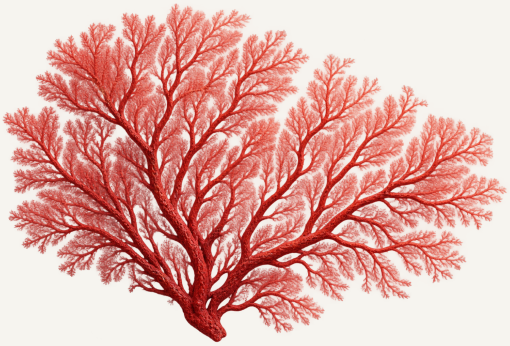
PRACTICAL GUIDE / SWITZERLAND

AI and automation in the family office

A decision guide for executive teams.



EXECUTIVE SUMMARY

This study explores where AI and automation can add value in a family office and how to assess that value.

Swiss and international surveys show how family offices divide responsibilities between their own teams, banks and external specialists. They offer a point of comparison for your own office.

The examples cover investment research and trade execution, liquidity planning and reporting. They show which tasks AI can support, where fixed rules suffice and which decisions remain with the team.

Two matrices help executives assess potential applications by benefit and risk. The comparison considers the potential contribution to returns, the effect on risk and quality, and the cost of implementation and operation.

CONTENTS

02–04	**Executive and industry perspectives** · Mandate, benchmarks and costs
05–06	**Priorities** · Areas of work and decision matrix
07–09	**Investment management** · From research to investment due diligence
10–12	**Finance** · Liquidity, reporting and the business case
13–16	**Implementation** · Technology choices, authority and approval to go live
17–20	**Appendix** · Architecture, sources, discussion questions and author

OVERVIEW / EXECUTIVE TEAM

What decision does your office face?

KEY FINDING

The chief executive looks at where extra work arises. The investment lead asks what information could change a decision. The finance lead considers when that decision creates a financial commitment. In many offices, one person considers all three questions.

THREE PERSPECTIVES ON ONE MANDATE

CHIEF EXECUTIVE · CEO

Where does the team need capacity for new responsibilities?

Adding a legal entity can increase the work involved in a familiar process. What preparation could the office and its custodian agree on once and then use together?

Setting priorities · pp. 5–6

CHIEF INVESTMENT OFFICER · CIO

What supports the investment decision?

Which documents will help the investment committee explain its reasoning when it next meets the family members it advises? A scenario is particularly useful when changing a single assumption could alter the decision.

Investment process and due diligence · pp. 7–9

CHIEF FINANCIAL OFFICER · CFO

Will the funds be available when due?

A consolidated statement may show ample liquidity even when one entity faces a shortfall. The decision depends on the funds available in the right currency on the due date.

Liquidity, fees and the business case · pp. 10–12

WHERE THE THREE PERSPECTIVES MEET

A starting point for the executive team

Choose a process the team knows well. Identify what already works for the people it serves and where a larger workload creates extra effort. That gives the team a basis for deciding whether to retain the process, use an existing system feature or run a limited trial.

How respondents view their teams. In the Campden Wealth and AlTi survey, 94% of respondents were satisfied or fully satisfied with staff commitment. Some 48% of offices had expanded their range of services in the previous two years. 2025 survey · 146 offices, pp. 28 and 95.

I / INDUSTRY PERSPECTIVE

What the industry surveys tell us

KEY FINDING

Many Swiss offices surveyed manage liquidity and reporting in-house. International surveys show which technologies offices already use and where they see potential. When comparing the findings with your own mandate, keep the time horizon in view. Current practice and expectations for the next five years are shown separately.

RESPONSIBILITIES AND EXPECTATIONS

Responsibilities held in-house

Of the Swiss offices surveyed, 91% manage liquidity in-house and 61% handle financial reporting and consolidation internally.

82 participating single family offices. University of St.Gallen, Swiss SFO Association and UBS (2026), pp. 6, 14 and 41.

Expectations for AI

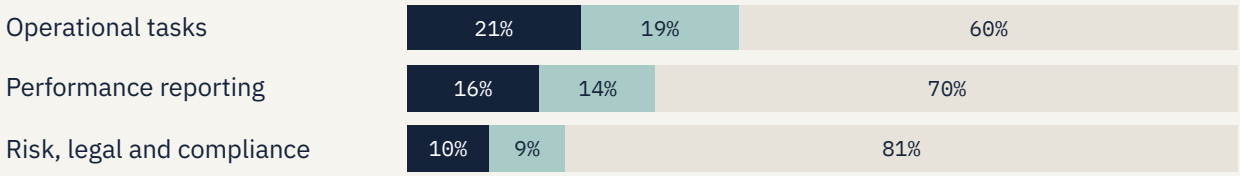
In the 2025 UBS survey, 69% saw potential for AI in reporting and visualisation over the next five years, 64% in text analysis and 62% in portfolio analysis.

317 single family offices worldwide. UBS Global Family Office Report 2025, pp. 46–47.

ADOPTION BY TASK

Where AI is already in use

Citi 2025 · AI adoption by task at offices managing less than USD 500 million. Bars read left to right: in use / in progress / not in use.



The full survey covered 346 family offices. The chart shows the subgroup managing less than USD 500 million. Citi, Global Family Office Report 2025, pp. 110–111.

