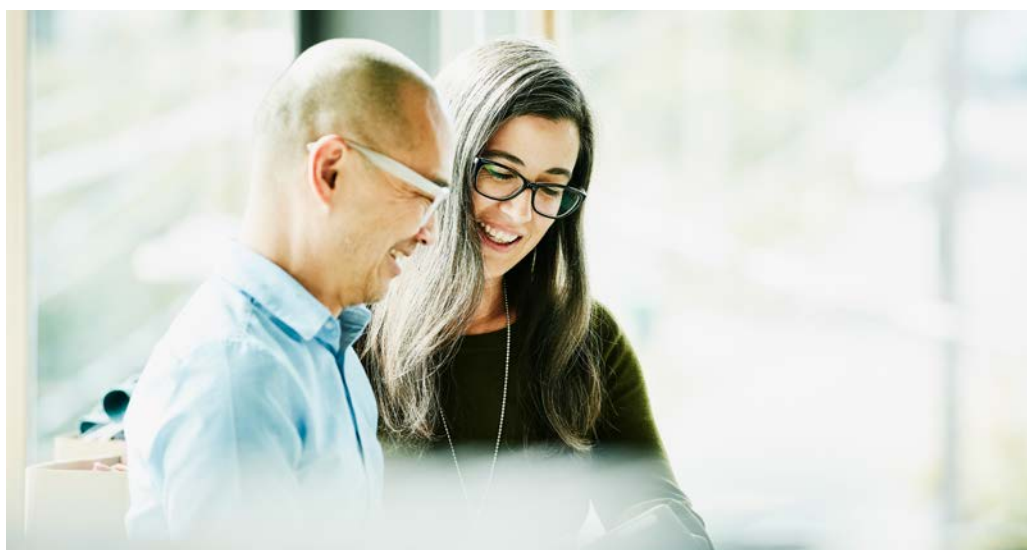


Credit Suisse Family Office Webinar Series

Session 3 – Tips to build your ideal Family Office team

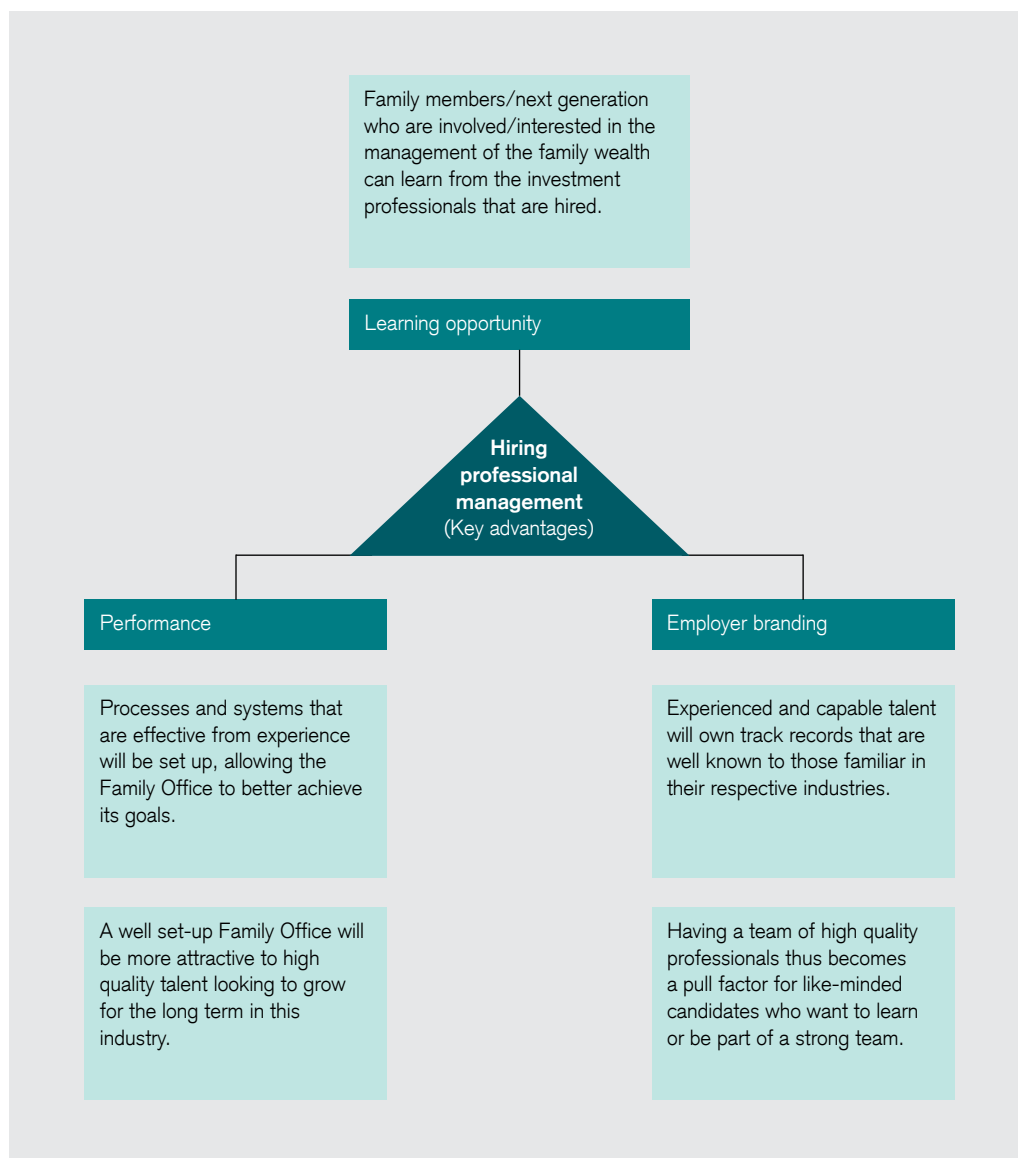


Interest in setting up Family Offices has seen significant growth alongside the surge of new wealth creation in Asia. As such, the desire for a quality set-up has consequently increased, bringing the focus back to the core foundation behind any well established organization-the people.



Past discussions with the CEOs and CIOs of some of largest single Family Offices in Europe revealed that the number one pain point for established SFOs in US and Europe is and always has been the hiring, development and retention of talent. We can see this pain point magnified many times over in Asia especially with rapid creation of Family Office structures in the last few years.

said Thomas Ang, Head of Family Office Services, Credit Suisse APAC, in the third episode of the Credit Suisse Family Office Series, held on 11 June 2021.



The session was moderated by Thomas and together with Leow Kok Peng (Co-Founder and CEO of Prosperous Alliance Investments Limited) and Will Tan (Managing Partner of Principle Partners), they discussed the best practices for human capital management in the context of Single Family Offices.

Finding the ideal talent fit has always been a challenge that all organizations must not only overcome but triumph to ensure long term success. This is especially so for Family Offices as they are generally set up for the betterment of the family.

Hiring landscape for Family Offices

With the increase in Family Offices in Asia, there is a spike in demand for professionals to fill front office, middle office and back office roles. Coupled with a relatively slower pace of growth for the same talent pools, Family Offices are faced with steep competition for quality hires. Demand in Asia is further fueled with the increasing trend of Europe and American Families looking to set up their Family Office structures here.

