

THE FUTURE IS DIGITAL

AGILE

FAMILY OFFICE



REACH OUT TO US TO DISCUSS
YOUR FAMILY OFFICE

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WELCOME

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WELCOME

We had the technology to enable the hybrid digital workspace for Family Offices years ago. Family members living in different countries needed a means to get together for annual meetings. Private equity analysts traveled constantly and needed to access deal documents via mobile devices. IT support professionals needed backup for vacation and serving across multiple residencies and office locations. What we didn't have was the corporate will to make a fully agile Family Office possibility a reality.

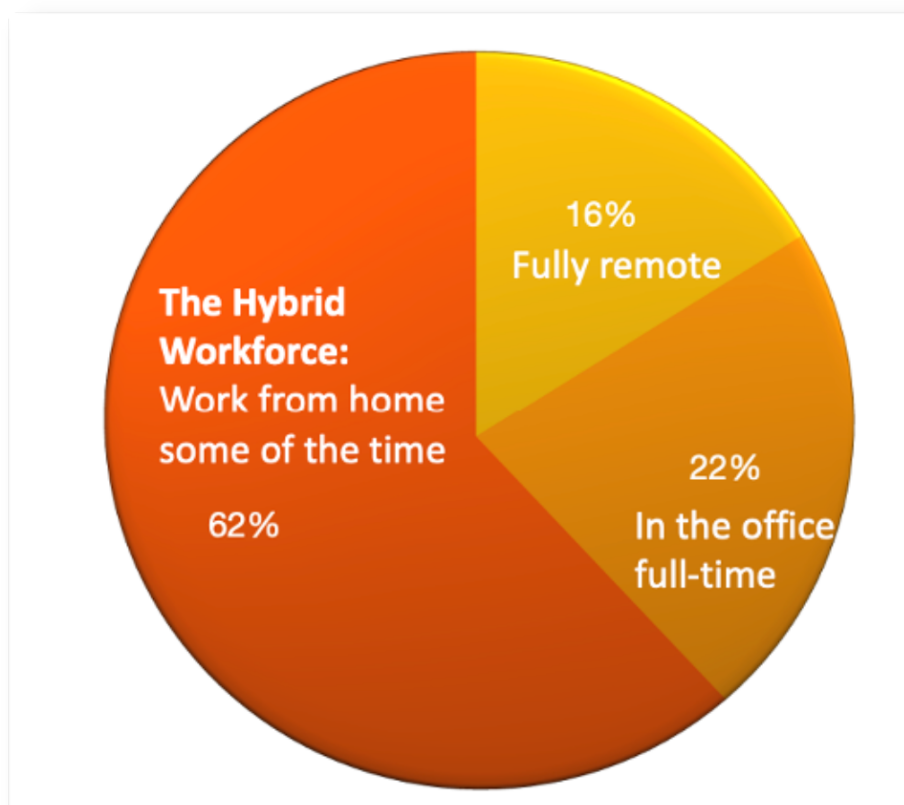
Overnight, everything changed.

In early 2020, a dangerous virus transformed how Family Offices operated. Family offices that were built on rigid processes and cluttered workspaces suddenly became all about Zoom meetings and cloud-based collaboration.

MODERN WORKFORCE HAS BECOME **HYBRID**

According to a recent survey done by a video conferencing platform Owl Labs, 16% of employees around the world are working fully remotely. Only 22% - a huge minority - work in the office full time. The hybrid workforce has ballooned to a majority, since 62% work from home some of the time.

There is a difference between remote and hybrid work. Remote work is fully independent of the geographical location of the Family Office. Remote employees and consultants do not have to come into the office and are free to perform their job outside of the office environment. Another meaning of a hybrid workforce is a mix between employees and consultants (or vendors).



The modern workforce

Hybrid work provides employees, consultants and employers with more freedom. Employers find it easier to find best-in-class services that might not be accessible in their zip code. Employees and consultants have more flexibility because the hybrid work model allows teams to work in varying environments, including working from home, using co-working spaces, and coming into the office part-time.

Roughly half of all companies in the world allow remote work options, according to Owl Labs. It will be interesting to see how politics will shape the labor law during and after the pandemic. In Germany, for example, it became mandatory for workplaces to offer staff the opportunity to work from home as long as there were no compelling operational reasons for doing otherwise. News reports out of Europe signal that remote work might become a legal right, especially since Green parties took notice of the fact that commuting is the second largest cause of emissions.

IS THE HYBRID WORKFORCE HERE TO STAY BEYOND THE PANDEMIC?

Let's use data to guide us in our predictions. According to a survey by Gartner, 80% of employers plan to continue the remote or hybrid arrangements permanently. According to PwC, 83% of employers consider the shift to remote work a success.

On the employee/consultant side, 49% of millennials and Generation Z employees would resign if the remote option became unavailable. According to CBRE, 69% of millennials would give up other benefits and even take pay cuts if it meant they would be able to work from home. Being able to work from home also makes employees 74% less likely to leave their job, and even before the pandemic, there were 50% less resignations from people who were allowed to work remotely.

HOW DO FAMILY OFFICES BENEFIT FROM THE HYBRID WORKFORCE?



Productivity gains are the most important benefit of hybrid work arrangements. In a survey of 10,000 people by the University of Chicago, respondents felt that working from home was as productive as being in the office, and 30% felt they were more productive working from home. Because they exercise more control over their environment at home, 75% of people said they can avoid distractions inherent in office work. It is great to have some stretches of uninterrupted time, as compared to when coworkers are stopping by to chat.

