

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

*Frustrated with unresolved family business issues?  
What do the world's leading family firms know that you do not?*



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

Mr. Michael Hilti, Hilti Corporation (Liechtenstein)

Mr. Adam Fleming, Fleming Family & Partners (United Kingdom)

Mr. Philip Mackeown and Ms. Nina Musgrave, Musgrave Group (Ireland)

Ms. Nasreen Awal, Multimode Group (Bangladesh)

Prof. John L. Ward, Kellogg School of Management (United States)

Ms. Gerry McNulty, Loedstar S.A. (United Kingdom)

Mr. Peter Leach, Author of "Family Businesses, The Essentials" (United Kingdom)

*The Dorchester Hotel, London  
Wednesday – Friday, 19 – 21 May, 2010*

**WEDNESDAY**  
**19 MAY, 2010**

The Family Business Forum is designed exclusively for family members with major family firms or family offices. You will discover the solutions to your unresolved issues, by hearing from and working with business families from every continent.

## THE HIDDEN SECRETS OF SUCCESS



### Shared Vision, Values and Culture

**Prof. John L. Ward** (United States)

Clinical Professor of Family Enterprises, Kellogg School of Management  
Principal, The Family Business Consulting Group

One of the world's leading teachers, writers and consultants on family business, Prof. Ward is particularly recognised for his work on succession, governance, and philanthropy.

He will lead the discussions, contribute ideas and draw conclusions. In the opening session, he will introduce hidden secrets of success that differentiate the best family firms.

## A FOUNDER'S LEGACY



### How Do You Ensure that a Successful Culture Endures?

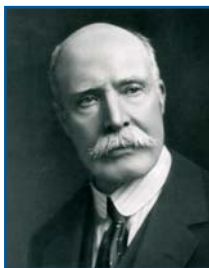
**Mr. Michael Hilti** (Liechtenstein)

Former Chairman, Member of Board of Directors, Hilti Corporation

Hilti Corporation shows how one man's deep-seated values can influence thousands of people over two generations. It began when Martin Hilti and his brother opened a workshop in a small alpine town in Liechtenstein. Today, the firm is a world leader in professional construction tools with sales exceeding 3.8 billion Swiss Francs and over 20,000 employees.

Second generation family leader Michael Hilti will explain how the company's unique culture – including values, principles and practices – played a key part in this success. He will discuss the challenge, for any successor, of codifying unspoken values and reinterpreting them to ensure their continued relevance.

## A CHANGING VISION



FOUNDER  
ROBERT FLEMING

### When a Family Decides it is Time for Change

**Mr. Adam Fleming** (United Kingdom)

Chairman, Fleming Family & Partners (FF&P)

Founded in 1873 to invest in US railroads, by 1997 Flemings was an asset manager and merchant bank of over 8,000 employees. In 2000, several factors encouraged the Fleming family and other shareholders to sell to The Chase Manhattan Bank for over \$7 billion. The family then created the FF&P multi-family office for their own and other families' assets.

Family leader Adam Fleming will discuss the family's shared business vision that led them to sell and then to start a new venture together, building on their heritage of investment management experience.

## ONE FAMILY FIRM'S CULTURE JOURNEY

### Hilti: Live Case Discussion

During the afternoon, Forum participants will work in table-sized groups to learn about the critical importance of family and business culture in a family firm, including how to promote them successfully.

Together with Prof. John Ward and Mr. Michael Hilti, participants will discuss Hilti's culture and how the family influenced it.



### Culture and Competitive Advantage

Drawing on examples of successful family firms, Prof. Ward will explain how to use culture for competitive advantage.

He will look at common dilemmas for successors – including how to transmit or revitalize cultural tradition – and suggest practical ways to pass family culture and values to the next generation.

## EVENING PROGRAMME

Participants are invited to cocktails and dinner at Mark's Club, Mayfair, hosted by a managing partner of *Pictet & Cie*

WEDNESDAY, 19 MAY – FIRST DAY

Good governance frees up energy for the business and allows the family to nurture its heritage. How do you put it in place? Today's sessions answer your toughest questions on governance, values, social responsibility and communication.