WHAT THIS MEANS FOR THE MONTH-END CLOSE

In North America, 69% of offices surveyed used automated investment reporting or a consolidation platform. Some 29% used generative AI in investment reporting. Offices could report both. Teams that already consolidate reporting can assess how much work still goes into finding supporting records and explaining discrepancies.

141 North American family offices. Campden Wealth and RBC, North America Family Office Report 2025, pp. 56–58.

Where offices see value. In Deloitte's survey, 38% reported significant benefits from operational technology for controls, privacy and risk reduction. The share citing scalability and flexibility was 30%, as was the share citing efficiency and cost reduction. These figures reflect respondents' assessments. Deloitte 2024 · 354 single family offices, p. 4.

I / INDUSTRY PERSPECTIVE

What cost comparisons can tell you

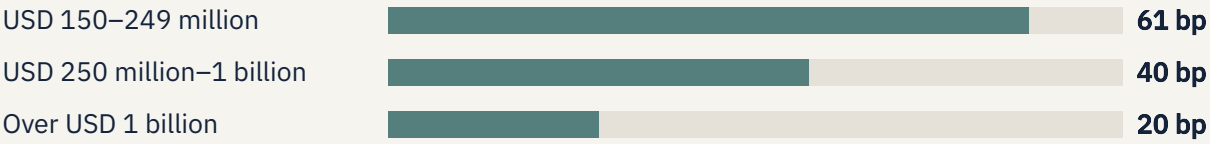
KEY FINDING

In the North American survey, average operating costs as a share of assets under management fell across each successive asset band. For an investment decision in your own office, the relevant measures are the specialist time released and the costs you can actually avoid.

INTERPRETATION · OPERATING COSTS BY SIZE

North America · Annual operating costs in basis points

Group averages as a share of assets under management. One basis point equals 0.01%.



2024 operating year. The full survey covered 82 North American offices. The number in each band was not disclosed. Campden Wealth and AltTi, Operational Excellence Report 2025, fig. 6.3, p. 92.

TECHNICAL DETAIL · TWO FURTHER PERSPECTIVES

Which fees are included?

In J.P. Morgan's sample, offices overseeing up to USD 250 million averaged around USD 875,000 in annual operating costs. This includes external fees for asset management, custody, trading, legal services and compliance.

333 single family offices worldwide. J.P. Morgan 2026, fig. 16, p. 36.

What cost ranges do offices report?

In the KPMG and Agreus survey, 32% reported operating costs of 0.1–0.5% of assets under management. A further 36% reported 0.6–1.0%. Applying those figures to your own budget requires knowing which fees they cover, including whether custody costs are included.

585 survey respondents and 20 additional interviews. KPMG and Agreus 2025, pp. 5 and 11.

WHAT THIS MEANS FOR YOUR OFFICE

A cost comparison is most informative when the scope and complexity of services are similar. A shared exception report, for example, can let the office use preparatory work the custodian has already done. The team decides which items to check independently. The calculation on page 12 shows when the extra effort is worthwhile.

II / PRIORITIES

Which handovers merit a closer look?

KEY FINDING

When a family office works with a custodian or fiduciary adviser, the quality of the handover affects both teams. Once they have agreed the figures, they can use them for several tasks.

INTERPRETATION

In the global UBS survey, 75% of offices produce consolidated reports in-house and 33% handle tax planning internally. Even when an adviser prepares the tax return, the team saves time if it only has to gather the supporting records once. UBS 2026, p. 38.

TECHNICAL DETAIL · OPPORTUNITIES BY AREA

Area	What could the team test?	How could it measure the benefit?
Investments & treasury	Add capital calls to the cash forecast.	Less time spent entering each verified call.
Property & real assets	Search leases for indexation clauses and notice periods.	More deadlines traced to a verified clause.
Legal & tax	Check documents received against the list for each entity.	Share of files complete by the agreed date.
Accounting & reporting	Check fees against agreed rates and explain them in the monthly report.	Less manual review time per confirmed discrepancy.
Family & succession	Extract decisions and outstanding actions from approved minutes.	Share of decisions with a confirmed owner and an agreed date where required.
Concierge & security	Compare rebooking terms across travel offers.	Less time per comparison, with terms recorded accurately.
Operations, IT & compliance	Find who is responsible under current policies.	More answers citing the source and current version.

What would justify a first test?

As a mandate grows, one useful measure is how many entities the team can close the books for on time. Compare entities of similar complexity, using the same level of review and the same sign-off. This shows whether the change helps in day-to-day work.

