

# 19<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 19th year, the Forum is a friendly environment in which to connect with other families and work together on real-life family cases*

*Family business speakers shown in order of appearance:*

Mr. George Vestey, Vestey Holdings Limited (United Kingdom)

Mr. Antoine Mayaud, Association Familiale Mulliez (France)

Ms. Rasha Abdullah Al Darwish, SEDCO Holding (Saudi Arabia)

Mr. Mark Hopkins, Oscar-Nominated Documentary Film Director (United Kingdom/Kenya)

Dr. Bridget Kustin, Saïd Business School, University of Oxford (United States)

Mr. Conor Roche, Woodford Capital, NTR plc and Doyle Hotel Group (Ireland)

*Forum Chairman and Facilitator:*

Mr. Peter Leach, Adjunct Professor in Family Business, Imperial College London  
Partner, Deloitte LLP, (UK) and Deloitte Global Leader – Family Enterprise Consulting  
Author of “Family Enterprises, The Essentials” (United Kingdom)

*The Ballroom, The Dorchester Hotel, London*

*Wednesday-Friday, 19-21 June, 2019*

**WEDNESDAY**  
**19 JUNE, 2019**

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 real-life family cases in table-sized groups.

## **FAMILY, BUSINESS AND OWNERSHIP**



### **Challenges and Potential Solutions – An Introduction**

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

Adjunct Professor in Family Business, Imperial College London

Author "Family Businesses, The Essentials"

Partner, Deloitte LLP, (UK), and Deloitte Global Leader – Family Enterprise Consulting

One of the world's leading teachers, writers and consultants on family business, Peter Leach has worked with hundreds of business families across the world. Each day, Peter will facilitate discussions, draw conclusions and contribute his own presentations. His opening session will introduce several key concepts that will be addressed in more detail by the family speakers.

## **GETTING THE BEST OUT OF YOUR BOARD**

### **A Non-Family Chairman's Perspective**

Being a family-controlled business brings special challenges to business governance. In a thought-provoking opening session, a non-family Chairman of a family-controlled business will discuss business governance and what makes a board effective.

Drawing from a long experience on several boards and as former CEO of a large group, he will look at what makes a board effective and how independent directors can bring new perspectives to decision-making and help foster family trust in the business.

## **LEADERSHIP AND SUCCESSION**



EARLY DAYS, 1899



GEORGE VESTEY

### **How Family can Influence Business Culture**

**Mr. George Vestey** (United Kingdom)

Chief Executive Officer, Vestey Holdings Limited

By the late 1800s, William and Edmund Vestey were successful pioneers in cold storage. The company developed internationally, into a vertically-integrated food business including farmland (particularly in Latin America and Australia), shipping (the famous Blue Star line) and distribution (over 3,000 butcher shops in the UK). However, by the 1990s, with market changes such as out-of-town supermarkets, Vestey decided to break up its integrated model to refocus on food, farming and trading.

George Vestey (fourth generation) was appointed CEO in 2010, after roles inside and outside the business. George will discuss the special challenges of family executive leadership, having followed on from a non-family CEO. He will explore how family owners can positively influence business culture and provide stability, particularly during times of change for the business.

## **LIVE CASE IN TABLE-SIZED GROUPS – THE MULLIEZ FAMILY, FRANCE**



### **Many Family Members; Many Different Roles**

**Mr. Antoine Mayaud** (France), Former Family Board Member, Association Familiale Mulliez

Founded in 1905, with a small wool spinning company, today the Mulliez family has a portfolio of over 50 companies, with 45 created by family members. Their brands include Auchan, Decathlon, Leroy Merlin, Pimkie and Flunch. Worldwide, there are 750,000 employees, 1,400 descendants including in-laws and 140 family non-executive directors. Finally, 750 family shareholders co-own the Association Familiale Mulliez (AFM) which, in turn, invests in the individual companies.

### **Doing Things Differently**

During a successful international executive career, family member Antoine Mayaud was appointed to the main AFM family board for 16 years and, today, is particularly focused on ensuring close ties between the family and its businesses.

