverse biological aging.

The BIO-R® Female Health Blueprint program, tailored to each client's current state and desired outcomes, brings a host of benefits. These include renewed energy, a greater sense of physical and emotional balance, sharper cognitive capabilities, and a fresher, younger physical appearance. Importantly, the program can also help to reverse symptoms of imbalance and instill new and sustainable habits. By doing so, it reduces the risk of chronic and lifestyle-induced diseases, promoting greater healthspan.

Fundamental to The Kusnacht Practice's approach to longevity is the promotion of healthspan rather than simply lifespan. On average, in the Western world, women live five years longer than men and yet spend 19 years in poor health, compared to 15 years for men. Women have historically been underrepresented in medical research, particularly about hormonal balance—crucial to both lifespan and healthspan—and the BIO-R® Female Health Blueprint program addresses this at its core.

The BIO-R® Female Health Blueprint program is designed to be accessible to all. It is delivered as an intensive two-week treatment program, available on a residential basis or in a day-clinic setting. Clients can choose to undergo the program in Zurich or Geneva, with residential clients enjoying the comfort and privacy of The Kusnacht Practice's luxurious lakeside villas or penthouse apartments.

The two-week intensive program is preceded by a comprehensive testing protocol that provides the basis for each client's bespoke treatment plan. As clients return to daily life after the intensive treatment phase, they are supported by an ongoing BIO-R® membership that includes monitoring, re-testing, and fine-tuning the program according to their lifestyle and a BIO-R® Recharge session twice a year.

A holistic treatment program like no other

"What sets the BIO-R® Female Health Blueprint program apart is that it focuses on the specific health requirements of women and is entirely tailor-made for each client. Most importantly, it is based on an exceptional depth and breadth of testing to determine the precise needs of each individual," says Dr. Med: Verena Immer, the specialist who runs the program. "At The Kusnacht Practice, we have understood the fundamental importance of hormonal balance to human health – an area that, historically, has not received the attention that it merits, especially when optimizing the power of hormones at every stage of a woman's life. Driven by this, the BIO-R® Female Health Blueprint program enables women to reverse aging at the source level rather than merely addressing symptoms of aging."

The pre-treatment testing protocol is a 360-degree evaluation of the client's hormonal and metabolic state, incorporating in-depth laboratory-based analysis. It also takes into account genetics and the epigenetic factors that have a major influence on internal state, including lifestyle, environment, habits, and psychological state.

This enables The Kusnacht Practice's interdisciplinary team of 10+ specialists to determine how best to address the underlying source of each client's age-related issues and develop a tailor-made program that will deliver the optimum results for every individual.
With a laser focus on rebalancing hormones and metabolic function, the treatment protocol may include bespoke infusions, specialized supplementation, cutting-edge Oxygen Therapy, Hyperbaric Oxygen Chamber, Cryotherapy, tailored nutrition and movement programs, and much more. Complementing this—and anchored in the belief that looking our best helps us feel good—these treatments are complemented by the BIO-R® Facial and Hair Art program, which reveals the client's true beauty and restores a more youthful appearance.

Why hormones matter

Far beyond the well-known 'female hormones' oestrogen and progesterone, more than 50 hormones control and coordinate every aspect of our body's health – from brain function, emotional balance, and sleep quality to gut health, metabolism, appetite, weight control, muscle strength, bone density, skin and hair quality, sexual and reproductive health – and more.

As women age, critical life stages – from puberty to pregnancy, birth, and menopause – naturally bring tremendous hormonal changes. Moreover, today's world brings added stresses that impact hormones and accelerate aging, such as work-related burnout or the transition from professional life to retirement. In contrast, hormone disruptors are ubiquitous – from environmental pollutants to plastics, pesticides, food packaging, and personal care products. Very small hormonal imbalances can trigger significant responses in our body, hence the value of The Kusnacht Practice's focus on this area as a pillar of its anti-aging protocols.