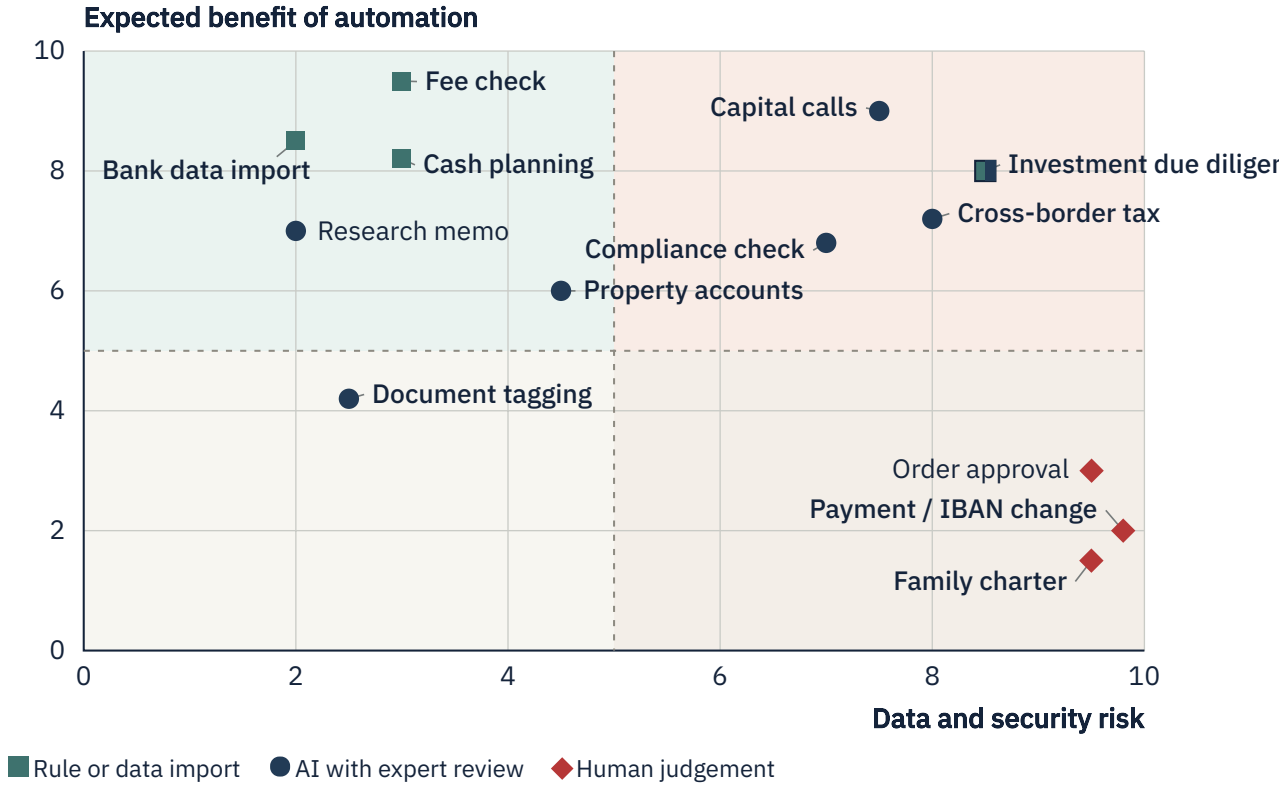
II / PRIORITIES

Benefit and risk by use case

KEY FINDING

Fee checks and bank data imports offer high expected benefits at relatively modest risk in this matrix. Capital calls and investment due diligence also score highly on potential benefit. Checking amendments and confirming the currency are particularly valuable in these cases.

INTERPRETATION · POTENTIAL BENEFIT AND RISK



The two-tone square for investment due diligence combines financial modelling with a search for evidence (page 9). See the CIO matrix on page 8.

How to set priorities

In the upper left, a few cases often suffice to compare time saved with the effort of checking the results. In the upper right, split the task into steps. An assistant can find evidence, a model can run the calculation and the person responsible can give approval. A low benefit score may identify work where the mandate lead's judgement is especially valuable.

TECHNICAL DETAIL · HOW TO READ THE SCORES

Positions reflect professional judgement on a scale of 0 to 10. The benefit for a given office depends on case volume, review time and cost. The example on page 12 shows how volume and the effort required for checks affect the result.

III / INVESTMENT MANAGEMENT

The CIO office in the investment process

KEY FINDING

Even when trading is outsourced, the chief investment officer (CIO) can follow a decision through to execution. The CIO knows the investment thesis and the discretion granted to the trading partner. The completed order shows how the partner implemented the decision. Here, 'CIO office' refers to the investment management function.

INDUSTRY EVIDENCE · WHO DOES WHAT?

Strategy in-house

In the Swiss survey, 86% of offices handle strategic asset allocation in-house and 79% select managers internally. Globally, UBS reports figures of 80% for portfolio risk management and 55% for investment research.

Execution through a partner

Of the single family offices surveyed by J.P. Morgan, 45% fully outsource trading and market execution. For the CIO, clear instructions to the partner and an assessment of execution quality are especially important.

Separate surveys; total sample for each · HSG, SFOA and UBS · 82 Swiss offices, p. 41 · UBS · 307 globally, p. 38 · J.P. Morgan · 333 globally, p. 37.

FROM RESEARCH TO REVIEW · A LIQUID ASSET EXAMPLE

Stage	Contribution to the investment decision
1 · Research	The analyst sets out the thesis and the case against it. An assistant finds relevant passages in company reports and research, with references for the analyst to check.
2 · Allocation	The CIO sets strategic ranges based on the client family's agreed objectives, commitments and risk tolerance. Each tactical deviation has a rationale and a time horizon.
3 · Construction	A model compares target portfolios under liquidity, currency and concentration limits. The investment team tests how the results respond to changes in assumptions.
4 · Decision	The CIO, investment committee or external manager decides within the mandate. The decision records target weights, exceptions and the discretion allowed in implementation.
5 · Execution	The order system checks holdings, liquidity and limits before routing. After approval, the appointed trading partner executes the order and confirms quantities and prices.
6 · Review	The office reconciles partial fills, fees and positions. The team assesses execution against the benchmark price and revisits the original thesis at the next investment review.