Increased profitability is another reason to like the hybrid workforce. A Stanford University study found that companies earn on average \$2,000 more in profit for every remote worker. The cost savings associated with a virtual office space are significant and drop directly to the bottom line.

THE NEGATIVES OF THE HYBRID WORKFORCE FOR FAMILY OFFICES



Communication is the most apparent negative in a hybrid workforce. In a survey by Buffer, respondents report feelings of disconnection and isolation.

17% complained regarding a lack of communication, 19% reported loneliness, and 22% had trouble defining the line between work and non-work hours. Many Family Offices invested in personality assessments, communication training and other key initiatives that improved both intra-family communication and the office environment. Unlocking the benefits of the hybrid workforce is impossible without investing in quality communication and clear goal-setting.



Data security is a tremendously important issue for Family Offices, and a hybrid workforce clearly poses a risk because it ceases to operate in a walled environment.

Operating in a perimeter-less network environment where work and personal overlap creates additional cybersecurity risks. Data security is a function of a well-built infrastructure. Design of proper policy and implementation are also advantageous to success.



Governance is the counterweight to the flexibility of the hybrid workforce. It is the force that holds together people, technology and processes that are crucial to the Family Office.

Without the structure provided by good governance, the risk management framework at the core of wealth preservation will prove to be insufficient, thus jeopardizing one of the main goals of a Family Office.

MODERN WORKPLACE HAS BECOME DIGITAL

It is fair to say that the majority of Family Offices would not have survived the pandemic without the aid of remote digital infrastructure. It is sometimes called a digital workplace, a term that was coined by Charles Grantham and Larry Nichols in 1993 (Perks, 2015).

Why is a digital workplace concept important to Family Offices? Studies show that *coherent* use of technology in the workforce increases productivity, improves communication across departments and disciplines, facilitates collaboration among coworkers (especially when working remotely), and reduces employee stress levels because they can work on multiple projects without getting overwhelmed.

'Technology, agile work environment and collaboration are the backbone of the digital workplace.' (Constant 2017)

When built correctly, a digital workplace offers the following five advantages:

1. Increased Agility, Convenience and Flexibility

A well-built digital workplace is designed as a *flexible and cost-effective infrastructure* that allows employees and stakeholders to *access information from any device, at any time*. It is important that data is encrypted both in transit and at rest and *secured across different platforms*. It is also imperative to securely integrate video conferencing and messaging features.

Video conferencing and collaboration tools provide an effective way to work together in a remote environment. Finally, the challenges of risk and governance must be resolved through a properly developed strategy and implementation.

2. Improved Productivity

Improved productivity results from task automation and infrastructure modernization, a reliable process for identifying and addressing inefficiencies, and continuous assessment of the current need for human capital and skills. Productivity can also result from creating virtual walls and removing distractions that would otherwise take up employee time (Schubmehl, 2014).

3. Reduced Operating Costs and Increased Revenues

A well-built digital workplace has efficient processes that cut down on unnecessary paperwork, meetings and emails. In fact, recent studies report that almost every digital workplace shows significant productivity gains when compared to traditional practices.

There are a few studies that show how simple *productivity improvements in a digital workplace can save on average \$29,000 per employee per year*. Here are some key findings:

Making Information Easily Accessible

The expectation of accessing information from any device at any time presents an issue of particular importance for Family Offices. Multiple residencies, family members in multiple locations, investment professionals that travel to annual conferences, and other similar demands put a great burden on IT support at all hours. It is essential that the digital workplace design incorporates the true demands of the Family Office, and provides seamless and efficient support.

Making Meetings Efficient

An average employee attends around 62 meetings per month and spends over *30 hours a week in discussions that could have been avoided*. According to a research study by Infocom (2018), as much as 50% of time spent during office presentations or conferences is wasted because people daydream while listening, which results in a loss of productivity of \$9,000 per employee annually. In a digital workplace, many organizations have cut down on spontaneous or spurious meetings by requiring a formal agenda for virtual meetings. Excellent templates on running efficient meetings are available, including a clear signal on whether the meeting is purely informational, or if an action is required.

Using collaboration tools is another great advantage of a digital workplace. By providing employees with the tools they need for efficient communication, Family Offices can create a collaborative culture that promotes creativity and cuts down on meetings.

Making Email Management Efficient

Email management consumes almost 7 hours per week, and 33% of this time involves replying to messages. The average cost per employee is estimated at \$8,000 annually. (Schubmehl 2014).

Making Search Efficient

Employees spend 2.5 hours a week searching for internal people and information, at an average cost of \$7,000 annually (Schubmehl 2015). A well-designed CRM, deal flow and document management applications bring down the search cost.

Making Re-creating Work Unnecessary

The time spent on re-doing work that has already been done costs companies \$5,000 per employee every year (Schubmehl 2014).

At present, employees struggle to balance work life and personal obligations. Family Offices that integrate cutting-edge technology in their workplace help employees streamline the work-life balance and reduce overall stress. In a survey of global C-level executives and IT decision makers across seven countries, ease of communication and reduced costs were cited as the advantages of a well-designed digital workspace (Wakefield Research, 2015).

