The GCG Partner Programme.

Every adviser has an edge: the point where a client’s need runs past their own field, or their own jurisdiction. What happens at that edge is what defines the relationship. The three engagements below are real. Each began when an adviser, or the client behind them, reached that edge and brought the matter to GCG Structuring. Identifying details are withheld.

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01

The jurisdictional edge.

An adviser in another jurisdiction,
a client who had moved.

The edge.

An adviser in southern Europe had a long-standing client who had set up a UAE free zone company. She could advise on her own jurisdiction with total confidence. What she could not do was tell him whether his new UAE entity was registered correctly for corporate tax, when its first tax period should end, or whether the way he intended to draw money out would survive scrutiny in either country.

What we found.

The company had been incorporated by one provider and the visa handled by another. Neither had registered it for corporate tax. The financial year had been set on a default that would have cost the client a relief he was entitled to. And because he was running the business from outside the UAE, there was a live question about where the company was actually being managed from, which neither previous provider had raised with him.

He had also been given conflicting advice more than once already. What he was buying by this point was not advice. It was certainty.

What we put in place.

We corrected the first tax period so the relief was available, registered the company properly, and took on the ongoing advisory and accounting so there was one place the answers came from. We assessed the management-and-control exposure and set out what substance would need to look like, rather than leaving it as an open risk.

We coordinated the cross-border side directly with the referring adviser. Her side of the structure stayed hers. That is the point.

02

The technical edge.

A lawyer who could file, but could not design.

The edge.

A group of fund principals had engaged external counsel to build a holding structure for a real estate fund. Counsel took the engagement and a substantial fee in advance, then became uncontactable for several weeks. The principals could not establish what had been filed or where the work stood.

What we found.

The bigger problem was not the silence. When we examined the structure, it had originally been designed for a completely different transaction, in a different sector, with a different investor base, and had been carried over unmodified to this one. It was not wrong so much as it was built for someone else.

That is the failure mode we see most often at this particular edge: the adviser is entirely competent at execution and is producing a structure they have produced before, for a situation that is not this one.

What we put in place.

We went back to the commercial facts first: what the fund actually did, who its investors actually were, and where liability actually needed to sit. We moved the design to an umbrella vehicle with segregated cells, so each project is ring-fenced from the others and no cross-liability runs between them, and we set the share classes so control and economics sit where the principals intended.

We also worked on recovering the in-flight filing from the previous adviser, rather than starting the client's costs again from zero.

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03

The relationship edge.

The problem no adviser can advise their way out of.

The edge.

A family's bank exited the relationship. Not a declined application, an exit: personal accounts closed on the bank's own initiative, over transactions the bank never substantiated and a tax question about a family member from two decades earlier. The family was left holding a very large sum in cheques with nowhere to deposit them, and the corporate account was exposed to the same decision.

There is no adviser on earth who can write a letter that reverses this. It is not a technical problem. It is an access problem.

What we put in place.

We took the banking work as a defined engagement: new personal accounts for the family members and a new corporate account, at banks selected against their current appetite for exactly this profile, rather than at whoever was nearest.

The critical piece was separating the issues. The personal history and the corporate entity were kept as distinct applications, so a question attached to one did not contaminate the other. That sequencing is most of the work.

We took it on a fully refundable basis. If the accounts could not be opened, the fee came back. We cannot promise a bank's decision. We can carry the risk of trying.

