A Proud Past,  
A Sustainable Future
For the past 25 years, the Family Business Network has hosted the FBN Global Summit, the world leading event for business owning families. This gathering provides family businesses with outstanding opportunities to share experiences, exchange knowledge, learn from each other and connect as a community. The Summit takes place annually in a different destination with the support of a local FBN association.
The Family Business Network International (FBN) is a global network run by family businesses, for family businesses, with the aim of strengthening success for family enterprises across generations. Founded in 1989, it gathers today more than 2,800 families and 8,300 individual members – including 2,900 Next Generation members under 40 years – in 29 member associations around 60 countries worldwide.

FBN helps family businesses grow, succeed and prosper through the exchange of best practices and new ideas. Being by families, for families, FBN creates a unique environment in which family business learn from each other and share the passion they have for their family and their enterprises, and how to reconcile these two passions.

FBN is a not-for-profit organization, offering unique value and insights to family business members including:

+ an inclusive, non-solicitation environment for intimate peer to peer learning between all members of the family (not only the CEO in the traditional sense but also the Chief Emotional Officer, the Chief Education Officer, the Chief Entertainment Officer, etc.)

+ a meeting place which fosters communication and dialogue across generations, where each family member is invited to share and exchange on their values, long term aspirations and roles within the family.

+ a forum where every stakeholder, CEO, board member, shareholder or spouse can engage with their peers on the problems they are confronted with on a day-to-day basis, and find support in learning through shared experiences.

+ a strong international network of business owners, which is both global and local through a presence in over 60 countries

www.fbn-i.org

Family Business Network GCC (FBN GCC) is the regional association of Family Business Network International – the world’s largest network of over 8,000 family business owning members. Based in Dubai, our regional scope includes Bahrain, Kuwait, Qatar, Oman, Kingdom of Saudi Arabia and the United Arab Emirates.

FBN GCC is a private, non-profit organization launched in April 2012. We are governed by a Board of Directors, formed in February 2013, representing a group of leading GCC family businesses, to steer and build a Family Business Network in the GCC. Our Board shares a common view that the continuity and prosperity of family businesses is vital for the economic sustainability of the region, and can play an important positive role in society. However, family businesses have a set of common challenges, such as succession, transition and governance that need to be addressed collectively “by families, for families”

Our purpose is to facilitate the continuity of GCC family businesses over generations, by strengthening their governance and next generation leaders. We do so through different platforms and activities: research, education and awareness, capacity development, networking and sharing of knowledge with family business owners. By providing a confidential environment, we enable families to network and share their experiences among like-minded family business owners, in the region and worldwide. We offer a place to share, learn and reflect on situations, experiences and challenges of managing and growing a family business.

Membership at FBN GCC is exclusively for family business owners and members. Our members are from leading and best-practice family businesses active in various industries and sectors, including construction, general trading, banking, hospitality, and retail. All our principal members of FBN GCC are presidents, CEOs or members of the Board of Directors of the companies they own.

www.fbngcc.org
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Code of Conduct

Trust & Openness
The Network is founded on the principles of open communication and trust.

Participation
Active participation by members is the vital ingredient that makes the Network valuable.

Confidentiality
Members are committed to sharing experiences and insights in an atmosphere of confidentiality.

Respect & Professionalism
Discussions and debates are always conducted in a respectful and professional manner.

Non-Solicitation
The Network is not a place to sell products or services to other members. It is a forum to learn from the exchange of ideas, experiences and information.

Bad Conduct
To report bad conduct please email: info@fbn-i.org

Privacy

To maintain the privacy and exclusivity of the FBN Global Summit, participation is restricted to family members and their non-family executives and board members. Non-family executives, board members and FBN affiliated members can attend on invitation by Family Owners and FBN only. The only participants not required to meet the above criteria are limited to representatives from FBNs Partner Alliances as well as speakers and moderators designated by the FBN Program Committee. Press is not admitted. This formula of privacy and exclusivity is applied in FBN’s spirit: ‘by Families, for Families’ while respecting FBN’s Code of Conduct.

All best endeavors will be made to present the 25th FBN Global Summit Program as advertised. However, the organizers reserve the right to alter or cancel, without prior notice, any of the arrangements, plans or items relating directly or indirectly to the program due to any reason beyond their reasonable control. The organizers are not liable for any loss or inconvenience caused as a result of such alteration. Swiss law rules the legal relationship in connection with the organization and the participation in the 25th FBN Global Summit.

Who Attends?

FBN International Board
Host Committee

Family Business
Family Office
Family Business Speakers

Non-Family Executives, Global Alliances & Preferred Partner

Moderators
Speakers

NxG

Executives of FBN Associations
Program Committee
Organization
Dear FBN members and friends,

On behalf of the FBN International Board and the Organization Committees, I am most delighted to welcome you to our 25th Global Summit.

For the first time, the FBN Summit will be held in the Middle East region, co-hosted by our young, yet growing and dynamic regional association FBN GCC covering the diverse and vibrant countries of Bahrain, Kuwait, Qatar, Oman, Kingdom of Saudi Arabia and the United Arab Emirates.

The passing of time between then and now, and on into the future, is simply history running its course and taking us further forward. If our Summit had been held in your region in 1989, we would be surprised and impressed – 25 years later – to discover the major transformations since then.

Sand, as the mother of glass, has always fascinated me. It serves as the source of one of the world’s most resilient and durable materials, featuring unparalleled transparency. And it imbues today’s pioneering and avant-garde architecture adorning Dubai. All these characteristics of sand and glass are synonymous with the strengths we seek and find at the heart of our businesses and families.

Over the course of the last few decades, your region has built on its impressive past, pushing proudly forward to define the contours of its future, at a scale that we hope to see in our families and their businesses for the next quarter of this century. Our last Summit illustrated the importance that Dubai has taken on at the start of the 21st century. As an interesting anecdote, Emirates has brought numerous members from Asia, Europe and from your region to our Summit in Rio. Without a doubt, you have become a strong link connecting cultures and civilizations.

We are eagerly awaiting to spend three fascinating days in your hosting country in October, side by side with your families, so as to pursue our trip around the world. There is simply no better place than Dubai to celebrate our Silver Anniversary.

Thierry Lombard  
FBN International Chairman

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Dear Members,

On behalf of the FBN GCC Board and Host Committee, I am delighted to welcome the FBN Summit to Dubai and the GCC region on the landmark occasion of the FBN 25th anniversary.

As new members of FBN global network, we are honoured to host the 25th FBN Global Summit, for the first time in the Middle East. As hosts, we aspire to contribute and be a part of the Summit’s platform where we can share issues, exchange solutions, spark new conversations, carve out shared priorities, take action, and collaborate with like-minded family businesses.

The GCC economies are dynamic and evolving, and family businesses are at the forefront of this change. As second and third generation businesses, we now have unique challenges around succession, professionalization, internationalization, growth and diversification. While our families have grown in size, international competition has intensified, business uncertainty is more frequent and this combination presents interesting circumstances.

We are enthused to connect our GCC members with the broader global network, and keen to engage business families from other regions and countries, industries and generation cycles, to learn about your approaches to sustainability — how have you developed sustainable business models, leadership, and family relations. We welcome your stories of best practices—your proud past, and also, the next practices—the sustainable future.

In exchange, we hope to share our learnings from our proud past, the stories of our transformation as traditional merchant families heavily reliant on pearls and trading, towards professional and global organizations. We hope to extend our Arabian hospitality, answer your questions about our culture and values, and (hopefully) create a unique FBN memory.

Do join us in this endeavour and dialogue in Dubai, and during the learning journeys in Doha and Muscat, as we usher into the next 25 years of our family business histories.

H.E. Abdulaziz Abdullah Al Ghurair  
FBN GCC Chairman

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Message from our Chairmen
A Sustainable Future

Without a sustainable approach our future is at risk. Not just the future of our businesses but, we also risk the lives and livelihoods of generations yet to come. This is why we, The International Board of the Family Business Network, are reaffirming our promise to promote a business model that will sustain not only our own generation, but all those that follow us.

The benefits of a sustainable approach are apparent to us all: the responsible use of capital is a powerful force for good and with corporate stewardship comes corporate advantage. Businesses that achieve great things deliver greater financial results, but these issues we face are more pressing than immediate financial return.

To provide future generations with more than we have received ourselves is a deep-seated human ambition. It is found in all walks of life, but it is in family owned businesses that inter-generational thinking is intrinsic. We believe that our inherent understanding and appreciation of legacy brings an obligation to support and promote a sustainable future in all that we do. As custodians of tomorrow, we believe that it is our duty to act now by making these pledges:

For our people:
We pledge to do all that we can to create and nurture workplaces and working cultures where our people flourish.

For our communities:
We pledge to be responsible global citizens making positive contributions to the communities that we work and live in.

For the environment:
We pledge to constantly search for ways to reduce the ecological impact that we create and safeguard the environment that we all share.

For future generations:
We pledge to share our values and long-term aspirations with future generations.

We know that these are bold promises and we do not make them lightly. But in order to protect all that we have done and create a sustainable future, where our work lives on, they are vital. We call on all family owned businesses, worldwide, to take responsibility for the future of our children and our children's children.

Please join us in our pledge.

Thierry Lombard
Arun Bhurat Ram
Karlis Erivan Haub
Thilo Wersborg

Frederick Chavalit Tsao
Maurizio Sella
Alfonso Libano Daurella
Peter Therman

Sophie Lammerant Velge
Samuel Maldonado Degwart
Serife Ines Eren
Priscilla de Moustier
Summit theme

To mark FBN’s 25th anniversary, “A Proud Past, A Sustainable Future” will be the unifying Summit theme. This landmark Summit affords members an opportunity to reflect on past achievements and lessons learned, and act on family business best practices in succession, governance, family conflict, innovation and growth. It is also an opportunity to imagine the future. In a competitive and complex business environment, family businesses know they must strike a balance between tradition and new thinking.

At the 2014 Dubai Summit, our focus is on securing a future that is not only profitable for the family business but also sustainable for generations to come. That means ensuring that decisions taken now will benefit the individual, the family, the business and society as a whole.

By focusing on themes unique to family businesses in a setting conducive to learning from one another, FBN members have over the years helped each other with issues such as succession planning, governance, wealth management and social entrepreneurship. This proud past provides invaluable lessons as we pledge to promote a sustainable future for our people, communities, environment and future generations.

Celebrating a quarter century of helping family businesses grow and prosper, this landmark affords an opportunity to reflect on our past as we plan for the future. More significantly, as the start of our next 25 years supporting family businesses, 2014 heralds a new era in the organization’s lifecycle. As responsible stewards we are reaffirming our promise to promote a business model that will sustain not only our own generation, but for all those who follow us.

Summit sub-themes

INNOVATE
During the Dubai Summit the focus will be on practical innovation, not concepts. We will learn about innovative models for the next stage of family business, and how to keep the family relevant from generation to generation. We will discuss how to synthesize different practices from around the world and different ideas from various generations of a family into new ones that will enhance the wellbeing of the family and its business. And we will think about how to create new products and new governance practices in ways that improve results and encourage innovation.

GROW
We will touch upon both family development and business growth. In some family businesses the enterprise is an important source of wealth for all family members and the communities where they operate. As the family grows, how can governance and innovation be harnessed to expand the wealth from generation to generation? In a mature business, shareholders may sell their interests, and expansion – even sustainability – may require diversification. We will learn how successful family businesses have grown from small to big, and from focused to diversified, in order to compete globally.

EMPOWER
This encompasses how various stakeholders become more influential as the business moves towards professional management, the next generation, the involvement of women from the family, and the inclusion of in-laws and non-family managers. We will explore how to enhance links between private and public roles to benefit the family business and how to build trust and new capabilities. We will examine how to manage all dimensions of empowerment, whether relating to information, a voice in decision-making or other rights in the family business.

RECONCILE
This sub-theme ties into the FBN-I theme of “a sustainable future”. Changes in family businesses can lead to misunderstanding and hurt between family members. Understanding how to move past these problems – and how to encourage understanding and forgiveness, often a hurdle to reconciliation – is critical to the sustainability of a family business.
Host Committee

UAE
His Excellency Abdulaziz Abdulla Al Ghurair
Chairman of FBN GCC
www.al-ghurair.com

Omar Al Futtaim
Vice Chairman of FBN GCC
www.al-futtaim.ae

SAUDI ARABIA
Hassan Jameel
Abdul Latif Jameel Group
www.alj.com

KUWAIT
Mohammed Abdul Aziz Alshaya
M.H. Alshaya Co
www.alshaya.com

QATAR
Omar H. Alfardan
Alfardan Group Holding
www.alfardan.com.qa

Abdulsalam Abu Issa
Salam International
www.salaminternational.com

OMAN
His Excellency Maqbool Sultan
W.J Towell & Co. LLC
www.wjtowell.com

Rashad M. Al Zubair
The Zubair Corporation
www.zubaircorp.com
Program Committee

Joseph H. Astrachan
WELLS FARGO EMINENT SCHOLAR CHAIR OF FAMILY BUSINESS KENNESAW STATE UNIVERSITY
CO-CHAIR, 25TH FBNI GLOBAL SUMMIT, DUBAI

Joe Astrachan is Wells Fargo Eminent Scholar Chair of Family Business Kennesaw State University, and a founder of the internationally accredited Executive MBA for Families in Business at the Coles College of Business, Kennesaw State University near Atlanta, Georgia, USA. In addition he is Distinguished Research Chair of Family Business at Loyola University Chicago’s Business School.

Astrachan is editor of the scientific publication the Journal of Family Business Strategy (an Elsevier title) and past editor Family Business Review. He is also editor of the Family Business Casebook Annual, which publishes the best in teaching and educational family business cases. Astrachan has received multiple awards for his research and service from family business, entrepreneurship, management, and research oriented associations. He is author or coauthor of more than ten books including the much acclaimed Communication and Conflict in Family Business (with McMillan) and Mechanisms to Assure Family Business Cohesion: Guidelines for Family Business Leaders and Their Families (with Pieper).

Astrachan has been active in the development of the field, having been a founder of several recognized programs including the International Family Enterprise Research Academy. He was founding Chairman of Family Enterprises USA.

In addition to his non-profit board service, he serves on the boards of six privately-owned family businesses globally and comes from a family business background. His extended family has owned businesses ranging from container and tanker shipping to pharmaceuticals. Astrachan earned his B.A., M.A., M. Phil., and Ph.D. degrees at Yale University.

Jesús Casado Navarro-Rubio
SECRETARY GENERAL OF EUROPEAN FAMILY BUSINESSES

Jesús Casado is Secretary General of European Family Businesses since 2006, a federation based in Brussels of 12 National Family Businesses associations that aims to promote policies that are conducive to long term entrepreneurship in Europe. Its members, more than 9,000 family business owners, represent directly a turnover in excess of one trillion Euros, 9% of the European GDP.

He is member of the Board of the Family Firm Institute, member of the European Commission Expert Group on Family Business, member of the High Level Group of Administrative Burdens reporting directly to President of the European Commission Durao Barroso. He is also International Relations Director at Instituto de la Empresa Familiar in Spain, and visiting Professor of Family Business at ESADE Barcelona.

Before, he served 6 years as member of the Executive Committee of Family Business Network (FBN).

Jesús holds a MBA at ESADE Business School (2006-2007) and a degree in Law (1989/1994) at Universidad Pontificia de Comillas ICADE (Madrid).

He has also post-graduate studies at Eberhard Karls Universität Tübingen (Germany) (1994), at the Spanish Diplomatic School (1995/1998) and at Institut de Sciences Politiques de Paris (1997)

He is married, has one child and lives between Brussels and Madrid.
Alexis du Roy de Blicquy
CEO, THE FAMILY BUSINESS NETWORK INTERNATIONAL

Alexis is CEO of The Family Business Network International (FBN), a global network run by family businesses, for family businesses, with the aim of strengthening success over generations. With 25 years of existence and more than 2,800 families around 60 countries, FBN helps family businesses grow, succeed and prosper through the exchange of best practices and new ideas.

Alexis has worked for various family businesses in senior positions, including Group Lhoist, Verlinvest and Armonea, the leading elderly care group in Belgium. He was also Senior Investment Officer at International Finance Corporation (World Bank Group) in the Treasury, Infrastructure, and Small Business Departments. Since 2007, he is Chairman of the Board of ToolBox, non-profit organization aiming at supporting and improving the management structures of associations by offering pro bono professional consultancy.

A Belgian citizen, Alexis holds a Master in Management Science from Solvay Business School and is an INSEAD IEP Graduate.

Ms Julia Hieber
INSEAD WENDEL INTERNATIONAL CENTRE FOR FAMILY ENTERPRISE

Julia Hieber is a consultant and former director of INSEAD’s Wendel International Centre for Family Enterprise, an academic platform exclusively funded by families with the vision to globally promote the sustainability of family businesses.

