

# 15<sup>TH</sup> ANNIVERSARY FAMILY BUSINESS FORUM

*Grow your business and strengthen your family relationships  
Learn how from successful business families and leading experts*



*The Forum uses genuine, live family cases so that you can learn  
in table-sized groups with families from every continent  
(family business speakers in order of appearance):*

*Mr. Alexander Scott, Sandaire Investment Office (United Kingdom)*

*Mr. Prasad Kumar, GMR Group (India)*

*The Case of Grupo Carvajal (Colombia)*

*Mr. Hugo Mulliez, Artsper (France)*

*Mr. Alexandre Mulliez, AuchanDirect (France)*

*Live Dialogue: Education and Development in Two Families*

*Dr. Ivan Lansberg, Kellogg School of Management and  
Author of “Succeeding Generations” and “Generation to Generation” (United States/Venezuela)*

*Ms. Juliette Johnson, Juliette Johnson Consultancy*

*Next Generation Leadership Programme, Institute for Family Business (United Kingdom)*

*The Dorchester Hotel, London  
Tuesday–Thursday, 19–21 May, 2015*

**TUESDAY**  
**19 MAY, 2015**

The Family Business Forum is designed exclusively for family members with major family firms or family offices. In today's sessions, you will hear from and work with families from every continent, discussing genuine situations in table-sized groups.

## **FAMILY, BUSINESS AND OWNERSHIP**



### **How Each Evolutionary Stage Brings New Challenges**

**Dr. Ivan Lansberg** (United States/Venezuela)

Academic Director, Center for Family Enterprises Executive Programs, Kellogg School of Management;  
Author & Co-Author of "Succeeding Generations" and "Generation to Generation";  
Senior Partner, Lansberg, Gersick & Associates, LLC

One of the world's leading teachers, writers and consultants on family business, Ivan Lansberg is particularly recognised for his work on family business succession. Ivan will facilitate discussions, draw conclusions from other speakers' experiences and contribute his own presentations. In the opening session, he will introduce some key concepts to be addressed in detail during the Forum, including how family enterprises typically evolve.

## **KEEPING THE FAMILY TOGETHER**



### **What Happens When a Family Sells its Main Business?**

**Mr. Alexander Scott** (United Kingdom)

Former Chairman, Provincial Insurance Company; Chairman, Sandaire Investment Office

In 1994, Alex Scott took over as 5th generation Chairman of Provincial, then the UK's largest private insurer. Very quickly, he was confronted with significant strategic challenges which implied a troubled future for the 90-year old firm. Non-family directors advised the owners to realise their inherited business; would this previously coherent G3/G4 shareholder group survive such a dramatic change?

This case will explore the fundamental question of what holds a family together, besides the business, and asks what families can do to increase cohesion. Participants will learn from the Scott family's difficult decision to sell their company and their subsequent initiatives to promote family unity, including investing together in a new financial business.

### **The Globalisation of Families in Business**

For many families, keeping the family together has become more difficult because of the geographical spread of family members, particularly after overseas education and career moves. Ivan Lansberg will discuss the implications of this globalisation challenge and suggest what extra steps can be taken to maintain family cohesion.

## **FAMILY GOVERNANCE AND THE FAMILY CONSTITUTION**



### **Learning from an Indian Family's Governance Journey**

**Mr. Prasad Kumar** (India)

Chairman – Institution Building and Governance  
GMR Group

What is unusual about GMR is that its founder, G.M. Rao, decided to attempt an ambitious constitution-crafting process in the early life of the company. He had to persuade the second generation to participate; family executives were already under time pressure as GMR grew into one of India's largest infrastructure groups.

Prasad Kumar played a key role as an in-house facilitator. He will explain what can be learned from the ups-and-downs of their process, outline its end results and discuss the true test of long-term implementation.

## **MANAGING CHANGE – CASE DISCUSSION IN TABLE-SIZED GROUPS**



### **The Case of Grupo Carvajal\*** (Colombia)

The case takes place around 2010, in this Latin American market leader with over 200 family shareholders and 27,000 employees. The family found itself facing three simultaneous challenges: strategic renewal (reducing dependence of paper-based businesses); 3rd to 4th generation transition and introducing the first non-family CEO.

### **Strategic Change and Managing Contradictions**

Forum participants will work in table-sized groups to identify potential solutions for Carvajal, before hearing what the family actually did next; would their sophisticated governance architecture be a help or a hindrance? In conclusion, Ivan Lansberg will show how protocols, education and leadership can make difficult changes easier to manage.

**GRUPO CARVAJAL:**  
**A LEGACY OF PAPER-**  
**BASED ACTIVITIES**

*\* Special thanks to the Carvajal family, Grupo Carvajal and Kellogg School of Management*

## **EVENING PROGRAMME**

Participants are invited to cocktails followed by dinner hosted by  
**EY**

**TUESDAY, 19 MAY – FIRST DAY**

Today's sessions answer your toughest questions on next generation choices, family entrepreneurship and education. You will also learn about succession, including the twin challenges, for current and future leaders, of letting-go and taking charge.

**WEDNESDAY,  
20 MAY, 2015**

## NEXT GENERATION CHOICES

### To Join or Not to Join the Business?

**Mr. Hugo Mulliez** (France), Founder, Artsper  
**Mr. Alexandre Mulliez** (France), Head of Marketing, Development and Innovation,  
AuchanDirect

Originally in textiles, today the Mulliez family operates over 50 major retail brands, such as Auchan, Decathlon and Leroy Merlin, with over 400,000 employees overall. Uniquely, to balance risk management and solidarity, each company is run independently while the several hundred family members invest collectively in every firm.

