

15TH 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

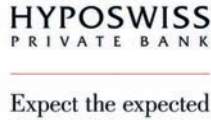
The second session will explore Taking Charge, including why next generation leaders need to be tested, to establish credibility, and how to encourage them to step forward. In the closing session, Ivan will suggest that, because authority cascades down, it is vital that each generation is empowered as 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

Hold your place now on +41 22 548 3450 or info@loedstar.com

Loedstar S.A. 36 avenue Cardinal-Mermillod • 1227 Carouge, Geneva • Switzerland
Enquiries and Reservations: +41 22 548 3450 • E.mail: info@loedstar.com • Internet: www.loedstar.com

The Loedstar logo and wording are trademarks. No reproduction, copy or transmission of any part of this publication may be made without prior permission. Ref. FBF15.
Please note that it may occasionally be necessary, for reasons beyond the control of Loedstar S.A., to alter the published programme, content and presenters.

IMMEDIATE RESERVATION

Family Business Forum, May 19–21, 2015

To reserve your place right away, please call us on +41 22 548 3450, or preferably Scan and E.mail this form to info@loedstar.com

PLEASE COMPLETE *ONE FORM FOR EACH PERSON*. SIMPLY PHOTOCOPY THE FORM IF YOU NEED MORE COPIES

I would like to reserve a place at the Family Business Forum, May 19–21, 2015

(please tick one box on each line)

- Tuesday, May 19 Day Programme (*Family cases and group discussions*)
Dinner for all participants I will I will not be able to join
- Wednesday, May 20 Day Programme (*Family cases and group discussions*)
Dinner for all participants I will I will not be able to join
- Thursday, May 21 Peer-to-Peer Discussion and Next Generation Workshop (*Interactive session*)

Fee before reductions including complimentary Momentum Club membership

- I would like to attend the Forum and have **membership of the Business Momentum Club for one year, beginning immediately**. Please send full details of all the benefits including teleseminars, peer-to-peer mastermind calls and the opportunity to learn from other families' experiences in one-on-one advice exchanges.
- I wish to take advantage of the "**Lowest Early Fee**" by reserving and making payment by *March 15, 2015*.
This lowest fee is £2,900 (3 days) or £2,500 (2 days) less any family/group reductions
- I wish to take advantage of the "**Early Bird Fee**" by reserving and making payment by *April 15, 2015*.
The "Early Bird Fee" is £3,100 (3 days) or £2,650 (2 days) less any family/group reductions
- I am reserving and making payment on or after *April 16, 2015* at the full fee.
The full fee is £3,300 (3 days) or £2,800 (2 days) less any family/group reductions

Fee Reductions for Families or Groups

There will be _____ (*write number of people*) attending in my family or group.

We understand that each person's fee will be reduced by _____ % (*write percentage from table below*)

Number of people in family or group attending Forum:	1	2	3-4	5+
Fee will be reduced for <i>each person</i> by:	0%	10%	15%	20%

Payment

I have arranged the payment of _____ pounds (*please insert amount*) to be settled by:

- Bank transfer (*preferred method*): Please make the transfer to: Credit Suisse, CH-1211 Geneva 70
Name: Loedstar S.A. Account no.: 331720-12-1 Swift: CRESCHZZ80A IBAN: CH66 0483 5033 1720 1200 1
Please include the words *Family Business Forum* and *your name* in the transmission details
- Credit Card (*subject to 3% surcharge*): American Express (*preferred card*) MasterCard Visa
Card Number: _____ Expiry date: ____ / ____
Card Holder's Name: (*as shown on the card*) _____

Hotel Room Reservation (*please tick box*)

- Please confirm the best price available and hold the following room at The Dorchester for the dates indicated below:
Arrival date: ____ / ____ / 2015 Departure date: ____ / ____ / 2015 (*please insert dates*)
- Superior Double Room: *single* or *double* occupancy
- Deluxe Double Room: *single* or *double* occupancy
- I do *not* need a room reservation and will make my own accommodation arrangements

Contact Details

Family name _____ First name _____ Mr. Mrs. Ms. Other _____

Mailing Address _____

Company (*if applicable*) _____ Job title (*if applicable*) _____

Building/Street _____ District _____

City _____ Country _____

Nationality _____ Any dietary preferences (*e.g. vegetarian*) _____

Mobile or Daytime telephone _____

E.mail _____

I am joining the Forum because of my family's business. I am *not* an advisor and will *not* be promoting products or services.