4. Improved Morale

Transparency is another desirable outcome of a digital workplace. When all employees can see what their peers are doing, it creates an environment where staff members become more efficient and effective at work because there is less of a need to follow up. Culture matters, and management that realizes the benefits and impact of creating a digital workplace for their employees and consultants will have a happier and more loyal workforce. When employees and consultants have the flexibility of working from home at least some of the time, less time spent commuting will ultimately improve their work-life balance.

Flexible work arrangements and digital workplaces can make employees happier, healthier and more satisfied on the job, leading to better retention rates. In a survey of 407 HR professionals by Society for Human Resource Management, 80% of respondents classified flexible or remote work as a good practice.

5. Strengthen Talent Acquisition and Retention

The digital workplace allows companies to tap into hiring talent, outsourcing a project or building a center of excellence in a remote location (for example, in Eastern Europe, Latin America or India), thus sourcing the necessary skills, reducing costs, and improving diversity.

Data from a recent study shows that the digital workplace can help employees collaborate in ways that make the most sense and enable businesses to save money and increase productivity and innovation. Other benefits of creating a digital workplace include revenue growth as well as increased engagement with company culture (Avanade 2017).

The advantages of implementing a digital workplace include increased productivity, business agility and employee retention. Nonetheless, some serious business concerns arise alongside with these technological advancements.

In order for the digital workplace to fulfill its promise, technology needs to be designed and implemented in a coherent way. Data needs to be encrypted and secure. Networks need to be robust enough to protect the Family Office from experiencing any security breaches due to increased risks. The Family Office also needs to put in place all the necessary policies that govern the exchange of information among departments, dispersed offices and remote workers. In summary, good design and implementation, governance and risk management are critical to creating a coherent, robust and agile digital workplace.

MODERN ORGANIZATION HAS BECOME **AGILE**



An agile organization operates at the optimum point between stability and dynamism. The monolithic organization of the past has been destroyed by the rapid pace of change brought about by technology.

Fewer than 10% of the non-financial S&P 500 companies in 1983 remained in the S&P in 2013. This pace is not going to slow down. In fact, artificial intelligence, machine learning, robotics, the Internet of Things, blockchain and NFT, DeFi, cloud, and new cybersecurity tools will certainly accelerate it. Most organizations in the 21st century have been transitioning from traditional to agile - the pandemic simply accelerated this change.

AN AGILE FAMILY OFFICE = STABLE PLATFORM + DYNAMIC CAPABILITIES

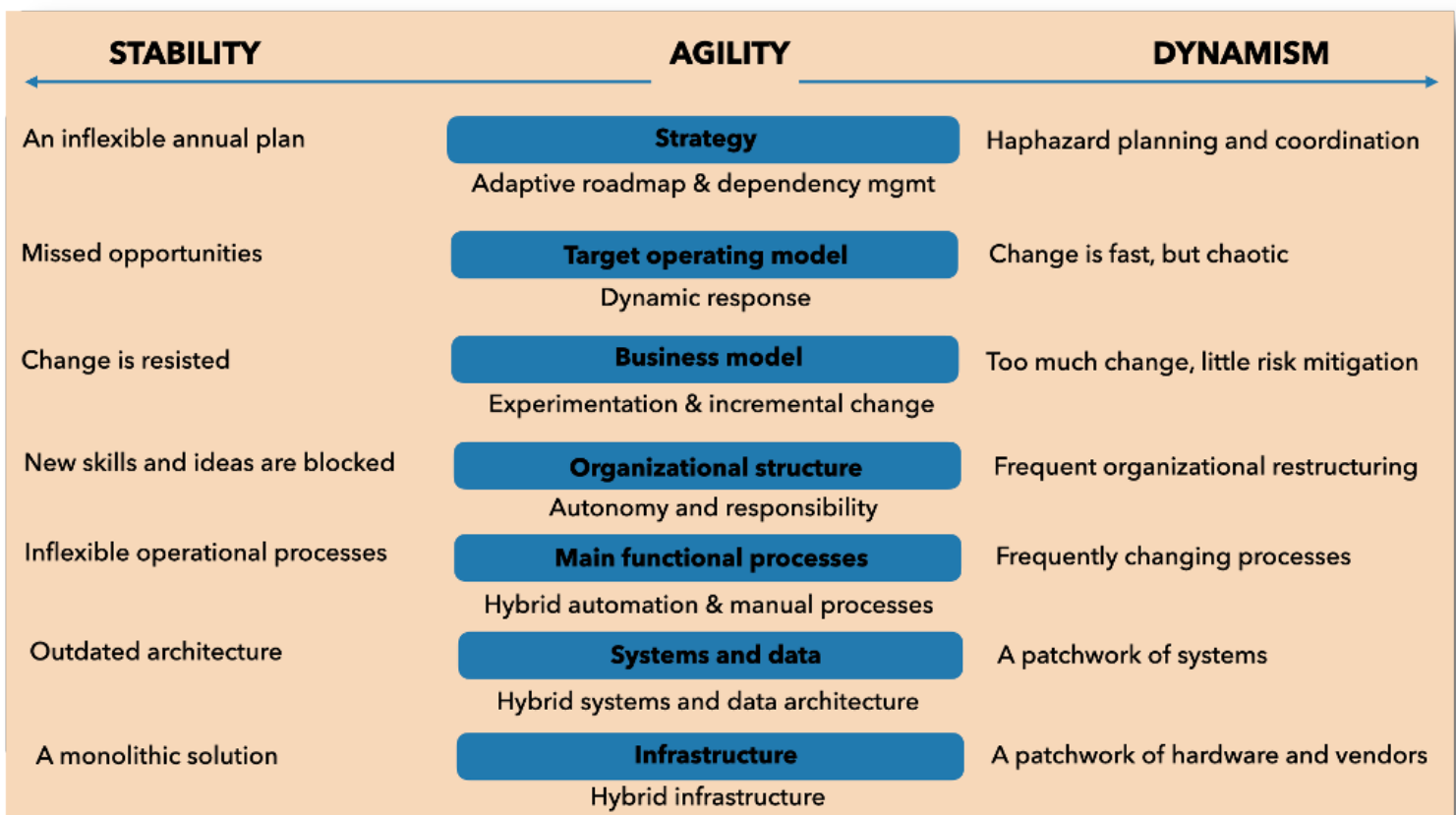


AGILE IS NOT A 'WHAT' IT'S A 'HOW'