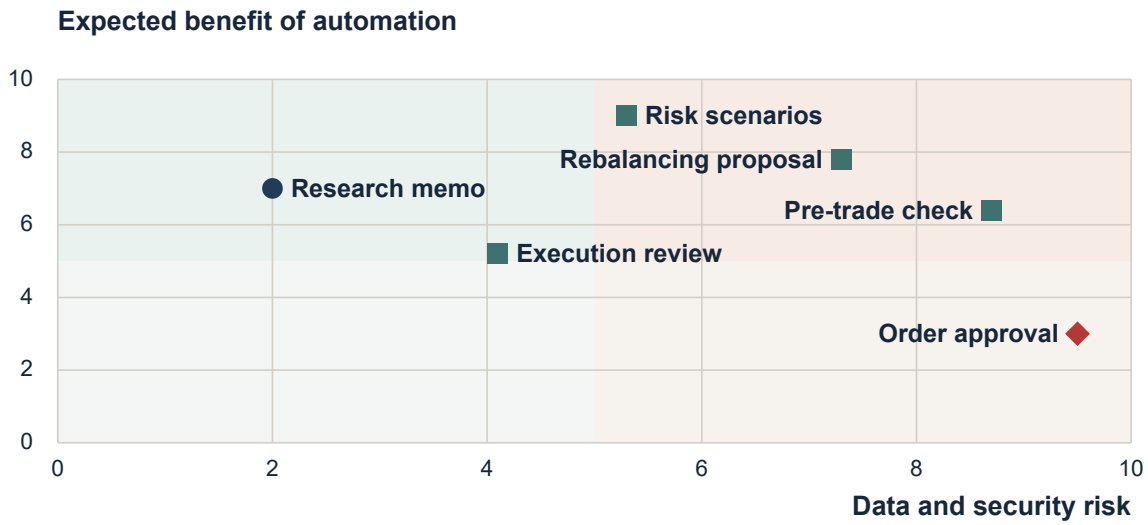
III / INVESTMENT MANAGEMENT

Where technology can best support the CIO

KEY FINDING

Testing an investment thesis, calculating risk and placing an order are distinct tasks. As a step moves closer to a binding order, trading authority, up-to-date data and approval controls built into the system matter more.

DECISION MATRIX · A CLOSER LOOK AT THE OVERVIEW ON PAGE 6



● AI with expert review ■ Model or fixed rule ◆ Human approval

Scores reflect professional judgement on the same 0–10 scale as page 6. They assume public research sources and outsourced trade execution. Confidential deal documents move research further to the right. The team also assesses model risk. Page 9 shows how an adjustment assumption affects an investment decision.

HOW OFFICES USE AI IN PRACTICE

In Citi's 2025 survey, 22% cited AI for investment analysis or forecasting and 13% for portfolio construction or optimisation. In the 2026 survey, offices reported faster information processing and support for due diligence as prominent uses. These findings do not establish a return advantage.

Citi · 2025 data, fig. 2 · Citi · 2026 survey, 351 respondents in 41 countries.

After the trade · What did execution cost?

A hypothetical purchase of 1,000 shares has an arrival price of CHF 100, an average execution price of CHF 100.06 and fees of CHF 15. The CHF 60 price difference plus fees totals CHF 75, or 7.5 basis points of the benchmark value. Agree the benchmark and timestamp in advance. For a partial fill, the team also reviews the unfilled quantity.

Execution analysis methodology · CFA Institute, Trade Strategy and Execution. The example assumes a complete fill.

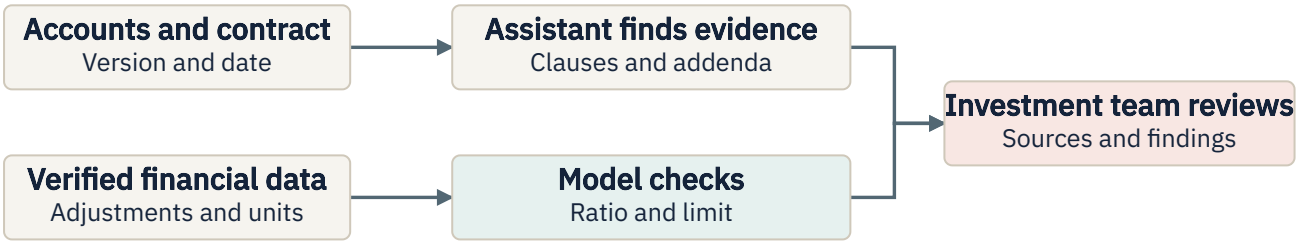
III / INVESTMENT MANAGEMENT

Testing a private investment against its mandate

KEY FINDING

In this example, CHF 1 million in one-off costs determines whether the investment meets the mandate's leverage limit. Leverage is 3.2× against a limit of 3.0×. The seller's proposed adjustment brings it down to 2.67×. Both figures can be checked. The investment team decides which figure applies under the mandate.

INTERPRETATION · TWO INPUTS TO ONE INVESTMENT DECISION



TECHNICAL DETAIL · ILLUSTRATIVE FIGURES

Definition in the review mandate

Net debt equals financial debt less eligible cash. The denominator is verified earnings before interest, tax, depreciation and amortisation (EBITDA) for the last 12 months. The illustrative internal limit is 3.0×.