Family Office essential hires

Most Family Offices do not require a big team as many functions are outsourced but professionals are still needed to oversee and manage the key aspects in the Family Office which can be categorized into these 3 major functions:

Front Office: Investment Analysts/Associates,
head of Investment, CEO

Middle Office: Accountants, Operations executives,
finance managers, CFO, COO

Back Office: Secretaries

More complex roles entail a greater need for professionals who are highly skilled and experienced. Determining the level of complexity for each function is then dependent on being clear about the objectives of the Family Office and the types of assets to be managed.

Assessing for the right fit

Chemistry between the family and hired professionals is the essential piece to this puzzle. It is the foundation on which trust is established, giving families confidence to allocate greater responsibility to those in their Family Office in managing their assets.

To ascertain chemistry, both parties need to go through a learning process that incorporates familiarity, time and working style. Through this learning process, both parties will adjust to each others' differences and the right fit will be found if an optimal balance can be achieved eventually.

Strong chemistry between the leaders and the family is what cultivates a distinct culture that would self-select for individuals with strong value alignment when hiring efforts increase, resulting in a SFO that can grow healthily with stability.

Locating talent pools

For SFOs, ideal candidates do not stem from specific industries. Instead, focusing on those with sufficient experience, strong value alignment and most importantly, a long term objective to be achieved in their tenure at the Family Office would be a better step to take.