I agree to the conditions outlined above and overleaf. Please reserve a place for me immediately.

Signature _____

Name _____ Date _____

Forum Overview and Venue

The Family Business Forum is a unique opportunity for you to meet, learn from and exchange ideas with families that own leading family businesses and family offices from every continent in the world.

In 2015, the Family Business Forum will take place in the magnificent ballroom at The Dorchester hotel, situated in the heart of the West End of London and overlooking the vast expanses of Hyde Park. Built in 1931 as the perfect grand hotel, The Dorchester provides unsurpassed levels of comfort, embodying the highest of traditional values.

Forum participants are guaranteed the lowest promotional room rates available at The Dorchester at the time of booking (*please see over*).

Attendance

The Forum is designed exclusively for family members involved with family-controlled businesses or family offices. Attendance is limited to ensure that the Forum is genuinely a meeting for families.

What is Included in the Family Business Forum?

The Forum includes presentations, workshops and case studies from outstanding speakers, generally members of business-owning families or leading family business experts. The programme lasts for two-and-a-half days, ending after lunch, and includes two dinners.

As we expect the Forum to be over-subscribed, we recommend that you reserve as early as possible.

Furthermore, we will **reduce** your attendance fee if you book and pay early, attend as part of a family or group, or will not be able to attend the full two-and-a-half days.

Arrival and Departure

The Forum begins at 9:00 a.m. on Tuesday, May 19 and concludes at 2:30 p.m. on Thursday, May 21, 2015.

Programme and Dinners

On the morning of the first day (*Tuesday*), family speakers will illustrate key challenges, and the whole afternoon will be spent on a genuine family business case, with participants working together in small groups.

The second day (*Wednesday*) will include plenary sessions, family business cases and working with other participants in table-sized groups.

The final day (*Thursday*) is an interactive workshop session including peer-to-peer and next generation discussions with other business-owning families.

On both Tuesday and Wednesday evenings, participants are invited to dinners at venues around London.

Confidentiality

You can expect the highest degree of confidentiality from us. The addresses of our clients and prospective clients are not released without their approval.

What is Included in the Fee?

The fee includes membership of the Business Momentum Club, giving access to its activities for one year. At the Forum itself, it includes all meetings, case studies and social activities. It includes teaching materials, lunches, refreshments, Wednesday and Thursday dinners and any applicable taxes.

The fee does **not** cover flights, transfers, medical insurance, personal expenses or your hotel bill.

Fee Reductions: Lowest Fee When You Reserve Before March 15, 2015

The fee is in pounds sterling. If you book and pay early there is a reduced fee of:

£2,900 for fee payment by March 15, 2015 (“*Lowest Early Fee*”);

£3,100 for fee payment by April 15, 2015 (“*Early Bird Fee*”);

The fee is £3,300 for payment on or after April 16, 2015.

Fee Reductions for Two Days Attendance

Most participants attend all two-and-a-half days. However, if you can only attend two days the fee reduces to £2,500 for fee payment made by March 15, 2015 and £2,650 for payment by April 15, 2015. The full fee is £2,800 for payments made on or after April 16, 2015.

Family and Group Fee Reductions

Whether you attend the Forum as an individual owner or as part of a family or a group, you are most welcome.

If you join us as part of a group, either with friends or other family members, we are delighted to reduce the fee for each member of the family or group.

The table shows how the fee reduces for each member of your party or family group, depending on how many attend:

<i>Number of people in your group attending the Forum:</i>	1	2	3-4	5+
<i>Fee will be reduced for each person by:</i>	0%	10%	15%	20%

Cancellation Policy

If you need to cancel, you may either arrange for someone else to take your place or you may join our next Forum in Dubai or London, or any equivalent seminar, free of charge. However, if you prefer a refund, there will be a cancellation charge based on the number of days before the programme:

Over 60 days: 0%
59-45 days: 30%
Under 45 days: 100%

Should we have to cancel the Forum for any reason, including events beyond our control, you will receive a 100% refund of any fees already paid by you.

(See overleaf for Reservation Form)