While stability is an advantage in a slowly changing environment, it makes it difficult to react to a sudden shift, for example, a global pandemic.

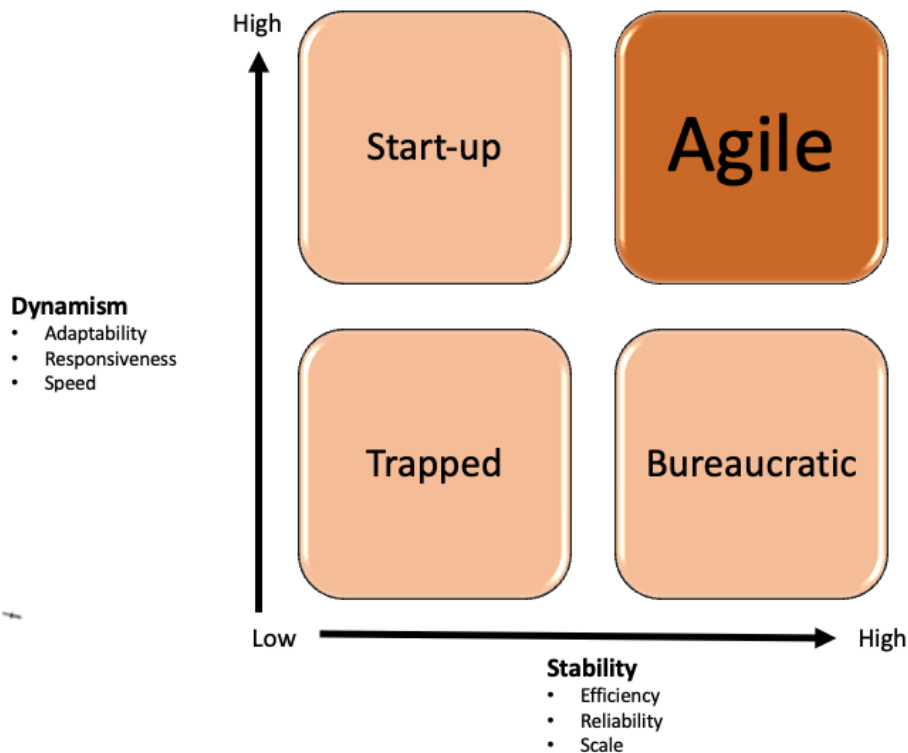
While dynamic businesses enable a quick reaction, they often err on the side of insufficient risk mitigation.

An agile Family Office achieves the optimum balance of stability and dynamism, in the most cost-effective way.



Agility is the balance between stability and dynamism

An Agile Family Office Has the **BEST OF BOTH WORLDS**



Agility is the best of stability and dynamism

Stability and Dynamism are the two dimensions that we use to describe the agility of a Family Office. Dynamism means adaptability, responsiveness and speed with which a Family Office can respond to external changes. Stability, in its best form, signifies efficiency, reliability and scale; there is a backbone of capabilities that do not need to change quickly. Start-up Family Offices are dynamic, but they need the time to build out the processes that make them efficient (unless they set up an Agile Family Office from the beginning).

Family Offices that are stable but don't take the time to build in dynamic capabilities become bureaucratic over time. Family Offices that are low on both Dynamism and Stability become trapped in ineffective practices. Finally, agile Family Offices incorporate both stable and dynamic practices and reap the benefits of efficiency, adaptability and the cost savings resulting from scale.



An agile Family Office has a stable platform that is built using the COSO governance, NIST and other Financial Services industry frameworks. At the same time, dynamic capabilities can be added, deleted or replaced as needed.

Agile companies are fast learners. In terms of the *Capability Maturity Model (CMM)*, they operate at the highest maturity level (Level 5) - they have a mature infrastructure and processes, and they are constantly learning, experimenting and iterating.

ECONOMICS DEALS WITH WHY FIRMS EXIST AND WHICH TASKS BELONG WITHIN THE BOUNDARIES OF A GIVEN FIRM. FAMILY OFFICES ARE DEALING WITH THE 21ST CENTURY VERSION OF THIS NON-ENDING DEBATE.

WHAT IS THE DYNAMIC CAPABILITY?

One of the key functions of running a Family Office is identifying the most important capabilities. A capability is anything that a Family Office does well that drives meaningful business results. All organizations have capabilities because without them we could not start or grow a business. We think of capabilities as organizational level skills, abilities and knowledge embedded in people, processes, infrastructure, and technology. Family Offices need the tools to identify and evaluate their capabilities.

Let's take a look at two key capabilities of a Family Office - communication and succession planning. Succession planning is a key capability because it ensures a successful transition of wealth across generations, and thus directly contributes to the Wealth Preservation function of a Family Office.

