



## Situation:

Miramar is one of the largest family offices in the world as measured by AUM. The purpose and mission of the firm had become less clear because the family trust expired after six generations. As a result, the range of services required by the large family blossomed well beyond trust management and dividend distribution. The board of directors wanted to align the broader family on a shared vision for the family office, and realized they needed a strategic plan to guide the burgeoning organization over the coming years in a way that satisfied their increasingly diverse range of clients most efficiently.

## Strategic Actions:

- Led development of a first-ever family vision statement and goals for Miramar, aligning the third, fourth and fifth generations of the family on a path forward.
- Helped the Board deploy the vision statement and goals and used it as a road map for improving the governance of the family office.
- Helped the CEO lead Senior Management and the board in the development of a 3-Year strategic growth plan to achieve the family's vision and goals.
- Helped the firm instill a talent development process to cultivate and advance difference-makers, prune poor performers, and attract needed talent.
- Introduced the firm to higher quality service providers that elevated operations.
- Guided the leadership team through restructuring of the firm based on the strategic plan.
- Used the strategic plan to drive operational process improvements.
- Convinced the board of directors to add independent directors to improve governance and introduced them to a world class recruiting firm to attract new board members.

## Results:

- Client survey results reveal improved performance and increased client satisfaction with key strategic services.
- Achieved significant increase in key success metric: assets under management.

*"We did an exhaustive, nationwide search for someone who could help us step back from our family office and rethink what it should provide our clients and how we provide it. We screened plenty of consultants with academic approaches, but we really hoped we would get someone who could help us deliver. With Jude we got both. He combined the strategic rigor that we needed to reimagine the business with the operational expertise to help us execute ambitious new plans. He had a deep level of engagement and applied just the right touch to get the most out of very diverse constituencies and stakeholders. As a bonus – and probably the ingredient that is most glaringly missing from most of these engagements – he quickly gained our trust."*

- **Tracy Tunney-Ward**, CEO at Miramar Services