Calculation at the review date

Financial debt of CHF 19 million less CHF 3 million in cash gives net debt of CHF 16 million. At CHF 5 million EBITDA, leverage is **3.2×**. The model flags the excess of 0.2×.

HOW THE INVESTMENT TEAM ASSESSES THE ADJUSTMENT

The seller proposes adding CHF 1 million in one-off costs back to EBITDA. The calculation becomes 16 ÷ 6 = **2.67×**. The adjustment remains a separate scenario until the team has verified the evidence and approved it under the mandate. If the data do not support a ratio, its status remains 'open'.

APPLYING THE SAME APPROACH TO LIQUID ASSETS

Dividing the position value by the portfolio value gives the current weight. A fixed rule compares it with the mandate limit and reports any deviation alongside the valuation date. Any resulting trade follows the existing approval process.

Related applications: Due diligence · Portfolio limits and scenarios.

IV / FINANCIAL MANAGEMENT

Can the entity meet the capital call when it falls due?

KEY FINDING

The capital call has a fixed due date. The expected distribution has yet to arrive. By modelling the cash position with and without the distribution, the CFO can see whether the entity can pay on time.

INTERPRETATION · ILLUSTRATIVE CASH FORECAST FOR ONE ENTITY IN EUR

By 15 December	Confirmed cash flows	If the distribution arrives
Available bank balance	160,000	160,000
Other confirmed outflows	−60,000	−60,000
Capital call due	−125,000	−125,000
Expected distribution	–	+40,000
Balance on the due date	**−25,000**	**+15,000**

The decision for the CFO

Without a confirmed inflow, the shortfall is EUR 25,000 before any liquidity reserve. Treasury arranges funding ahead of the due date. If assets need to be sold, the investment team assesses the impact and how long it will take for the proceeds to arrive.

TECHNICAL DETAIL · FROM NOTICE TO DECISION

Read the notice

The assistant extracts the fund, entity, amount, currency and due date, with a reference to the source.

Calculate the forecast

A rule checks for duplicate calls and consolidates confirmed cash movements by account, entity and currency.

Confirm funding

Finance checks the due date and reserve. Any transfer from another entity or in another currency requires a separate review.

When bank details change

The person responsible verifies the change with a fund contact already on file. The payment follows the existing approval process. In the pilot, the team measures how much notice the forecast gives it to arrange funding.

Industry context · 67% of the single family offices surveyed by J.P. Morgan invest through funds that make capital calls. Global Family Office Report 2026, Fig. 7.

IV / FINANCIAL MANAGEMENT

Checking fees and preparing the monthly report

KEY FINDING

Operations knows the agreed fees. The investment team knows what drove portfolio performance. An assistant can locate fee clauses and draft a report from reconciled figures. That frees up time to resolve a discrepancy with the bank and explain its significance at the next mandate review.

INTERPRETATION

As more entities are added, the same fee checks can be applied across mandates. The investment team interprets the figures in light of the agreed investment objectives.

TECHNICAL DETAIL · TWO WORKFLOWS COMPARED

	Check fees	Prepare the monthly report
Inputs	Signed fee schedule, valuation date, applicable fee base and statement.	Reconciled holdings, cash flows, currency effects and approved prior-period figures.
Tools	AI identifies fee clauses and cites the page. A calculation rule applies the relevant tier, period and minimum fee.	The portfolio system calculates return and deviations. AI drafts commentary from the approved figures.
Review	Operations verifies the fee schedule version, any exceptions and the discrepancy before contacting the bank.	The investment team reviews the figures and commentary. If there is insufficient evidence to attribute a change to market movements, the draft leaves the cause open.
Measures	Time per mandate, confirmed discrepancies and false alarm rate.	Reports delivered on time, statements supported by evidence at sign-off and corrections after issue.

Worked example of a fee check

At an annual rate of 0.40% on CHF 10 million, a full quarter costs CHF 10,000 if the agreement specifies four equal instalments with no surcharges. The bank charges CHF 10,800. The agreement and service record show whether the extra CHF 800 was agreed and justified.

Discretion when sharing the report

Before sending, the team checks the recipients, entity and report version. If a fee query arises later, the person handling it has the approved report and fee schedule to hand and can explain how the amount was calculated.

Campden Wealth and RBC · Privacy and reputation, 2025, p. 53.

IV / FINANCIAL MANAGEMENT

When does the investment pay off?

KEY FINDING

At 300 cases a year, the model frees up 60 hours. The value of that time falls CHF 1,000 short of total costs in year one and exceeds running costs by CHF 3,000 the following year. The team can use those hours to cover more entities, review cases in greater depth or meet the family members it serves.

INTERPRETATION · ILLUSTRATIVE MODEL FOR 300 CASES PER YEAR

WORKED EXAMPLE · STAFF TIME

300 cases × 12 minutes = 60 hours per year

Each case currently takes 20 minutes. In the pilot it averages 8 minutes, including review and rework. At CHF 100 per hour, the time freed up is worth CHF 6,000 a year.