**THURSDAY,  
20 MAY, 2010**

## **FAMILY GOVERNANCE – PUTTING IT ALL IN PLACE**

### **A Ten-Year Chapter in a Five-Generation Story**

**Mr. Philip Mackeown** (Ireland), Non-Executive Family Director and  
**Ms. Nina Musgrave** (Ireland), Family Council Member, Musgrave Group

Founded in 1876 in Cork, Musgrave Group supplies over 3,000 independent food retailers in Ireland, the UK and Spain. Combined with their retail partners, they are Ireland's second largest employer with over 56,000 people and 2008 sales of €7.1 billion.

Interviewed by business expert Peter Leach, fifth-generation (G5) family members will discuss the G4 to G5 transition. They will explain their governance system, including a family council and constitution, along with programmes to educate/engage with the 50+ G5 members.



## **TRICKY ISSUES IN FAMILY AND BUSINESS GOVERNANCE**

### **Designing Governance to Handle Complexity and Paradox**

**Prof. John L. Ward** (United States)

Clinical Professor of Family Enterprises, Kellogg School of Management

The history of family business is full of disasters that could have been averted if governance had been given a higher priority. Prof. Ward will show how unresolved family concerns will become malignant and resurface on the business side, such as in board meetings.

The session will review the tricky issues in family and business governance to help participants create accountability, common purpose and ways to resolve differences.

## **YOU AREN'T LISTENING TO ME!**

### **Persuasion and Communication in a Family Firm**

**Ms. Gerry McNulty** (United Kingdom)

Communication Consultant, Loedstar S. A.

The more you hear from other business families, the more you identify possible solutions to your own issues. Why do some of your greatest suggestions "fall on deaf ears" when you raise them with your family back home?

In this practical session, communications specialist Gerry McNulty will explore how you can become more effective at persuading other family members to take a course of action by focusing on what is important to them.



## **VALUES - MORE THAN JUST A BUSINESS**

### **Corporate Social Responsibility in a Family Firm**

**Ms. Nasreen Awal** (Bangladesh)

Director, Multimode Group

Founder President, Women Entrepreneurs Association of Bangladesh (WEAB)

As a family director of one of Bangladesh's largest firms, Nasreen Awal realized that many local women entrepreneurs were being held back after achieving initial success.

She will discuss how she leveraged the family's experience by founding WEAB, a support system for entrepreneurs to gain the knowledge, connections and confidence needed to move into larger scale, higher value and export activities.



## **BRINGING FORTH THE HIDDEN SECRETS OF SUCCESS**

Prof. Ward will remind participants that culture is a system of informal, yet powerful norms, derived from shared values. Governance structures help us define culture, including family behaviour and management practice.

He will suggest that family firms are especially good at creating a strong culture; reinforcing it with effective governance leads to long-term, family business success.

## **EVENING PROGRAMME**

Participants are invited to cocktails followed by dinner

THURSDAY, 20 MAY – SECOND DAY

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



*What do the world's leading family businesses know that you do not?*

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



**Ian Partridge**  
President  
Loedstar S.A.

It is my great pleasure to invite you to our 10th Anniversary Family Business Forum. The Forum is a unique, friendly and safe environment, exclusively for families that own large family firms and family offices.

You will learn what every family business owner should know in four ways:

- 1. Hear the solutions to your own challenges directly from outstanding family business speakers**
- 2. Learn by discussing common issues with successful business families from every continent**
- 3. Gain practical knowledge from world-class family business experts**
- 4. Grow your business by linking into a trusted network of family firms and family offices**

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



**Facilitator: Mr. Peter Leach** (United Kingdom)  
Author of "Family Businesses, The Essentials"; Founder Peter Leach LLP

The final morning is devoted exclusively to a peer-to-peer discussion workshop, consistently ranked by participants as the most valuable part of the Forum.

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.

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.

