

# 16<sup>TH</sup> ANNUAL FAMILY BUSINESS FORUM

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



*Now in its 16th year, the Forum is a friendly environment in which to meet  
other families, discuss live cases and learn together  
(family business speakers in order of appearance):*

*Mr. André Hoffmann, Roche Holding Ltd. (Switzerland)*

*Mr. Andy Rubin, Pentland Brands plc (United Kingdom)*

*The Sulzberger Family, The New York Times Company (United States)*

*Dr. Percy Barnevik, Hand in Hand International (Sweden)*

*Mr. Iraj Ispahani, M.M. Ispahani Ltd. (Bangladesh)*

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

*Mr. Peter Leach, Imperial College London*

*Author of “Family Enterprises, The Essentials” (United Kingdom)*

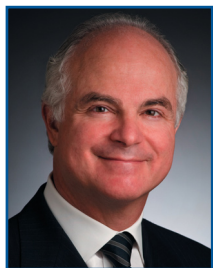
*Mr. Devin DeCiantis, Harvard University and Kellogg School of Management (Canada)*

*The Dorchester Hotel, London  
Tuesday–Thursday, 24–26 May, 2016*

**TUESDAY**  
**24 MAY, 2016**

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



### Challenges and Potential Solutions – An Introduction

**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, including the challenges at different phases in a family firm's evolution and how to handle them.

## RESPONSIBLE LONG-TERM FAMILY PARTICIPATION



### Family Ownership in a Quoted Business

**Mr. André Hoffmann** (Switzerland)

Non-Executive Vice Chairman, Roche Holding Ltd.

André Hoffmann is Non-Executive Vice Chairman of Roche Holding Ltd., which controls F. Hoffmann-La Roche and the Roche healthcare brand. Founded in 1896 in Basel, Roche has grown from a small drug laboratory into a global, research-based healthcare company with over 88,000 people.

Drawing from his experience as representative of his family's pooled voting rights, André will consider the challenge of responsible ownership and explore the key factors in successful family ownership in a quoted business.

## BUSINESS VALUES AND CULTURE



ANDY RUBIN



PETER LEACH

### Family Influence and Leadership

**Mr. Andy Rubin** (United Kingdom)

Chairman, Pentland Brands plc

**Mr. Peter Leach** (United Kingdom)

Adjunct Professor in Family Business, Imperial College London

Partner, Deloitte Global Leader – Family Enterprise Consulting, Deloitte LLP

Founded in 1932 as a shoe business in Liverpool, UK, Pentland is private, family-owned and a leading global company in sport and fashion. They own category-leading brands such as Speedo, Canterbury and Berghaus, and the majority share of publicly-listed sports fashion retailer JD Sports with 800 stores across Europe.

Andy Rubin, member of the third generation and Chairman of the brand management division, will outline the family's unique values and culture, recognised by awards including "Best Corporate Workplace in the UK" and "Best People Manager in the UK". He will discuss aspects of their approach in an interview with family business expert Peter Leach.

## LIVE CASE IN TABLE-SIZED GROUPS – THE NEW YORK TIMES COMPANY\*



120 YEARS AND  
117 PULITZERS

### The Sulzberger Family (United States)

In this live case, you will learn directly from two family members of the Ochs Sulzberger family, controlling shareholders at The New York Times Company for 120 years. This case is focused on the evolution of the family's governance system over the past 20 years, particularly the various methods used to select people for key positions in the structure.

### Adaptability in Family Governance

Forum participants will work in table-sized groups to identify potential solutions to one challenge, before hearing what the family actually did; would their governance architecture be sufficiently flexible? Ivan Lansberg will bring together common themes from the group discussions and draw broader lessons from the case.

*\* The above is a preliminary synopsis of the case which is being finalised with the speakers*

## EVENING PROGRAMME

Participants are invited to cocktails followed by dinner hosted by  
*Northern Trust*

TUESDAY, 24 MAY – FIRST DAY

Today's sessions answer your toughest questions on non-family executives, family business longevity and corporate social responsibility. You will also learn about building resilience, by learning from each other's experience and from the latest research.