That being said, candidates from industries like Private Wealth Management, Asset Management and Sovereign Wealth Funds tend to embody suitable characteristics.

Conversely, some individuals may not be ideal if they see such opportunities as a transitory step and expect significant compensation packages.

Balance is key

Despite the significance of establishing chemistry, Family Offices concurrently need to focus on strengthening the concrete aspects as well. Concrete systems and processes must be established for all key areas as this serves as a tangible guide for your Family Office to follow.

For hiring, experiment with writing a detailed job description. Apart from strong value alignment, assess if the candidate has the potential to eventually achieve these tasks by using the JD as a benchmark. Detailed job descriptions also help candidates form better work expectations and is a good test for the Family Office to concretely articulate its needs.

An optimal balance between the intangibles and the tangibles will in turn prepare your Family Office for the long term.

Compensation considerations

As every SFO has their own objectives, the cost of hiring is mainly dependent on the complexity involved to achieve their specific goals. However, quality hires would normally expect SFOs to at least match their current compensation package for them to consider switching jobs.

Additionally, given that demand for quality hires is on the rise with more Family Offices requiring skilled professionals, competitive compensation packages must remain competitive as well. Should there be resource limitations, a helpful tip would be to distill and explicitly present unique areas of value that only your Family Office can provide.

Talent retention

Create win-win solutions for your Family Office by prioritizing your employees. Reward the better performers with a differentiated and more generous compensation package. Start career conversations with your employees and pay attention to their desired growth trajectories or career aspirations. Understanding their career goals allows the Family Office to explore related opportunities within their activities which in turn helps employees improve their skillsets and feel valued by the Family Office.

Looking forward

Building the ideal Family Office team is a multi-faceted challenge that requires significant patience and time to identify the right candidate who can fulfill both the intangible and tangible aspects of the role. With the right people, strong foundations can then form within the team and guide the Family Office towards their goals.

At Credit Suisse, our APAC Family Office Services team have been around for more than 10 years, collaborating with numer-

ous business families and entrepreneurs across Asia to establish Family Offices with the means to achieve their personal goals. As industry veterans, we have built a diverse network of experienced professionals that can excel in the different facets of a Family Office and have actively participated in our client's hiring activities to ensure the right fit for their set-up.

Do let us know if you have any queries regarding human capital management for Family Offices. Contact us via your Relationship Manager today.

Guest speaker



Leow Kok Peng

Co-Founder and CEO of Prosperous Alliance Investments Limited

With more than 18 years of fund management and finance related experience, Kok Peng is the Co-Founder and CEO of Prosperous Alliance Investments Limited ("PAI"), a Hong Kong-based Single-Family Office focusing on Asian investments particularly in the Greater China region. Prior to PAI, Kok Peng was also a Founding Partner of Zana Capital Pte Ltd ("Zana"), and Principal of CMIA Capital Partners. He started his finance career in investment banking and held significant positions in Rabobank International (Singapore Branch) and UOB (Asia Limited).



Will Tan

Managing Partner of Principle Partners

As the Managing Partner of Principle Partners, Will covers Asset Management and Hedge Funds across Asia with clients ranging from start-ups to the largest long-only and hedge fund managers in the world. Starting his career with Salomon Smith Barney, he is now widely recognized as one of the top head hunters for the alternative investment industry in Asia. Prior to executive search, Will did equity research and research supervisory in Asia and North America.

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Contact us



Thomas Ang

Head of Family Office Services APAC

Thomas works extensively with Business Families across Asia Pacific to identify and address issues regarding generational transition of business and wealth. He specializes in family governance and development of transition roadmap of large multi-generational business families and Mandarin speaking families. He is a founding member of the Credit Suisse Family Office Services and is responsible for the creation of the Family Office Hub in Singapore.



Christos Anagnostopoulos

Head of Private Label Funds and Wealth Structuring APAC

Christos joined Credit Suisse in 2011 and he has been working with Families, UHNWIs and Managers globally to assist them in establishing their own Private Fund Structures. He specializes in designing and coordinating the set up of Private Label Funds and other Investment Structures in a wide variety of jurisdictions. Christos is responsible for the development of the Private Label Funds and Investment Structuring offering in Asia Pacific and he is based in Singapore since April 2017.

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