01 PREPARED FOR HELOISA MOREL · 18 SEPTEMBER 2026

Kindred House: a friendly reading of the Concept Test deck

Heloisa, thank you for sharing the deck ahead of the 20th. These are notes from a sparring partner, not a verdict. The idea is strong. What follows is meant to help you test it harder in the room and land the first family faster.

What we read
Kindred House · Concept Test · 19 slides

What we added
Market evidence, competitor map, risks, a 90-day path

Who wrote it
Boris Korol, AI Automation Studio

Reading time
About 12 minutes, top to bottom

02 HOW TO READ THESE NOTES

Facts, analysis and opinion are labelled, so you can weigh each one

Everything below is offered in the spirit of "here is what an outside reader saw". Take what is useful, discard the rest.

F · Fact

From a named, dated source. Links are in the last section.

A · Analysis

Our reading of the facts. Reasonable people may disagree.

O · Opinion

A judgement call. You know your families and your market far better than we do.

Unverified

Something we could not confirm from a primary source. Treat with care.

Sources are public reports, press and company pages, listed with links in section 15. Nothing here is invented; where a number is contested, we say so.

A strong essay that deserves an equally strong business case

1 **The thinking is the asset.**

Nine of nineteen slides are context and philosophy, and they are good. The commercial slides (12 to 16) carry the right hypotheses but no evidence yet. That is exactly what a concept test is for. A

2 **The market is real and the timing is right.**

UBS 2026: only 35% of family offices have a defined succession plan. In Brazil, a widely cited 2026 figure puts family businesses with a succession plan at 11%. Founder generation ageing and post-2023 tax changes are forcing the conversation now. F

3 **Crowded at the top, thin in the middle.**

Every private bank offers "family advisory", often bundled. Global boutiques exist. Nobody we found owns "human continuity before structure" in Portuguese for Brazilian and LatAm families. That is your opening. A

4 **Four things to plan for.**

The founder is both decision-maker and named blocker. Banks give a version of this away. US$150K plus nine months plus a new brand is three asks at once. Two families a year leaves no room for one lost sale. A

5 **A suggestion for the 20th.**

Lead with the buyer's moment, not the macro. Show a paid 90-day entry step that lowers the risk of the nine-month journey. Put your own credentials on slide one. Ask the room sharper questions. O

04 WHAT IS ALREADY STRONG

Keep these. They are the heart of the deck

Before any suggestions, a clear list of what works and should survive every edit.

Slide 9

"Preparing wealth for the next generation, or the next generation for wealth?"

The best line in the deck. We would open with it.

Slide 6

Responsibility · Identity · Agency · Belonging

The four next-gen questions are the emotional hook. Buyers will recognise their own children in them.

Slides 4 to 5

The succession paradox

Three family priorities served in isolation. Your strongest piece of context, and the clearest statement of the problem you solve.

Slide 13

Heir → Author → Steward

Real intellectual property. It needs a name and a visual, then it becomes your method.

Slide 17

What we are, what we are not

Slide 18

Four open questions

Rare honesty. Deliberately placing philanthropy as a possible outcome rather than the destination is an interesting choice given your background; we come back to it.

The right closer for a concept test. We suggest sharper phrasings in section 10.

Your own story is the strongest evidence you have, and it is not in the deck

A family paying US$150K is buying a person before a method. Right now the deck never says who Kindred House is.

What a reader finds in five minutes F

- Executive Director, Peninsula Institute, São Paulo
- Around 30 years of senior executive experience
- Advisory board roles at Instituto Singularidades and Instituto Integral Brasil
- Advisory Committee, Inter-American Development Bank
- Public writing on philanthropy, "policapitais" and how families choose action over paralysis; speaker at the Women Economic Forum

Source: LinkedIn profile and posts, read 18 Sep 2026. Please correct anything we have misread.

Suggestion. One line on slide one: who you are, how many family systems you have sat inside, and why continuity rather than philanthropy is the destination for this venture. Your philanthropy track record is not a distraction; it is proof you have worked with families on purpose and money at the same time. Framed well, slide 17 becomes a deliberate and credible choice. o

The problem is well documented. Willingness to pay for a standalone human process is the thing to test

35%

of family offices have a defined succession plan

UBS Global Family Office Report, 28 May 2026 F

11%

of Brazilian family businesses have a succession plan

Reported by Pipeline / Valor, 26 Jul 2026 F

~50%

of wealth decision-makers unsure heirs have the skills or maturity

BNY, Wealth in Motion, 2025/26 F

97%

of next-gen plan to widen their circle of trusted advisers

Ocorian, 30 Jan 2026 F

SIGNAL	WHAT IT SAYS	SOURCE
Succession without preparation	UBS names "succession without participation or preparation" as a core gap	UBS GFO Report 2026
Brazil founder wave	Founder generation reaching succession age; the "children take over" path is described as less reliable	Ilha Capital, 8 Jul 2026

