

A W O R K I N G P A P E R



P R O V E N A N C E F A M I L Y A D V I S O R Y

Building Institutions That Endure Across Generations

*From a successful family office to a thriving family enterprise: an enduring institution
with the structure, leadership, and shared purpose to flourish for generations.*

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ABOUT THIS PAPER

A family office is built to protect what one generation created. Few are built to carry it through the next. Succession, governance, and the preparation of those who will lead remain the least developed disciplines in family wealth.

This paper sets out a framework for preparing a family office for the next twenty years: four pillars, a global dimension, a maturity continuum, and the role of a trusted governance advisor who aligns the family and coordinates its experts.

"As wealth increases, so does complexity."

SECTION 01

Working Vision

*Before governance comes purpose.
Before wealth comes meaning.*

Families build extraordinary wealth, and family offices to manage it. Yet few family offices are built as institutions: prepared for succession, ready for the rising generation, and positioned for a world that will look nothing like the one in which the wealth was made.

As wealth increases, so does complexity. Governance, communication, succession, education, and family dynamics often become more challenging than investment management itself. And the world the next generation will steward is changing rapidly. Wealth no longer lives in one jurisdiction, and industries and sectors now combine in ways they could not before, redrawing where opportunity sits and what a portfolio must understand.

Our vision is to help families transition from having a successful family office to becoming a thriving family enterprise: an enduring institution with the succession secured, the stewards prepared, and the shared purpose to flourish for the next twenty years and beyond.

Our Position Among Your Advisors

We do not replace attorneys, accountants, investment professionals, tax advisors, or family office executives. We are the trusted governance advisor who aligns the family, coordinates its advisors, and builds the systems that allow the family to thrive long after the founder generation.

SECTION 02

Our Four Pillars

Four dimensions transform a successful family office into an enduring family enterprise. Each answers a question every generation must revisit, and together they hold the institution upright.

I

Identity

Who are we?

The shared purpose and principles that make a family unique.

II

Stewardship

How do we prepare those who will lead?

Developing capable stewards alongside financial capital.

III

Governance

How do we make decisions together?

Clarity, accountability, and continuity built before conflict.

IV

Evolution

How do we endure while adapting?

Renewing each generation while grounded in founding principles.

The pillars stand on ground that is increasingly global. Section 03 addresses the cross-border dimension that runs through all four.

I

THE FIRST PILLAR

Identity

Who are we?

Every enduring institution begins with a clearly defined identity. Before governance comes purpose; before wealth comes meaning. Without a shared identity, governance becomes bureaucracy and wealth becomes little more than an inheritance. Our role is to help families define and preserve the principles that make them unique.

Potential Services

- ◆ Founder interviews & legacy preservation
- ◆ Founder memoir & narrative craft
- ◆ Family history documentation
- ◆ Mission, vision & values development
- ◆ Family Constitution
- ◆ Family Charter
- ◆ Legacy letters
- ◆ Family storytelling
- ◆ Digital family archives

Desired Outcome

A shared identity that transcends any one individual and provides direction for future generations.

II

THE SECOND PILLAR

Stewardship

How do we prepare those who will one day lead?

Financial capital rarely survives unless human capital develops alongside it. Our objective reaches past educating heirs. We develop capable stewards who understand what they carry and why it matters, and we treat that education as part of the advisory itself: structured, taught directly, and shaped to each family, with particular focus on the years between eighteen and twenty-five, when heirs are hardest to reach.

Potential Services

- ◆ Next-generation education curriculum
- ◆ Family-adapted curriculum design
- ◆ Rising-generation education, ages 18–25
- ◆ Financial literacy
- ◆ Investment education
- ◆ Trust & estate education
- ◆ Family business education
- ◆ Leadership development
- ◆ Mentorship programs
- ◆ Family retreats · Guest speakers
- ◆ Philanthropy education
- ◆ Personal development

Desired Outcome

Future generations who view wealth as a responsibility to steward rather than simply an asset to inherit.

