

# 18<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 18th year, the Forum is a friendly environment in which to meet other families, discuss live cases and learn together*

*Family business speakers shown in order of appearance:*

- Mr. G. Garvin Brown IV, Brown-Forman Corporation (United States)
- Mr. Josep Saperas Aymar, Grupo HD Covalco (Spain)
- Mr. Christopher Oughtred, William Jackson Food Group (United Kingdom)
- Ms. Claire de Malaussène, Michelin Family, Mage-Invest  
Compagnie Générale des Établissements Michelin (France)
- Mr. Arnaud de Coninck, Solvay Group and Trusted Family (Belgium)
- Ms. Basma Sulaiman Al Zamil, Zamil Group (Saudi Arabia)

*Forum Chairman and Facilitator:*

- Mr. Peter Leach, Imperial College London  
Author of “Family Enterprises, The Essentials” (United Kingdom)

*The Dorchester Hotel, London  
Tuesday–Thursday, 24–26 April, 2018*

**TUESDAY**  
**24 APRIL, 2018**

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**

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

Adjunct Professor in Family Business, Imperial College London

Author "Family Businesses, The Essentials"

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

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.

## **ENCOURAGING FAMILY SHAREHOLDER ENGAGEMENT**



EARLY DAYS



GARVIN BROWN

### **The Perspective of a Publicly-Listed, Family-Controlled Firm**

**Mr. G. Garvin Brown IV** (United States)

Chairman, Brown-Forman Corporation

Since its founding in 1870, Brown-Forman has grown to have more than 25 brands in its portfolio, led by the iconic Jack Daniel's trademark.

Garvin is a great-great-grandson of the founder, George Garvin Brown, and was appointed Chairman in 2007. Garvin will consider how to maintain family shareholder engagement in a publicly-listed firm. He will outline key steps undertaken including: the creation of a shareholder holding company, two-day

annual family meetings and new forms of engagement such as a family committee, family foundation and special initiatives to help the 6th

generation value their unique history.

## **LIVE DIALOGUE – FAMILY BUSINESS SUCCESSION**



### **The Challenges and Tests of Transition**

**Mr. Josep (Pep) Saperas Aymar** (Spain)

Third Generation Family Member, General Manager, 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 an ongoing succession process at the family's wholesale and retail group, with over 1,000 stores today. He 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 also be encouraged. Pep will outline the key

steps taken during the transition process, which has taken place during unexpectedly challenging business conditions in Catalonia.

## **LIVE CASE IN TABLE-SIZED GROUPS – WILLIAM JACKSON, UNITED KINGDOM**



CHRISTOPHER  
OUGHTRED

### **A Step-by-Step Process to Develop Family Governance**

**Mr. Christopher Oughtred** (United Kingdom), Former Chairman, William Jackson Food Group

Christopher is a 5th Generation (G5) member of the Oughtred family, which owns the William Jackson Food Group, founded by his great-great-grandfather in 1851 in East Yorkshire. In this live case, you will learn how a family created and implemented its family governance. Specifically, you will hear how the Oughtred family constitution, created by G4/G5 in the early 1990's, has been tested by real-life events and has since been updated with G6's involvement.

### **Key Questions and Decisions: What Would You Have Done**

During the afternoon, Forum participants will work in table-sized groups to discuss some of the challenges and decisions that the Oughtred family faced during their process. What would you have done in their place? Next, you will hear what actually happened from Christopher, drawing from his first-hand experience as a former Chairman. Finally, Peter Leach will identify common themes from the discussions and suggest broader lessons.

## **EVENING PROGRAMME**

Participants are invited to an informal evening dinner gathering

TUESDAY, 24 APRIL – FIRST DAY

Today's sessions answer your toughest questions on family cohesion, communication and digital approaches. You will also hear about family learning, next generation empowerment and how to overcome family myths and legends that no longer serve you.

**WEDNESDAY,  
25 APRIL, 2018**

## ENCOURAGING FAMILY COHESION IN A LARGE FAMILY

### Enhancing Family and Business Connections

**Ms. Claire de Malaussène** (France)

Fifth Generation (G5) Michelin Family Member; Project Manager, Mage-Invest  
Compagnie Générale des Établissements Michelin



The Michelin company began in Cléremont-Ferrand in 1889, when two brothers created the first removable pneumatic cycle tyre. Today, the tyre and travel services group employs over 100,000 people worldwide, and the Michelin family has over 1,000 shareholders and 2,200 family members.