Through the BIO-R® Female Health Blueprint program, The Kusnacht Practice focuses on conditions and health challenges that are primarily associated with women but are often neglected. The aim is to empower women to take control of their own health narrative through education and information that provides a deeper understanding of health patterns, thus enabling them to extend their health span.

The Kusnacht Practice – Clinical excellence in a luxurious setting

Nestled near the pristine waters of Lake Zurich in Switzerland, The Kusnacht Practice stands as the world's foremost clinic, redefining the paradigm of mental healthcare. Established in 2011, this state-of-the-art treatment center seamlessly blends the highest standards of clinical care with the epitome of luxury living, offering bespoke psychological, dependency, internal medicine, and longevity treatments.

Led by CEO and Chairman Eduardo Greghi, The Kusnacht Practice has revolutionized the landscape of modern medical care over its 11-year tenure. Under Greghi's stewardship, the clinic has become a beacon of clinical innovation, renowned for its pioneering BIO-R® age-delaying program, personalized somatic/internal medicine, as well as psychiatric and psychotherapeutic treatments.

Clients at The Kusnacht Practice benefit from individual, tailor-made treatment programs addressing a range of psychological disorders such as depression, trauma, anxiety, dependency, and eating disorders. These programs are conducted one-on-one in completely private, discrete, and luxurious surroundings across 11 villas and two penthouses. During the stay, a dedicated team of professionals, including nutritionists, personal relationship managers, gourmet chefs, private butlers, and live-in counselors, ensure that every aspect of the guests' needs is met seamlessly. Treatment plans start at USD 131'000.-. Clients receive six to eight individual sessions daily in their private residences over a six to eight-week stay. The clinic also offers a unique aftercare program, ensuring clients continue their recovery following their stay.

www.kusnachtpractice.com

THE DISTRICT 2024 AGENDA

The District, the largest European real estate meeting designed by and for capital, continues to prepare its third edition. From September 25 to 27 in Barcelona, Spain, more than 12,000 attendees will gather at the summit to discover new investment opportunities and delve into the macro-economic trends that are expected for 2025.

In this regard, the European Central Bank (ECB) has already made a key move recently, after nine months of immobility, and announced a 0.25% cut in interest rates, leaving the price of money at 4.25%. A reduction that is perceived to catch breath, although experts point out that macroeconomic policies will remain restrictive in the coming months in order to deal with inflation, which continues to exceed 2%, which the community body had originally set as a target for 2025.

With this backdrop of cautious change in Europe, the Real Estate industry is facing a course marked by a gradual reactivation of activity, which will lead to investment in new volume operations, especially in assets such as living, hospitality or alternative. In order to clarify the doubts that arise as a result of the macro panorama,

The District will be the meeting point where the path of real estate will be studied through best practices and new projects with a view to them being taken as a reference for the rest of the international players. To achieve this goal, The District has already opened its accreditations and has started its presentation roadshow, visiting several European cities, which will take it to London next July.

Juan Velayos, chairman of The District, emphasizes that "this third edition will be more international than ever, as we have managed to make the global Real Estate know us, consider us and take us as a reference in terms of transmission of experience, knowledge, and above all, in terms of investment possibilities". Velayos adds that "the celebration of The District with the America's Cup will bring novelties that will create a unique scenario where we will be able to captivate this foreign profile that is so interesting".

Proof of this transnational recognition is that in the framework of The District World Summit, the main congress of this community focused on all sources of capital that takes place within the framework of the summit, speakers such as Michael Abel, founder and CEO of the British fund Greykite; Itamar Volkov, founder of Frux Capital; Matt Calner, Managing Partner of Stronghold Asset Management; Sarah Schlesinger, Managing Partner at Blackprint; Javier Solís, head of Real Estate Asset Management in EMEA at Goldman Sachs, have already confirmed their participation; Domingo Etcheverri, Director of the European team at private equity firm, The Carlyle Group; Vanessa Gelado, Senior Managing Director and Country Manager of Hines in Spain; Aaron Block, co-founder and Managing Partner of MetaProp, a private equity firm based in New York; Riccardo Abello, Managing Director at Eurazeo Real Assets; Florian Fischer, Founder and CEO of German venture capital firm Styx Urban Investment; Tripty Arya, Founder and CEO of Travtus, a London-based firm that uses AI for real estate management; or Juan Manuel Acosta, CIO & Head of Spain at Rockfield Real Estate.