III

THE THIRD PILLAR

Governance

How do we make decisions together?

Healthy families build governance before conflict requires it. Governance provides clarity, accountability, continuity, and trust, while allowing each generation to participate appropriately in the family's future.

Potential Services

- ◆ Family Council creation
- ◆ Family Board development & placement
- ◆ Governance frameworks
- ◆ Committee design
- ◆ Family office governance
- ◆ Philanthropic governance
- ◆ Women-led transition advisory
- ◆ Meeting facilitation
- ◆ Decision-making processes
- ◆ Succession planning
- ◆ Rising-generation succession advisory
- ◆ Conflict resolution frameworks

Desired Outcome

A governance structure capable of supporting multiple generations while reducing unnecessary conflict and increasing alignment.

IV

THE FOURTH PILLAR

Evolution

How do we remain true to our values while thriving in a changing world?

The objective is to preserve what matters while allowing each generation to contribute its own leadership, ideas, and perspective, so the enterprise renews itself rather than merely repeating itself.

Potential Services

- ◆ Quarterly governance meetings
- ◆ Annual Family Summit
- ◆ Strategic planning facilitation
- ◆ Advisor coordination
- ◆ Cross-border advisor coordination
- ◆ Governance reviews
- ◆ Institutional knowledge management
- ◆ Family archives · Founder recordings
- ◆ Multi-generational planning
- ◆ Ongoing governance advisory

Desired Outcome

A family enterprise that continually renews itself while remaining grounded in its founding principles.

SECTION 03

The Global Dimension

Wealth no longer lives in one jurisdiction, and neither does opportunity.

The modern family enterprise holds operating businesses, real assets, and family members across the United States, Latin America, Europe, and the Gulf. Each jurisdiction carries its own legal architecture, its own culture of capital, and its own expectations of family conduct. Governance built for one country breaks quietly in another.

Our practice is grounded in direct family office experience across these regions, with a working presence in the Gulf and relationships built over more than a decade at the most senior levels of its business community. We advise on the cultural dimension, on where capital is moving, on market access, and on the relationships that open doors no introduction letter will. The practice serves families in English and Spanish.

For US-based families, this dimension runs outbound. We advise domestic family offices on foreign investment, global expansion, and the opportunities emerging in markets they cannot see from home: where capital is concentrating, which sectors are opening, and how to enter with the right relationships rather than the wrong assumptions. A family enterprise built for the next generation cannot be built for one country.

Potential Services

- ◆ Cross-border family office experience: US · LATAM · Europe · GCC
- ◆ Outbound investment advisory for US family offices
- ◆ Global expansion strategy & opportunity mapping
- ◆ Cross-sector opportunity connection for legacy portfolios
- ◆ Real estate & REIT positioning ahead of migration data
- ◆ Latin America family advisory, in English and Spanish
- ◆ Cultural fluency & relationship navigation in the Gulf
- ◆ Capital flow & market access intelligence
- ◆ Family office formation guidance, in coordination with retained counsel
- ◆ Gulf market entry & relationship stewardship
- ◆ Cross-jurisdiction philanthropic structuring, including waqf alongside Western vehicles
- ◆ Multi-jurisdiction advisor coordination

Desired Outcome

A family that moves across borders with the confidence of a local and the discipline of an institution.

A Note on Scope

Legal structuring in any jurisdiction, including Sharia-compliant succession and estate architecture, rests with retained counsel. Engaging counsel on the ground is the responsibility of the family office. Our role is to advise on the cultural, strategic, and capital dimensions, and to coordinate the experts the family retains.

SECTION 04

Signature Practices

Five engagements no framework diagram can replicate, each built on capabilities we hold in-house.

SIGNATURE I

The Founder's Story

Founder interviews rendered as a finished work of book or archive quality, written at a professional craft level rather than outsourced to a ghostwriter. The most natural entry point to every other engagement.

