

FAMILY BUSINESS MINI-FORUM WITH LIVE FAMILY CASES

*Putting in place family governance and succession planning
Learn from two real-life family cases and a leading expert*



*How to address predictable family business problems early
The twin succession challenges: letting go and taking charge*

Family business speakers shown in order of appearance:

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

Mr. Michael Walsh, Chief Executive Officer, Woodford Capital (Ireland)

Mr. Josep Saperas Aymar, Chief Executive Officer, Grupo HD Covalco (Spain)

Chairman and Facilitator:

Mr. Peter Leach, Adjunct Professor in Family Business, Imperial College London
Founder and Chairman, Peter Leach Associates Ltd.

Author of "Family Enterprises, The Essentials" (United Kingdom)

4 Hamilton Place, Mayfair, London

Wednesday, 20 November, 2019

MORNING SESSION

Working on live family cases in table-sized groups, you will learn about family business governance and how to implement it. Where your governance already exists, you will discover how to update it to ensure its continuing relevance

FAMILY AND BUSINESS GOVERNANCE



An Introduction

Mr. Peter Leach (United Kingdom)

Adjunct Professor in Family Business, Imperial College London

Founder and Chairman, Peter Leach Associates Ltd.

Author "Family Enterprises, The Essentials"

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. Peter will facilitate discussions, draw broader lessons and share his own ideas. His opening session will introduce several key concepts that will be addressed in more detail by the family speakers.

LIVE CASE IN TABLE-SIZED GROUPS – THE ROCHE FAMILY – PART I



From Discord to Family Governance and Partnership

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.

Participants will work in table-sized groups to consider what they would have done to resolve the situation through better family governance. Peter Leach will then bring the whole room together, hearing what the different tables each recommend as possible solutions.

LEARNING FROM THE CASE – THE ROCHE FAMILY – PART II



GROUP DISCUSSION

What the Family Did and Lessons Drawn

Mr. Conor Roche (Ireland)

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

Mr. Michael Walsh (Ireland)

Chief Executive Officer, Woodford Capital

After the break, Conor Roche will build upon the group discussions to outline what the Roche family actually did, drawing from his first-hand experiences as family executive, owner and director. They began by developing a collective vision based on the concept of a "Roche family partnership". It included creating a family constitution, communication training, early transition of ownership from G2 to G3 and developing a family office.

He will then be joined by Michael Walsh, the current non-family CEO of the family office, who will add his comments on the process, with a particular focus on business governance. They will show how their family business governance has been tested by real-life events and suggest lessons learned along the way.

PUTTING IT ALL INTO PRACTICE

The Practical Challenges of Starting and Implementing a Governance Process

Mr. Peter Leach (United Kingdom)

Adjunct Professor in Family Business, Imperial College London

Founder and Chairman, Peter Leach Associates Ltd.

Author "Family Enterprises, The Essentials"

In an interactive session, Peter Leach will set out some of the critical elements that need to be addressed in a family governance process.

He will suggest that policies should emerge by first clarifying a family's values, beliefs and principles. He will also explain that, to be respected, family governance structures, and family guidelines, need to be arrived at the hard way, by a process of lively, open discussion that involves everyone. The session will end with discussion and questions.

NETWORKING LUNCHEON

There will be plenty of time, during breaks and luncheon, to meet with the other participants, renew contacts and build new friendships

In the afternoon you will learn about the two prerequisites of timely succession: willingness to let go and readiness to take charge. Based on a real-life case, you will understand the challenges of planning and implementing a succession process

AFTERNOON AND EVENING

SUCCESSION: LIVE FAMILY CASE – GRUPO HD COVALCO – PART I

The Twin Challenges of Succession: Letting Go and Taking Charge

Mr. Josep (Pep) Saperas Aymar (Spain)

Third Generation Family Member, Chief Executive Officer, Grupo HD Covalco

This live case will explore the two prerequisites for timely succession: the current leadership's willingness to let go, along with the next generation's credibility and ability to take over.

Pep will draw on his experience of a recently-completed succession process at the family's wholesale and retail group, with over 1,000 stores today. During this gradual transition, Pep first became associate to general management and then took over from his father as CEO.



Working in groups, participants will identify some of the key succession challenges introduced in the case and what, in the family's situation, they would have done to address them.

LESSONS LEARNED – GRUPO HD COVALCO – PART II

Willingness to Let Go; A Test of Greatness

Mr. Josep (Pep) Saperas Aymar (Spain)

Pep will explain what he has learned, including from his father, the current Chairman, about how potential new leaders need to be tested, to establish credibility, and how the current leadership must be willing to let go. He will suggest that, because authority cascades down, it is vital that each new generation is empowered as much as possible or it will be held back from reaching its potential.

He will outline the key steps taken during the transition process, which took place during unexpectedly challenging business conditions in Catalonia. This included using a trusted independent expert as a "coach" to help Pep and his father to address potential issues.

FAMILY OFFICE SUCCESSION

Family and Non-Family Executive Transitions

Mr. Conor Roche (Ireland)

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

Mr. Michael Walsh (Ireland)

Chief Executive Officer, Woodford Capital

Conor Roche and Michael Walsh will return in the afternoon to consider two additional aspects of succession: succession in the family office and transition between family and non-family executives.

They will speak about their current process in which Conor, a family member with operating business and governance experience, has been preparing to take over from Michael, the non-family CEO, as head of the family office. During this change, Michael has been mentoring Conor as he has increased his family office responsibilities.