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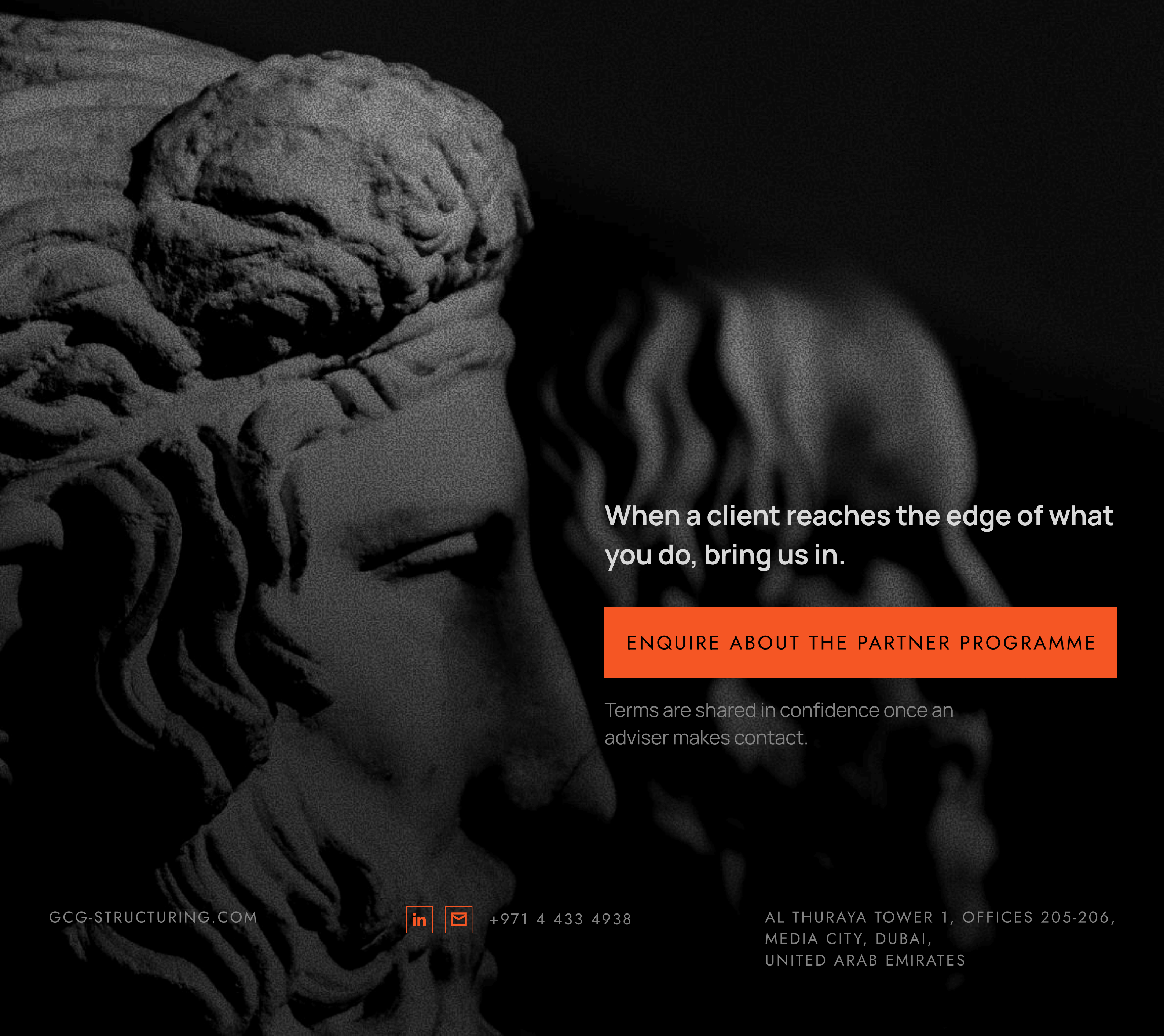
04 The pattern.

Three different edges, one shape. In each case the client had reached the limit of what their existing adviser or provider could do, and what they needed was not more of the same advice but a firm that could take the problem and return certainty.

And in each case the referring adviser's own work was left intact. Her side of the structure stayed hers. That is what the Partner Programme is built to make routine: the client is looked after, the problem is solved, and the adviser keeps what is theirs.



When a client reaches the edge of what you do, bring us in.

ENQUIRE ABOUT THE PARTNER PROGRAMME

Terms are shared in confidence once an adviser makes contact.