Families who hesitate on governance rarely hesitate on legacy.

SIGNATURE II

The Next-Generation Academy

Structured education for the rising generation, designed and taught as part of the advisory itself, with particular focus on heirs aged 18 to 25 and curricula shaped to each family's holdings, values, and stage.

Most firms hand the next generation a reading list. We teach.

SIGNATURE III

Women-Led Transitions

Dedicated advisory for widows assuming control, daughters entering governance, and matriarch-led enterprises, grounded in published work on the rising role of women in family offices and family businesses.

One of the fastest-growing transitions in family wealth.

SIGNATURE IV

Collections & Tangible Heritage

Governance and stewardship of art, antiques, and collections: cataloguing, custodianship planning, and succession of tangible heritage, built on genuine subject expertise in European period pieces.

The assets families love most are the ones least governed.

SIGNATURE V

Rising-Generation Advisory

Succession is usually planned from the top down. This engagement works from the other side: direct advisory for the successors themselves, covering what stepping into the role actually means, the market dynamics that will define their stewardship, and investment choices that fit where they intend to take the family office. Prepared successors protect a legacy; confident ones renew it.

Succession is measured by the readiness of the one who steps in.

SECTION 05

The Family Enterprise Continuum

Every family moves along a continuum of maturity. Wealth is only the beginning; the destination is an institution. Our work is to move a family, deliberately, from one stage to the next.

SUCCESSFUL FAMILY OFFICE

THRIVING FAMILY ENTERPRISE

I

Wealth

Capital has been created. The family measures success in assets and returns.

II

Structure

A family office forms to manage growing operational and financial complexity.

III

Governance

Roles, decisions, and succession become intentional, shared, and accountable.

IV

Enduring Institution

Identity, stewardship, and purpose carry the family across generations.

SECTION 06

Our Role

WHAT WE ARE NOT

- Legal counsel
- Tax advisors
- Investment managers
- Therapists

We are the trusted governance advisor who helps families ask the right questions, facilitate meaningful conversations, coordinate trusted experts, and intentionally build institutions capable of lasting for generations.

THE FOUR CAPITALS WE HELP PRESERVE

Financial

The assets themselves.

Human

Capable, prepared people.

Relational

Trust across the family.

Purpose

A reason that endures.

SECTION 07

Beginning the Work

Every engagement begins the same way: with the Family Enterprise Assessment, a fixed-scope diagnostic that locates the family on the continuum and produces a sequenced roadmap.

I

Locate

Confidential interviews across generations and a review of existing structures establish where the family stands on the continuum today.

II

Assess

A readiness review across all four pillars and the global dimension: identity, stewardship, governance, evolution, and jurisdiction.

III

Map

An advisor map documents the experts the family retains, the gaps between them, and the coordination the enterprise requires.

IV

Sequence

A roadmap orders the work by stage, from which engagements are composed selectively. Ongoing counsel through the Evolution pillar carries the family forward year over year.

The assessment stands on its own. Families leave with clarity whether or not the work continues with us.

SECTION 08

The Long-Term Vision

Our ambition is to become the premier advisory firm preparing family offices for the generations ahead: succession secured, stewards ready, and portfolios positioned for a world where industries and sectors combine in ways they could not before, at home and across borders.

SUCCESS IS MORE THAN

assets preserved.

SUCCESS IS

families that remain united, prepared, adaptable, and capable of carrying their values, leadership, and purpose forward across generations.

“

*Tradition is not the worship of ashes, but the
preservation of fire.*

ATTRIBUTED TO GUSTAV MAHLER

We preserve the fire, never the ashes, so that every generation may carry it forward in its own way.

The Principals

Two practices, one framework: domestic wealth stewardship and cross-border enterprise advisory.