MICHAEL WALSH

PEER-TO-PEER ADVICE AND DISCUSSION

Exploring Your Own Challenges and Opportunities

Mr. Peter Leach (United Kingdom)

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

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, Peter Leach.

Participants will work in table-sized groups to explore their own challenges or opportunities, with topics chosen by them. Peter will answer outstanding questions and draw broader lessons, so that participants return home with clear next steps.



PEER-TO-PEER ADVICE:
DRAWING CONCLUSIONS

EVENING PROGRAMME

Participants are invited to a reception including drinks, canapés and food choices served standing so that participants can circulate freely

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

BROWN SHIPLEY



FAMILY BUSINESS MINI-FORUM

Putting in place family governance and succession planning

INVITATION: WHY YOU AND YOUR FAMILY SHOULD JOIN US



It is my great pleasure to invite you to our Family Business Mini-Forum in London. The Mini-Forum is a friendly and safe environment, exclusively for families that own large family firms and family offices. Our venue will be the light-filled Argyll Room at 4 Hamilton Place, overlooking Hyde Park, with its covered and open terrace for breaks.

The Potential Risk

In the short-term, it is often easier to do the minimum on family governance or succession planning and so avoid potentially difficult discussions. However, if you do not address these questions, then damaging family disputes or sudden crises are much more likely. By working on predictable problems in advance, a family can pre-empt or reduce them.

Live Family Cases and World-Class Facilitator

This intensive seminar is led by top family business expert Peter Leach of Imperial College London, with two families agreeing to share their own recent experiences in live family cases. Working in table-sized groups, you will learn how to put in place the key elements of family governance, including a family constitution, as well as how to plan and implement a succession process. After the Mini-Forum you receive six month's complimentary support and family-to-family connections, which are included in the fee.

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

Ian Partridge Founder and Chairman, Loedstar S.A.

WHO IS IT FOR AND WHY?

The Mini-Forum is designed to be relevant for *any family member*, whether or not you work in the business, and *any family from any country*. Here are some of the different things you will learn, depending on your own personal and family situation:

- * **It's all new to me:** How to convince the family to get started.
- * **We already have trust or other legal structures:** How to create complimentary approaches to family collaboration and succession that have general support across the family and do not feel like impositions.
- * **We have basic governance and succession planning already:** How to create a process, involving the whole family, to expand what you have into something much more comprehensive and with "buy-in" from family members.
- * **We have fully-developed governance and succession planning:** How they might be improved to reflect today's changed circumstances and how to implement them effectively.

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

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RESERVATION CONFIRMATION

One-Day Family Business Mini-Forum with Live Family Cases

4 Hamilton Place, Mayfair, London, November 20, 2019

To reserve your place right away, register on www.loedstar.com or call us on +41 22 548 3450 or Email a scan of this form to info@loedstar.com

Registration – Reduced Fee for Early Registration

- ☐ I/we would like to attend the **One-Day Mini-Forum**, including six months' **membership of the exclusive Business Momentum Club with its year-round support, 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.

The Mini-Forum will be held at 4 Hamilton Place. The sessions will be held in the light-filled Argyll Room, a mini-ballroom overlooking Hyde Park, which has both covered and open terrace areas for networking breaks.

*The fee is £1,100 **reduced by 20% to £880 for registering and making payment early, before September 30, 2019.***

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

Additional Fee Reductions for Family Groups and for Reserving for Two or More Events

In addition to the fee reduction for early registration, we offer fee reductions for Family Groups and for multiple event attendance. The fee will reduce for the person as follows: first person 0%, second and third person 30%, fourth person 40% and fifth or more 50%. Additional reductions are available if you wish to reserve and pay for one or more events at the same time, such as combining a Forum and Mini-Forum, or combining Mini-Forums in November 2019 and March 2020 together – please ask for details.

Number order of people in family or group attending Mini-Forum:	1	2-3	4	5+
Fee reduction applied to this person	0%	30%	40%	50%

Payment

Full payment must be made within 15 days, preferably by credit or charge card, to confirm your place. If timely payment is not received, the place will need to be released so that we can offer it to another participant.

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

- ☐ **Credit or Charge Card** (*please tick one*): ☐ American Express ☐ Mastercard ☐ Visa
Loedstar will contact you to obtain card details. Your place will then be confirmed immediately.
- ☐ **Bank transfer:** *Loedstar will hold a **provisional place** for you and send you an invoice with bank details.*
Payment must be made within 15 days and your place will only be confirmed once it has been received.

Cancellation Policy

*You may cancel with no penalty and a full refund up to 45 days before the event. After that, you may cancel, even at the last minute, and you will be given a **free place on credit for any future Mini-Forum or equivalent Loedstar seminar, anywhere in the world.** Should Loedstar have to cancel the Mini-Forum for any reason, including events beyond our control, you will receive a 100% refund of any fees already paid by you.*

Hotel Room Reservation (*please tick box*)

- ☐ Please send details of the special rates available at nearby hotels:
Arrival date: / / 2019 Departure date: / / 2019 (*please insert dates*)
- ☐ 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*) _____
City _____ Country _____
Nationality _____ Any dietary preferences (*e.g. vegetarian*) _____
Mobile Phone _____ Daytime Phone _____
Email _____ Office Contact Name _____

I am joining the Mini-Forum for educational purposes. I am *not* an advisor and will *not* be promoting products or services.

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

Signature _____
Name _____ Date _____

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