For more than 10 years Julia has been actively involved with the FBN. She was a member of the Programme Committees of the Global Summits in Berlin 2007, Delhi 2008 and Dubai 2014, and helped develop the Next Generation community. Since 2007, she has established the ‘Social Entrepreneurship Day’ as part of the annual Summits and was instrumental in bringing the global Ashoka-FBN alliance partnership to life.

Julia Hieber is also an advisor to the Forum for Active Philanthropy, a supporter of Ashoka, a freelancer at PwC, and founder/director of her own company supporting social enterprises. Julia Hieber is a graduate of the University of Oxford (B.A. (Hons) Geography), the University of Cambridge (M.Phil. International Studies) and SciencesPo Paris (D.E.A. International Relations). In 2011, she completed her Executive MBA for Families in Business with Prof. Joseph Astrachan. Julia Hieber loves to spend time with her family and friends, and enjoys nature, exercise, travel and exploring the world.

Ms Sara Mohammadi
EXECUTIVE DIRECTOR, FAMILY BUSINESS NETWORK GCC

Sara is the Executive Director of the Family Business Network in the GCC since January 2013. She has experience in management consulting with PwC and Monitor Deloitte, where she engaged clients in the private and public sector on strategy, policy, business development, and organizational challenges across various sectors including real estate, hospitality and clusters. As a part of the Strategy and Business Development team at Dubai Holding and its subsidiaries, Sara had the chance to be a part of some of the iconic brands and projects in Dubai, including Jumeirah Hotels and Resorts, Dubai Internet City and the Dubai Creek Revitalization initiative.

Sara holds a MSc in International Political Economy from the London School of Economics, MA in Economics and BA (Summa Cum Laude) in Economics and International from Tufts University. She enjoys traveling, high-altitude hiking, and reading Rumi.
Santiago Perry
4G MEMBER OF THE ESPINOSA GROUP

Santiago Perry is 4G member of the Espinosa Group from Bogota, Colombia. He is a founding member of 3 Circulos Consultores, one of the leading consulting firms for families in business in Colombia. Santiago has a B.A. in history and Latin American Studies and an MBA for families in Business from Kennesaw State University. In the Espinosa Group he is the President of the Family Council and a member of the board of advisors. He is a member of the board of directors of FBN Colombia.

Ms Pauline Tong
3G MEMBER OF BUKIT KIARA PROPERTIES SDN BHD

Pauline has been a director of both Bukit Kiara Capital S/B (the investment holding company of the Bukit Kiara Group), and MegaGold Internet S/B, (the family holding company comprising an extended family of 53 shareholders) since 2007 and 2005 respectively. The 53 shareholders comprise of 85% of her cousins above age 40 and the rest are from the previous generation. As a non-executive director, Pauline takes an active interest in the strategic direction of the group and is a member of the investment committee that oversees investment decisions and opportunities. She is also in the process of developing the family charter with input from the extended family in the group.

The Bukit Kiara Group comprises of many different subsidiaries. The core brand, Bukit Kiara Properties, is a developer of innovative lifestyle properties in Kuala Lumpur and recently in Japan, and has associate companies in construction and project management, interior design and contracting, landscape design and contracting, and property management services. Other subsidiaries are responsible for investments in commercial buildings, and offshore public and private equity.

Pauline spent much of her formative years in Australia and graduated from Sydney University with an Economics and Law degree in 1990. She started her career as a corporate finance lawyer in Sydney and then in Singapore before moving back to Malaysia to be closer to family. She is first cousins with N.K. Tong, the Group Managing Director of Bukit Kiara Properties. She is married to Dr Saw Khay Yong, an Orthopaedic Knee Surgeon, pioneering work in stem cells for cartilage regeneration. They have three children together.
## Summit at a glance

### Wednesday 15 October

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<td>09:30 - 10:30</td>
<td>Hermann Simon: Hidden Champions</td>
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<td>- The Vanguard for Globalia</td>
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<td>10:30 - 11:00</td>
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<td>11:00 - 12:30</td>
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<td>Hosted Gala Dinner</td>
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<td>From Pledge to Polaris - Building</td>
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<td>21st Century Companies</td>
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<td>11:00 - 11:30</td>
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<td>Closing keynote</td>
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<td>Closing, handover to 26th Summit</td>
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<tr>
<td>13:30 - 22:00</td>
<td>Golf Tournament</td>
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*Please check on page 72 and following for timing of transport services*
# Plenary Sessions Overview

## Wednesday 15 October

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<td>09:30 - 10:30</td>
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<tr>
<td>16:00 - 16:30</td>
<td>Jaakko Wäinäinen, Riccardo Ocleppo, Brian Pallas</td>
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<td>16:30 - 17:30</td>
<td>Ayala Family, Benoît Leleux</td>
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<td>09:30 - 11:00</td>
<td>From Pledge to Polaris – Building 21st Century Companies</td>
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<tr>
<td>16:15 - 17:30</td>
<td>Closing keynote</td>
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<td>17:30 - 17:45</td>
<td>Closing, handover to 26th Summit</td>
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<tr>
<th>Time</th>
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<tr>
<td>09:30 - 11:00</td>
<td>David Batstone, Caroline Seow</td>
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<tr>
<td>16:15 - 17:30</td>
<td>Joseph H Astrachan</td>
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<td>17:30 - 17:45</td>
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New Leaders Circle

The strength of the NxG community lies in the unspoken bonds, mutual understanding and trust that exist between its members. By sharing experience and knowledge, NxGs support each other through both prosperous and difficult times. The New Leaders Circle has been developed to further this invaluable sharing for NxGs who are embarking on leadership roles within their family businesses.

Throughout this session, participants will break into circles of 8 members and form focused peer groups. These circles provide an environment in which participants can safely and confidentially raise and discuss sensitive topics that affect their lives – whether personal, family or business-related – and take inspiration from the collective wisdom of the group.

Meet and Greet!

This gathering is perfect for first timers! Come mix and mingle with families from around the world, make new friends and learn more about FBN and how to enjoy fully your Summit experience! Program Committee members will be there to answer questions, share experiences, have a chat and get you started.
Thursday 16 October
Morning

PLENARY SESSION
Thursday 16 October
09:30 - 10:30
Arena Room

Summit Opening

Speakers:

Thierry Lombard
FBN International Chairman

His Excellency Abdulaziz Al Ghurair
FBN GCC Chairman

PLENARY SESSION
Thursday 16 October
09:30 - 10:30
Arena Room

Hermann Simon: Hidden Champions – The Vanguard for Globalia

What will Globalia, the globalized world of the future, look like? And who will be successful in Globalia? Not China, but America will be the number one for many years to come, followed by the European Union a close second. China will remain number three. All other individual countries will lag behind. Thanks to demographic trends, further in the future Africa will appear mightily on the global stage.

Germany and China are the main beneficiaries. Innovation, a strong production base and cost competitiveness continue to be decisive success factors. And mid-sized, family-owned global market leaders – the “Hidden Champions” – play a key role in Globalia, at least as important as Fortune Global 500 corporations. These companies are driven by ambitious entrepreneurs and focused, global goals. They have high-performance cultures, highly qualified employees and low turnover.

Hermann Simon, a distinguished business expert, will guide us through the landscape of Globalia, helping us understand:

- How to identify the Hidden Champions among family businesses
- Why the long-term orientation of family businesses helps them become Hidden Champions
- How to achieve the focus on customers, value and globalization needed to transform a business into a Hidden Champion
Thursday 16 October
Afternoon

PLENARY SESSION

The NxG Award

The business world is challenging and competitive. Success requires creativity, skill and perseverance. The FBN, through the NxG Award, supports and recognizes successful young business people who have helped renew and energize their family businesses. The three finalists for 2014 will take the stage for the announcement of the winner of the sixth annual NxG Award.

This year’s finalists!

- Jaakko Wäänänen (Diagonal, Finland)
- Riccardo Ocleppo (Docsity, Italy)
- Brian Pallas (Opportunity Network, USA)

The award recipient will receive a prize equivalent to 25,000 euros, including:

- a free place at a world-class executive education program
- coaching support from an experienced advisor
- the opportunity to present his/her project on stage at the FBNi Summit in Dubai
- the opportunity to present his/her case at one of the FBN National Events
- a free pass to attend the FBNi Summit in Dubai

Thursday 16 October
16:30 - 17:30
Arena Room

PLENARY SESSION

IMD - Lombard Odier Global Family Business Award

Awarded by IMD, a top-ranked global business school, and by Lombard Odier, one of the main private banks in Europe, this prize is regarded by many as the most prestigious for successful family businesses.

It recognizes the way in which such firms unite family interests with those of the business and combine tradition and innovation while demonstrating a clear commitment to their local community.

The award also serves as a platform for family businesses to exchange best practices and analyze the economic backdrop.
Friday 17 October
9:30 - 11:00
Arena Room

PLENARY SESSION

From Pledge to Polaris - Building 21st Century Companies

Global issues, both social and environmental, are changing the business landscape. With a population nearing 10 billion by 2050, sustainability is the biggest concern facing the world. Twenty-first century businesses will have to contend with food scarcity and natural resource depletion – challenges that have already begun to disrupt entire industries and change the competitive landscape. Yet these trends also open new markets and create opportunities for businesses ready to seize them.

David Batstone, business professor at the University of San Francisco and a global expert on sustainable business, will talk about specific business models that are structured to respond to these broad challenges. As founder of the anti trafficking organization Not For Sale and managing partner of Just Business, a private investment fund in San Francisco, David understands both social and business issues. Through his first-hand experience we will learn the importance of:

- Being patient in developing a sustainable business model
- Bringing people together into a community around a shared vision
- Making a profitable business operate as a social impact business
- Leveraging family businesses as entrepreneurial change agents, inspired by the FBN pledge for a Sustainable Future

Friday 17 October
16:15 - 17:30
Arena Room

PLENARY SESSION

Closing keynote

Moderator:
Joseph H Astrachan
Wells Fargo Eminent Scholar Chair of Family Business Kennesaw State University, Co-Chair, 25th FBNi Global Summit, Dubai

Friday 17 October
17:30 - 17:45
Arena Room

PLENARY SESSION

Closing, handover to 26th Summit
# Parallel Sessions Overview

## 11:00 - 12:30

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<td>Egon Zehnder, Germany</td>
<td>Jörg Ritter</td>
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<td>The rise and fall of a 250 year old family business: what went wrong in the families’ shareholder pool?</td>
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<td>Dr Jan Bernd Berentzen</td>
<td>Prof. Dr. Peter May</td>
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<td>GCC perspectives: a proud past, a sustainable future</td>
<td>Al Futtaim Group, UAE</td>
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<td>ICAEW Middle East, UAE</td>
<td>Fadi Hammadeh</td>
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<td>Crescent Enterprises, UAE</td>
<td>Badr Jafar</td>
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<td>Edward Quinlan</td>
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<tr>
<td>A multi-generational business building on a proud past</td>
<td>Royal Selangor, Malaysia</td>
<td>Yong Yoon Li</td>
<td>Gaia Marchisio</td>
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<td>Managing the family home – strategies for reproducing cultural capital</td>
<td>Barony Adelswärd, Sweden</td>
<td>Gustaf Adelswärd</td>
<td>Helena von der Esch</td>
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<td>Annelie Karlsson</td>
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## 14:00 - 15:30

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<tr>
<td>The art of building family unity: leveraging purpose, inclusiveness and pride</td>
<td>WJ Towell &amp; Co LLC, Oman</td>
<td>Maqbool Sultan</td>
<td>Paolo Morosetti</td>
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<td>Anees Radha Sultan</td>
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<tr>
<td>Crises and Conflicts in the family business: the path for renewal? Perspectives from a member of the Lacoste family.</td>
<td>Créations Fusalp, France</td>
<td>Philippe Lacoste</td>
<td>Diane de Ferron</td>
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<tr>
<td>Meet the NxG Award finalists!</td>
<td>Diagonal, Finland</td>
<td>Jaakko Wääränen</td>
<td>Rania Labaki</td>
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<td>Docsity, Italy</td>
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<td>Riccardo Ocleppo</td>
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<tr>
<td>Mapping family values</td>
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<td>David Bork</td>
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<tr>
<td>Powerful strategic tools for enterprising families</td>
<td>Abdul Latif Jameel Group, Saudi Arabia</td>
<td>Hassan M Jameel</td>
<td>Gonzalo Jiménez</td>
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# Parallel Sessions Overview

**Friday 17 October**

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<td>Just Business, USA</td>
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<td>David Batstone</td>
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<tr>
<td>A Proud Past, A Sustainable Future</td>
<td>Mulliez, France</td>
<td>Antoine Mayaud</td>
<td>Denise H Kenyon-Rouvinez</td>
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<tr>
<td>Driving sustainability through family business education</td>
<td>Grupo Espinosa, Colombia Red-Head Family Corporation, Ukraine</td>
<td>Santiago Perry Vladislav Burda</td>
<td>Andrew Keyt</td>
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<tr>
<td>Management of non-family talent: perspectives from the Godrej Group and the Majid Al Futtaim Group</td>
<td>Godrej Group, India Majid Al Futtaim Group, UAE Egon Zehnder, India</td>
<td>Iyad Malas Sonny Iqbal Nisa Godrej</td>
<td>Sabine Rau</td>
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<tr>
<td>Co-creation and collaboration between generations: testimonies from the NxG</td>
<td>Al Rifai, Lebanon Baalbaki Group, Syria The Coca-Cola Bottling Company of Egypt, Egypt</td>
<td>Dania Besher Karim Baalbaki Moussa Al Rifai</td>
<td>Alexandra Jequier</td>
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<td>Just Business, USA</td>
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<td>David Batstone</td>
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<tr>
<td>Sustainability when society breaks down</td>
<td>fedoriv.com, Ukraine Grupo Economico Maldonado, Venezuela SAMA MADAR, Syria</td>
<td>Fernando Maldonado Mutassem Daaboul Andriy Fedoriv</td>
<td>Joseph H Astrachan</td>
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<tr>
<td>Focusing on positive social impact with financial returns: how does it affect family values, family health and the family business?</td>
<td>Al Futtaim Group, UAE Kois Invest, Belgium IMC Pan Asia Alliance Group, Singapore</td>
<td>Omar Al Futtaim Charles-Antoine Janssen Frederick Chaivalit Tsao</td>
<td>Belén Villalonga</td>
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<tr>
<td>Sustainability in innovation through generational, political and market changes</td>
<td>KÜRT IT Security Group, Hungary</td>
<td>Sándor Kürti Tamás Kürti</td>
<td>David Bork</td>
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<tr>
<td>Looking behind the scenes: towards managing emotional intricacies in the family business</td>
<td>Family Business International Foundation</td>
<td>Annelie Karlsson Rania Labaki</td>
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PARALLEL SESSION

Management of non-family talent: a perspective from Knauf Group

Non-family management in family firms is a topic of intensive discussion among scholars, but there is often a lack of practical orientation, and therefore a shortage of actionable conclusions. The results of a new joint research project by Egon Zehnder and FBNi in more than 20 countries – interviewing chairmen/owners and family/non-family CEOs – suggest a code of practice for professionally designing and managing the identification, evaluation and integration of non-family managers in family businesses.

The Knauf Group, founded in Germany in 1932, is an international manufacturer of building materials and construction systems. It employs 26,000 staff in 150 offices and manufacturing sites worldwide. Manfred Grundke has been the non-family CEO of Knauf since 2008.

In this session, Egon Zehnder will present the initial findings of the new research about non-family talent and host a lively discussion with the Knauf CEO.

Participants will learn about:
- how to enable non-family senior managers to realize their ambitions within a family-controlled business
- how Knauf is identifying, evaluating and integrating non-family talent
- the impact of key non-family executives on family and working relationships
- how family and business governance can support the non-family CEO
- how families can best communicate their values and vision to a non-family CEO
- family expectations and cultural integration

PARALLEL SESSION

The rise and fall of a 250 year old family business: what went wrong in the families’ shareholder pool?

In this session we will analyze the reasons why conflicts in family shareholder pools can arise and discuss strategies to avoid them to assure the sustainability of business and family. The session will encourage family business leaders to revisit their shareholder pool and how voting rights are allocated.

Jan B Berentzen, Managing Partner in the Berentzen Family Office, and former member of the Executive Board of the 250 year-old multi-family owned Distillery Berentzen – which has since been sold – will share with you the challenges of maintaining family cohesion and family commitment:
- while going through merger, acquisition and IPO
- once the number of pool shareholders increases
- when it comes to conflicts between different roles
PARALLEL SESSION

A multi-generational business building on a proud past

How does a company keep its legacy of fine craftsmanship of pewter alive and relevant in today’s competitive environment? Founded in 1885, the family business of Royal Selangor has grown from a cottage industry when Yong Koon came to the shores of Malaya during the tin rush, to a global brand employing people across Malaysia, Singapore, Shanghai, Hong Kong, London, Toronto, Melbourne, and Tokyo.