In this interactive afternoon session, Antoine will outline a number of key areas in which the Mulliez family has tried to do things differently such as: giving the same duties and rights to spouses as to blood descendants or encouraging very large numbers of family members to be shareholders, non-executive directors and "normal" employees. Participants will work in table-sized groups to consider these particular Mulliez characteristics and how, in their own firms, they might challenge current perceptions and generate new ideas.

## **EVENING PROGRAMME**

Participants are invited to cocktails followed by dinner

WEDNESDAY, 19 JUNE – FIRST DAY

Today's sessions answer your toughest questions on family governance, succession and the key factors in family business success. You will also hear about the power of storytelling and how it can help you understand your family purpose.

**THURSDAY,  
20 JUNE, 2019**

## **FAMILY AND BUSINESS GOVERNANCE IN A LARGE FAMILY**

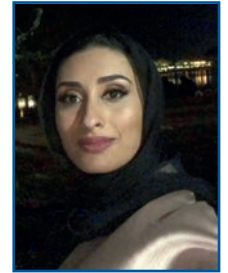
### **Learning from One Family's Governance Journey**

**Mrs. Rasha Abdullah Al Darwish** (Saudi Arabia)

Chair of Education & Development Committee, Member of Bin Mahfouz Family Council



THE FOUNDER



RASHA AL DARWISH

The late Sheikh Salem Bin Mahfouz rose from a modest background to found NCB, Saudi Arabia's first bank, in 1953 and SEDCO in 1976. SEDCO has since grown from a small trading firm into one of the region's largest property developers and investment managers.

After an opening presentation by Peter Leach, Rasha will explain how, in the 1990's, the family created a comprehensive family governance system, including a family constitution, assembly and family council. More recently, with over 200 family members, new innovations have been added such as family board observers and family employment policies, along with education and development of the next generation.

## **WHAT DRIVES YOU? INDIVIDUAL AND FAMILY PURPOSE**

### **The Power of Storytelling**

**Mr. Mark Hopkins** (United Kingdom/Kenya), Oscar-Nominated Documentary Film Director

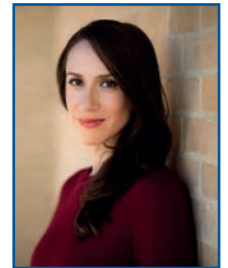
**Dr. Bridget Kustin** (United States), Saïd Business School, University of Oxford

What drives your family? What drives you as a family member? What is the purpose of your family business? This enjoyable, thought-provoking session should help you answer these questions.

Academy Award®-nominated film director Mark Hopkins and Saïd Business School anthropologist Dr. Bridget Kustin will explain how the power of storytelling can help you better understand and articulate your family story, and your family business purpose.



MARK HOPKINS



DR. BRIDGET KUSTIN

Using your own smartphone, you will be guided through a story-telling exercise, responding to a prepared set of questions. Finally, Mark and Bridget will identify common themes and draw broader conclusions.

## **LIVE CASE IN TABLE-SIZED GROUPS – THE ROCHE FAMILY, IRELAND**

### **What Are the Key Family Business Success Factors?**

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

Adjunct Professor in Family Business, Imperial College London

Peter Leach will suggest that one of the secrets of family business longevity is a willingness to address “tomorrow's predictable problems today”. In other words, it is better to tackle a potential future issue by agreeing a family policy, rather than waiting for it to become a source of family tension.

In the first part of the afternoon, participants will work in table-sized groups to review factors that help to predict family business success and assess how they rate against them. Participants will advise each other on aspects that they would most like to improve.

## **CREATING A LEGACY OF FAMILY PARTNERSHIP**

### **Addressing Tomorrow's Predictable Problems Today**

**Mr. Conor Roche** (Ireland)

Chief Investment Officer, Woodford Capital, Director NTR plc and Doyle Hotel Group

Conor Roche and his third generation (G3) siblings are in the unusual situation that both parents come from separate family business backgrounds: NTR, a world-class renewable energy provider and The Doyle Collection, a group of luxury boutique hotels. He will explain how a legacy of disunity during G2 in both his parents' families had made them determined to adopt a different approach, together with their children.