Topics at The District World Summit
The 400 leaders who will speak on the stages of The District World Summit will be responsible for highlighting the main issues concerning capital. In this regard, the macro trend related to the concept of 'flex', a phenomenon derived from the growing change of habits and mobility, which has facilitated new models in offices and assets of 'living', will be brought to the table.

At the same time, the congress will address the housing crisis facing the Western countries, focusing on the challenge of strengthening

affordable housing for young people and families. Likewise, The District will be the space where public-private collaboration strategies will be highlighted. Also, the projects that are leading the way in different European cities to establish a framework that guarantees comprehensive access to housing will be presented. An initiative that also drives more investment and stimulates the economy in assets such as retail, shopping centers and hospitality.

In fact, 'hospitality' will also be discussed at the third edition of the meeting, as it is the "winning asset of 2023" due to the volume of transactions raised. This asset will have a specific agenda focused on 'Data Centers', as due to the great irruption of artificial intelligence, it is one of the assets on which capital is putting the most focus.

In addition, ESG criteria will be a cross-cutting issue analyzed at The District World Summit, not only from the climate point of view, but also because of their relevance for investors in order to increase the value of assets.

This would be the case of offices, which in countries such as Spain are experiencing a good momentum, as long as they meet criteria related to energy, have amenities, and are located in a premium location. Consequently, sustainability and decarbonization will be treated as a 'driver' of today's Real Estate at a time when European bodies are fighting to reach 'net zero' by 2050.

About The District (September 25-27, Barcelona): is the largest European event dedicated to Real Estate from an investment perspective. The summit has a Hospitality area and a content program in The District World Summit 2024, the global reference congress on capital structures in the real estate industry, which has 5 auditoriums. It is the main meeting forum where the different Real Estate agents who are looking for opportunities and new real estate projects that drive urban transformation meet with the aim of designing the future of the sector in Europe. The District is an event organized by NEBEXT - Next Business Exhibitions.

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CRYPTO ASSETS ARE NOW AT RISK FROM RAPID SEIZURE AND FORFEITURE

Crypto assets in all their forms can now be seized on the basis that there is a suspicion that they have been derived from, or are intended to be used in, criminal activity. This is a dramatic change and allows law enforcement agencies to seize these items under a low threshold, in the Magistrates Court, which might provide a lower level of scrutiny. Law Enforcement Agencies ('LEAs') are likely to use these powers aggressively, but because the LEAs stand to get a high proportion of the assets seized. This could cause a high level of disruption for high-net-worth individuals. They are likely to be targets if their crypto assets are in the UK, and as such they need to be prepared to explain where the assets came from.

The changes to the law

The change in the law allows LEAs to: carry out searches looking for Crypto assets linked to unlawful conduct and related items; seize any assets they find if there is reasonable suspicion that they are linked to unlawful conduct; seize any wallets that contain cryptocurrency linked to unlawful conduct; and forfeit those items which have been seized, after an investigation into them (which can last up to three years) has been carried out. These powers came into force on the 26th of April 2024.

The powers are based on laws which are already part of the Proceeds of Crime Act (POCA) 2002, which deals with the freezing and forfeiting of accounts and the detention and seizure of cash. This means that the legal framework is tried and tested, with established lines of case law, which can easily be transferred to these provisions. This means that there is a degree of legal certainty in this area.

The test for initial detention is reasonable suspicion. This is a low-level test equivalent to the evidence needed for an arrest. There must be some link between the item and criminality, but only enough that an

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investigation is warranted. The investigation can then take place for two to three years, depending on the international elements of the case, during which time the assets will be frozen. During this period, an order can be challenged if there is evidence to refute the assertions made in the application, if it can be shown that the investigation is not being carried out in an expeditious way, or if it can be shown that the applicant has not given full and frank disclosure (or made another error) at the initial application.