Royal Selangor was among the first to empower women by employing them in factories in the post-war 1940s, an era when women were traditionally kept at home. From manufacturing traditional ceremonial pewter wares to collaborating with national museums and large conglomerates like LVMH and Formula One, the Yong family has managed to innovate in every generation to keep up with the changing times.

Yong Yoon Li is a fourth-generation family member, working with third-generation members to manage the company.

We will learn:
- that one size doesn’t fit all, there are different kinds of innovation
- how tradition can actually become the source of innovation
- what role the family can play in promoting innovation
- how two generations with shared values can work together to develop new business ideas

Thursday 16 October
11:00 - 12:30
Room: Joharah 7

Speaker:
Yong Yoon Li
Executive Director (4th generation)
Royal Selangor, Malaysia

Moderator:
Gaia Marchisio
Associate Professor of Management
Kennesaw State University

PARALLEL SESSION

GCC perspectives: a proud past, a sustainable future

Family businesses in the Gulf Cooperation Council region have mirrored the growth of local economies. The region’s $2 trillion GDP is now equivalent to the world’s 12th largest, and it will supply 25% of the world’s oil by 2020. GCC family businesses have grown into diversified conglomerates representing at least 70% to 80% of the private sector. However, as second and third generation businesses they are at a crossroads with challenges over succession, professionalization, international competition and strategy.

This panel of family members and advisers will share their perspectives on family businesses in GCC economies, how are they similar and different from their peers in other parts of the world, and what that means for their impact on economic and social development.

Dimensions to be addressed include:
- What is the concept of family in the region and how have traditional values contributed to the growth of GCC family businesses?
- How do GCC family businesses work within the Middle Eastern business and cultural context, for instance in relation to Sharia law?
- How can family traditions and values be reconciled with the drive for modernity?
- What are the challenges for the future as new generations of family members emerge, GCC demographics change, energy markets develop and economic activity shifts eastward?

Thursday 16 October
11:00 - 12:30
Room: Joharah 3

Speakers:
Mira Omar Al Futtaim
Next Generation
Al-Futtaim Group, UAE

Fadi Hammadeh
General Counsel (non family)
Al-Futtaim Group, UAE

Edward Quinlan
Chairman, Member of Advisory Board
ICAEW Middle East, UAE

Badr Jafar
Chief Executive Officer (2nd generation), Crescent Enterprises & Founder, Pearl Initiative

Moderator:
Dr Josiane Fahed-Sreih
Full time Associate Professor of Management, School of Business
Lebanese American University
Managing the family home – strategies for reproducing cultural capital

As business owning families evolve, their enterprising activities might develop into a diversified business group with many different assets. Many families have a home that is the foundation of family cohesion where the family gathers for rituals and celebrations – think of TV’s Downton Abbey. Over time, what might have been the home of the founding couple or an estate acquired by later generations, will pose emotional challenges when it comes to succession.

In this session we will meet family members who, over more than 10 generations since the mid-18th Century, have had an agricultural estate at the center of their family business. Through interactive exercises we will learn how the family has developed strategies for financing and reproducing cultural capital and fair processes for achieving a sustainable future, especially when there are no fair traditions of inheritance.

We will also share tools for reconciling and uniting a family after being broken apart in each generation. We will explore:

- How to transfer the family home
- How to finance the preservation and development of the family home as society changes
- How to do this without causing emotional distress in later generations
- Whether it is possible to raise children to accept an unequal distribution

Thursday 16 October
11:00 - 12:30
Room : Joharah 4

Speaker:
Gustaf Adelswärd
Chairman of the Board (10th generation)
Barony Adelswärd, Sweden

Moderators:
Helena von der Esch
Director
FBN Sweden
Annelie Karlsson
Executive director and founding member,
FBN Sweden

The art of building family unity: leveraging purpose, inclusiveness and pride

Family unity is crucial to success across generations. It creates a sense of purpose around the family business. However, maintaining cohesion is difficult. Families evolve and experience transitions from one era to another. Building unity is a crucial task for family leaders to avoid the risk of divisions emerging between members. Hearing all voices and fostering inclusiveness is one way to enhance fairness and confidence in decision-making processes. This involves blending family ties, values, pride and other emotions to create a vibrant family community. WJ Towell Group provides a sound example. Symbolic of quality, WJ Towell is a leading business group in the Sultanate of Oman. The group, started in 1866, has diversified and pioneered new businesses as the Gulf region has developed rapidly and now boasts a portfolio that includes real estate, consumer goods, autos, construction, engineering and services. It also has offices in the UAE and Kuwait. The company is fully owned by the Sultan family, which has reached its fifth generation. The extended organization now consists of over 160 family members with different roles and responsibilities in the family and the business.

Through the different family members’ perspectives and a peer learning experiment, we will discover:

- how family traditions and values bind relations within large or extended families
- how a strong family strategy establishes a sense of purpose for family members
- how a good reputation makes individuals eager to be part of the family
- how family governance can bring greater inclusiveness and better connections

Thursday 16 October
14:00 - 15:30
Room : Joharah 5

Speakers:
Maqbool Sultan
Advisor (4th generation)
WJ Towell & Co LLC, Oman
Anees Radha Sultan
Head of Supply Division (5th generation)
WJ Towell & Co LLC, Oman

Moderator:
Paolo Morosetti
Director of the Strategic and Entrepreneurial Management Department, SDA Bocconi School of Management
PARALLEL SESSION

Crises and Conflicts in the family business: the path for renewal? Perspectives from a member of the Lacoste family.

After the sale of the iconic garment and apparel business founded by his grandfather, Philippe Lacoste and eight of his siblings and cousins have created a foundation to support artistic, cultural and sport initiatives, building on the spirit and values instilled by his grandparents. He will share with us how, despite the family conflict and crisis which led to the dramatic sale of the family business in December 2012, he has embarked on a renewal process, building on the proud past and shared values of his family.

In addition, he will reveal his latest entrepreneurial activities, in particular the recent acquisition of Fusalp, a ski clothing manufacturer, in partnership with one of his sisters. Philippe will share what he is learning from this new undertaking, pursuing a long family tradition of entrepreneurship, innovation and brand development.

We will explore:
- What are the main lessons of the family conflicts which led to the sale of Lacoste to Group Maus?
- After a crisis, how can shared family values form a basis for pursuing entrepreneurial undertaking with family members, through both not-for-profit and for-profit projects?
- How can a family reorganize its governance after a major conflict?
- Is the use of a family’s name as its business brand a strength or a weakness? What happens after the family brand is sold?

Thursday 16 October
14:00-15:30
Room : Joharah 7

Speaker :
Philippe Lacoste
(3rd generation of the Lacoste business family)
Chairman, Créations Fusalp

Moderator :
Diane de Ferron
Family business advisor and former Executive Director
Family Business Network France

PARALLEL SESSION

Meet the NxG Award finalists!

For the sixth consecutive year, the NxG Award champions young family business members who are initiating entrepreneurial or intrapreneurial projects that are making a contribution to energizing and renewing their family business. The FBN-NxG International committee is pleased to announce this year’s top three finalists:

Diagonal: Jaakko is the founder of Diagonal, a consultancy with a new approach to design of services, business and organization. The company was recently ranked among the top 30 biggest service design companies globally.

Docsity: Riccardo is the founder of Docsity, an online educational social network. Through Docsity, college students worldwide can access one of the world’s largest collections of teaching materials, share their own documents and browse posts for jobs and graduate opportunities.

Opportunity Network: Brian originally founded Opportunity Network as a tool for his family company to seek business opportunities effectively and confidentially. It has now grown into an online marketplace for 3,000 business ‘members’ from 75 countries to connect and anonymously share business ideas and opportunities.

During this session the three finalists will inspire us by sharing the essence of their projects. We will learn about the key ingredients of their entrepreneurial recipe, in particular their family role, project sustainability, enthusiasm and perseverance in the face of numerous challenges.

Thursday 16 October
14:00-15:30
Room : Joharah 4

Speakers :
Jaakko Wäänänen
Founder of Diagonal, Finland
(and NxG Fregatti Oy Yrityspalvelut, Finland)

Riccardo Ocleppo
Founder of Docsity
(and NxG, Gruppo Dyllog-Buffetti, Italy)

Brian Pallas
Founder of Opportunity Network (and NxG, 9PM Sr, USA)

Moderator :
Rania Labaki
Associate Professor of Management Sciences, University of Bordeaux
Mapping family values

The values and fundamental beliefs of a family provide the foundation for all of the family members’ work together. It follows that the degree of alignment of values in a family sets the quality and tone for all relationships.

David Bork, an international expert with a decades-long record of helping family businesses meet their many challenges, will conduct a workshop that will bring clarity to a family’s structure, relationships and values.

Participants can expect:

- To increase their understanding of family values and beliefs and the role they play in their interactions both within and outside of the family business.
- To develop increased awareness of their personal values and the values of their extended family and how they all come into play as family members interact.
- To learn how to appreciate family values and build on them to promote business success and family harmony.

Powerful strategic tools for enterprising families

In this unique session, Summit participants will work together to solve a specific strategic Abdul Latif Jameel Group (ALJ Group) challenge to be introduced by Deputy President and Vice Chairman of ALJ Group, Hassan Jameel. The aim is to apply the principles of Action Learning. This proven approach for dealing with strategic issues through constructive questioning processes can be successfully applied to family business challenges and opportunities, whether in business strategy, relationships, leadership or elsewhere.

ALJ Group, founded in 1945, is a Saudi-headquartered business in the automobile and consumer financing sectors – both domestic and international. The ALJ Group is keen on diversifying both nationally and internationally its businesses under the leadership of Hassan and his eldest brother Fady, respectively. With this purpose in mind the ALJ Group has been and continues to develop important international partnerships and joint-ventures. During the session Hassan and the participants will discuss such strategic endeavors using powerful Action Learning techniques.

During this session participants will learn new and valuable ways to ask questions by interacting with both Hassan and Gonzalo. In particular, participants will:

- Learn how to deal effectively with family business groups’ strategic issues
- Discover how to empower and challenge family members and/or external managers to help solve real challenges
- Explore the power of Action Learning as a new strategic tool for enterprising family business groups
**PARALLEL SESSIONS**

**Friday 17 October**

**11:30 - 13:00**

**Room : Joharah 4**

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**PARALLEL SESSION - PART 1/2**

**Polaris Circles: A Workshop to Design 21st Century Companies for Family Businesses**

"...We believe that our inherent understanding and appreciation of legacy brings an obligation to support and promote a sustainable future in all that we do. As custodians of tomorrow, we believe that it is our duty to act now." FBN Pledge

FBN has pledged to ensure a sustainable future for our families, our communities, and our environment for generations to come. This commitment to sustainability is important for family businesses. Using the case studies presented in David Batstone's keynote, "Building 21st Century Companies," participants in this session will strategize about adapting sustainable business models for their own regions and areas of work.

David’s venture capital group, Just Business, has developed a unique blend of human and design-focused strategies to incubate new ideas and models. Building on this framework and event known as the ‘Montara Circle,’ FBN ‘Polaris Circles’ will help Family Business members design and develop successful companies in the 21st century. Past or future graduates of the Montara Circle experience include the National Australia Bank, PricewaterhouseCoopers, the Korean Development Bank, Juniper Networks, and the European Commission. Through this interactive and collaborative process, those attending will:

- Develop knowhow to increase collaboration with all stakeholders
- Gain practical skills for designing, leading and managing 21st century businesses
- Learn how new businesses can both address and capitalize on the world's challenges

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**Friday 17 October**

**11:30 - 13:00**

**Room : Joharah 3**

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**PARALLEL SESSION**

**A Proud Past, A Sustainable Future**

In a competitive and complex business environment, family businesses know they must strike a balance between tradition and new thinking, between family history and modernity, between historical values and the aspirations of new generations.

Antoine Mayaud will share his experience as a third-generation member of the Mulliez Family Association to show how the family, whose business interests include Auchan supermarkets, is meeting the challenges of bringing cohesion to a group which today numbers more than 1,200 members and 600 shareholders. He will discuss how the specific family culture and values of the northern French region play a role in igniting the new generations’ entrepreneurial spirit, based on fairness, efficiency, information sharing and training.

We will debate:

- The impact of religion on family and business values
- The dos and don'ts of grooming the next generation
- The integration of spouses into the family business
Driving sustainability through family business education

In the true spirit of FBN this by families, for families panel is composed of family business leaders and shareholders who have all participated in various family-business related educational programmes. They will share their insights gained from their respective education and discuss how it has led them to drive the long-term sustainability of their businesses.

We will learn about:
- the necessity and benefits of education in family business matters
- how to drive innovation through education in the family
- how sustainability and performance can be learned / transmitted
- how entrepreneurship and leadership can be taught
- how to plan and develop the education portfolio for a family
- what education to choose/require at what level of responsibility?
- who should pay for what education within the family and the family business and why
- what to do if there is a very significant disparity in educational levels within the family

Friday 17 October
11:30 - 13:00
Room : Joharah 5

PARALLEL SESSION

Speakers :

Santiago Perry
Member, Board of Advisors
(4th generation)
Grupo Espinosa, Colombia

Vladislav Burda
Founder and CEO
(1st generation)
RedHead Family Corporation,
Ukraine

Andrew Keyt
Executive Director
FBN North America

Management of non-family talent: perspectives from the Godrej Group and the Majid Al Futtaim Group

The results of a new joint research project by Egon Zehnder and FBNi in more than 20 countries – interviewing chairmen/owners and family/non-family CEOs – suggest a code of practice for professionally designing and managing the identification, evaluation and integration of non-family managers in family businesses. But businesses managed by family members first have to decide that bringing in outside talent at senior levels and even to run the business makes sense – one of the most important decisions a board or family can face.

The Godrej group is a fourth-generation family-owned business that employs 26,000 people. The diversified group started in 1897 as a locksmith. Today it has seven major companies with interests in real estate, fast moving consumer goods, industrial engineering, appliances, furniture, security and agri-care, active in more than 60 countries.

The Majid Al Futtaim Group was founded by Majid Al Futtaim in 1992. Today it is a leading retail and leisure pioneer operating in 12 countries throughout MENA and Central Asia. Its three business pillars – Properties, Retail and Ventures – employ more than 26,000 people around the world.

After the previous day’s workshop from a professional manager’s perspective, Egon Zehnder and Iyad Malas will present more of the results of the new research and will host a discussion with Nisa Godrej and Iyad Malas about:

- the reasons for, and advantages and disadvantages of family and non-family CEO succession
- how families can best communicate their values and vision to a non-family CEO
- what it means to the Godrej family to have a family member as a chief executive in the firm
- how families can prepare themselves to engage outside management talent
- the importance of having professional corporate and family governance in place
- how the governance of a family firm can be designed to manage the identification, integration and evaluation of non-family senior managers

Friday 17 October
11:30 - 13:00
Room : Joharah 7

PARALLEL SESSION

Speakers :

Nisa Godrej
Executive Director (4th generation)
Godrej Consumer Products
Godrej Group, India

Iyad Malas
CEO (non-family)
Majid Al Futtaim Group, UAE

Sonny Iqbal
Global Co-Head Family Business
Advisory Egon Zehnder, India

Sabine Rau
Professor, Doctor, Chair, Institute for Family Business, WHU, Otto Beisheim School of Management

Moderator

Moderator

Moderator

Moderator
Co-creation and collaboration between generations: testimonies from the NxG

"If you want to go quickly, go alone. If you want to go far, go together"

New generations in a family business often have less experience than older generations, an inherent deference to older family members and perhaps an unwillingness to speak up. Yet it is important to ensure different generations can communicate constructively and collaborate successfully, whether in creating new opportunities for the business, defining roles, or simply working together.

In this session NxG members will share some of their experiences of co-creation with older generations in their families and their strategies for contributing positively to their family businesses and family wellbeing – and dealing with difficulties, for example being patronized or ignored by older relatives.

In this session we will learn:
- Ways for NxG members to contribute positively to a dialogue with senior generations
- How to make your opinion count in board meetings, business decisions, and family and business emergencies
- How families can set common goals across generations
- What NxG members can do to set a roadmap for development of their own roles and keep senior family members on board
- Ways to promote innovation while maintaining family unity

Friday 17 October
11:30 - 13:00
Room: Joharah 6

Speakers:
Moussa Al Rifai
(NxG)
Al Rifai, Lebanon

Karim Baalbaki
Managing Director
(NxG - 4th generation)
Baalbaki Group, Syria

Dania Besher
(NxG - 3rd generation)
The Coca-Cola Bottling Company of Egypt, Egypt

Moderator
Alexandra Jequier
Content & Communication Director
FBN International

PARALLEL SESSIONS

Friday 17 October
14:15 - 15:45
Room: Joharah 4

Polaris Circles: A Workshop to Design 21st Century Companies for Family Businesses

"...We believe that our inherent understanding and appreciation of legacy brings an obligation to support and promote a sustainable future in all that we do. As custodians of tomorrow, we believe that it is our duty to act now...” FBN Pledge

FBN has pledged to ensure a sustainable future for our families, our communities, and our environment for generations to come. This commitment to sustainability is important for family businesses. Using the case studies presented in David Batstone’s keynote, “Building 21st Century Companies,” participants in this session will strategize about adapting sustainable business models for their own regions and areas of work.