In the next part of the live case, participants will consider what the Roche family could have done to address potential future problems. Conor will then explain what the family actually did, including developing a collective vision based on “Roche family partnership”. It included creating a family constitution, communication training, early transition of ownership from G2 to G3 and developing a family office. Finally, Peter Leach will draw broader lessons and conclusions.

## **EVENING PROGRAMME**

Participants are invited to a networking reception with drinks and food choices

THURSDAY, 20 JUNE – SECOND DAY



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



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

## FRIDAY, 21 JUNE – THIRD DAY (MORNING ONLY): 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 LLP, (UK), and Deloitte Global Leader – Family Enterprise Consulting

The final morning is devoted exclusively to 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 hard-earned 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.*

## INVITATION: WHY YOU AND YOUR FAMILY SHOULD JOIN US



It is my great pleasure to invite you to our 19th 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.

What makes the Forum unique is its emphasis on live case discussions where you work in table-sized groups to discuss genuine situations with other families. The networking dimension is important too, with two dinners, as well as breaks and lunches to help you build new friendships and connections. The Forum itself 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.

Your Forum fee includes a complimentary Business Momentum Club membership, which includes year-round support and family-to-family connections.

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

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

## TESTIMONIALS: WHAT PREVIOUS PARTICIPANTS HAVE SAID

“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 the Executive Committee, Hasbro, Inc., United States*

“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. This is of great value.”

*Ms. Anneli Laurin Delmas, Laurin Family*

“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*

**In Loedstar’s intense training,  
the company seems to have found a global niche.**

*The Wall Street Journal Europe*

*Hold your place now on +41 22 548 3450 or [info@loedstar.com](mailto:info@loedstar.com)*

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# IMMEDIATE RESERVATION

## Family Business Forum, June 19-21, 2019

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 ENSURE YOU PROVIDE NAME AND E.MAIL ADDRESS FOR EACH PERSON IN YOUR FAMILY GROUP

### I would like to reserve a place at the Family Business Forum, June 19-21, 2019

(please tick one box on each line)

- Wednesday, June 19  Day Programme (*Family cases and group discussions*)  
Dinner event for all participants  I will  I will not be able to join
- Thursday, June 20  Day Programme (*Family cases and group discussions*)  
Dinner event for all participants  I will  I will not be able to join
- Friday, June 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 **including one year's membership of the exclusive Business Momentum Club, beginning immediately.** Please send full details of all the benefits including 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 making payment by **April 30, 2019.**  
The "Lowest Early 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 making payment by *May 31, 2019.*  
The "Early Bird Fee" is £3,100 (3 days) or £2,650 (2 days) *less* any family/group reductions
- If places are still available, I wish to reserve at the "Late Reservation Fee" by reserving and making payment on or after *June 1, 2019.* I agree to pay the full fee of £3,450 (3 days) or £2,950 (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.

*The fee will reduce as follows: first person 0%, second person 30%, third, fourth and fifth person 50%. A special package can be arranged for groups with more than five family members or if you wish to reserve and pay for more than one event at the same time, such as combining a Forum and Mini-Forum booking. Please ask for a detailed proposal if you have a large group or are interested in multiple events or multiple dates.*

Number order of people in family or group attending Forum:	1	2	3	4	5	6+
Fee reduction applied to <i>this person</i>	0%	30%	40%	50%	50%	Ask for details

### Payment

I have arranged the payment of \_\_\_\_\_ UK 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:  American Express (*preferred card*)  Visa  Mastercard  
Loedstar will contact you directly to obtain your credit card details

### 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: \_\_\_\_\_ / \_\_\_\_\_ / 2019 Departure date: \_\_\_\_\_ / \_\_\_\_\_ / 2019 (*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 \_\_\_\_\_  
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 2019, 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.