SIGNAL	WHAT IT SAYS	SOURCE
Brazil tax trigger	Post-2023 tax changes push families into transfer planning; heirs often unaware of the scale of wealth	Valor International, 8 Sep 2026
LatAm heirs abroad	Heirs study and work overseas, then return; selling the business is less viable than in developed markets	Spear's, Jun 2026 · FFI, Apr 2026
Wealth transfer to 2048	Your slide 2 cites US$83 to 124T. Cerulli's 2024 figure is around US$124T by 2048; the lower bound is unclear	Unverified range
"70% of transfers fail"	Widely repeated, widely contested. We would not use it	Williams Group, disputed A

For a Brazilian audience the 11% figure is likely to land harder than the global 35%. Both point the same way. A

You are right that the market is not empty. Showing the map makes the whitespace visible

TIER	WHO	WHAT THEY DO	RELEVANCE TO KINDRED HOUSE
Private banks, bundled	UBS Family Advisory, Pictet, Goldman Family Stewardship, Merrill Center for Family Wealth, JPM	Family strategy, governance, values workshops, meeting facilitation, often with no explicit fee	High on price anchor ("our bank does this for free"), low on depth. The objection to answer in every pitch
Global boutiques, human side	21/64, Wise Counsel Research, Weingartner Legacy, Wise Purpose, Legacy Bridge	Multigenerational facilitation, next-gen engagement, "qualitative capital"	Closest in language. Mostly US and Asia; thin in LatAm
Family-enterprise consultancies	Cambridge Family Enterprise Group, Generation6, Continuity FBC	Governance, rising-gen education, ownership alignment	Structure first. They may describe your work as "soft"; your answer is that you come earlier
Academic programmes	HBS Rising Generation, WMI Singapore, FEA Canada	Cohort education for heirs	Complementary. A feeder, not a rival

TIER	WHO	WHAT THEY DO	RELEVANCE TO KINDRED HOUSE
Brazil incumbents	AJA Governança e Sucessão, LEGAR, Inepad, CLRD (Família), GoNext, KPMG BR	Governança, sucessão, conselho de família, educação de herdeiros	Already at the family's table, so both referral partners and competitors. CLRD's Família practice is the nearest
Software	Reluna, Total Family / KinAI, Asora, iPaladin	Digitised governance and next-gen visibility	Low today. Relevant to your "more than a boutique" question

Whitespace we see. Portuguese-language, psychology-grounded, pre-structure continuity work for Brazilian and LatAm families in the founder-transition window. A useful line: "the work your bank's family advisory prepares you for, not the work it replaces." A

One flag on the name, raised kindly. There is an existing "Kindred House" advising business-owning families in Asia-Pacific on succession and governance, and a "Kindred Advising" in the US. Worth a trademark and search check in Brazil before the name appears on a contract. Easy to fix now, painful later. F

08 A TIGHTER STORYLINE

Nineteen slides to twelve, with the hook first and the ask last

Same ideas, reordered around the buyer. Numbers in brackets are your current slides.

1

Title and your credentials

One line on who you are. [1, 10 merged]

2

The central question

"Preparing wealth for the next generation, or..." plus the four next-gen questions. [9, 6]

3

The succession paradox

Three priorities served in isolation. [4, 5]

4

One hard-number slide

35% · 11% · ~50%. Drop the inequality framing; the buyer is a founder, not a policymaker. [2, 3]

5

An earlier layer

Your positioning, with one real quote from a family conversation. [12, 11]

6

The method, named

Heir → Author → Steward as a visual journey. [13]

7

The journey on a timeline

Months 1 to 9: sessions, attendees, artefacts. A mock-up of the Family Continuity Map. [14]

8

The entry step

A 90-day Continuity Diagnostic. See section 12. [new]

9

Buyer system and moments

Trigger moments with anonymised prospect archetypes. [15]

10

Economics

Price ladder, capacity, cost side, three-year view. [16]

11

Go to market

Named referral partners (anonymised if needed) and the first ten conversations. [16]

12

What we are and are not, plus your questions

The honest closer. [17, 18]

Small fixes with big effect

- Every commercial claim gets a quote, a number or a named pilot
- Replace Vanderbilt vs Rockefeller with one Brazilian case, for example the DiGenio family succession at Unip covered by Valor in July 2026
- Fix mixed Portuguese and English and typos ("new commers", "Fonte", "Funder", "Pre-Pos"). At US$150K, polish is part of

the product

- Label internal sources as Kindred House research, or cite them publicly

Defend "not family therapy"

Sessions on identity, belonging and money will surface clinical material. Say how you keep families safe when that happens: a written referral protocol, supervision, and clear boundaries. Buyers will not ask this out loud, but they will think it.