David's venture capital group, Just Business, has developed a unique blend of human and design-focused strategies to incubate new ideas and models. Building on this framework and event known as the ‘Montara Circle,’ FBN Polaris Circles will help Family Business members design and develop successful companies in the 21st century. Past or future graduates of the Montara Circle experience include the National Australia Bank, PricewaterhouseCoopers, the Korean Development Bank, Juniper Networks, and the European Commission.

THIS WORKSHOP RUNS FROM 11:30 TO 15:45. LUNCH WILL BE SERVED IN THE WORKSHOP ROOM

PARALLEL SESSION - PART 2/2

Friday 17 October
11:30 - 15:45
Room: Joharah 4

Speaker:
David Batstone
Co-Founder and Managing Partner
Just Business, USA
PARALLEL SESSION

Sustainability when society breaks down

Family businesses often think about the long term, meaning many generations. But what happens when external shocks, political upheaval, and revolution threaten assets, business and family? Come hear the exciting stories of three entrepreneurs and what their families did to adapt to unbelievable changes and threats to their very survival.

Mutassem Daaboul is chief executive of SAMA MADAR, part of the Daaboul Industrial Group founded in Damascus, Syria in 1976 and active throughout the Middle East. Fernando Maldonado is Chairman of GEM, a Venezuelan family owned business with more than 100 years of history in the sectors of farming and cattle raising, dairy products, insurance, trading and development of real estate. Andriy Fedoriv is the founder of fedoriv.com, a branding consultancy working in Ukraine and Russia.

We will learn about how these entrepreneurs:
- faced questions of whether or not to stay in their home countries
- managed communications within their families
- decided what activities to engage in to stay politically viable
- ensured capital flows when capital became scarce
- strengthened the family to set the stage for a sustainable business when normal society returns

Friday 17 October
14:15 - 15:45
Room : Joharah 6

PARALLEL SESSION

Focusing on positive social impact with financial returns: how does it affect family values, family health and the family business?

The benefits of a sustainable approach to business are apparent to us all. The responsible use of capital is a powerful force for good, and doing good and doing well can be mutually reinforcing. By incorporating environmental, social and governance-related factors into investment decisions, many families are doing business while demonstrating positive financial returns. Family businesses are well placed to embark on those practices as they can afford to take a long-term approach characterized by vision, innovation and patience.

We will learn:
- how to transform business models by addressing social and environmental problems
- what dilemmas are involved in investing in the bottom of the pyramid and what can be done to solve them
- what it means for a business family to expand beyond traditional business lines
- how to attract family members’ support for new ventures in this area
- how inter-generational thinking within a family business can play a key role

Friday 17 October
14:15 - 15:45
Room : Joharah 7
Sustainability in innovation through generational, political and market changes

KURT Co., an IT security group, was founded by the Hungarian Kürti brothers – Janos and Sándor – in 1989 right after the fall of the iron curtain in Central and Eastern Europe. Starting with five people and one business line after 50 years during which private businesses were not allowed, the company today employs 130 highly educated technology and business entrepreneurs in five business lines and manages two foundations for educating people in handicapped situations. KURT and its professionals have worked in 11 CEE countries, three countries in the GCC region, and in the U.S. in the aftermath of the 9/11 events.

In 2003 Janos retired, and younger brother Sándor prepared to do the same at the age of 60 in 2007. Sándor named a new CEO, Jozsef Kmetty, whom he had groomed for 15 years, and Sándor’s older son Tamás joined the company after pursuing a career outside the family business and then recovering from a major illness. After five years Tamás quit his operational leadership role and began working on the company rather than in it – working with the CEO – as well as organizing the family forum.

In this session we will learn:
- Ways to innovate and grow a business in a fast-changing market
- How the family and the business can support each other but also work against each other
- What organizational and identity changes – from entrepreneurship to enterprise and back again, for instance – happen as markets and families evolve?
Speakers & Moderators

Gustaf Adelswärd
CHAIRMAN OF THE BOARD, BARONY ADELSWÄRD AB

Adelswärd graduated from the University of Linköping with a major in business and personnel administration, and from the Swedish Agricultural University as a Forest Engineer. In 1993 Adelswärd started to work in the family business group, which then consisted of power supply and distribution, a sawmill and real estate and forest. After some years of introduction in forestry, farming, administration, sales and production he took over from his father Johan as CEO in the forest management company.

After transition of ownership of the family companies in 2005, Gustaf Adelswärd became the tenth generation holder of the family estate. In 2007 the sawmill business was booming and he sold it to be able to concentrate on forestry, agriculture and investments.

Adelswärd also holds different positions on a number of boards, both in business (agriculture and forestry) and organisations such as Family Business Network and the Swedish Landowners Organisation. He tries to play golf and loves to ski, travel, hunt and follows both Swedish and international politics.


Connected Sessions:
Managing the family home – strategies for reproducing cultural capital (speaker)

Mira Omar Al Futtaim
NEXT GENERATION, AL-FUTTAIM GROUP

Mira Omar Al Futtaim is a senior at the Smith College graduating May 2014 with a major in economics, minor in global south development and concentration in global financial institutions. She is also enrolled at the Business Bridge Program of the Tuck Business School at Dartmouth College. Mira is a 3rd generation member of the Al-Futtaim Group, and as a next generation explorer she has engaged with various subsidiaries of the conglomerate, including GAMASCO, Arab Orient Insurance, Toyota, IKEA and Marks & Spencer.

Mira is passionate about family businesses and their critical socio-economic impact. Last summer she completed a field research study under the supervision of Professor Marisa del Pozo at Real Colegio Complutense (RCC) of the Harvard University and Dr. Pedro Nueno of IESE Business School. The primary focus of the study was to explore the development of large-scale family owned businesses in the GCC to understand how they have evolved into diversified conglomerates and what their growth and leadership trajectories are into the future.

After graduation Mira hopes to work outside the family business, in the retail industry. Mira also plans to work on social entrepreneurship to empower and develop non-academic skills of middle and high school students in preparation for their transition to college and/ or work, with particular focus on young women. Mira plans to pursue higher education after establishing her own business and social entrepreneurship credentials.

Connected Sessions:
GCC perspectives: a proud past, a sustainable future (speaker)
Omar Al Futtaim
VICE CHAIRMAN, AL FUTTAIM GROUP

Omar A. Al-Futtaim is the Vice Chairman, Al-Futtaim Group and continues to steer the family-owned business towards corporate success and global achievements.

Omar joined the senior management of Al-Futtaim in 1989 when he founded Al-Futtaim Sons handling the businesses of Marks & Spencer, Hertz, Toys ‘R’ Us and Alcatel. He engineered a smooth integration of the Al-Futtaim Sons business into the overall Group and became the CEO of Al-Futtaim in 2001.

He is board member of three public shareholding companies: the Commercial Bank of Dubai, Orient (Arab Orient Insurance Company) and Emirates Investment Bank (the Arab Emirates Investment Bank) – of which he is the Chairman.

Omar is also a member of the Board of Directors of the Dubai Chamber of Commerce, a member of the board of the Emirates Nationals Development Programme, and a member of the Dubai Council for Economic Affairs created by HH Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai.

Prior to his tenure in Al-Futtaim Sons, Omar worked for two years in investment banking in Morgan Stanley in New York and the United Kingdom, and had worked for some time with a local bank in the UAE. He has tirelessly worked to transform Al-Futtaim Group into one of the most progressive regional business houses in the Middle East and his guidance, entrepreneurship and rigorous customer focus has enabled the group to respond to the changing needs of the customers and societies in which it operates.

Today Al-Futtaim represents major international principals, manufacturers and suppliers from Japan, USA, UK, Switzerland, Sweden, France and Germany; operating through more than 65 companies across sectors as diverse as real estate, commerce, industry and services. Collectively, Al-Futtaim Group employs in excess of 20,000 people across the UAE, Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, Egypt, Pakistan, Sri Lanka, Syria, Singapore, Malaysia and Europe.

Omar holds a Bachelors Degree in Economics from McAlester College, Minnesota, USA.

Connected Sessions:
- Focusing on positive social impact with financial returns: how does it affect family values, family health and the family business? (speaker)

Joseph H Astrachan
WELLS FARGO EMINENT SCHOLAR CHAIR OF FAMILY BUSINESS KENNESAW STATE UNIVERSITY; CO-CHAIR, 25TH FBNI GLOBAL SUMMIT, DUBAI

Joe Astrachan is Wells Fargo Eminent Scholar Chair of Family Business Kennesaw State University, and a founder of the internationally accredited Executive MBA for Families in Business at the Coles College of Business, Kennesaw State University near Atlanta, Georgia, USA. In addition he is Distinguished Research Chair of Family Business at Loyola University Chicago’s Business School.

Astrachan is editor of the scientific publication the Journal of Family Business Strategy (an Elsevier title) and past editor Family Business Review. He is also editor of the Family Business Casebook Annual, which publishes the best in teaching and educational family business cases. Astrachan has received multiple awards for his research and service from family business, entrepreneurship, management, and research oriented associations. He is author or co-author of more than ten books including the much acclaimed Communication and Conflict in Family Business (with McMillan) and Mechanisms to Assure Family Business Cohesion: Guidelines for Family Business Leaders and Their Families (with Pieper).

Astrachan has been active in the development of the field, having been a founder of several recognized programs including the International Family Enterprise Research Academy. He was founding Chairmen of Family Enterprises USA.

In addition to his non-profit board service, he serves on the boards of six privately-owned family businesses globally and comes from a family usiness background. His extended family has owned businesses ranging from container and tanker shipping to pharmaceuticals. Astrachan earned his B.A., M.A., M. Phil., and Ph.D. degrees at Yale University.

Connected Sessions:
- Closing keynote (moderator)
- Sustainability when society breaks down (moderator)
Karim Baalbaki
MANAGING DIRECTOR, BAALBAKI GROUP

Karim is the Managing Director of Baalbaki Group SA, a leading regional manufacturer of specialty chemicals with manufacturing facilities and operations in the UAE, Egypt, Turkey, Lebanon, Syria, and Jordan. Karim has led the Group’s regional expansion strategy outside Lebanon and Syria since 2004 and has played an instrumental role in transforming Baalbaki into one of the leading 100 companies in the Arab World making an impact according to Forbes magazine. Karim also serves on the Board of BLOM Development Bank SAL and chairs the Board’s risk committee. Karim holds an MBA with distinction from INSEAD and is a member of the YPO Lebanon chapter.

Connected Sessions:
Co-creation and collaboration between generations: testimonies from the NxG (speaker)

David Batstone
CO-FOUNDER AND MANAGING PARTNER, JUST BUSINESS

David Batstone is co-founder and president of global anti-slavery organization Not For Sale, and co-founder and managing partner of Just Business, an international investment group that incubates social enterprises. He is currently a business professor at the University of San Francisco, and was previously an investment banker in the technology industry. David has authored five books, is the recipient of two national journalist awards, and was named National Endowment for the Humanities Chair at the University of San Francisco for his work in technology and ethics.

Connected Sessions:
Polaris Circles: A Workshop to Design 21st Century Companies for Family Businesses (moderator)
From Pledge to Polaris – Building 21st Century Companies (speaker)

Dr. Jan Bernd Berentzen
MANAGING PARTNER, BERENTZEN FAMILY OFFICE

Dr. Jan Bernd Berentzen, born in 1953, was part of the management of Berentzen distillery for more than twenty years. After doing his doctorate in economics at Münster University and working as controller with Henkell & Söhlein he entered the family’s company in 1984. Dr. Berentzen brought the Apfelkorn that his father and uncle had invented into more than 40 countries worldwide.

In 1994 followed the IPO of the Berentzen group. Dr. Berentzen, managing with his team several innovations and acquisitions primarily in the spirits field, led the company as CEO until 2006. In 2008 the majority was sold to PE investor Aurelius. Today, besides his position in the Berentzen family office BDV, Dr. Berentzen is managing director of his two companies Berentzen Mally Marketing plus Services GmbH, a wholesaler preliminary in the textile sector, and Powerlook GmbH & Co. KG, a manufacturer of functional soft drinks. In leading functions in industry organizations and as member of supervisory boards Dr. Berentzen has always had a focus on strengthening the position of small and medium-sized enterprises. The father of four children loves (and plays) music from Bach to Beatles.

Connected Sessions:
The rise and fall of a 250 year old family business: what went wrong in the families’ shareholder pool? (speaker)
Dania Besher
THE COCA-COLA BOTTLING COMPANY OF EGYPT

Dania Besher is an Architect by profession. Since 1998, after she graduated in Germany, she has worked as a freelancer in Cairo, Egypt. Projects include both residential and commercial developments, as well as various renovations. She has just finished renovation and expansion of her family business headquarters in Cairo/Egypt.

Since 2010 she has also been leading the family governance process of her family business that originated in Yemen, and is very diversified in various industries and investments, mainly in the Arab region.

Dania is a 3rd generation member of the large family business German by her mother and Yemeni by her father, Dania has grown up with this bi-cultural influence between Cairo/Egypt, London/UK and Germany.

Since Dania started the family governance process, she helped establish the Family Council in October 2010, of which she is also a member. She introduced a Family Office at the beginning of 2012 and is part of the Education Committee.

Dania has also led and managed the process of formulating a Family Constitution with a group of other 3rd generation members and her uncles, which has been signed in June 2012.

Connected Sessions :
Co-creation and collaboration between generations: testimonies from the NxG (speaker)

David Bork
INTERNATIONAL FAMILY BUSINESS CONSULTANT AND ADVISOR

David Bork is an original pioneer in the field of family business consulting and is among the worlds leaders in counseling family businesses. Since starting his business in 1968 he has assisted over 450 families in charting their way through every imaginable family business issue, including succession between generations, death of the founder, sale of the business, and the complexities of dealing with wealth.

David is a proponent of the Family Systems Approach to family business and pioneered the integration of Family Systems Theory with sound business practice. Bork’s profile of the families who practice constructive behaviors – who remain ‘positively connected’ and successful in business – has been researched and validated by objective, university-based studies. For nearly five decades, Bork has been igniting the human potential of the individuals in the family businesses he serves, helping them to grow, create success, generate wealth and enjoy happiness.

Books
- The Little Red Book of Family Business, by David Bork
- Family Business, Risky Business – How to Make it Work, by David Bork
- Working with Family Business: A Guide for Professionals, co-authored by David Bork
- Family Business & Family Business Consultation: A Global Perspective, co-authored by David Bork

Connected Sessions :
Mapping family values (speaker)
Sustainability in innovation through generational, political and market changes (moderator)
Vladislav Burda
FOUNDER AND CEO, REDHEAD FAMILY CORPORATION

Vladislav Burda is the Founder and CEO of Ukraine-based RedHead Family Corporation and since 2009, President of the FBN-Ukraine Chapter. RedHead (formerly EUROPRODUCT), founded in 1994, is Ukraine’s largest retailer, wholesaler and distributor of children’s goods. The company owns a large commercial real estate portfolio of store, office and warehouse properties used in company operations. The retail network consists of 50+ stores including supermarkets for kids (“Antoshka”), a shopping and entertainment centre for children (“Mega-Antoshka”), a chain of exclusive retail boutiques (“Daniel”), and a toy store (“Kazka Nova”).

Vladislav has over 20 years of experience in business leadership and innovation in the Ukrainian consumer market. He has negotiated exclusive direct import and distribution contracts with suppliers from Germany, UK, Italy, Spain, France and other European countries, including major producers Nestlé and Heinz. He has established strong ties with more than 10 Slovenian manufacturers, and is the largest importer and distributor of Slovenian products in the Southern Ukraine.

Vladislav sponsors numerous public benefit events and organizations for parents and children. He supports health education programming on regional and national television and produces and distributes multiple magazines and newsletters for young mothers. He organizes the Ukrainian national tennis championship for children under 12 and under 14.

Vladislav has an MsC in Computer Science from Odessa State University, graduated from IMD International LODH Family Business Research Center’s Public Program for Family Business and has an EMBA for Families in Business from Kennesaw State University. Since June 2013 he has been the Honorary Consul of the Republic of Slovenia in Odessa.

Connected Sessions:
Driving sustainability through family business education [speaker]
Mutassem Daaboul
CHIEF EXECUTIVE OFFICER, SAMA MADAR

Mutassem started his carrier in the family business right after he graduated from York University, Toronto, Canada in 2005. He entered into a training program for six months.