In recent years, with no family member in top management, the family realised that family cohesion and connection to the business needed to be more explicitly developed. Claire de Malaussène will outline initiatives including: the creation of Mage-Invest as a family shareholder group, event-centred family communication and the encouragement of G5 entrepreneurship.

## FAMILY COMMUNICATION

### How Digital Approaches Can Support Family & Business Governance

**Mr. Arnaud de Coninck** (Belgium)

Sixth Generation Family Member, Solvay Group; Advisor, Trusted Family



The story of the Solvay Group began in 1863, after brothers Ernest and Alfred Solvay patented the industrial production of soda ash. Today, Solvay is a global chemical group employing over 27,000 people in 58 countries. With 2,400 shareholders from the founding families, family shareholder communication and decision-making is potentially complex.

Arnaud will explain how a web and mobile platform called *Trusted Family* was created as part of the solution (first for Solvay then offered to other families). Today, the platform's Solvay remit includes: communication (family, shareholder, board & corporate), document archiving, event & meeting management and peer-to-peer connection. Arnaud will also draw broader lessons and give practical tips on digital approaches to family communication.

## FAMILY TRAINING AND DEVELOPMENT

### Developing Responsible, Self-Empowered Individuals

**Ms. Basma Sulaiman Al Zamil** (Saudi Arabia)\*

General Manager, Corporate Human Resources, Zamil Group



At Zamil, an international industrial and services Group, the second generation had long recognized that new approaches would be needed to empower the third and fourth generations effectively.

Third generation HR executive Basma Al Zamil will outline how training was initially focused on Zamil family executives through the world-class *Zamil Future Leaders* programme. Today, family development has a broader mission: to help all 4th generation members become responsible and self-empowered. The main vehicle is the comprehensive Generation-to-Generation (G2G) programme, which targets all ages through regular events and personalized training to develop skills, strengthen family relationships and instill pride in Zamil values.

## DISCUSSIONS IN TABLE-SIZED GROUPS

### Family Myths and Legends: What If They No Longer Serve You?

Peter Leach will suggest that many families will approach certain key questions in ways that are actually based on "myths and legends" rather than values. They may, for example, be founded on just one interpretation of a past experience or outdated norms. Working in table-sized groups, participants will learn how the same issue can be interpreted quite differently by different families and also challenge themselves to consider practices that may no longer serve them today.

### How Do You Communicate Difficult Issues Effectively?

All family business systems have built-in tensions. How do you discuss and resolve tough problems together, particularly in a hierarchical setting.

Peter Leach will set up and illustrate difficult situations, based on a realistic family case that incorporates common sources of friction. Participants will discuss the examples and potential ways of handling them better. At the end of the session, Peter will draw conclusions and suggest practical ways of resolving issues more effectively within a family context.

\* The exact wording of this synopsis is still to be approved by the speaker

## EVENING PROGRAMME

Participants are invited to cocktails followed by dinner

WEDNESDAY, 25 APRIL – 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*

## THURSDAY, 26 APRIL – 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 Global Leader – Family Enterprise Consulting, Deloitte LLP

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 18th 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 Delmas, Laurin Maritime*

“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)*

**Loedstar S.A.** 36 avenue Cardinal-Mermillod • 1227 Carouge, Geneva • Switzerland  
Enquiries and Reservations: +41 22 548 3450 • 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. FBF18.  
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, April 24–26, 2018

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, April 24–26, 2018

(please tick one box on each line)

- Tuesday, April 24  Day Programme (*Family cases and group discussions*)  
Dinner for all participants  I will  I will not be able to join
- Wednesday, April 25  Day Programme (*Family cases and group discussions*)  
Dinner for all participants  I will  I will not be able to join
- Thursday, April 26  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 **"Super Early Fee" by making payment by February 28, 2018.**  
The "Super 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 *March 31, 2018.*  
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 *April 1, 2018.* 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 Masterclass 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%	50%	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: \_\_\_\_\_ / \_\_\_\_\_ / 2018 Departure date: \_\_\_\_\_ / \_\_\_\_\_ / 2018 (*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 2018, 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. on Tuesday, April 24 and concludes at 2:30 p.m. on Thursday, April 26, 2018.

### 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 and their partners are invited to dinner.

### 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 Tuesday and Wednesday).

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 February 28, 2018. (“*Super Early Fee*”);

£3,100 for fee payment by March 31, 2018 (“*Early Bird Fee*”);

The late fee is £3,450 for payment on or after April 1, 2018. (“*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 February 28, 2018 and £2,650 for payment by March 31, 2018. The two-day fee increases to £2,950 for payment on or after April 1, 2018.

### 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, 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 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