If you can answer these in one sentence each, the room will feel it

Founder and credibility

1. Is Kindred House you alone, or a team?
2. How many full multigenerational processes have you facilitated, and with what outcome?
3. Why "House"? Is a physical space or retreat model implied?

Demand evidence

4. How many families have you spoken to? What did they say to US$150K and nine months?
5. Which three to five warm families could be client one, and which trigger moment are they in?
6. Which MFOs, trust lawyers or bankers have you tested the referral idea with?

Product

7. What does the family receive month by month: sessions, attendees, in person or online, where?
8. What is the artefact? A charter, a Continuity Map? Can you show a mock-up?
9. If the founder refuses but G2 wants it, do you take the engagement?

10. Where exactly is the line versus therapy, and who handles it when it is crossed?

Economics, geography, scale

11. What is the cost side: your time, a co-facilitator, travel, venue? Is US$150K margin-positive at two families?
12. Why two families a year: capacity or demand?
13. Would a phased purchase (diagnostic, then journey) work better than one nine-month commitment?
14. Brazil, LatAm or global? Portuguese, Spanish, English?
15. Will Brazilian families pay in USD, or benchmark against BRL-priced incumbents?
16. What would "more than a boutique" look like: certified facilitators, licensing to MFOs, digital tools, a next-gen cohort?

Slide 18 asks the right things. Sharper phrasing gets you answers you can act on

Instead of "Will families buy this?"

"Which family in this room, in which moment, would pay for the first 90 days, and who signs?"

Instead of "Can we own a distinct position?"

"When you hear 'Kindred House', what do you compare it to?"

Captures the buyer's own language for your positioning.

Instead of "Can this be more than a boutique?"

"Which adviser already in your life would you want to deliver this with us?"

Tests the channel.

Instead of "What are we not seeing?"

"What would make your founder say no?"

Tests the blocker directly.

> **One more to add: "Would you rather buy this from a bank, a boutique, or a person you already trust?"**

Practical tip: a one-page feedback form at each seat, collected before people leave. Memory fades by Monday.

None of these is fatal. Each one is easier to handle if it is named before a client names it

Commercial

Founder as decision-maker and blocker

Slide 15 lists the founder in both roles. Most sales will stall here. A G2-led entry path and a founder-facing frame ("protect what you built") help.

Commercial

The bank anchor

"Our banker runs family meetings for free." Prepare one calm answer and use it every time.

Commercial

Three asks at once

US$150K, nine months, a brand nobody knows yet. Sequence them: diagnostic first.

Commercial

Pipeline maths at two families a year

One lost sale is half the year. At this ticket, roughly twenty qualified conversations are needed for two closes. A

Commercial

Delivery

Single-facilitator risk

Referral partners see overlap

MFOs and lawyers protect share of wallet. A revenue share or white-label offer beats a favour.

Nine-month family processes usually need two facilitators: balance of gender and generation, conflict handling, and cover if one is unwell.

Delivery

The therapy boundary

Written referral protocol, supervision, professional indemnity insurance. If you are a registered psychologist, check CFP rules on this kind of practice.

Delivery

Confidentiality and measurement

UHNW families expect NDAs and secure storage. "Continuity" is hard to measure at nine months; use proxies such as sustained meeting cadence, an agreed charter, next-gen roles taken, a shared project funded.

Strategic

A copyable position, a moving buyer

Any bank can add "continuity" to a brochure; your moat is method, trust, artefacts and cases. USD pricing versus BRL incumbents, and families relocating mid-engagement, need a view. The scale question on slide 18 still needs a first hypothesis.

Let the family buy a first step before they buy a nine-month journey

A price ladder turns three simultaneous asks into one at a time, and gives you an artefact to sell from. Numbers are a starting point for your own model. o

1

90 days

US$25 to 40K

Continuity Diagnostic

Six to eight interviews across generations, one family session, a written Continuity Map v0. Fee credited against the journey.

2

9 months

US$120K

Continuity Journey

Your current offer, entered with trust already built and a map already drawn. Net of the diagnostic credit, roughly the same US$150K total.

3

Annual

US$30 to 50K

Continuity Rhythm

A yearly retainer that keeps the rhythm alive: family meetings, next-gen check-ins, map updates. This is where "more than a boutique" starts.

What year one could look like

Four diagnostics, two journeys, one retainer: roughly US$400 to 450K, versus US$300K in the current plan, with more families met and less concentration risk. A

A pre-commitment worth making now

If after nine conversations fewer than two families say they would pay US$25K or more for the diagnostic, that is a signal to reposition as a partner offer inside MFOs and banks rather than a standalone brand. Deciding this before the data arrives keeps the decision clean.