Only 30% of families manage to transition their wealth over three generations. (1)

In other words, 70% of families lose their wealth by the time the founder's grandchildren take over. Let's examine the root causes of why 70% of families fail. (2)



3% lost their wealth because of low-quality tax and legal planning

8% lost their wealth because of a poor governance structure

17% lost their wealth because their heirs were inadequately prepared for creating and managing wealth

42% lost their wealth because of a collapse in trust and communication within the family

In this context, can we consider communication and succession planning to be core capabilities? Yes, we certainly can. It is clear that communication and succession planning are critical core capabilities that drive meaningful business results. The Agile Family Office is a response to creating the optimal combination of a stable platform, dynamic capabilities and cost-effectiveness.

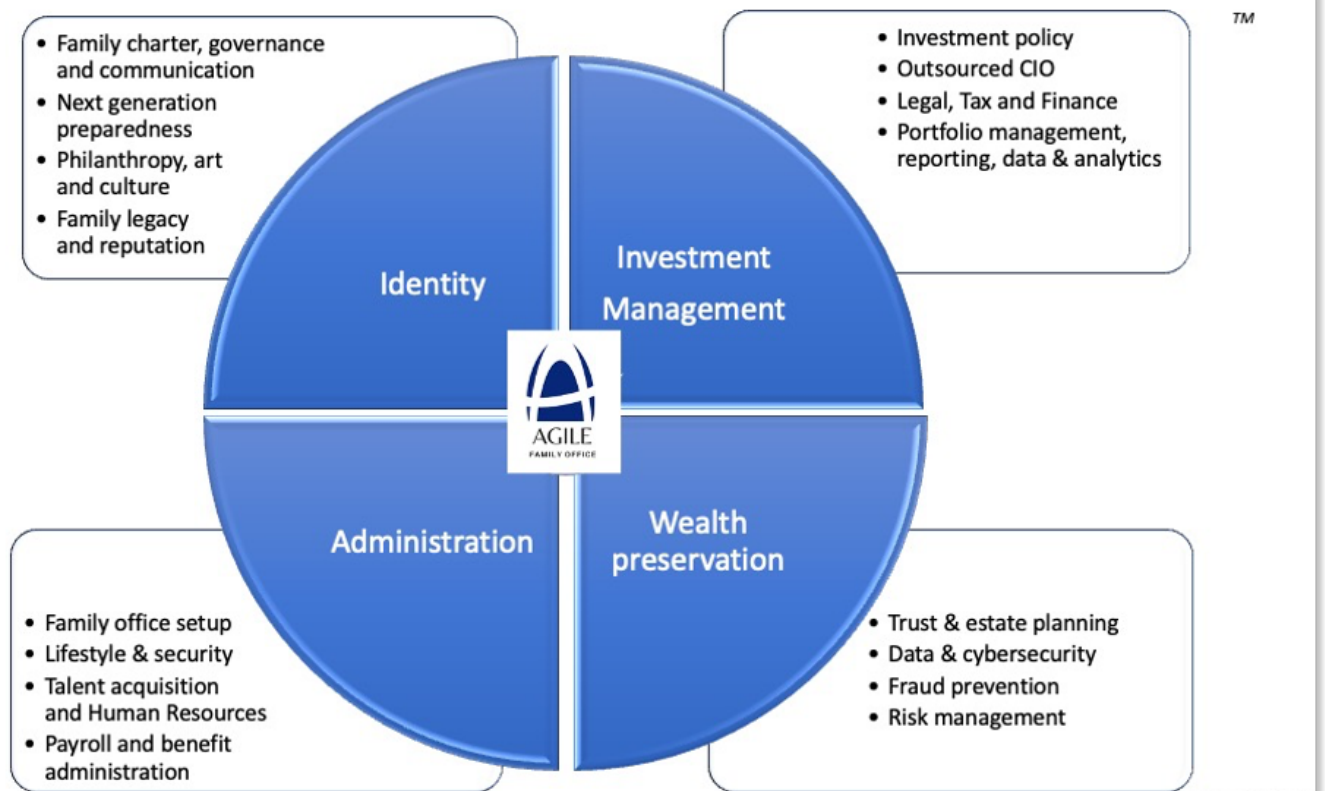
1. George Stalk and Henry Foley, "Avoid the Traps That Can Destroy Family Businesses," Harvard Business Review, January-February, 2012.

2. Roy Williams and Vic Preisser, "Preparing Heirs: Five Steps to a Successful Transition of Family Wealth and Values", 2003.

A PROPRIETARY FRAMEWORK

THE AGILE FAMILY QUADRANT™

Our experience working for and with family offices leads us to logically organize a multitude of capabilities into our proprietary Agile Family Office Quadrant™.



Source: AlphaMille

The Agile Family Office Quadrant™

Identity

Every family is unique. Whether or not this uniqueness is documented in a family charter or simply discussed over the dinner table, family dynamics can become the proverbial flock of geese meeting a plane’s engine. Less than ten years ago, a Harvard Business Review article put the spotlight on the fact that 70% percent of family enterprises fail by the time grandkids take the helm – it is “shirtsleeves to shirtsleeves in three generations.” The largest percentage of families by far, or 42%, lose wealth because trust and communication in the family system erodes. For this reason, we start with Identity, and its expression through either a formal family charter, or through informal, but quality communication and strategic decision making.