After the investigation is completed, the applicant will have to consider whether to make an application to seize the contents of the wallets or the other crypto assets seized. If they make the application, the Court will need to consider that it is more likely than not that the asset has come from, or is due to be used, in unlawful conduct.

This is a civil application, made on the basis of civil evidence rules. This means that hearsay evidence is accepted by the Court. There is likely to be a heavy reliance on intelligence and open-source information, such as newspaper reports. This can often include unsubstantiated allegations of fraud or unlawful conduct. Witnesses do not always need to attend in person. Though this evidence is admissible, it is for the Court to decide what weight to put on the evidence when coming to their final decision.

These powers will be exercised in the Magistrates Courts (Criminal), with an automatic appeal if a forfeiture happens to the Crown Court. Previously, the detention and seizure of crypto assets could only take place in the High Court. Practically, this can mean a lower level of scrutiny by the Courts.

Victims rights – and increase in litigation

These provisions also bring in the ability for victims to apply for assets to be returned to them. This means that it is likely that the provisions will be used as a cheaper way for litigation in relationship to the ownerships of Crypto assets to be litigated, as victims can make a report to law enforcement and then apply as a victim. This is likely to lead to a lot of reports and a push for more cases. It could lead to these provisions being used to settle disputes about the ownership of assets.

How far to the powers reach?

The Courts only have jurisdiction over assets held in the UK. The Courts do not have the power to seize any powers held outside this area. This is particularly relevant to wallet providers. Only wallet providers in the jurisdiction can be made subject to this order. Therefore, any users who do not want their wallets subject to these orders can move their assets to other jurisdictions.

The fundamental problem with this provision - resources

The other issue is resources. First, the Magistrates Courts are already over-stretched and find it hard to give other POCA applications time. This is just going to get worse with the adding of these provisions.

Second, law enforcement agencies also have limited training on crypto assets. Though this is changing, it will take time. There also appears to be limited resources and specialist technology to trace and recover these assets.

Third is the overall lack of technical knowledge of crypto currencies. This is both due to the lack of experts (I recently had to get one from Canada rather than the UK) but also in the technology to find, track and manage crypto assets.

What you need to do in response to this statue

The key is for high-net-worth individuals to have a clear audit trail of all their crypto assets. Though this is intrusive, it allows them to respond quickly to any investigation. A way to prepare for this is to have an audit of their crypto assets to check the position for all their assets and stress test any possible responses. If there is an application, a quick and robust response will be vital.

FAMILY OFFICE ADVISORY IN THE ERA OF ARTIFICIAL INTELLIGENCE

By Amana Manori
Highness Group of Companies

Artificial intelligence (AI) has revolutionized the way we process and analyze vast amounts of data, transforming various fields, including finance. While AI can simulate human-like interactions and provide personalized recommendations based on data analysis, it cannot replicate the empathy and emotional intelligence that comes with the human touch.

The question then arises: should financial professionals worry about becoming obsolete in the face of AI? Or should they embrace the inevitable wave of change that is upon us and use their newly freed-up time to better serve their clientele, now that they have personal assistance from AI advisors? Let's examine the role of family office advisors as an example.

Family office advisors are experts in the field of finance, possessing a unique set of skills and qualities that cannot be replaced by AI. Their job involves building personal relationships with clients and providing tailored financial advice that meets their unique needs. While AI can assist family office advisors in various ways, such as data analysis and insights, it can never replace the personal touch they provide.

Building personal relationships is a crucial aspect of the job and requires a level of emotional intelligence that is difficult for AI to replicate. People want to entrust their wealth to individuals they like and trust, and that is where family office advisors excel. They establish relationships with clients, earn their trust, and offer personalized financial advice that meets their specific needs.