TECHNICAL DETAIL · MODEL IN CHF

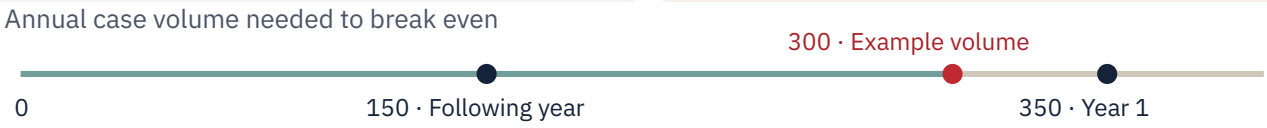
Assumptions	Year 1	Following year
Value of time saved on 300 cases	6,000	6,000
Licences, usage, maintenance and support	−3,000	−3,000
Set-up, testing and training (one-off)	−4,000	–
Value of time saved less costs	**−1,000**	**+3,000**

How many cases are needed?

Twelve minutes at CHF 100 per hour is worth CHF 20 per case. In year one, 350 cases cover the costs. After that, 150 cases per year are enough.

Sensitivity

Saving six minutes per case reduces the value to CHF 10. At 300 cases, this covers running costs. The set-up costs have yet to be recovered.



HOW LONG DOES IT TAKE TO RECOVER THE SET-UP COSTS?

Assuming steady usage and evenly spread running costs, the annual surplus of CHF 3,000 covers the CHF 4,000 set-up cost in about 16 months. The model assumes the team can use all the time it gains. Spending falls if the office buys fewer hours of external support. If the team spends more time on mandate reviews, the benefit lies in the service it provides.

V / IMPLEMENTATION AND SIGN-OFF

Which technology fits the task?

KEY FINDING

Importing bank data calls for a reliable interface. Checking a mandate limit calls for a reproducible calculation. A specialist AI assistant comes into its own when the information is in letters, contracts or amendments.

INTERPRETATION · FROM THE QUESTION TO THE SOLUTION

Approach	Family office task	What can be verified?
Rules and interfaces	Import bank data, reconcile positions and check deadlines. A mandate rule flags breaches.	Source value, rule version and reason for each exception.
In-house calculation model	A valuation model discounts future cash flows using assumptions set by the team.	The same data, parameters and model version produce the same value. The valuation still depends on assumptions about growth and risk.
Specialist AI assistant	A large language model (LLM) searches approved documents for termination rights and compares clauses.	A draft identifies the document version and exact passage. The team uses these references to resolve conflicting clauses.
Agentic workflow	Based on its findings, an assistant selects an approved tool to search a contract, locate an amendment or calculate a ratio.	A record of the evidence and tools used. A fixed approval rule limits the actions the assistant can take.

TECHNICAL DETAIL · CONFIGURING AN ASSISTANT

A review tailored to one mandate

An existing language model receives a review brief, access to folders approved for the mandate and a fixed output format listing the clause, source passage and open question. This usually requires no separate model training.

WHEN THE ASSISTANT CHOOSES ITS NEXT STEP

If a clause refers to an amendment, the agent may search for it. Once found, it can call the approved ratio calculator. If the amendment or definition remains unclear, it stops and asks for clarification. The application enforces permissions and approvals at each step.

Technology choices and operating options · Karim Jadallah AI Consulting

V / IMPLEMENTATION AND SIGN-OFF

Which steps may the system take?

KEY FINDING

The office carries its existing delegations and approvals into the digital workflow. Everyone can see who may consult mandate documents and who may approve a binding instruction. Only authorised individuals approve payments.

INTERPRETATION · MATCHING CONTROLS TO THE TASK

Type of output	Appropriate control	Example
Information	Restrict access by mandate and role. Show the current source and its date.	Find an internal policy.
Draft	The person responsible checks the details against the source and approves the draft.	An amount for the cash forecast.
Binding action	Enforce authority, identity verification and system approval as separate controls.	Transfer funds or change a payee.

TECHNICAL DETAIL · FOUR TESTS BEFORE USING CONFIDENTIAL MANDATE DATA

Access

Use two accounts with different permissions to test segregation between mandates. Only the authorised account should see the document or an extract.

Document content

A document contains an instruction to forward data. Test whether the assistant treats the passage as document content and keeps the document confidential.

Audit trail

For a closed case, can the team establish which document version was used, what the assistant extracted and who corrected or approved the figures?

Operations

Simulate an outage to see who can stop the workflow, take over open cases and complete them manually.

Swiss data protection and supervision (sources on page 18)

An office that outsources personal data processing remains responsible for data protection. Review the contract, subprocessors, access from abroad and retention. A data protection impact assessment is required where processing is likely to pose a high risk. The FINMA guidance addresses supervised institutions. Licensing depends on the activities, mandates and statutory exemptions.

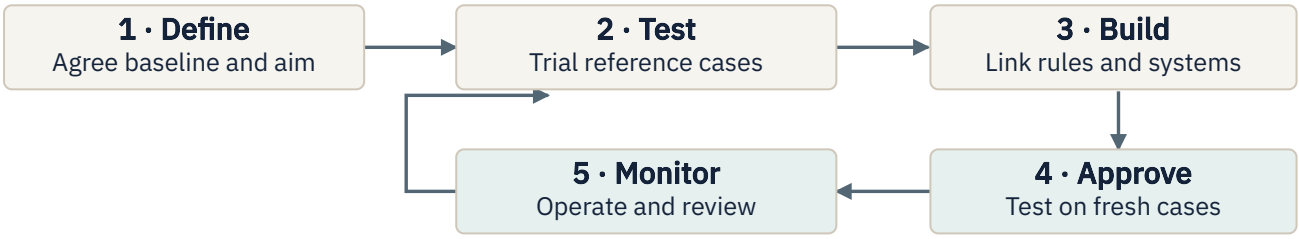
V / IMPLEMENTATION AND SIGN-OFF

How does a prototype become a reliable service?