Participants work in table-sized, peer-to-peer groups to explore their own challenges and opportunities. Peter Leach answers questions so that participants return home with clear action 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

*Do not miss your chance – hold your place on option now  
Please send an E.mail to [info@loedstar.com](mailto:info@loedstar.com) or call +41 22 328 4610*

**Loedstar S.A.** 72 boulevard de Saint-Georges • 1205 Geneva • Switzerland

Enquiries: +41 22 328 4610 • Fax: +41 22 328 4611 • Reservations: +41 22 328 4612 • E.mail: [info@loedstar.com](mailto:info@loedstar.com) • Internet: [www.loedstar.com](http://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. FBF10.  
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, 2010

To reserve your place right away, please fax us on + 41 22 328 4611, 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, 2010

(please tick one box on each line)

Wednesday, May 19  Main Programme (*Plenary and Interactive Case Study*)  
Dinner for all participants  I will  I will not be able to join

Thursday, May 20  Main Programme (*Plenary Case Studies and Workshops*)  
Dinner for all participants  I will  I will not be able to join

Friday, May 21  Peer-to-Peer Discussion and Next Generation Workshop (*Interactive session*)

### Fee

- I wish to take advantage of the “Extra Early Bird Fee” by reserving and making payment by *February 28, 2010*.  
The “Extra Early Bird Fee” is 3,250 euros (3 days) or 2,450 euros (2 days) less any family/group reductions and including VAT
- I wish to take advantage of the “Early Bird Fee” by reserving and making payment by *March 31, 2010*.  
The “Early Bird Fee” is 3,450 euros (3 days) or 2,600 euros (2 days) less any family/group reductions and including VAT
- I am paying on or after *April 1, 2010*.  
I agree to pay a fee of 3,750 euros (3 days) or 2,800 euros (2 days) less any family/group reductions and including VAT

### 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 each person by:	0%	10%	15%	20%

### Payment

I have arranged the payment of \_\_\_\_\_ euros (please insert amount) to be settled by:

- Bank transfer (*preferred method*): Please make the transfer to: Banque Cantonale de Genève, CP 2251, 1211 Genève 2  
Name: Loedstar S.A. Account no.: H 3311 57 12 Swift: BCGECHGGXXX IBAN: CH46 0078 8000 H331 1571 2  
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 reserve the following room for me at The Dorchester for the dates indicated below:  
Arrival date: \_\_\_\_ / \_\_\_\_ / 2010 Departure date: \_\_\_\_ / \_\_\_\_ / 2010 (*please insert dates*)  
 Superior Double Room: *single* or *double* occupancy £ 395 per night (*excluding tax and service*)  
 Deluxe Double Room: *single* or *double* occupancy £ 425 per night (*excluding tax and service*)
- I do *not* need a room reservation and will make my own accommodation arrangements

### Address 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*) \_\_\_\_\_

### Immediate Contact Details (for confirmation of reservation)

Mobile or Daytime telephone \_\_\_\_\_

Fax \_\_\_\_\_ 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 \_\_\_\_\_

Loedstar S.A. • 72 boulevard de Saint-Georges • 1205 Geneva • Switzerland • UK VAT registration number 678 6618 73

Enquiries: Tel: + 41 22 328 4610 • Fax: + 41 22 328 4611 • Reservations: + 41 22 328 4612 • E.mail: info@loedstar.com • Internet: www.loedstar.com

**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.

For its tenth anniversary, in 2010, 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 today, embodying the highest of traditional values.

We have negotiated special room rates at The Dorchester if you book via the Forum (*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 mid-afternoon, 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 during the full two-and-a-half days.

**Arrival and Departure**

The Forum begins at 9:00 a.m. on Wednesday, May 19 and concludes at 2:30 p.m. on Friday, May 21, 2010.

**Programme and Dinners**

On the morning of the first day (*Wednesday*) 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 (*Thursday*) will include plenary sessions, family business cases and working with other participants in table-sized groups.

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

On both Wednesday and Thursday evenings, participants are invited to memorable 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 allows you to participate during two-and-a-half days of Forum meetings, workshops, case studies and social activities. It includes teaching materials, lunches, refreshments, Wednesday and Thursday dinners and all associated taxes.

The fee does not cover flights, transfers, medical insurance or personal expenses and you will need to settle your hotel bill.

**Fee Reduction for Booking and Paying Early**

The fee is in euros. If you book and pay early there is a reduced fee (including UK VAT – sales tax) of:

€ 3,250 for fee payment by February 28, 2010 (*“Extra Early Bird Fee”*);

€ 3,450 for fee payment by March 31, 2010 (*“Early Bird Fee”*);

The fee is € 3,750 on or after April 1, 2010.

**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 including UK VAT reduces to € 2,450 for payment made by February 28, 2010 and € 2,600 for payment by March 31, 2010. It increases to € 2,800 for payments made on or after April 1, 2010.

**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 or 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)