Furthermore, family office advisors possess sales skills that are challenging to replicate with AI. They have the ability to understand their clients and tailor their advice accordingly. They can adjust their communication style, tone, and language to match clients' preferences, build rapport, and negotiate on their behalf. These skills come naturally to human beings and require years of practice to master.
In addition, family office advisors have a deep understanding of the financial industry, enabling them to provide their clients with the best possible advice. They stay up to date with the latest market trends, regulatory changes, and economic indicators, and leverage this information to help their clients make informed financial decisions. While AI can access this industry knowledge, one can argue that they would be unable to customize it to the particular needs of the family that can only be done expertly through the personal and intimate relationship built with the family – the nuance of the application would therefore be missed by AI.

Financial professionals should not view AI as a threat but rather as a tool to enhance their capabilities. With the assistance of AI, financial professionals now have more time to better serve their clients, providing them with an even higher level of personalized service. They can focus on building stronger relationships with their clients, gaining a deeper understanding of their needs and objectives, and offering tailored solutions to meet those needs. While AI can provide valuable insights and assist family office advisors in various ways, it can never replace the human touch they provide.

Family office advisors possess a unique set of skills that come naturally to human beings and require years of practice to master. With the assistance of AI, financial professionals can now concentrate on enhancing their relationships with clients and delivering even better, more personalized financial advice that meets their unique needs and objectives.

After reading this eloquently crafted article, one might wonder, did a human or AI write this? Well, dear reader, the answer is that it was a collaborative effort between a highly skilled writer and a cutting-edge AI language model. But let's be honest, we all know who did most of the heavy lifting.

If one harbors concerns about the impending AI takeover of the financial industry, there is no need to fret just yet. While AI possesses an exceptional capacity to analyze vast amounts of data and generate complex outputs, it lacks the uniquely human skills like intuition, creativity, and empathy that are necessary for cultivating personal relationships and providing top-tier financial guidance.

In essence, the financial industry need not fear the prospect of obsolescence any time in the foreseeable future. However, this should not lead us to overlook the remarkable advantages that AI can offer. By harnessing AI as our personal assistants, we can liberate more time and resources to cater to our clients' needs more effectively and with greater attention to detail. Let us not shy away from embracing the inevitable wave of change that is upon us, all while keeping in mind that there is no surrogate for the nuanced human touch. For those still doubtful about the merits of AI, take solace in the knowledge that it took a joint effort, involving that of a language model, to produce this very article - which, it bears repeating, represents solely the views and arguments of the writer (and not those of the model).

ABOUT THE AUTHOR: Amana Manori is the Founder and CEO of Highness Global Capital Inc., a Canadian Exempt Market Dealer specializing in servicing sophisticated global capital (highnesscapital.com). While headquartered in Toronto, the firm's clientele and opportunities are global and industry agnostic. Amana sources deal flow and originates for a number of global strategic partners; she is also a member of the Senior Advisory Team of a NY-based investment bank, Cambridge Wilkinson. In addition to global finance, Amana has a Contemporary Art Agency and Design firm, Highness Global Inc. (highnessglobal.com) where she represents a diverse roster of creative talent for private, public and commercial collections.

THE MAJOR PITFALLS OF WEALTH TRANSFER TO THE NEXT GENERATION - AND HOW TO AVOID THEM

By Adam Ladjadj

Imagine that, over time, you have built up significant wealth from a successful business career or nurtured and grown an existing family business to great heights. You know, deep down, you want to pass your achievements onto your next generation – to benefit from and build on your legacy.

What, though, are the pitfalls you should avoid? How can you ensure your achievements are not eroded? Here are the major issues you should be aware of and act upon.

The first pitfall to avoid is overlooking the tax implications of wealth transfer. Tax regulations can significantly affect how wealth is transferred and preserved. Understanding the tax laws of your domicile is crucial to protect family wealth. Management of assets in a favorable tax jurisdiction can still allow investments and travel across geographies, therefore the key is choosing the right domicile and meeting its residency rules to protect wealth.