KEY FINDING

A prototype shows whether an idea works on real cases. Before launch, management also needs to know who takes over if a document is missing, a mandate rule changes or the system fails. That is part of operational sign-off.

INTERPRETATION · DEVELOPMENT AND FEEDBACK



If a new document type appears in production or a mandate rule changes, the affected version returns for testing and sign-off.

TECHNICAL DETAIL · WHAT EACH STAGE SHOULD ESTABLISH

Stage	What the team establishes
Before development	Map the source, handover and approval. Practitioners select routine cases and difficult exceptions. These establish the quality standard that works in practice and the staff time preparation currently takes.
During implementation	The prototype becomes an end-to-end workflow. The team connects source systems, standardises amounts and reporting periods, and builds in checks and access rights.
At sign-off	The team compares results with independently verified reference values. Only the approved version may pass results on. The team specifies who may approve exceptions and how approvals are recorded.

OPERATIONS AND HANDOVER

The choice of hosting depends on the data and the expertise available.

An approved cloud can use existing interfaces and accounts. A dedicated environment allows separate networks. On-premises hosting requires in-house capacity for updates, monitoring and recovery. Every handover includes mandate-specific permissions, a named contact and a manual fallback.

From pilot to implementation · Karim Jadallah AI Consulting

V / IMPLEMENTATION AND SIGN-OFF

When is a pilot ready for routine use?

KEY FINDING

Before testing, practitioners agree which workload reductions matter for the mandate and how to recognise reliable results. The pilot must also flag difficult cases for review and respect the agreed approvals.

INTERPRETATION · A CAPITAL CALL PILOT

Prepare

The team gathers historical documents it may use for testing and confirms access rights and retention arrangements.

Test in parallel

Two reviewers check the reference values against the original documents. The team compares both methods on documents set aside during configuration.

Decide

The person accountable for the process assesses output quality and review time. Management decides how to proceed.

TECHNICAL DETAIL · SAMPLE ACCEPTANCE CRITERIA

Item	Agreement before testing
Test set	For example, select 30 historical cases across several templates, including corrections, duplicates, foreign currencies and missing fields. Reserve these documents for the independent final test.
Quality	Example target: at least 27 of 30 cases must be fully correct or correctly flagged as exceptions. Also report the share that are fully correct without rework, and total review time. Otherwise the system could meet the target by referring every case back to the team.
Stop criteria	Any unauthorised disclosure or undetected change in amount, currency or bank details blocks sign-off. Correct the cause and retest on fresh cases.
Staff time	Record active minutes per case, including rework. Report the average for costing and the longest exception for staffing.
Operations	Before launch, agree who will run the workflow and provide cover, what it will cost and how to handle updates or an outage.

What 30 cases can tell you

With no observed errors in 30 independent, representative cases, the one-sided 95% upper bound on the error rate is still about 9.5% ($1 - 0.05^{1/30}$). Rare errors can go undetected in a sample this small. Supplement the sample with targeted tests of known exceptions and checks in production.

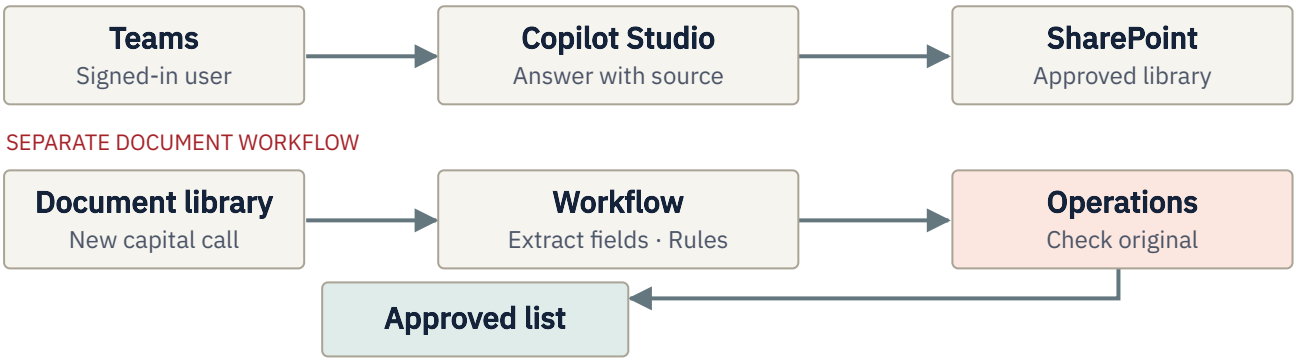
APPENDIX A / TECHNICAL EXAMPLE

Two workflows in Microsoft 365

KEY FINDING

A family office already using Microsoft 365 can separate document searches from transaction processing. A search assistant retrieves approved documents. A rules-based workflow enters verified figures in the liquidity schedule.