A family mission is often an extension of the operating business that has generated the wealth in the first place. In that case, the Family Office’s mission might be promoted through tactical investments in a specific industry, generating ingenuity that benefits the operating company. Some Family Offices choose to add ESG (sustainable) investments to their portfolio, which, in addition to being an environmentally and socially sound practice, elevates reputation and brand integrity.

Each successive generation needs the education, skills, personality traits, professional network and relevant managerial experience to preserve the family’s capital and continue growing the enterprise while sustaining its hard-won positive reputation. The next generation also needs to embrace the family philosophy around spending vs. reinvestment, risk tolerance and other aspects of the family’s identity. Philanthropy, art, and culture are wonderful facets for expressing family identity. And, of course, the family legacy is informed by a carefully curated reputation - the ultimate expression of its strength and success.

Shared vision

- Family, employees, consultants and vendors feel personally invested in work that serves a common purpose.
- Refining strategy is an iterative and collective effort.
- Effective communication channels and strategies have been defined and implemented.

Action-oriented decision making

- The Family and management provide frequent feedback that promotes autonomy.
- There is clarity on how daily work is linked to concrete outcomes and overall strategy.
- Decision-making processes are clear, and authority is local and well-defined.
- When roles, responsibilities or decisions are unclear, communication protocols to resolve it are easy to follow.

Standardized ways of working

- Efficiency stems from having standardized protocols, for example standard meeting formats, as well as policies & procedures that support day-to-day activities.
- Communication channels and preferences are clearly defined and easy to follow.

Examples of Agile Family Office capabilities

Administration

Bill paying, domestic help, payroll, benefits, talent acquisition, curating art, servicing aircraft, setup of a family office – we place all of these tasks and more into the Administration bucket. When sixty family members decide to hold a family reunion in the Amazon, someone needs to arrange the schedules and ensure physical security. When Wi-Fi and electronic devices need to be coordinated across five residencies in multiple countries, a professional IT services firm saves time and money. When domestic help is hired, an employment law firm needs to ensure that all employment laws are followed, and the family is protected from lawsuits and IRS inquiries.

Open virtual and physical environment

- The work environment is purposefully designed for maximum efficiency.
- Performance targets and metrics are clearly defined and regularly tracked.
- Collaboration and communication, in-person and virtually, is well thought-out.

Technology

- Modular technology architecture. Technology infrastructure and systems are seamlessly integrated with main functional processes.
- The setup allows the Family Office to be adaptable and responsive to changing business needs.

Active ecosystem of partnerships

- Use flexible models of partnerships with external parties, including best-in-class vendors, consultants, team extension, center of excellence and many other ways.
- Employment law oversight is required to keep up-to-date with regulations.

Examples of Agile Family Office capabilities

Investment Management

Investment management functions start with investment policy, which specifies the asset class mix, geographic and sector diversification, the amount of leverage and similar factors. Depending on the portfolio profile, legal and tax experts create appropriate investment vehicles. Investment professionals are hired, and vendors supporting the investment management activity, including finance, legal, tax, operations, fund administration, prime brokerage, technology and other vital functions are competitively selected.

Rapid iteration and experimentation

- New investment types are added through fast cycles of testing and learning from mistakes.

Transparency of information

- It is easy to share ideas across the organization and find colleagues with relevant knowledge.
- Technology that aggregates accurate data makes it available for analysis.
- Data science and other cutting-edge technology tools are available.

Sensing and seizing opportunities

- Continuous scanning of the markets to identify new opportunities.
- Entrepreneurship is a part of key roles.

Examples of Agile Family Office capabilities

Wealth Preservation

Family Offices take a defensive, risk-averse stance in many areas, including protecting their assets from outright fraud, which happens in cases where appropriate governance and controls are insufficient. Privacy protection is paramount – data leaks can occur when critical cybersecurity measures are lacking. Generational wealth transfer is carefully structured and protected via vehicles such as family trusts and generation skipping trusts. It is essential that Family Offices stake a defensive posture in every aspect of their business – from managing investment risk to mitigating risks inherent in their end-to-end operations, data and technology infrastructure.

Sensing threats

- Continuous scanning of the environment, including using partner networks, to identify and mitigate risks.

Integrated systems for defensive posture

- Modular technology infrastructure that is integrated end-to-end, continuously upgraded and reevaluated.
- Outdated components swapped out for efficient and safe solutions.

Continuous learning

- Time dedicated to continuous process improvement.
- Honest communication, encouraged through tools like postmortems, are built into the processes and perceived as safe to practice.

Examples of Agile Family Office capabilities

ARCHITECT YOUR AGILE FAMILY OFFICE

Family Offices realize that they need to develop a vision of how their employees, consultants and vendors will experience a new digital workplace of the future. Architecting an Agile Family Office starts with capabilities, governance, communication, systems and processes.

THE FUTURE IS HERE,
AND IT IS DIGITAL



CAPABILITIES

A capability is anything that that a Family Office does well that drives meaningful business results. Since every Family Office is different, it is essential to identify its main capabilities and determine the best way in which they can be delivered.



GOVERNANCE

Good governance ensures that a solid platform and the risk management approach is used to counter-balance the dynamic, agile capabilities.



COMMUNICATION

Communication and mind-set shifts need to be addressed to ensure that the entire Family Office is successfully engaged. Employees anticipate that the new digital workplace will result in reshaped jobs, new ways of working remotely, redesigned organizational structure, and new ways of tracking deliverables and evaluating performance. Creating a culture where data-driven decisions are valued is also challenging.