In 2006, he was handed a small department in one of the group companies, specializing in aluminum fabrication and installation. He turned that small department, into an international company with branches in different countries.

Mutassem today is the Chief Executive Officer of SAMA MADAR HOLDING S.a.r.l. that owns subsidiaries in Lebanon, Qatar, and Algeria. United Arab Emirates, Tchad and the Kingdom of Saudi Arabia are in the formation process.

Being an active member in the family business he helped in supporting different companies in the group whilst running SAMA MADAR. He became the Export Manager of Madar Aluminum in 2011, and is serving as the Managing Partner of CANEX Aluminum, since 2013.

His extensive experience in the aluminum industry and on different levels of the value chain, ignited his imagination to become the Founder and Inventor of ALPIN Aluminium Produkt Innovation AG in 2014.

Connected Sessions:
- Sustainability when society breaks down (speaker)

Helena von der Esch
DIRECTOR, FBN SWEDEN

Helena von der Esch holds a Certificate in Family Business Advising from FFI, and a BA from Stockholm University, Sweden and Pepperdine University, USA.

Helena has more than 15 years experience in managerial positions in sales, marketing and circulation in the Nordic magazine publishing business, with two key executive positions in family owned businesses.

Helena von der Esch grew up in a family business, lives on a country estate with her husband (5th generation estate owner) and their three children south of Stockholm in Sweden.

Connected Sessions:
- Managing the family home - strategies for reproducing cultural capital (moderator)
Dr Josiane Fahed-Sreih
FULL TIME ASSOCIATE PROFESSOR OF MANAGEMENT, SCHOOL OF BUSINESS, LEBANESE AMERICAN UNIVERSITY

Dr Josiane Fahed-Sreih is the founder and currently the Director of the Institute of Family and Entrepreneurial Business at the Lebanese American University. She served as a co-chair to the department of Management and is currently the Chairperson of the department of Marketing and Hospitality Management at the Lebanese American University. She holds a PhD from the Sorbonne University and is a fellow member of the Family Firm Institute, USA. She holds the responsibility of the Middle East Coordinator for the Family Firm Institute, USA. She is a Family Wealth and a Family Business Consultant. She is the winner of the 2007 International Award from the Family Firm Institute in recognition of outstanding achievement in furthering the understanding of family business issues that occur between two or more countries.

She participated in and organized international conferences, workshops and seminars. She has presented in major conferences locally and internationally and consulted on management issues in many countries, especially in the Middle East: Saudi Arabia, Dubai, Jordan, Kuwait, Syria, Bahrain, France and Lebanon. She currently sits on three boards of directors as a shareholder, one as a Chairman of the board, and one as an independent advisor in the private sector; she is also involved as an advisor on boards of community service organizations.

She speaks regularly to trade and professional groups, and presents her research in academic conferences worldwide. Her research interests are in Management, Family Business Management, Boards of Directors functioning and Corporate Governance. In 2004 she published her book in the US on “Facts and Figures concerning Family Business in Lebanon” and contributed to many compendiums on Family Business Management in the Middle East in articles, chapters in books, book reviews, and academic articles in Internationally Refereed Journals.

Connected Sessions:
GCC perspectives: a proud past, a sustainable future (moderator)

Andriy Fedoriv
FOUNDER, FEDORIV.COM

Andriy Fedoriv is marketing specialist No. 1 in Ukraine — Chairman of the Board of the All-Ukrainian Advertising Coalition, a major Ukrainian association in the sphere of advertising and marketing.

Since 1996 Mr. Fedoriv has been in charge of the development and launching of hundreds of brands.

Andriy has 5 years experience in top management of international agencies Adell Saatchi&Saatchi, BATES Ukraine, and Video International Kyiv.

He is the youngest winner of the award Mark in Advertising for his contribution to the development of the Ukrainian advertising market (2007).

For more than three and a half years he has been managing the marketing of «Ostankino» — one of the top three brands of food products in Russia with a turnover of over $1 billion US.

Andriy is a lecturer in Marketing and Innovation with more than 10 years experience in the leading Ukrainian business-school KMBS, and is author of three original marketing courses.

He is the founder of fedoriv.com, which helps business owners to create brands and manage them. The company operates in the markets of Ukraine, Russia and Kazakhstan.

Connected Sessions:
Sustainability when society breaks down (speaker)
Diane de Ferron

FAMILY BUSINESS ADVISOR AND FORMER EXECUTIVE DIRECTOR, FAMILY BUSINESS NETWORK FRANCE

Diane de Ferron was born in Geneva and graduated in business law and philosophy of law from the Paris Nanterre University. She passed the Paris bar exam and began her career as a lawyer specializing in company and banking law, in France and Italy. Later she joined a wine and Armagnac family business in Gascony, to manage the company during its succession transition. This experience led her to become interested in family business governance.

In 2009 she was appointed as the Executive Director of the FBN French chapter, where she organized and moderated many workshops and conferences for the members, until mid 2013.

Today Diane is developing her activity as an advisor mostly on the inter-generational dialogue during the succession planning and deals with trans-generational issues.

Diane is also a portrait photographer, she has one child and lives between Rome and Paris.

Connected Sessions:
Crises and Conflicts in the family business: the path for renewal? Perspectives from a member of the Lacoste family. (moderator)

Nisa Godrej

EXECUTIVE DIRECTOR, GODREJ CONSUMER PRODUCTS, GODREJ GROUP

Nisa is Executive Director, Godrej Consumer Products and leads the innovation strategy for the company. Nisa also oversees the corporate strategy and human capital functions for Godrej Industries and Associate Companies (GILAC). She is responsible for driving the Group’s transformation efforts including those to attract and develop outstanding talent and make the company culture more agile and innovative.

Nisa’s previous assignments within the Godrej Group have included the successful turnaround of Godrej Agrovet. She also led the creation of a strategy cell for the Group and the development of its fast moving consumer goods strategy. This included creating a five-year roadmap for Godrej Consumer Products, outlining category choices and instituting an M&A cell with a focused playbook that led to eight acquisitions between 2009 and 2011.

Nisa drives the Group’s ‘Good and Green’ (CSR) initiatives and is the point person for the operations of the Godrej Family Council. She is on the Board of Directors of Godrej Consumer Products, Godrej Agrovet and Teach For India.

Nisa has a BSc degree from The Wharton School, University of Pennsylvania and an MBA from Harvard Business School. She is passionate about girl’s education, the human mind, design, trekking and equestrian sports. She lives in Mumbai with her husband Kalpesh Mehta and son Zoran.

Connected Sessions:
Management of non-family talent: perspectives from the Godrej Group and the Majid Al Futtaim Group (speaker)

Manfred Grundke

GENERAL PARTNER AND CEO, KNAUF GROUP

Mr Grundke currently serves as General Partner and CEO of the Knauf Group. He started his career working as a project leader for Mannesmann Rexroth in 1981 and rose through the organization to become Board Member, Hydraulics Germany in 1998. In 2001, after the company was acquired by Robert Bosch GmbH, Mr Grundke became Board Member Sales Automation Germany for the newly-formed Bosch Rexroth. From 2004-2007 he was CEO of the organization.

Mr Grundke has a Dipl.-Ing., Higher Vocational/FH, Mechanical Engineering, Rheinl Pfalz and Specialist Professional, Alfred Teves GmbH.

Connected Sessions:
Management of non-family talent: a perspective from the Knauf Group (speaker)
Fadi Hammadeh
GENERAL COUNSEL, AL-FUTTAIM GROUP

Fadi Hammadeh has over 20 years of legal experience in regional and international law firms and corporations. He currently serves as the General Counsel of Al-Futtaim Group, a family owned business with practice areas in real estate, trading and financial services.

Previously Mr. Hammadeh held positions as Head of Legal of Dubai Properties Group in Dubai Holding, General Counsel in Dubai International Financial Centre, and Senior Legal Advisor to Majid Al-Futtaim Group. Before this he was an arbitration lawyer with the Paris office of the law firm Freshfields. He has worked as legal advisor for various corporations in Damascus, Jeddah and Paris.

Mr. Hammadeh has an Executive MBA from TRIUM (a joint program between the London School of Economics, New York University & HEC, Paris), and an LLM in the following – English Corporate Law from the University of London, International Business Law from Paris I- Sorbonne; French Commercial Law from Paris II- Assas and an LLB in Law from Damascus University.

Connected Sessions:
GCC perspectives: a proud past, a sustainable future (speaker)

Sonny Iqbal
GLOBAL CO-HEAD FAMILY BUSINESS ADVISORY, EGON ZEHNDER

Sonny Iqbal co-leads Egon Zehnder’s global Family Business Advisory Practice. Sonny also heads the firm’s Leadership Strategy Services Practice in India and is active in Egon Zehnder’s Consumer and Life Sciences Practices. A trusted advisor to boards and family businesses, Sonny consults in talent strategy and assessment, CEO succession, founder transition and board effectiveness.

Prior to joining Egon Zehnder, Sonny was Director of Marketing, Europe & UK, for The Oberoi Group of Hotels, based in London. Previously, he served in various operations and sales & marketing executive positions including Head of Northern Region, Travel & Financial Services for American Express, based in New Delhi.

Sonny has an MBA from the University of Surrey, a post graduate diploma from the Oberoi Centre for Learning & Development and a BA (Honours) from St. Stephens College, Delhi University.

Connected Sessions:
Management of non-family talent: perspectives from the Godrej Group and the Majid Al Futtaim Group (speaker)
Badr Jafar
CHIEF EXECUTIVE OFFICER, CRESCENT ENTERPRISES & FOUNDER, PEARL INITIATIVE

The Crescent Group has been operating from the UAE as a family business group for over 42 years. The Group today comprises two main companies: Crescent Enterprises, the company’s conglomerate operating across eight core sectors of the global economy, of which he is Chief Executive Officer; and Crescent Petroleum, the region’s first independent and privately-owned petroleum company in the Middle East, of which Badr is President.

Badr has a variety of international and commercial interests, including aviation, serving as a board member of Gama Aviation (UK); shipping, serving as Chair of the Executive Board for Gulftainer Group (the world’s largest private container port operator); private equity initiatives, serving as a member of the boards of The Abraaj Group (UAE) and GrowthGate Capital (Bahrain); and real estate, serving as a Board Member of Enshaa PSC (UAE).

Badr founded the Pearl Initiative, a Private-Sector venture between the Gulf Region of Middle East and the United Nations Office for Partnerships to promote a corporate culture of transparency and accountability. He sits on the Global Board of Education for Employment (EFE), is a member of the Synergos Arab World Social Innovators (AWSI) Program Board of Governors and is a Founding Board Member of Endeavor UAE, an initiative encouraging entrepreneurship in the Gulf Region.

Badr is actively involved in higher education, chairing the Alumni Advisory Council of the Cambridge University Judge Business School and serving as Board Member of their International Advisory Board. He is also a member of the Business Advisory Council of the American University of Sharjah, and a member of the Research and Innovation Advisory Council for The Centre of Excellence for Applied Research & Training (CERT) at the Higher Colleges of Technology (HCT) in Abu Dhabi.

Badr is a keen patron of Middle Eastern Arts; he is an appointed member of the Guggenheim Middle Eastern Circle and the Artistic Director’s Circle of The Old Vic Theatre Trust, and Founder of the Middle East Theatre Academy. In 2014, Badr was awarded the Gold Medal in the Arts by the Kennedy Centre International Committee on the Arts for his work to bridge cultures through music and theatre.

Badr is an active member of the Young Presidents’ Organisation, formerly serving as Chair of the YPO Emirates Chapter. Badr was honoured as a Young Global Leader by the World Economic Forum and is Vice-Chair of their Global Agenda Council on Energy Security.

Connected Sessions:
GCC perspectives: a proud past, a sustainable future [speaker]

Hassan M Jameel
DEPUTY PRESIDENT AND VICE CHAIRMAN, DOMESTIC AUTOMOTIVE OPERATIONS, ABDUL LATIF JAMEEL GROUP

Hassan Jameel is the Deputy President and Vice Chairman of ALJ Domestic Operations, a member of the Group Board of Directors of the ALJ Group of Companies and is also an active board member of ALJ Community Initiatives in Saudi Arabia, with an emphasis on developing and expanding ALJ’s growing community programs.

The ALJ Group is the largest independent distributor of Toyota, Daihatsu and Lexus vehicles in the world, with operations in 14 countries and with over 14,000 employees globally.

In 2004, Hassan joined Toyota Motor Corporation’s Domestic Kaizen Department in Japan, unique as the first foreigner appointed in this position. On completion of his training in Japan, Hassan returned to Saudi Arabia to work within ALJ.

Hassan was educated in Japan, graduated from Sophia University in Tokyo in 2001 with a BA in International Economics, and gained an MBA from the London Business School in 2011.

Hassan sits on the advisory Board of Tokyo University and is a member of the GCC Family Business Network.

Connected Sessions:
Powerful strategic tools for enterprising families [speaker]
Charles-Antoine Janssen
MANAGING PARTNER, KOIS INVEST

Charles-Antoine Janssen is Co-founder and Managing Partner of Kois s.a. that provides asset management and impact finance advisory services to governments, corporates and sophisticated high net worth individuals based in Europe. Kois is an active impact manager in positive impact companies that it co-creates or invests in at more mature stages of development. Its target geographies are Northern Europe and India. Its focus sectors are healthcare, education and renewable energies. www.koisinvest.com

From 2001-2012, Charles-Antoine worked for UCB, a global biopharma leader founded by his great grandfather. Among other responsibilities he was Head of Global Business Development, General Manager of Austria and India, and managed Emerging Markets Operations. Charles-Antoine worked for Merrill Lynch in London from 1996-2000 where he was Vice-President Equities Research then Vice-President New Derivatives Europe.

Over the years Charles-Antoine has volunteered with several non-profit organizations (UNHCR, MSF) and launched various societal wealth creation initiatives (Toolbox Belgium and Toolbox India).

Charles-Antoine is a member of the board of UCB, Tubize (UCB’s holding company), IMBRA (a family owned real estate company), the Mind & Life Europe, Toolbox India and TrustedFamily, which provides secure intranets for families in business and family offices. TrustedFamily caters to over 80 clients in 23 countries who have adopted the platform as a central force in keeping a family together and in improving the efficiency of the family office.

Charles-Antoine holds a Bachelor of Law degree from Brussels University (ULB) and an AMP from Harvard Business School.

He is Associate Professor of Social Entrepreneurship at Solvay School of Management, Brussels University.

Connected Sessions:
Focusing on positive social impact with financial returns: how does it affect family values, family health and the family business? (speaker)

Alexandra Jequier
CONTENT & COMMUNICATION DIRECTOR, FBN INTERNATIONAL

Alexandra is the Content and Communication Director of the Family Business Network International (FBN), a global network run by family businesses, for family businesses with the aim of strengthening success for family enterprises across generations. With 25 years of existence and more than 2800 families from 60 countries, the FBN helps family businesses grow, succeed and prosper through the exchange of best practices and new ideas. From 2007 to 2014, Alexandra held leadership roles within the World Economic Forum. She headed the Professional Services Team, managing the relationships with the leading accounting, consulting, human capital and legal firms. She also setup and managed the Participant Relations Team as the main point of contact for participants in the Forum events.

From 2004 to 2007, Alexandra worked for Philip Morris International Management. She focused on developing a new department in the international headquarters: Trade Marketing, developing and implementing the strategy for the retail universe in over 100 Philip Morris markets.

From 2000 to 2004, primarily working as a Brand Manager for the international headquarters of Danone Springs of Eden, she had proven success in developing and implementing the brand strategy and visual identity in over 19 countries in Europe.

She began her career at Interwise, a high tech e-learning start-up later acquired by AT&T.

A Swiss and Portuguese citizen, she holds a Master in Law from the University of Lausanne, Switzerland.

Connected Sessions:
Co-creation and collaboration between generations: testimonies from the NxG (moderator)
Gonzalo Jiménez
CHAIR PROFESSOR OF STRATEGY, CORPORATE GOVERNANCE & FAMILY BUSINESS, DIRECTOR OF THE CENTRE OF ENTERPRISING FAMILIES - UNIVERSIDAD DEL DESARROLLO, CHILE

Previously, he held for 10 years the Von Appen Chair in Family Business at Adolfo Ibáñez University. Gonzalo is Partner at PROTEUS, a strategy & governance consulting firm advising leading family business groups in South America. He is also the Chapter Director of FBN-Chile and sits in the board of family business groups in Chile and Peru.

Gonzalo received master’s degrees from France’s Ecole des Ponts et Chaussées, and Universidad de Chile. He also was a Luksic-Rockefeller scholar at Harvard University; and he is completing a doctorate at University of Liverpool (UK). He holds the unmatched record of having been selected 10 times best professor by MBA students.