### Complimentary Momentum Club Membership

As soon as you reserve for the Forum, your fee now *includes* complimentary Business Momentum Club membership for one year. Membership benefits include peer-to-peer mastermind calls, internship exchanges and one-on-one advice exchanges to learn from other families.

### Arrival and Departure

The Forum begins at 9:00 a.m. Wednesday, June 19, 2019 and concludes at 2:30 p.m. on Friday, June 21, 2019.

### 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 Wednesday and Thursday evenings, participants and their partners are invited to dinner events.

### Confidentiality

You can expect the highest degree of confidentiality from us. The contact details of our clients and prospective clients are not communicated without their prior approval.

### Fee for Forum and Momentum Club

The fee is for all two-and-a-half days of Forum meetings including lunches, refreshments and two dinners (on Wednesday and Thursday).

In addition, the Forum fee *includes* **complimentary Business Momentum Club membership** for one year.

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

### Fee Reduction for Booking and Paying Early

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

£2,900 for making fee payment by April 30, 2019.  
("Lowest Early Fee");

£3,100 for fee payment by May 31, 2019  
("Early Bird Fee");

The late fee is £3,450 for payment on or after June 1, 2019.  
("Late Reservation Fee").

### Fee Reductions for Two Days Attendance

Most participants attend on the three days. However, if you can only attend two days the fee reduces to £2,500 for fee payment by April 30, 2019 and £2,650 for payment by May 31, 2019. The two-day fee increases to £2,950 for payment on or after June 1, 2019.

### Group Fee Reductions and Special Packages

Often, families decide to have several family members join the Forum at the same time, in a shared learning experience, or are interested in more than one event.

If you join this Forum as part of a group, then the fee will reduce as follows: first person 0%, second person 30%, third person 40% and fourth or fifth person 50%.

A special package can be arranged for groups with more than five family members or if you wish to reserve and pay for more than one event at the same time, such as combining a Forum and Masterclass booking. Please ask for a detailed proposal if you have a large group or are interested in multiple events or dates.

### 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 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)

## COMPLIMENTARY BUSINESS MOMENTUM CLUB MEMBERSHIP INCLUDED IN FORUM FEE – DETAILS OF BENEFITS

The Forum fees include complimentary Momentum Club membership for one year, either an Individual membership or a Family membership depending on the number of Forum places paid for:

- If one Forum place is paid for, the fee includes Individual Momentum Club membership (that is, for one family member)
- If two or more Forum places are paid for, the offer includes a Family Momentum Club membership (covering all family members and key family office executives)

The intention is that any family member can call on us for connections/assistance. Those who are interested can join more actively such as taking part in a monthly, six-family Mastermind Group. But the main point is that you can call on us to help answer any question on your mind related to family or business, often by connecting you to another family with hard-earned experience of exactly the challenge you are concerned with.

If you have *three or more* family members joining a Forum, please consider applying to become a Family Business Partner so that family places, branding and business support are included in one competitive package.

### Benefits summary

Here is a summary of the specific, structured benefits of membership:

- **Forum places** (if you need to cancel, even last minute, these are credited to a future Forum in London or the Middle East)
- Unique, 75-minute **Mastermind call groups** to get confidential advice from other families. A group from six different families typically joins a call once a month or every two months (the group decides). Live meetings when requested.
- **One-on-one calls** with a key member of another family to help you address a specific question
- **Cost-saving initiatives** such as access to unsurpassed hotel rates around the world
- **Business profiling** for your company or companies in the participant folder at all Family Business Forums (this is optional and your approval is sought each time)
- **Private consultation** if needed with an expert
- **Market knowledge and business matchmaking:** connecting you to key local families for advice or linking you to potential partners
- **Next generation:** arranging internships, next generation calls and discussions
- **Learning and networking:** complimentary invitations to exclusive seminars, talks and workshops
- **Year-Round advice, support and connections with other families** to get advice from them to answer questions on your mind or to benefit from their experience