SYSTEMS

A modular system architecture will ensure that applications can be swapped out if necessary. High quality 24/7/365 support is imperative in a digital workplace.



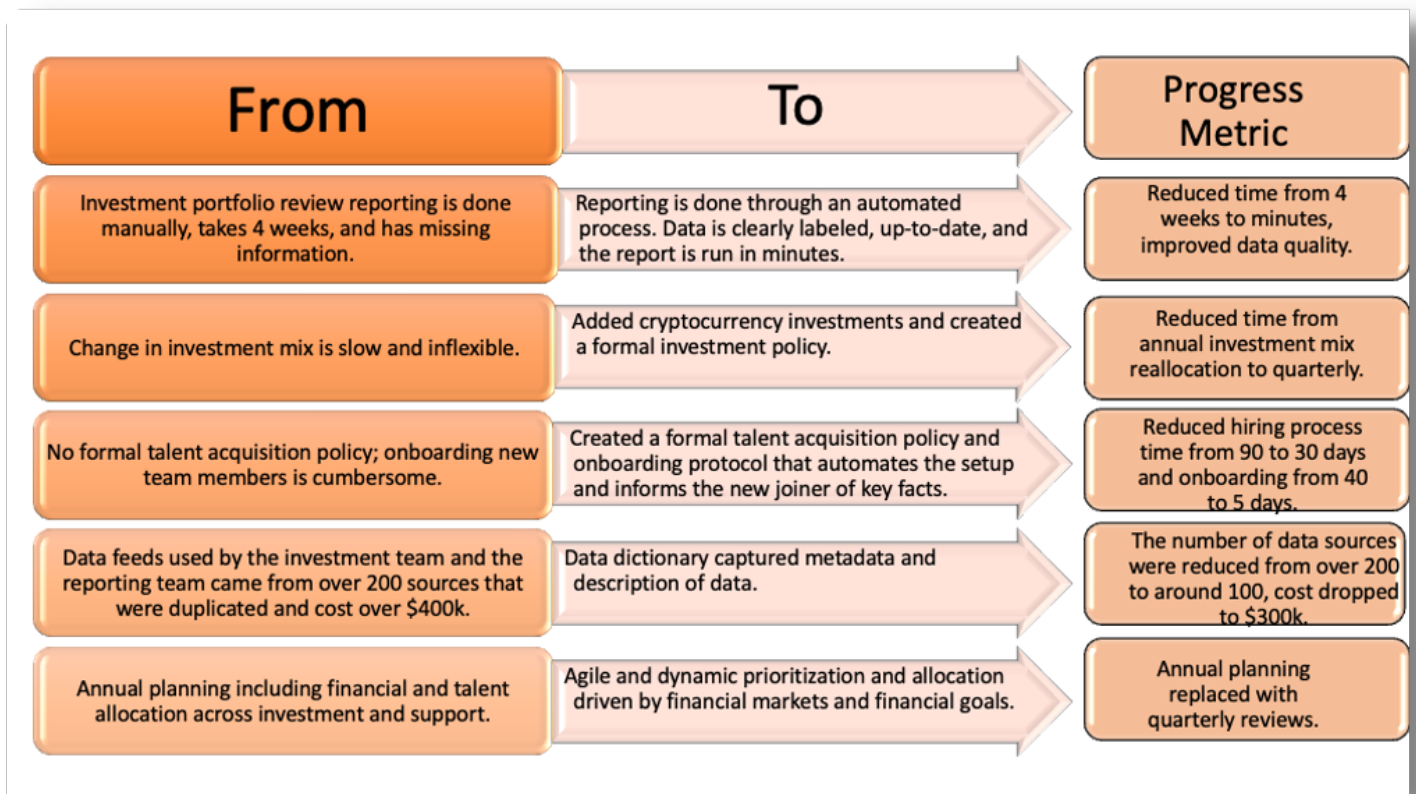
PROCESSES

Well-designed processes will support the selected systems, automate manual work and enable employees to deliver value more efficiently.

Although a digital workplace is technology driven, mindset and communication are the driving forces behind the workplace of the future and agile Family Offices that thrive.

A DISCOVERY-DRIVEN AGILE TRANSFORMATION APPROACH

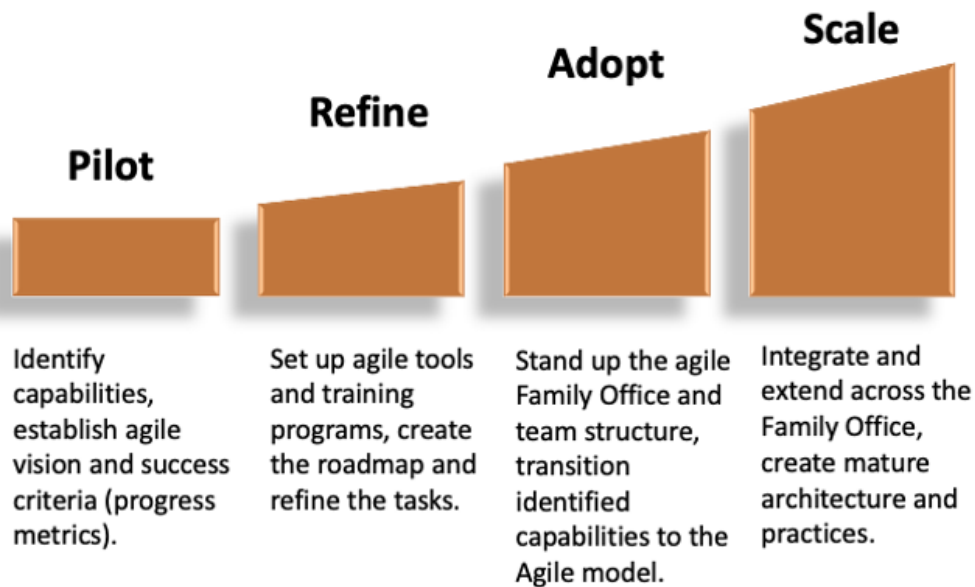
Our approach to building or converting to an Agile Family Office is incremental. We find that Family Offices that learn their way toward a new agile business model accomplish more, faster and in a more stress-free way. As we walk through each of the capabilities that need to be strengthened, we use a clear “from-to” method and a transparent progress metric (please see an example in a table below).