He has authored and edited several books on corporate strategy and family business. His research contributions have been acknowledged in the Strategic Management Review, Harvard Business Review, Family Business Review, and Families in Business. And he is a Guest Co-Editor of Corporate Governance: An International Review’s special issue about global family business governance.

He is a frequent speaker at Family Business conferences and his widely cited by the Latin American business press.

Connected Sessions:
Powerful strategic tools for enterprising families (speaker)

Annelie Karlsson
EXECUTIVE DIRECTOR AND FOUNDING MEMBER, FBN SWEDEN

Annelie is the executive director and founding member of Family Business Network Sweden. She has been a member of the Family Business Network International since 1993, serving in various positions such as a member of the Executive Committee and as a program chair for several Global Summits. She is also the moderator/key faculty at the FBN India Family Business Convention and a key faculty in the Dutch FBNed Academie.

Annelie has broad international experience as a facilitator or advisor to international, multi-generational and complex owner families. Her consulting practice primarily focuses on owner and corporate strategy, corporate and family governance, succession and education programs from next generation. She works with families in Europe, USA, Asia and the Middle East, serving large conglomerates in various industries. The owner families vary from a few members up to more than 300 family members. Annelie earned her doctorate from the Stockholm School of Economics in 2000 and she has held a position as professor in family business and management at IMD in Lausanne Switzerland.

Connected Sessions:
Managing the family home – strategies for reproducing cultural capital (moderator)
Looking behind the scenes: towards managing emotional intricacies in the family business (moderator)
Denise H Kenyon-Rouvinez  
THE WILD GROUP PROFESSOR OF FAMILY BUSINESS

Denise is Professor of Family Business and co-Director of the IMD Global Family Business Center, and is an international speaker, consultant and educator in the field of family business.

For nearly 20 years Denise has worked extensively with very large family businesses in Asia, the Middle East, Europe, North and South America and is used to dealing with complex governance and wealth situations. She is author and co-author of the books: Governance in Family Enterprises – Maximizing Economic & Emotional Success, 2014 (Palgrave MacMillan); Family Business – Key Issues, 2005 (Palgrave Macmillian); Sharing Wisdom, Building Values – Letters From Family Business Owners To Their Successors, 2002 (Palgrave Macmillian); A Woman’s Place. The Crucial Roles of Women in Family Businesses 2008 (Palgrave Macmillian); as well as the cartoon illustrated books: Why Me? Wealth: Creating. Having and Passing it on, 2007 and Who, Me? Family Business Succession. A practical Guide For The Next Generation, 2005. In recent years she has also published articles on succession, competence, growth, IPOs, governance issues and on serial business families. Founder and former president of the Family Business Network (FBN) chapter in French speaking Switzerland, Denise received several international awards for her research work.

In addition, Denise is a certified coach working with the Solution Focused Coaching “SFC” approach (based on brief therapies). She is an accredited Lifo® Licensee – a personal style survey which helps individuals reach their potential and improve their performance; unlocks the hidden potential of individuals and teams to achieve maximum high performance by looking at how people work together; it helps business create high performance cultures to drive sales and achieve objectives.

Denise is also the founder, CEO and Chairman of Gen10 SA, an independent company providing high quality VIP Boutique services to HNW & UHNW entrepreneurial families and families of wealth around the globe in mediation, coaching and education programs around succession, governance, business, ownership, wealth, family office and family philanthropy.

Prior to specialising in family business, Denise worked for fifteen years in international industrial companies where she developed an expertise in strategy, accounting, M&A, as well as financial and business analysis.

Connected Sessions :  
A Proud Past, A Sustainable Future (moderator)

Andrew Keyt  
EXECUTIVE DIRECTOR, FBN NORTH AMERICA

Andrew Keyt, MSMFT, is the Executive Director of the Family Business Center of Loyola University Chicago, President of the Family Business Network USA, and the President and Founder of Keyt Consulting, a private consulting firm.

As Executive Director, Andrew has been involved in the Center’s research efforts including; The Loyola Guidelines for Family Business Boards, Emergency Management Transition, Family Influences on Strategic Planning, Non-Family CEOs and the Family Business, Family Shareholder Buyouts, and The American Family Business Survey. Andrew’s research and writing has been increasingly focused on the critical role of family business as an essential, but undervalued contributor to healthy communities.

Having served as a manager in two family owned firms, and as member of his own family partnership, Andrew has experienced the challenges of family business firsthand. As a consultant he specializes in dealing with family conflict and communication, working with adult sibling/cousin teams, succession planning, strategic planning, and emergency management transition. As a leader in the field of family business, he is a frequent speaker on family business topics and has been published in magazines and journals including Families in Business, Family Business and Family Business Review.


Andrew received his MBA in Family Business from Kennesaw State University where he graduated with honors and was inducted into the business honor society Beta Gamma Sigma. In addition, Andrew has completed a Masters in Family Systems Theory from Northwestern University with a concentration on family business and is a cum laude graduate of Kenyon College. With a certificate in Family Business Advising, Andrew is a Fellow of the Family Firm Institute, the international professional association for family business advisors. Outside of the family business world, he currently serves as a deacon at the Fourth Presbyterian Church of Chicago.

Connected Sessions :  
Driving sustainability through family business education (moderator)
Tamás Kürti
EXECUTIVE VICE PRESIDENT, KÜRT INFORMATION SECURITY & DATA RECOVERY

Tamás is a second generation entrepreneur, leading KURT Information Security and Data Recovery Group's ownership strategy and corporate change management, while developing new businesses. Before becoming executive vice president of the company, he set up and led its R&D and innovation center for five years.

Mr Kürti has an MSc in engineering management and a postgraduate degree in organizational development & supervision. His social responsibilities include the foundation and vice presidency of the Family Business Network Hungary since 2009. As an acknowledgement of his results and activities in the Family Business arena he was chosen to serve on the Family Business Network International’s Next Generation Committee since 2010 and on the Board of European Family Business since 2011. He is a regular lecturer at several universities, and a highly valued executive leadership and family ownership team developer.

He spends his free time with his family and friends, along with several balance based sporting activities such as skiing, snowboarding, and wakeskating. Tamás is 38 years old, happily married with a daughter, resides in Budapest, Hungary.

Connected Sessions:
Sustainability in innovation through generational, political and market changes (speaker)

Sandor Kürti
PRESIDENT, KURT INFORMATION SECURITY GROUP

After receiving his MSc in Chemistry and MSc in Systems Engineering, Sándor Kürti, PhD. worked on the automation of technological processes at the national oil refinery of Hungary. In 1989 he and his brother, János Kürti founded KÜRT Co., which at the time specialized in repairing magnetic media. In 1994 KURT won the Hungarian Innovation Grand Prize for its data recovery technology.

In 1990 the company made a financial contribution that helped to start KÜRT Foundation High-school. The following year Sándor Kürti set up a foundation for the ‘Education of Gypsy Students’. He was awarded the IT Manager of the Year Award in 1997 and 1998. In 2000 he was elected as the vice president of the Hungarian Association of IT Companies. In 2002 his company won the Award for Business Ethics. In 2004 Sándor Kürti was decorated with the highest scientific award of Hungary for his exceptionally high standard, exemplary, internationally acknowledged accomplishments in the field of technological innovation.

He has become a member of the Hungarian Academy of Engineering. In 2005 he was awarded the Ernst & Young “Entrepreneur of the Year” international award, and was elected as a member of the European Network and Information Security Agency (ENISA). KURT Co. received the “Family Friendly Workplace Prize 2005” and the Best Workplace Award in an international research. In 2006 Sándor Kürti was elected as a board member of the Central European University and was appointed as the president of the Financial Council at the University of Veszprém. That same year KURT Co. won “Europe’s 500 Fastest Growing Companies” award. In 2008 the KURT brand earned the title of Business SuperBrands. In 2011 Kuert Datenrettung Deutschland became a brand in Germany, and this year Kurt Co. got the award of the “Highest National Value”.

Connected Sessions:
Sustainability in innovation through generational, political and market changes (speaker)
Rania Labaki
ASSOCIATE PROFESSOR OF MANAGEMENT SCIENCES, UNIVERSITY OF BORDEAUX

Professor and researcher at the University of Bordeaux, Rania teaches and conducts research at the intersection of the fields of finance and family business. Her main research interests include the role of family relationships and emotions in financial decision-making and governance. She is a former Visiting Scholar at Baruch College - The City University of New York where she was involved in research projects and guest lectures on family businesses. She is a recipient of several international awards recognizing her contribution to research in the family business field. Rania served as Chair of the International Family Enterprise Research Academy’s Conference in 2012 and as Guest Editor of the Entrepreneurship Research Journal’s Special Issue on the Emotional Dimension of Organizations in 2013. She is a member of editorial and reviewing boards for several academic journals in management and family business and a member of the scientific board of FBN France. She holds the Family Firm Institute Certificates in Family Business and Family Wealth Advising. Since 2009, she is the academic expert of FBN International - Next Generation Committee where she contributes to program content development for the international conferences and to strategic activities focused on education, research, networking, and entrepreneurial initiatives on an international level. She also serves as the academic director of the Family Business International Foundation which supports the creation and dissemination of family business knowledge that is practically-based and scientifically-oriented.

Connected Sessions:
Meet the NxG Award finalists! (moderator)
Looking behind the scenes: towards managing emotional intricacies in the family business (moderator)

Philippe Lacoste
CHAIRMAN, CRÉATIONS FUSALP

Philippe is a third generation member of the Lacoste family from France. He joined Lacoste Group in 1997 acting in various leadership positions until 2008. Today, he is Chairman of the Board of Creations Fusalp and is involved in various non-for profit initiatives, including the Porosus Fund, supporting activities in the artistic and sport projects.

Philippe is a graduate of The Lausanne University in Economy and Mathematics, and holds an EMBA from INSEAD.

Connected Sessions:
Crises and Conflicts in the family business: the path for renewal? Perspectives from a member of the Lacoste family. (speaker)

Benoît Leleux
STEPHAN SCHMIDHEINY PROFESSOR OF ENTREPRENEURSHIP AND FINANCE, IMD, SWITZERLAND

Dr Leleux is the Stephan Schmidheiny Professor of Entrepreneurship and Finance at IMD in Lausanne (Switzerland), where he was also director of the MBA program and director of Research and Development. He was previously Visiting Professor of Entrepreneurship at INSEAD and Associate Professor and Zubillaga Chair in Finance and Entrepreneurship at Babson College, Wellesley, MA (USA).

Connected Sessions:
IMD - Lombard Odier Global Family Business Award (Moderator)
Iyad Malas
CEO, MAJID AL FUTTAIM GROUP

Mr Iyad Malas was appointed as CEO of Majid Al Futtaim Group on 26 March 2009. He was formerly the CEO of Majid Al Futtaim Trust from April 2007. Prior to that, he was the Regional Director, South Asia for International Finance Corporation/World Bank, New Delhi India, where he was directly responsible for all new investments in the region and for portfolio supervision. He was formerly Chief Operating Officer and Head of Asset Management for EFG – Hermes, Cairo, Egypt. Mr Malas has spent 22 years in finance, investment and asset management roles.

Connected Sessions:
Management of non-family talent: perspectives from the Godrej Group and the Majid Al Futtaim Group (speaker)

Gaia Marchisio
ASSOCIATE PROFESSOR OF MANAGEMENT, KENNESAW STATE UNIVERSITY

Gaia is tenured Associate Professor of Management at Kennesaw State University, home of the Cox Family Enterprise Center, world leader center in family business research. Gaia has been developing several curricula for family business classes, and teaches undergraduate and MBA courses on family business, management and behavioural sciences, and consulting services. Last May, Gaia just terminated her sabbatical leave to serve as the Chief Learning Officer at the FBN Academy, an initiative of the Family Business Network Asia.

Gaia is an active international speaker and family business advisor: she regularly presents and/or advises families on various topics in family business management around the world, facilitating some of the owners meetings. She is used to working with families in Europe, North and Latin America, Caribbean, Asia, Australia and New Zealand. Gaia brings a unique combination of knowledge and experience from the fields of management and entrepreneurship to her work with family businesses, combined with a growing expertise in family dynamics and communication.

In the past few years, Gaia has developed expertise working with financial institutions, both consulting them on family business related topics; and training their clients and/or their associates. Among the clients she has IFC (member of the World Bank), IIC, ANZ, and few other institutions.

Gaia was raised as a 4th generation successor in her family’s business. This experience helped her understand the emotional challenges and responsibilities of being a young member of an entrepreneurial family. After finishing her BBA, she joined the SDA Bocconi School of Management, where she served as Assistant Director of the full-time MBA Program, as Coordinator of the First Chair in Strategic Management in Family Business; and as a Coordinator of Entrepreneurship, Entrepreneurs’ Research Center.

Gaia earned her Doctorate in Business Administration on Family Business. She moved to Atlanta, Georgia, USA in 2006.

Connected Sessions:
A multi-generational business building on a proud past (moderator)

Thierry Lombard
MANAGING PARTNER, LOMBARD ODIER & CIE, SWITZERLAND

A graduate in economics from the University of Geneva, Thierry Lombard joined Lombard Odier & Cie in 1972 and became a Managing Partner in 1982. After assuming many important responsibilities within the Group, he was Senior Partner from 1995 to 2008. Today he is involved in developing the thematic investment strategy as well as new skills and products within Lombard Odier Investment Managers.

Connected Sessions:
Summit Opening (speaker)
Prof. Dr. Peter May

FOUNDER, INTES

Peter May was born in 1958 in Cologne. He is married, father of four children and lives and works in Bonn, Germany.

Upon completing his studies in Law and his doctorate in Economics, he worked as a lawyer and manager of his parents’ family business, before founding INTES in 1997, the first training and consultancy company in Germany specialising in the owners of family businesses.

Peter May advises notable businesses and entrepreneurial families and holds important seats on advisory councils and supervisory boards. He has taught at the University of Witten/Herdecke, at the FHDW in Bergisch-Gladbach and at the IMD in Lausanne, and is an honorary professor at WHU – Otto Beisheim School of Management in Vallendar.

Peter May regularly publishes articles and books and, with the INTES principle, the family strategy and the owner strategy, created important foundations for advising family businesses and their owners. He was also the originator of highly respected initiatives for family businesses, including FBN Deutschland e.V., the Governance Codes for family businesses in Germany and Austria and the German Family Entrepreneur of the Year Award.

Connected Sessions:
The rise and fall of a 250 year old family business: what went wrong in the families’ shareholder pool? (moderator)

Antoine Mayaud

BOARD MEMBER, AFM (ASSOCIATION FAMILIALE MULLIEZ)

Antoine Mayaud, 61, father of four and grandfather of five, trained as an agricultural engineer, spent the first 12 years of his career working within this field in Morocco, in black Africa and then in France. At the age of 35 he joined Danone where for 13 years he was responsible for their industrial organizations in France, Italy and finally all over Europe. In 1994, while still at Danone, he was appointed to the board of management of the Association Familiale Mulliez.

When re-elected in 1998, he decided to concentrate fully on the AFM in two fields: First, as chairman of the family Equity fund, “CreAdev”, which assists family or non-family young entrepreneurs, hence promoting the entrepreneurial spirit and helping to develop the AFM portfolio.

Secondly, he wanted to help develop the “affectio societatis” (shareholders’ desire to work together efficiently in the long-term) through training, education and by involving as many of them as possible as administrators or employees in the AFM-affiliated businesses. Mr Mayaud was also chairman of Pimkie group, a business leader in the field of women’s fashion, from 2004 to 2009.

Connected Sessions:
A Proud Past, A Sustainable Future (speaker)

Paolo Morosetti

DIRECTOR OF THE STRATEGIC AND ENTREPRENEURIAL MANAGEMENT DEPARTMENT, SDA BOCCONI SCHOOL OF MANAGEMENT, ITALY

Paolo is a professor of the Strategic and Entrepreneurial Management Department at SDA Bocconi School of Management. He teaches courses in different executive and masters programs and develops customised application-oriented initiatives for families in business. His areas of expertise in applied research are corporate strategy, family strategy and governance, and succession planning.

Paolo serves as non-executive director on the boards of multi-generational family businesses and chairs the board of an eighth generation family business specialised in the textile industry. Since 2005 he has advised family businesses about succession planning.

Paolo regularly cooperates with the Italian chapter of the Family Business Network (Associazione Italiana delle Aziende Familiari) supervising international relations.

Connected Sessions:
The art of building family unity: leveraging purpose, inclusiveness and pride (moderator)
Riccardo Ocleppo
FOUNDER AND CEO, DOCSITY (AND NXG, GRUPPO DYLOG-BUFFETTI)

Docsity.com allows college students to share and download academic related resources (study notes, videos, Q&As) within a social environment that fosters interaction and knowledge spreading. First launched four years ago, Docsity now counts 850,000 registered users from 100 countries. The biggest percentage of its 2.5 million monthly visitors comes from Italy, Spain and the Americas.