Minimizing internal family disputes that might disrupt the steady passing on and sharing of wealth is another priority. A family head must be a diplomat as well as a leader, striking the balance between being clear and realistic about fallouts and bringing people together in a joint cause that benefits all. Effective conflict management and regularly updated family constitutions are essential. Often key to this is how one approaches and addresses family members who are not involved in the family business but have interests that need protection. Being fair and realistic is important, and having governance around this is challenging, as it requires everyone's input, but essential.

Families should also have adequate death and succession planning in place via legally watertight wills and trusts. Each family is different, and each will should account for personal interests and the jurisdiction in which the will has been drawn up. Managing the expectations of family members in advance is also advised to reduce the likelihood of any legal challenges. Succession planning is a tough conversation and process but allows comfort in knowing what will happen after death. Discussing this with the family principal is not easy and is full of emotion, so it is often avoided, but the aftermath of not planning can be worse.

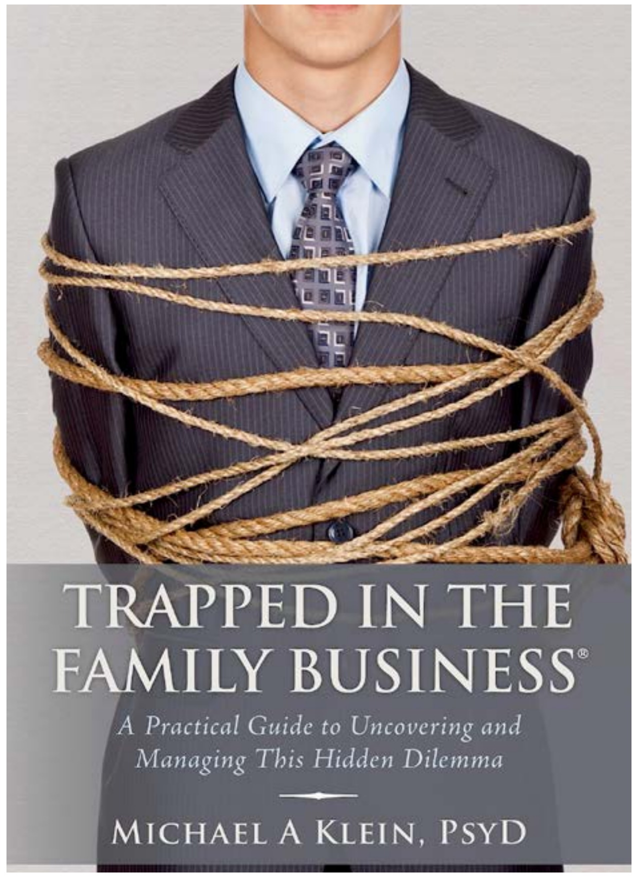
A major complication of wealth creation in a family comes as generations mature and capital/assets have accumulated before being passed on. If young family members have not experienced hardship, built something from scratch, or achieved their own success, the temptation to simply consume accumulated wealth from the previous generation is high and damaging. This frequent concern for families can be mitigated through the creation of trusts.

Formal and informal educational activities can also encourage next generation family members, who may think differently to their elders, to embrace their family legacy and maintain an interest. They can be guided to become people leaders; to be inspired and self-confident; to listen and understand others; develop patience and display compassion; to be culturally aware - all while being clear-minded and incisive enough to run a business. There is also a need to understand finance, how business works, and what financial planning is required.

A further threat to smooth wealth transfer is whether the next generation of a family wants to continue down the potential linear path laid out for them. While positives can follow from a new family direction, such as next generations finding their own voice or a different route to success, it can create issues. Whether internal family conflict, unsuccessful ventures, or a reliance of family patriarchs on non-family members to uphold a family business legacy, such situations can be hard to overcome.

With proliferating social media and globalization, families will have to increasingly face such hurdles. Next generations will forge their own path and pursue different futures – which don't necessarily echo their family's past. Whether they find new meanings to their wealth via philanthropy or other means is anyone's guess.

It is clear many considerations are required when planning for family wealth management. Looking to experienced Family Office leaders to navigate these financial, educational, and cultural challenges, free from prejudices, is a vital step towards a prosperous, problem-free future.



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