We utilize transparent progress metrics to create an Agile Family Office

We help Family Offices define and apply industry metrics that are applicable to creating agile organizations, for example return on time invested (ROTI) - the idea that investment in agility allows you to accomplish more with fewer people. To calculate ROTI, we divide total revenue by the number of employees. Let’s compare Walmart with Amazon (we bet you have an idea of which one is more agile). According to Harvard Business Review, Amazon enjoyed 67% higher performance per employee (HBR, May-June 2020).

OUR AGILE PLAYBOOK HAS FOUR STAGES: PILOT, REFINE, ADOPT AND SCALE. THIS ALLOWS EACH FAMILY OFFICE TO EXPRESS ITS UNIQUE DNA IN A WAY THAT CAPTURES BOTH ITS DYNAMIC AND STABLE CAPABILITIES.



AlphaMille's Agile Playbook

The new digital world has come with challenges, but it also brings great opportunities of tapping into new markets and geographies. As a post-pandemic world is shaping up, Family Offices adjust to it by looking outside of their geographic locations to find talent that otherwise may be too expensive or difficult to find locally. Training existing workforce, hiring remote consultants as a team extension, hiring a team for a project, or setting up a skilled team in an offshore center of excellence are all ways in which Family Offices face the looming digital change and navigate the new post-pandemic reality.

For Family Offices that are looking to increase their returns, save on costs and increase employee productivity, the direction is clear - use the Agile Family Office framework to create a flexible, robust Family Office that will serve all generations to come.



ALPHAMILLE HAS THE STRATEGIES AND TOOLS TO BUILD THE NEW WORKFORCE AND WORKPLACE THE ECONOMY DEMANDS.

AGILE FAMILY OFFICE SUMMARY



A HYBRID WORKFORCE, INCLUDING THE FAMILY, EMPLOYEES, CONSULTANTS AND VENDORS.

VALUE:

Flexibility increases satisfaction and retention.
Hiring remotely allows for hiring best-in-class.
Studies link working from home to productivity increase.
Reduction in office space provides cost savings.



PERFECTLY WORKED OUT, MATURE OFFICIAL AND UNOFFICIAL COMMUNICATION. CLEAR GOAL-SETTING AND EXPECTATIONS.

VALUE:

Wealth preservation.
Studies link loss of wealth to communication breakdowns.



A COHERENT USE OF TECHNOLOGY SUPPORTING THE DIGITAL WORKPLACE.

VALUE:

Productivity increases that come from being able to conveniently access data remotely.
Synergies that come from an integrated technology environment.
Modular design that allows for swapping out pieces requiring updates.



A FAMILY OFFICE IS A COLLECTION OF DYNAMIC CAPABILITIES BACKED BY A STABLE PLATFORM THAT IS BUILT USING THE COSO GOVERNANCE, NIST AND OTHER FINANCIAL SERVICES INDUSTRY FRAMEWORKS.

VALUE:

Focus on the most important capabilities.



GOVERNANCE AND RISK MANAGEMENT: AGILITY MUST BE COUNTERBALANCED BY SOLID GOVERNANCE.

VALUE:

Protection from risks of fraud and cyberattacks.

ABOUT THE CONTRIBUTORS

AlphaMille Management Team



JULIA VALENTINE

MANAGING PARTNER

Ms. Valentine is a solution-focused FinTech Advisor to boards and management teams. Ms. Valentine has held leadership positions at JPMorgan Chase, D. E. Shaw and Mousse Partners, one of the largest family offices in the world.



VICTORIA KORENEVA

MANAGING PARTNER

Ms. Koreneva is a multi-faceted financial executive with extensive experience in consulting for Fortune 50 companies during her tenure with KPMG. Ms. Koreneva provides business and financial advisory in the areas of financial modeling, due diligence, model validation, data management and governance, and blockchain.



JASON RHOADES, PH.D.

MANAGING DIRECTOR

Dr. Rhoades has advised family offices and startups in the area of Communications, Leadership Development, Management Ethics, Human Resources Management, Performance Measurement, Social Policy Design, Evaluation and Reporting.



ALEXANDRA ELMAN FOLEY

MANAGING DIRECTOR

Ms. Elman Foley has built three successful businesses and advised multiple family offices and startups on strategy, sales & marketing, leadership development, hybrid workforce, performance management, learning & development, and digital workplace.

ALPHAMILLE _____

THANKS YOU

_____ FOR YOUR CONSIDERATION

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TO LEARN HOW TO BUILD
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