Born and raised in Turin (Italy), Riccardo is 29 years old. He holds an MSc in Electronics Engineering from Politecnico di Torino where his final thesis was published in prestigious scientific journals due to its innovation. Riccardo also holds an MSc in Management from the London Business School. Before focusing full-time on his own entrepreneurial project, Riccardo worked for three years in his family business – Gruppo Dylog Buffetti Spa – one of Italy’s leading software houses that produces accounting for professionals and SMEs. There he helped initiate an aggressive modernization phase by bringing in new tech talent and implementing, with them, new successful online-based products and services.

Riccardo is a passionate sportsman. Before breaking his legs twice he was a professional freestyle skier!

Connected Sessions :
Meet the NxG Award finalists ! (speaker)

Brian Pallas
FOUNDER, OPPORTUNITY NETWORK (AND NXG, 9PM SRL)

Opportunity Network enables trustworthy family businesses in 75 countries to share business opportunities effectively and anonymously. Founded in 2013, Opportunity Network has quickly grown and currently hosts $10 billion worth of business opportunities, employs 30 people in 10 counties, and has over 2,800 members.

Born and raised in Milan, Brian is now 27 and lives with his wife in New York. He holds an MBA from Columbia Business School, where he earned Dean’s List honors. Prior to his MBA, Brian worked at the Boston Consulting Group, a global top management consulting firm. During his time at BCG, he dealt with a variety of projects, both strategic and operational in several sectors including consumer goods, retail, banking, insurance, energy, and media. He also gained experience in Private Equity and Investment Banking by working for three different funds and managing the sales process of two companies. Brian started his career as a scriptwriter for a prime time Italian TV show with an audience in excess of 3 million viewers. He also scripted for theatrical and stand-up comedy shows.

Brian earned his BS in Show Business Management and an MS in Economics and graduated cum laude from Università Cattolica del Sacro Cuore in Milan. While still in school he worked for his family business – 9PM – where he helped organize events for multinationals and tours for world-class rock stars.

Connected Sessions :
Meet the NxG Award finalists ! (speaker)

Santiago Perry
MEMBER, BOARD OF ADVISORS, GRUPO ESPINOSA

Santiago Perry is a fourth generation member of Grupo Espinosa from Bogota, Colombia. He is a founding member of 3 Circulos Consultores, one of the leading consulting firms for families in business in Colombia. Santiago has a BA in history and Latin American studies and an MBA for families in Business from Kennesaw State University. In Grupo Espinosa he is the President of the Family Council and a member of the board of advisors. He is a member of the board of directors of FBN Colombia.

Connected Sessions :
Driving sustainability through family business education [speaker]
Edward Quinlan
CHAIRMAN, MEMBER OF ADVISORY BOARD, ICAEW MIDDLE EAST

Edward Quinlan is a chartered accountant and is currently Chairman of the ICAEW Middle East Members’ Advisory Board. He was UAE managing partner for Ernst & Young until his retirement in 2010. He is currently a non-executive director of one of the largest privately owned groups in the Middle East and serves on a pro bono basis on boards or audit committees of several not for profit organisations including the Rotary Club of Dubai, Capital Club of Dubai, Cass Business School, Dubai Classical Concert Committee, International Cricket Council and Jersey Finance Middle East.

Connected Sessions:
GCC perspectives: a proud past, a sustainable future [speaker]

Sabine Rau
PROFESSOR, DOCTOR, CHAIR, INSTITUTE FOR FAMILY BUSINESS, WHU, OTTO BEISHEIM SCHOOL OF MANAGEMENT

Prof Dr Sabine B. Rau holds a chair at the INTES-Institute for Family Business at WHU, Otto Beisheim School of Management in Vallendar, Germany. Dr Rau, a third generation family business member, worked several years in her own family’s firm before she started her academic career. After having taught at the University of Trier, she was a visiting research fellow at INSEAD, France. Later she went to EBS in Wiesbaden, Germany, where she led the newly founded European Family Business Center, before joining WHU in January 2010.

Dr Rau’s academic interest is especially to look at the interface of the family and the firm. Topics such as corporate governance as well as family governance on one hand, and leadership and strategy on the other are of foremost interest for her. Dr Rau wrote the first textbook on family businesses, now in the third edition. In addition, she has been published in various journals, including as Family Business Review, Entrepreneurship Theory & Practice, Entrepreneurship & Regional Development, Small Business Economics, and the Journal of Business Research. Dr Rau teaches at bachelor, master and MBA level on both family business and non-family business topics. Dr Rau is a founding member of IFERA (International Family Enterprise Research Academy) and is also a past-president. She serves on several boards as reviewer.

Connected Sessions:
Management of non-family talent: a perspective from the Knauf Group [moderator]
Management of non-family talent: perspectives from the Godrej Group and the Majid Al Futtaim Group [moderator]

Jörg Ritter
GLOBAL CO-LEADER OF FAMILY BUSINESS ADVISORY, EGON ZEHNDER INTERNATIONAL

Dr Jörg Ritter is global Co-Leader of Family Business Advisory at Egon Zehnder International. He advises medium-sized firms and large corporations, with a particular focus on family-owned companies, providing support in evaluating and filling positions in executive and supervisory boards.

The core of his advisory activities, which include succession planning, centres on engineering, automotive, energy and chemistry companies, and firms from the electrotechnical and electronic industries. Dr Ritter has worked in executive consulting since 1994, and coordinated the Global Industry Practice for over ten years. Before coming to Egon Zehnder International, he was Senior Associate at McKinsey & Company, a consultant and Assistant to the Executive Board at Treuhandanstalt Berlin, and Head of the Competition Policy Department at the Ministry of Economy.

Connected Sessions:
Management of non-family talent: a perspective from the Knauf Group [speaker]
Alexis du Roy de Blicquy
CEO, THE FAMILY BUSINESS NETWORK INTERNATIONAL

Alexis is CEO of The Family Business Network International (FBN), a global network run by family businesses, for family businesses, with the aim of strengthening success over generations. With 25 years of existence and more than 2,700 families around 60 countries, FBN helps family businesses grow, succeed and prosper through the exchange of best practices and new ideas.

Alexis has worked for various family businesses in senior positions, including Group Lhoist, Verlinvest and Armonea, the leading elderly care group in Belgium. He was also Senior Investment Officer at International Finance Corporation (World Bank Group) in the Treasury, Infrastructure, and Small Business Departments. Since 2007, he is Chairman of the Board of ToolBox, non-profit organization aiming at supporting and improving the management structures of associations by offering pro bono professional consultancy.

A Belgian citizen, Alexis holds a Master in Management Science from Solvay Business School and is an INSEAD IEP Graduate.

Connected Sessions:
Closing Handover to 26th Summit (moderator)

Caroline Seow
DIRECTOR, SUSTAINABILITY, FBN INTERNATIONAL

Her recognition of the importance of cross sector collaboration led Caroline to venture into the family business and non-profit space after nearly two decades in MNCs. Starting work life as a systems engineer with IBM, her last ‘corporate’ role was Head of Marketing, Apple Asia Pacific.

At FBN International, she is a passionate advocate of conscious capitalism and shared value; Building trust between sectors, encouraging cross-pollination of ideas and catalyzing for-profit and non-profit partnerships. Caroline believes that Family Businesses are uniquely positioned to be transformative agents in driving the sustainability agenda – their long term vision, willingness & ability to align their values & practices with the greater community allow them to meet present day challenges while projecting for generations to come.

Caroline’s community work includes time spent in Myanmar and Zimbabwe. She has a B.A. in Economics & Sociology from the National University of Singapore, Masters in Education from Monash in Australia and in 2011 completed the Executive Program for Non-Profit Leaders at the Stanford Graduate School of Business.

Connected Sessions:
From Pledge to Polaris – Building 21st Century Companies (moderator)
Hermann Simon

CHAIRMAN, SIMON-KUCHER & PARTNERS


Simon is an expert in strategy, marketing and pricing. He has an extensive global range of clients. In the German language area he was voted the most influential management thinker after the late Peter Drucker.

Before committing himself entirely to management consulting, Simon was a professor of business administration and marketing at the Universities of Mainz (1989-1995) and Bielefeld (1979-1989). He was also a visiting professor at Harvard Business School, Stanford, London Business School, INSEAD, Keio University in Tokyo and the Massachusetts Institute of Technology. From 1995 to 2009 he was CEO of Simon-Kucher & Partners.

Professor Simon has published over 30 books in 26 languages, including the worldwide bestsellers Power Pricing, Manage for Profit, Not for Market Share and Hidden Champions. His most recent books are “Hidden Champions – Aufbruch nach Globalia (Hidden Champions – The Vanguard of Globalia, so far published in Germany and Korea) and “Confessions of the Pricing Man” (forthcoming).

Simon was and is a member of the editorial boards of numerous business journals, including the International Journal of Research in Marketing, Management Science, Recherche et Applications en Marketing, Décisions Marketing, European Management Journal as well as several German journals. Since 1988 he has been a columnist for the business monthly Manager Magazin. As a board member of numerous foundations and corporations, Professor Simon has gained substantial experience in corporate governance. From 1984 to 1986 he was the president of the European Marketing Academy (EMAC). Simon is co-founder of the first Special Purpose Acquisition Company (SPAC) listed on the German Stock Exchange in Frankfurt, which acquired Exceet Group S.E. in July 2011.

A native of Germany, he studied economics and business administration at the universities of Bonn and Cologne. He received his diploma (1973) and his doctorate (1976) from the University of Bonn. Simon has received numerous international awards and holds honorary doctorates from IEDC Business School of Bled (Slovenia), from the University of Siegen (Germany) and from Kozminski University Warsaw (Poland). He is a honorary professor at the University of International Business and Economics in Beijing.

Connected Sessions:
Hermann Simon : Hidden Champions – The Vanguard for Globalia (speaker)

Anees Radha Sultan

HEAD OF SUPPLY DIVISION, W J TOWELL & CO LLC

Anees has held a number of positions in various fields and countries in the GCC during the last 20 years. He headed an investment bank, stock market depository, and a brokerage firm. In 2009 Anees joined a large family business in Oman where his current role includes financial management and institutional sales. His earlier work included marketing and sales in Unilever Arabia and a web development start-up.

Anees holds a degree in finance from the University of Wisconsin – Madison, USA, and has also completed an MBA degree at Georgetown University, USA. He writes on socio-economic issues for The National, a regional paper in Abu Dhabi, UAE, and in local Omani papers, and has written two children books. He is a board member for the Association of Early Intervention for Children with Special Needs since 2009.

Connected Sessions:
The art of building family unity: leveraging purpose, inclusiveness and pride (speaker)
Maqbool Sultan

ADVISOR, WJ TOWELL & CO LLC

Maqbool Ali Sultan is Group Advisor of WJ Towell LLC. After graduating he joined the family business in Kuwait. In 1985 he moved to take on additional responsibilities at the company’s operation in Muscat and in other associated companies.

In 1987 he was elected President of the Oman Chamber of Commerce & Industry. And in December of 1991 he was appointed by His Majesty Sultan Qaboos as the Minister of Commerce and Industry, a position he held until February of 2011.

While in office Mr. Sultan represented the Government as:
- Chairman of Oman Oil Co.
- Chairman of Sohar Industrial Port
- Chairman of Capital Market Authority
- Member of the Executive Committee of the State General Reserve Fund

Maqbool Ali Sultan holds a BSc (hons) in civil engineering from City University, London.

Connected Sessions :
The art of building family unity: leveraging purpose, inclusiveness and pride (speaker)

Belén Villalonga

ASSOCIATE PROFESSOR OF MANAGEMENT AND FINANCE (WITH TENURE), STERN SCHOOL OF BUSINESS, NEW YORK UNIVERSITY

Belén Villalonga is an Associate Professor of Management and Finance (with Tenure) at New York University’s Stern School of Business. Between 2001 and 2012 she was on the faculty at Harvard Business School.

Professor Villalonga’s teaching, research, and consulting activities are focused on family enterprise governance, strategy, and finance. She has developed and taught family business courses or programs for graduate and undergraduate students at both universities as well as for executives and business families, to whom she also serves as a consultant. Her award-winning research has been published in top academic journals, has been cited over 800 times in academic publications, and has been featured in the leading international business media outlets.

She also serves as an independent director on the boards of two family-controlled public companies, Acciona and Grifols. She received her Ph.D. in Management and M.A. in Economics from the University of California at Los Angeles. She is fluent in Spanish, English, and French, and conversant in Italian and Portuguese.

Connected Sessions :
Focusing on positive social impact with financial returns: how does it affect family values, family health and the family business? (moderator)
Jaakko Waänänen
FOUNDER, DIAGONAL (AND NXG, FREGATTI OY YRITYSPALVELUT)

Jaakko Waänänen is a 2nd generation member of Fregatti Ltd. Fregatti is a shipping company specializing in old fashioned charter sailing ships and maritime experiences in Finland. When in college, Jaakko did a Masters degree in Business, whilst achieving proficiency as a captain in commercial sea traffic.

After school Jaakko decided on a career as a start-up entrepreneur. Since 2007 Jaakko has been involved in four start-ups leading now the most successful one, a service design agency called Diagonal. Today, the father of two children, he is committed to making Diagonal a global growth company, owned by the family. Jaakko is also active in Fregatti’s board and is a vice chairman of the NXG committee in Finland.

Jaakko is strong in turning visions into ecosystems, business models and customer-centered strategies. Through his work in the service design company he has seen the growth and the importance of design and design thinking in business development. He feels blessed with the success he has had, but has also already suffered a lot of failures in his relatively short time as an entrepreneur. Jaakko truly feels that high risk start-up mentality and long-term family business can go very well together hand in hand within the family.

Connected Sessions:
Meet the NxG Award finalists! (speaker)

Yong Yoon Li
EXECUTIVE DIRECTOR, ROYAL SELANGOR

Yoon Li is currently Executive Director of Royal Selangor International, the world’s most recognised pewter brand. He ensures that Royal Selangor continues to design and produce beautiful and relevant products for today’s discerning consumers. His other experiences lie in the motorsports and automotive industry. After having worked as a design engineer in Formula One with Team Lotus International and Nissan Motorsports both in the United Kingdom, he returned to start up TVR Sports Malaysia Sdn Bhd, a boutique sports car manufacturer based in Port Klang.

In addition to his current position at Royal Selangor, Yoon Li has held various positions on the board of the Entrepreneurs’ Organisation in Malaysia and currently holds an international position as Global Board Director. He is also a board member of the Asian chapter of the Family Business Network based in Singapore. In the past, he has sat on various committees at SIRIM and the Ministry of Youth and Sports.

Yoon Li is a graduate of the Manufacturing Engineering School at the University of Birmingham, United Kingdom with a Masters in Engineering. He also holds a MBA from IMD, Lausanne Switzerland. Yoon Li is married to Grace and has two daughters aged 14 and 11 years old.

Connected Sessions:
A multi-generational business building on a proud past (speaker)
Awarded by IMD, a top-ranked global business school, and by Lombard Odier, one of the main private banks in Europe, this prize is regarded by many as the most prestigious for successful family businesses.

It recognizes the way in which such firms unite family interests with those of the business and combine tradition and innovation while demonstrating a clear commitment to their local community.

The award also serves as a platform for family businesses to exchange best practices and analyze the economic backdrop.

Award Winner 2014

Ayala Corporation is the holding company of one of the oldest and largest family business group in the Philippines. It maintains a tradition of excellence, and integrity has run continuously through seven generations, adhering to the principles and ideals that had brought it to existence 180 years ago.

Today, Ayala is one of the biggest, most respected, and most widely diversified conglomerates in the Philippines, with leadership positions in real estate development, banking and financial services, telecommunications, electronics and information technology, water infrastructure development and management, and business process outsourcing, and new investments in power, renewable energy, and transportation infrastructure.

www.ayala.com.ph

Past Award Recipients

2013 - J. M. Huber Corporation . USA
2012 - The Bel Group . France
2011 - The Firmenich Group . Switzerland
2010 - The Odebrecht Organization . Brazil
2009 - The Merck Group . Germany
2008 - Roca Corporacion Empresarial . Spain
2007 - Yazaki Corporation . Japan

2006 - The Lopez Group Foundation . Philippines
2005 - The Ivey Foundation . Canada
2004 - The Fundacio Lluis Carulla . Spain
2003 - The Bonnier Group . Sweden
2002 - The S.C. Johnson Family Ets . USA

2001 - The Murugappa Group . India
2000 - The Zegna Group . Italy
1999 - The Henkel Group . Germany
1998 - Corporacion Puig . Spain
1997 - Hermes SA . France
1996 - The Lego Group . Denmark

Award Jury

Voting members

Thomas G. Bata
Bata Brands, Luxembourg

Fabian Bonnier
Bonnier Group, Sweden

John Elkann
EXOR and Fiat S.p.A., Italy

Judy Green
Family Firm Institute, USA

Marie-Christine Jaeger-Firmenich
Firmenich, Switzerland

Marcelo Bahia Odebrecht
Odebrecht S.A., Brazil

Non-voting members

Professor Dominique Turpin
IMD President

Thierry Lombard
Lombard Odier

Professor Benoît Leleux
IMD, Stephan Schmidheiny
Professor of Entrepreneurship and Finance

Award Ceremony

Thursday 16 October
16:30 - 17:30
FBN Next Generation Award

The business world is challenging and competitive. Success requires creativity, skill and perseverance. The FBN, through the NxG Award, supports and recognizes successful young business people who have helped renew and energize their family businesses.