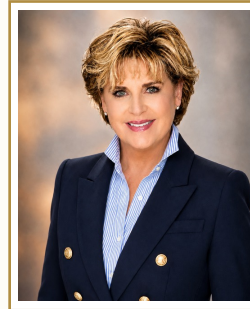


Scott Escujuri

FOUNDING PRINCIPAL

Senior Wealth Advisor with Legacy Wealth Management and an attorney with fifteen years in private practice across estate planning, real estate, and business strategy. He serves on the Board of Directors and Investment Committee of Legacy Wealth Management and as Vice President of the Board of Directors of ADISA, the leading trade association of the alternative investment industry. His experience spans family enterprise governance, succession planning, complex liquidity events, and the institutional investment structures family offices employ, including Qualified Opportunity Zones, Section 1031 exchanges, and private markets.

A founder and operator of multiple businesses in his own right, he is an invited speaker and panel moderator on governance, private markets, and the challenges confronting the modern family office, with two decades of combined legal and financial advisory experience behind the practice's structural discipline. Fluent in Spanish and shaped by formative years living and serving in Guatemala, he anchors the practice's work with families across the United States and Latin America. His conviction: an estate plan protects what a family has; an institution protects what a family is.



Larisa B. Miller

FOUNDING PRINCIPAL

Founder and Chief Executive Officer of Phoenix Global, a cross-border advisory firm headquartered in Miami and Abu Dhabi serving governments, ministries, family offices, and Fortune 500 corporations across the US, Middle East, Africa, and Europe. She brings direct family office experience across the United States, Europe, the Middle East, and Africa, and relationships built over more than a decade at the most senior levels of Gulf business and government. She has served as Head of Business Development and Investment for members of the Royal Family of Abu Dhabi, with particular strength in cross-sector investment insight and succession planning.

Co-author of *The Rising Role of Women in Family Offices and Family Businesses* (Globe Law and Business), where her chapter on balancing tradition and innovation in family offices carries the intellectual foundation of this practice, and a published Springer author on the ethics of the Fourth Industrial Revolution. A global keynote speaker represented exclusively by Chartwell Speakers Bureau, with board service spanning the United States, Europe, and the Middle East.

APPENDIX

Illustrative Services

A representative view of engagements across the four pillars, the global dimension, and the signature practices. Each family's program is composed selectively, sequenced to its stage on the continuum.

I Identity

Founder interviews & legacy preservation · Founder memoir & narrative craft · Family history documentation · Mission, vision & values · Family Constitution · Family Charter · Legacy letters · Family storytelling · Digital family archives

II Stewardship

Next-generation curriculum · Family-adapted curriculum design · Rising-generation education (ages 18–25) · Financial literacy · Investment education · Trust & estate education · Family business education · Leadership development · Mentorship programs · Family retreats · Guest speakers · Philanthropy education · Personal development

III Governance

Family Council creation · Family Board development & placement · Governance frameworks · Committee design · Family office governance · Philanthropic governance · Women-led transition advisory · Meeting facilitation · Decision-making processes · Succession planning · Rising-generation succession advisory · Conflict resolution frameworks

IV Evolution

Quarterly governance meetings · Annual Family Summit · Strategic planning facilitation · Advisor coordination · Governance reviews · Institutional knowledge management · Family archives · Founder recordings · Multi-generational planning · Ongoing governance advisory

V The Global Dimension

Cross-border family office advisory (US · LATAM · Europe · GCC) · Latin America advisory in English and Spanish · Gulf cultural & relationship navigation · Capital flow & market access intelligence · Family office formation guidance with retained counsel · Cross-jurisdiction philanthropic structuring, including waqf · Multi-jurisdiction advisor coordination

VI Signature Practices

The Founder's Story · The Next-Generation Academy · Women-led wealth transitions · Collections & tangible heritage stewardship · Rising-Generation Advisory · The Family Enterprise Assessment



P R O V E N A N C E F A M I L Y A D V I S O R Y

The beginning of an enduring institution.

To discuss how this framework might apply to your family, begin a conversation.

C O N T A C T

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