Fifth generation brothers Hugo and Alexandre Mulliez will draw on their personal experiences to address a key next generation question: should I create something new or join the family firm? Hugo is expanding his own successful on-line art marketplace; Alexandre, after co-founding four firms, and having board member experience at Auchan E-Commerce, recently joined the home delivery division.



HUGO  
MULLIEZ



ALEXANDRE  
MULLIEZ

## LIVE DIALOGUE: FAMILY EDUCATION AND DEVELOPMENT

### Creating a Family Education Programme

**Ms. Juliette Johnson** (United Kingdom)  
Founder, Juliette Johnson Consultancy

Programme Director for Next Generation Leadership, Institute for Family Business

Recognised as one of the UK's leading family business experts, Juliette Johnson will review different practices towards family education. She will suggest that varying objectives, between one family and another, will naturally result in fundamentally different approaches, which each family needs to shape itself. Juliette will review common educational challenges and resulting models before focusing on the hands-on experience of two families.



### Preparing Family Members for Family Executive and Ownership Roles Learning from Two Families' Experience

This session will explore the main practical questions for families engaged in family education and development. Juliette Johnson will facilitate a dialogue to learn from two families' different priorities and approaches.

The discussion will consider what they each decided as their educational objectives, who was involved and the solutions that were chosen for family members in different roles. Finally, they will consider the longer-term challenge of maintaining family engagement in education, while adapting to the changing demands of the family and the business.

## INTERACTIVE SESSION: THE TWIN CHALLENGES OF SUCCESSION

### Leadership and Letting-Go

Succession is a critical test for any family firm. This session will explore the two prerequisites for timely succession: the current leadership's willingness to let go and the next generation's credibility and ability to take over.

Led by Ivan Lansberg, Forum participants will work in specially-chosen table-sized groups to bring out the key succession issues and what can be done to address them. The first session will consider Letting-Go, including context, barriers and succession planning.



### Taking Charge: Establishing Your Credibility as a New Leader

The second session will explore Taking Charge, including why next generation leaders need to be tested, to establish credibility, and how to encourage them to step forward. In the closing session, Ivan will suggest that, because authority cascades down, it is vital that each generation is empowered as much as possible or the following one will also be held back from reaching its potential.

## EVENING PROGRAMME

Participants are invited to cocktails followed by dinner hosted by  
*Citi Private Bank*

WEDNESDAY, 20 MAY – SECOND DAY

The Family Business Forum is sponsored by (in alphabetical order):



Withersworldwide

## Grow your business *and* strengthen your family relationships Learn from successful business families and leading experts



It is my great pleasure to invite you to our 15th Anniversary Family Business Forum in London. The Forum is a friendly and safe environment, exclusively for families that own large family firms and family offices from around the world.

### Unique Live Family Case Discussions

What makes the Forum unique is its emphasis on live case discussions. Each afternoon is devoted to working in table-sized groups to discuss genuine situations, in-depth, to learn from other families from every continent and from two world-class facilitators.

### Memorable Dinners on Tuesday and Wednesday Evenings

The social dimension to the Forum is important too; there will be plenty of time, during breaks, luncheons and two dinners to renew contacts and build new friendships.

### New - Complimentary Momentum Club Membership

We are delighted to announce a recent new benefit. Your Forum fee now *includes complimentary Business Momentum Club membership for one year*. Membership enables you to call for assistance at any time. Specific benefits include teleseminars, peer-to-peer mastermind calls, internship exchanges and one-on-one advice to learn from other families.

I look forward to welcoming you and your family to the Forum.

**Ian Partridge** Founder and Chairman, Loedstar S.A.

## THURSDAY, 21 MAY – MORNING: PEER-TO-PEER DISCUSSION



**Facilitator: Ms. Juliette Johnson** (United Kingdom)

Founder, Juliette Johnson Consultancy

Programme Director for Next Generation Leadership, Institute for Family Business

The final morning is devoted exclusively to a peer-to-peer advice and discussion. In feedback each year, this workshop is rated as the most valuable part of the Forum.

The workshop leader and facilitator, Juliette Johnson, is recognised as one of the UK's leading family business advisors. Her focus includes succession, governance, communication and next generation education.

It is the opportunity for participants to seek advice on whatever questions are on their minds by drawing on the experience of the other families and practical advice from the facilitator.

Participants will work in table-sized groups to explore their own challenges or opportunities. Juliette will answer outstanding questions so that participants return home with clear next steps.

*The workshop lasts all morning, ending with a Farewell Luncheon for all participants.*

## WHY YOU SHOULD JOIN THE FORUM AT THE DORCHESTER



MEMORABLE  
DINNERS

"All of us, having run family businesses, think our problems are unique, yet when we meet together through Loedstar we find that our issues are much more in common and by dialoguing problems become opportunities."

*Mr. Alan Hassenfeld, Chairman of Executive Committee, Hasbro, Inc., United States*

"In this rather unique setting, participants, including myself and other members of my family who have attended, feel relaxed when sharing their own experiences, whether positive or negative."

*Mr. Abdullah Adib AlZamil, Family Member, Zamil Group, Saudi Arabia*

"One of the greatest benefits of the seminars is to be able to exchange ideas and experiences with people from all over the world who are in a similar situation."

*Ms. Anneli Delmas, Marketing Director, Laurin Maritime, Sweden*



THE  
DORCHESTER

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