Evidence first, then artefact-led sales

NOW TO 20 SEPTEMBER

Sharpen

- Rebuild the deck to about twelve slides
- Draft the Continuity Diagnostic on one page
- Prepare the five room questions and a feedback form

20 SEPTEMBER TO 31 OCTOBER

Listen

- Nine structured conversations: three founders, three G2/G3, three advisers
- Script: trigger moment · current help · what they would pay for · who signs · who blocks
- Capture buyer language verbatim and rewrite positioning in their words
- Ask three advisers: refer, co-deliver, or white-label?

NOVEMBER TO DECEMBER

Sell from an artefact

- Land one or two paid diagnostics from your own network
- Build the yes-pack: engagement letter with liability cap, NDA, referral and therapy protocol, pricing sheet, PI insurance
- Publish one piece in Portuguese and English on cohesion by default versus by design
- Line up a co-facilitator on a per-engagement basis

You stay the person in the room

None of this is needed for the 20th. It is here because you asked what "more than a boutique" could look like, and because some of it is our day job. One filter for every idea: it must keep family data private.

1 · The most useful one

From interviews to a Continuity Map, faster

Diagnostic interviews in Portuguese, English or Spanish, turned into a first draft of your five deliverables: family system view, wealth premises, decision compass, shared portfolio, operating rhythm. Private infrastructure only. The point is to make a US$25 to 40K diagnostic profitable without adding a second analyst.

2

A living Family Continuity Map

Instead of a PDF, a private family space: commitments, rhythm, decisions, next-gen roles, searchable ("what did we agree in March?"). This is the retainer product and one answer to "more than a boutique". Software players are moving here; a facilitator-led version does not exist yet.

3

Heir → Author → Steward companion

Between sessions, G2 and G3 use a guided reflection journal built on your three movements. Raises engagement, feeds material into sessions, and creates a lower-ticket layer MFOs could white-label.

4

Trigger-moment radar

A weekly reading of Valor, Exame and LinkedIn for founder transitions, business sales and new family offices, so slide 15's "moments" become a short list of families and their advisers.

5

Deck and writing

A rebuilt deck in this format, Portuguese and English articles in your voice, a 90-second explainer on cohesion by design. Fast, visible, low risk.

One caution

Family data never goes into consumer tools

Your clients will ask about this, and one wrong answer ends the conversation. Everything above assumes private infrastructure and a written data policy from day one.

If any of this is worth a conversation after the 20th, an email is the easiest way: boris.korol@ai-automation.studio. Nothing in these notes depends on it.

Primary and dated, so you can check every number yourself

Reports and press

- UBS Global Family Office Report 2026, 28 May 2026
- UBS Next Generation Report 2026, 28 Apr 2026
- BNY, Wealth in Motion: Continuity, Stewardship and Transfer, 2025/26
- Deloitte Private, Family business succession planning and the next generation, 2026
- Ocorian, Generational differences are starting to show in family offices, 30 Jan 2026
- Pipeline / Valor, Só 11% das empresas familiares no Brasil têm plano de sucessão, 26 Jul 2026
- Valor International, Wealthy families rethink succession as tax rules change, 8 Sep 2026
- Valor International, Family businesses share lessons from succession, 21 Aug 2026
- Valor International, Unip owner rules out sale as next generation takes leadership roles, 15 Jul 2026
- Ilha Capital, Brazil's Great Ownership Transition, 8 Jul 2026
- FFI Practitioner, Context Matters: Latin American Family Firms, 15 Apr 2026
- Spear's, Latin America's wealthy heirs look overseas, 26 Jun 2026
- ABA Banking Journal, Beyond the Portfolio, 17 Sep 2026
- SRGA Global, governance consultants for multinational family offices, 2026

Competitor and profile sites

- UBS Family Advisory · Pictet · Goldman Family Stewardship · Merrill Center for Family Wealth
- 21/64 · Wise Counsel Research · Weingartner Legacy · Wise Purpose · Legacy Bridge
- Cambridge Family Enterprise Group · Generation6 · HBS Rising Generation
- AJA Governança e Sucessão · LEGAR · Inepad · CLRD Família · GoNext · KPMG Brasil
- Reluna · Total Family / KinAI · Asora · iPaladin
- linkedin.com/in/heloisamorel (profile and posts, read 18 Sep 2026)
- Kindred House (Asia-Pacific) and Kindred Advising (US)

Price benchmarks (bank advisory bundled at no explicit fee; governance projects at US$200 to 500K+) are a mix of published and anecdotal figures and are marked Unverified where we could not confirm them.

16 TO CLOSE

The question we like to end every strategy conversation with: what artefact are we creating next?

For you, before the 20th, our vote is a one-page Continuity Diagnostic and a twelve-slide deck that opens with your own story. Everything else in these notes can wait until the room has spoken.

Good luck on the 20th, Heloisa. We would love to hear how it goes.

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Facts labelled F are sourced; A and O are our reading. Corrections welcome.