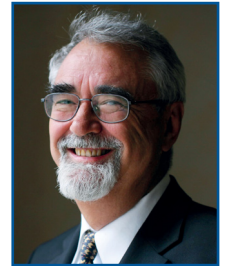
**WEDNESDAY,  
25 MAY, 2016**

## FAMILY BUSINESS LEADERSHIP

### Achieving the Best with Non-Family Top Executives

**Dr. Percy Barnevik** (Sweden)

Co-Founder, Hand in Hand International  
Former Chairman ABB, Astra Zeneca, Skanska, Sandvik and Investor  
Author of "Percy Barnevik on Leadership"\*



Percy Barnevik will discuss his experience of leadership, gained in the three biggest family businesses in Sweden, one being the Wallenberg Group, and some of the world's biggest companies, including American DuPont and General Motors.

He will end by commenting on entrepreneurship and how his co-founded organisation, Hand in Hand, has mass-mobilized poor people into entrepreneurs thereby creating 1.7 million businesses.

*\*Special thanks to Percy Barnevik for offering all Forum participants a complimentary signed copy*

## FAMILY BUSINESS LONGEVITY

### Lessons from a 10th Generation Family Member

**Mr. Iraj Ispahani** (Bangladesh)

Director and Board Member, M.M. Ispahani Ltd.

A tenth-generation family member, Iraj's family conglomerate owns Bangladesh's largest tea company, as well as food brands, real estate, textiles and jute businesses. He will discuss what has contributed to their business's longevity including unwritten rules with commonly-agreed vision and values.



Iraj will explain how each generation is encouraged to become involved in philanthropy, from tackling blindness to supporting girls' and boys' education. He is a Member of the Advisory Board of "Seeing is Believing" and Deputy Chairman and Trustee of Shakespeare's Globe.

## INTERACTIVE SESSION – BUILDING RESILIENCE AND MANAGING RISK

### Learning from "Extremophile" Family Firms that Thrive in High-Risk Environments

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

Academic Director, Center for Family Enterprises Executive Programs, Kellogg School of Management;  
Senior Partner, Lansberg, Gersick & Associates, LLC

**Mr. Devin DeCiantis** (Canada)

Adjunct Lecturer, Harvard University and Kellogg School of Management  
Consultant, Lansberg, Gersick & Associates, LLC



DEVIN DECANTIS

All family firms are exposed to external risk. And yet, one type of family organization actually thrives in extremely volatile operating environments, let us call them *Resilient Family Firms or Extremophiles*.

This dynamic session will consider what all family firms can do to build resilience in the face of potential risks, both predictable and unexpected. The session will be co-facilitated by Ivan Lansberg together with Devin DeCiantis, who teaches about family enterprise at Harvard and Kellogg.

### Lessons from Living on the Edge

How can some family firms thrive against tremendous odds, rather like the tardigrade, a tiny creature which can survive from  $-272^{\circ}\text{C}$  to  $+150^{\circ}\text{C}$ , including in the vacuum of outer space? Ivan and Devin's latest research suggests that there is something baked into the DNA of some family firms which allows them to face harsh environments.



RESILIENCE IN  
HARSH CONDITIONS:  
THE TARDIGRADE

Participants will join different table-sized groups, based on their risk profile, to begin to understand the common risks within their operating environments and share their unique responses and adaptations. Families will learn from each other as well as hear cases of firms operating in volatile conditions today and those that have survived adverse conditions in the past.

## EVENING PROGRAMME

Participants are invited to cocktails followed by dinner

WEDNESDAY, 25 MAY – SECOND DAY

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



**HYPOSWISS**  
PRIVATE BANK



**Northern Trust**

**Withersworldwide**

The Law Firm for Successful People

## 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 16th Annual 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 remind you of a recent 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 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, 26 MAY – MORNING: PEER-TO-PEER ADVICE AND DISCUSSION



**Facilitator: Mr. Peter Leach** (United Kingdom)

Adjunct Professor in Family Business, Imperial College London

Author "Family Enterprises, The Essentials"; Partner, Deloitte Global Leader – Family Enterprise Consulting, Deloitte LLP

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.

Workshop facilitator Peter Leach is a leading advisor, teacher and writer, helping family owners around the world. His work includes creating governance structures, facilitating next generation participation and drafting family constitutions.

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. Peter 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."

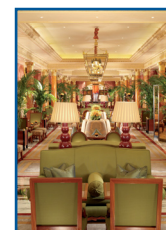
*Mr. Alan Hassenfeld, Chairman of Executive Committee, Hasbro, Inc., United States*

"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](mailto:info@loedstar.com)

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