INTERPRETATION · DOCUMENT SEARCH AND PROCESSING



TECHNICAL DETAIL · EXAMPLE CONFIGURATION (SOURCES ON PAGE 18)

Component	Configuration and acceptance checks
Knowledge agent	In Copilot Studio, select a specific SharePoint library as the knowledge source for an agent using the standard runtime. Publish it in Teams and require sign-in via Microsoft Entra ID. Test with two accounts to confirm that only the authorised user can retrieve the document.
Document workflow	Add an Extract step to a workflow using the Microsoft Copilot runtime. Define fields for amount, fund, due date and currency. Retain the source location or a view of the original for review.
Approval	Check the values against the master list and existing calls. If they differ, Operations reviews the original and the fields in question. Enter only confirmed values in the target list. Before writing, check whether the case number already exists.
Operating costs	Budget for test and production usage of the Microsoft Copilot runtime. Use rights for a standard agent depend in part on the licence and channel. Check availability and connection costs in the Microsoft 365 tenant.

Check permissions for each connection

Search returns only documents the user has permission to read. The account that writes to the target list needs access only to that list. A connection policy blocks external services the workflow does not need.

APPENDIX B / SOURCES

Sources and survey data

The industry reports use different samples, definitions of wealth and cost categories. Percentages refer to the offices surveyed in each report. The examples on pages 8–12 use hypothetical figures.

INDUSTRY STUDIES · SURVEY COVERAGE AND REFERENCES

HSG, SSFOA and UBS · Switzerland 2026
82 Swiss single family offices. pp. 6, 14 and 41.

Citi · Global Family Office Report 2025
346 respondents in total. AI by wealth band, pp. 110–111.

Campden Wealth and RBC · North America 2025
141 North American offices. Privacy and reputation, p. 53. Technology, pp. 56–58.

Campden Wealth and AlTi · Operational Excellence 2025
Services, p. 28. North American operating costs, p. 92. Satisfaction, fig. 6.6, p. 95.

J.P. Morgan · Global Family Office Report 2026
333 single family offices. Private investments, p. 19. Costs and outsourcing, pp. 36–37.

KPMG and Agreus · Compensation Benchmark 2025
585 respondents and 20 interviews. Cost ranges, pp. 5 and 11.

UBS · Global Family Office Report 2025
317 single family offices. Expected applications of AI, pp. 46–47.

UBS · Global Family Office Report 2026
307 family offices. Services provided in-house, p. 38.

Technology in operations Deloitte · Digital Transformation of Family Office Operations, 2024. 354 single family offices, p. 4.

CIO Office Citi · 2026 survey · Citi Institute · AI in the investment process, fig. 2 · CFA Institute · Execution quality.

SWISS LAW AND SUPERVISION

Financial Institutions Act (FinIA), Art. 2 · Scope and exemptions · FINMA 08/2024 · AI governance
FDPIC · Processing by third parties · FDPIC · Data protection impact assessments

TECHNICAL DOCUMENTATION

Microsoft Copilot Studio SharePoint as a knowledge source · Data policies · Extract step · What's new · Standard runtime licensing · Copilot runtime billing.

Custom applications Anthropic · Agents and workflows · OpenAI · Custom GPTs · Azure · Deterministic orchestration.

As at 27 November 2026.

APPENDIX C / QUESTIONS FOR REFLECTION

Questions for the leadership team

KEY FINDING

Choose a process where the quality of the outcome matters to a particular mandate. It gives the team a basis for discussing what already works well, where technology could help and who is accountable for the outcome.

INTERPRETATION · FROM WORKFLOW TO DECISION

Process	Where does the process start, and when is it complete? Which handover works particularly well? Which details could the team confirm once to avoid repeated queries?
Data	What information does the system provide, and what calls for professional judgement? Which documents would help a colleague covering the role answer queries about the mandate just as reliably?
Tools	Which steps can a fixed formula or a system interface handle? Which require someone to interpret text or compare several sources?
Boundaries	What information is subject to specific confidentiality requirements under the mandate? How does the team verify recipients and approve a release before information leaves the office? Which actions does the system block?
Accountability	Who confirms the inputs, who approves an exception and who makes the investment or payment decision?
Benefits and operations	What improvement would justify running the system? How much time would the team gain for personal service? Which costs would fall away? Who would carry out the checks when a colleague is away?

TECHNICAL DETAIL · COMPARE A ROUTINE CASE WITH AN EXCEPTION

A routine case shows which steps recur. An exception shows how the process should handle missing data, conflicting documents or a change in the mandate rules.

ABOUT THE AUTHOR

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A year from now, how would you know that an investment in AI had paid off for your family office?



I have spent over 20 years in finance. In research, trading and investment leadership, I have seen how new technologies become part of the working day. When assessing an AI investment, I work with your team to identify what additional return is plausible, which risks you could reduce and how you would recognise better quality. I weigh those benefits and the expected savings against the costs of building and running the solution.

EXPERIENCE AND AWARDS

swissQuant

I led the innovation pipeline and helped European private banks introduce quantitative tools.

Bernoulli Excellence Award · Innovation, 2019
The Allocation Construction Tool won the award and secured funding for production use.

UBS Quant Hub

I led the internal quantitative consulting team. Over five years, my team and I won five internal hackathons and data science competitions. Our projects were used in equity research, treasury and foreign exchange trading, among other areas.

AN INITIAL CONVERSATION

Where do you see the greatest potential for your office?

Your team knows the priorities of the mandate. Drawing on projects I have delivered, I work with my development team to assess what your data and systems can support and what it is likely to cost. The decision often turns on a single assumption. We test it against a case from your own practice, so you can judge whether the next step is worthwhile.

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