The three finalists for 2014 will take the stage for the announcement of the winner of the sixth annual NxG Award.

This year finalists:

- **Jaakko Wäänänen**
  Diagonal, Finland

- **Riccardo Ocleppo**
  Docsity, Italy

- **Brian Pallas**
  Opportunity Network, USA

Award Ceremony

Thursday 16 October
16:00 - 16:30

The award recipient will receive a prize equivalent to 25,000 euros, including:

- a free place at a world-class executive education program
- coaching support from an experienced advisor
- the opportunity to present his/her project on stage at the FBNi Summit in Dubai
- the opportunity to present his/her case at one of the FBN National Events
- a free pass to attend the FBNi Summit in Dubai

The 2014 6th Edition of the NxG Award is kindly supported by Insead Wendel International Centre for Family Enterprise
Global Alliance & Partners

An alliance or partnership with the Family Business Network is more than just an event sponsorship. It is a way of demonstrating long term support for families in business and interest in their sustainable business model. The following alliances and partners have shown continuous commitment to the Family Business Network and its members.

Global Alliance

We are trusted advisor to many of the world’s most respected organizations and a leading Executive Search firm, with more than 420 consultants and 68 offices in 41 countries spanning Europe, the Americas, Asia Pacific, the Middle East and Africa.

Egon Zehnder’s Family Business Advisory assists families, owners, and managers in navigating the challenges of leadership, succession, and governance across generations. Based on decades of experience serving many of the world’s finest family companies, we know that the critical first step in this journey is to build alignment amongst family members around the family’s philosophy and approach to business and ownership. With this in mind, our Family Business Advisors work closely with family members and owners to create an environment conducive to driving the best people decisions in their specific context.

We are the exclusive global alliance partner of the prestigious Family Business Network International for the fields of Board Consulting, Succession, Leadership and Organizational Development.

www.egonzehnder.com

Preferred Partners

IMD in Lausanne, Switzerland, offers the longest-running family-business program in the world: Leading the Family Business (LFB). IMD knows how families learn best, individually and as a group. We help families and their key managers construct effective platforms for a sustainable future.

IMD is recognised as one of the world leaders in executive education. For over 60 years IMD has worked with leading global companies to develop and retain management talent. IMD is the “global meeting place”: the most international of business schools worldwide. IMD offers learning based on innovative and highly relevant research-learning that can be applied to business challenges – immediately. This is IMD’s “Real World. Real Learning” approach.

www.imd.ch

Founded in 1980, Ashoka is the world’s largest community of leading social entrepreneurs. Ashoka identifies those social entrepreneurs with pattern-changing ideas for addressing society’s most entrenched problems and provides support to ensure that their innovations are replicable, scalable, sustainable, and have the potential for global impact.

Working with such partners as the Family Business Network, Ashoka helps integrate and connect social and business entrepreneurs around the world to promote an entrepreneurial “eco-system” of global initiatives. Ashoka believes that the only solution to problems is more problem solvers and actively works to create an Everyone a Changemaker™ world.

www.ashoka.org
Social Events

Welcome Reception - Salam Lounge (Water Terrace / Conference & Events Center)

Come and join us for the Welcome Reception in the Salam Lounge located in the water terrace of the conference and events centre.

Guests will enjoy a light finger food cocktail while reconnecting with their fellow FBN members.

Welcome to Dubai!

Date: Wednesday, 15 October 2014
Event Time: 19:00 - 21:00
Venue: Water Terrace / Conference Center
Dress Code: Smart Casual

Hosted Gala Dinner - Pavilion Armani Hotel, Burj Khalifa

During the 25th FBN Global Summit the FBN GCC Hosted Gala Dinner will be held at the Burj Khalifa. The world’s tallest building is the magnificent centrepiece in a modern Downtown Dubai.

The Armani Hotel is located within this architectural masterpiece, an iconic globally recognised landmark. The hotel location offers uninterrupted views of both the Burj Khalifa and the Burj Lake.

FBN GCC invites you to join us for a magical evening of Downtown Dubai glamour, exceptional entertainment, and a bespoke 5 star dining experience, as we pay homage to our Arabian ancestry in an exciting and contemporary setting.

Date: Thursday, 16 October 2014
Event Time: 20:00 - 00:00
Venue: Pavilion Armani Hotel, Burj Khalifa
Dress Code: Black Tie / Formal Attire / National Dress

A truly authentic cultural experience! - An Evening in the Desert

Guests will enjoy a true Arabian experience, where they will immerse themselves in an unforgettable and magical evening under the stars.

This impressive journey through the evening will start with slow pace into history and heritage, with guests developing awareness and deeper appreciation of the history and tradition.

Date: Friday, 17 October 2014
Event Time: 20:15 - 22:45
Dress Code: White smart casual, comfortable light shoes

Please check on page 72 and following for timing of transport services
Dubai Activities

Be inspired by Dubai’s natural and architectural beauty! The Summit Host, FBN GCC, is offering other avenues for members to meet, bond, network and learn - morning yoga sessions and a golf tournament.

Yoga Sessions

Start your day with a morning yoga session on the Madinat Jumeirah beach, guided by a yoga master who will ensure all participants feel refreshed, balanced and energized for the Summit program ahead.

If you are interested in participating in this additional activity please provide your expression of interest when registering.

October 16 - 17
07:30 - 08:15
Madinat Beach

Golf Tournament

Play, win and celebrate with your FBN peers. FBN GCC is staging an exclusive Golf Tournament for FBN members. This is a unique chance to play competitively on one of Dubai’s finest golf courses.

Following the Tournament will be an Awards reception and dinner in the beautiful setting of the Al Badia Golf Club.

October 18
13:30 - 22:00
Al Badia Golf Club
Family Visits

Key highlights of the family visits program:

- Visits will be within easy reach of the Summit venue
- Participants will meet the owners at the company they visit
- Each visit will include the opportunity for interaction between participants and hosts
- Participants will learn about the host company's unique challenges and opportunities
- Each visit will be supported by a facilitator to help to capture the key learnings
- The program will offer unique insights into the Dubai based operations of the FBN GCC member family businesses.

Established in 1945, Abdul Latif Jameel Group is a family owned company with headquarters in Jeddah, Saudi Arabia and with international operations based in Dubai, UAE. The company's current geographic footprint extends to 16 countries and includes the Middle East, North Africa, Turkey, Asia Pacific and Europe.

The company is best known for its core automotive operations and associated value chain businesses, which had their origin in the company's appointment as the distributor for the Toyota brand in the Kingdom of Saudi Arabia in 1955. Since then the company has diversified into financing, parts manufacturing, electronics distribution, advertising, media and events. In 2012, the company further diversified into several new sectors, including energy, with an initial focus on renewables, and residential and commercial real estate development within the MENAT region.

The company currently employs 14,900+ people. Abdul Latif Jameel Group is proud of its award-winning and multi-faceted corporate social responsibility programs operated autonomously as Abdul Latif Jameel Community Initiatives (ALJCI).

www.alj.com
www.aljci.org

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<tr>
<th>COMPANY VISIT</th>
<th>PROGRAM</th>
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| Abdul Latif Jameel Corporate HQ | > Family Business presentation  
                             | > Corporate Headquarters Toura    | 09:30 - 14:30 |
|                     | > Hosted lunch                  |              |
Established in the 1930s as a trading business, Al-Futtaim Group is today one of the most progressive regional family businesses headquartered in Dubai, United Arab Emirates.

Al-Futtaim Group employs in excess of 50,000 people, operates through more than 200 companies and represents more than 225 international brands across industries as diverse as retail and wholesale trading, distribution, real estate development and management, leisure and hospitality, insurance, banks and financial services. The Group has significantly expanded its business operations in recent years through both organic growth and strategic acquisition plan and has entered a number of new territories, increasing its geographic footprint to encompass more than 20 countries in the UAE, Middle East, Africa, South East and North Asia.

The Group is structured into four main operational divisions; automotive, retail, real estate and financial services. On the governance side, Al Futtaim Group maintains a blend of centralized approach to strategic planning, risk management and support services and decentralized outlook with regard to P&L and business growth. This allows the Group to benefit from inter-company and brand synergies while at the same time give the management of its individual businesses the autonomy, flexibility and versatility to maintain a competitive stance in the markets in which they operate. This benefits employees, providing a clearly defined work culture where individuals are empowered with authority and responsibility for their work.

The success of Al-Futtaim Group is attributed to proactively managing change whilst upholding the values of integrity, longevity, excellence and social commitment. The majority of its businesses, built on a portfolio of world leading brands, dominate their sector.

www.al-futtaim.ae

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<th>COMPANY VISIT</th>
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<tr>
<td>Al Futtaim Dubai Festival City</td>
<td>&gt; Family Business presentation</td>
<td>09:00 – 15:30</td>
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<td></td>
<td>&gt; Tour of Dubai Festival City including flagship stores such as IKEA, M&amp;S</td>
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<td></td>
<td>&gt; Hosted lunch</td>
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<tr>
<td>Al Futtaim Motors Showroom</td>
<td>&gt; Family Business presentation</td>
<td>09:00 – 15:30</td>
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<td></td>
<td>&gt; Tour of the Toyota Motor showroom and the service centre</td>
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<td></td>
<td>&gt; Hosted lunch</td>
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</table>
Al Ghurair Investment LLC is a diversified industrial group with operations spanning more than 20 countries globally.

With a rich history of pioneering businesses, this heritage of innovative success is built upon values of excellence in the products developed and the processes followed. The core focus is on Foods, Construction, Resources and Properties, with additional sector participation in Energy, Printing, Retail and Education further emphasizing our level of diversity.

www.al-ghurair.com
www.alghurairinvestment.com

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<tr>
<th>COMPANY VISIT</th>
<th>PROGRAM</th>
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<tbody>
<tr>
<td>Family Business Overview &amp; Al Ghurair Foods &amp; Resources</td>
<td>Family Business presentation, panel discussion and interactive Q&amp;A.</td>
<td>08:45 – 15:30</td>
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<td>Hosted Lunch</td>
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<td>Al Ghurair Foods &amp; Resources – Tour of the oldest flour mill in the UAE</td>
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<tr>
<td>Family Business Overview &amp; Al Ghurair Properties</td>
<td>Family Business presentation, panel discussion and interactive Q&amp;A.</td>
<td>08:45 – 15:30</td>
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<td>Hosted Lunch</td>
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<td>Al Ghurair Centre – Tour of the first mall in Dubai</td>
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<tr>
<td>Family Business Overview &amp; Al Ghurair Construction</td>
<td>Family Business presentation, panel discussion and interactive Q&amp;A.</td>
<td>08:45 – 15:30</td>
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<td>Hosted Lunch</td>
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<td>Al Ghurair Construction – Tour of the production facilities</td>
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<tr>
<td>Family Business Overview &amp; Al Ghurair Investments</td>
<td>Family Business presentation, panel discussion and interactive Q&amp;A.</td>
<td>08:45 – 15:30</td>
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<td>Hosted Lunch</td>
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<td></td>
<td>Al Ghurair Investments Financial Services – Tour of Mashreq Bank HQ</td>
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<th>COMPANY VISIT</th>
<th>PROGRAM</th>
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<tbody>
<tr>
<td>Alshaya distribution hub and key franchise stores</td>
<td>Family Business presentation</td>
<td>09:15 – 16:00</td>
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<tr>
<td></td>
<td>Tour of distribution and warehouse centre</td>
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Alshaya group of companies is a family trading business that was founded in Kuwait in 1890.

With interests in real estate, hotels and hospitality, marketing communications, entertainment & leisure, automotive, manufacturing and general trading, Alshaya partners with some of the world's leading brands including Starwood, Oberoi, Mazda, Peugeot and Michelin.

Through its retail division, Alshaya is a leading international franchise operator for over 70 of the world's most recognised retail brands including Mothercare, H&M, Debenhams, American Eagle Outfitters, Pottery Barn, Starbucks, Dean & Deluca, P.F. Chang's, The Cheesecake Factory, Pinkberry, Victoria's Secret and Boots. The company operates over 2,500 stores across 8 divisions: Fashion & Footwear, Health & Beauty, Food Service, Optics, Pharmacy, Office Supplies, Home Furnishings and Leisure & Entertainment.

Alshaya is also a major shareholder in Mabanee Company SAK, the development company behind Kuwait's leading mall development, The Avenues. In total Alshaya employs over 36,000 people from over 110 nationalities and operates in 19 markets across the Middle East and North Africa, Russia, Turkey and Europe.

www.al-ghurair.com
www.alghurairinvestment.com
Masafi, the leading producer of pure natural mineral water in the Gulf and the Middle East, was established in 1976. Since 2005 Masafi has grown threefold to become the premium reference for quality products in the region. It has acquired this status by consistently providing world-class products.

Masafi now offers a wide range of premium products; covering pure natural mineral water, fruit beverages, facial tissues and premium rice categories to 50 countries. Today, Masafi holds leadership position in natural mineral water and facial tissue categories in the UAE market, and has been awarded the Superbrand status for last six years.

As a forward-looking company, Masafi has focused its future on innovation and business excellence, and has more importantly, remained committed to safeguarding the environment and reaffirming its role as an eco-friendly organization. Masafi has always endeavoured upon minimizing the use of natural resources in order to protect nature and continues to run a sustainable business. Masafi’s commitment to environment sustainability has been recognized by many reputed institutions and organizations.

Masafi envisions becoming a complete FMCG company and the preferred brand in consumers’ minds. Masafi’s successes in Marketing, Advertising, Production, IT, Quality and CSR activities have been recognized with over 50 international and regional awards over the period of last five years.

www.al-ghurair.com
www.alghurairinvestment.com

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<th>COMPANY VISIT</th>
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<tr>
<td>Masafi</td>
<td>&gt; Family Business presentation&lt;br&gt; &gt; Masafi water factory tour&lt;br&gt; &gt; Hosted lunch</td>
<td>08:00 – 16:00</td>
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Learning Journeys

Delegates will have the option to register for Learning Journeys which are organized by FBN GCC on behalf of their Association members.

Each Learning Journey will be comprised of an intimate group of members, with an exclusive opportunity to develop a better understanding of local family business and its relationship with their community. The journey will provide an insight into family businesses in Oman and Qatar through visits to corporate headquarters, factory plants, cultural sites and family homes. It is a gathering of minds and hearts around critical family business matters.
The Zubair Corporation is a proudly Oman-based company that provides products and services to customers in Oman and around the world.

Founded by His Excellency Mohammad Al Zubair in 1967, The Zubair Corporation brings together a diverse portfolio of directly owned or partnership enterprises spanning the key sectors of Energy & Logistics, Engineering, Construction & Contracting, Information Technology & Communications, Real Estate & Hospitality, Financial services and Manufacturing.

Employing over 20,000 people in Oman, the corporation is a major economic contributor in the Sultanate and actively nurtures Omani entrepreneurs and small business to help build and diversify the growing economy.

W. J. TOWELL was established as a trading company in Muscat, Oman in 1866. Its main activities were shipping, export of dry fish, dry lime and dates and import of commodities, and consumer items.

From a humble beginning WJ Towell has expanded its business into new ventures covering a vast range of industries. The business portfolio currently includes divisions in real estate, brand distribution, consumer products, construction, engineering, and the automotive industry.

The group boasts one of Oman’s most illustrious pasts with a long list of firsts to its credit. Today the W.J.Towell Group is also an industry leader in CSR initiatives as they focus on environmental conservation and social awareness.

Accommodation
Shangri-La’s Barr Al Jissah Resort and Spa
Al Bandar is one of the three hotels at the five star deluxe Shangri-La’s Barr Al Jissah Resort and Spa, Sultanate of Oman. Al Bandar Hotel is the resort’s focal point offering a mélange of fine restaurant, boutique shops and an art gallery.

The name Al Bandar translates as "The Town", a name reflected in the architecture of the hotel. Inspired by old Muscat, featuring buildings of varying heights and a variety of ornate balconies, Al Bandar is an inspiration.

Nestled away in the coves of the Muscat shoreline the hotel offers a tranquil retreat till it’s hard to pull yourself away from it all, but Muscat, Oman’s capital just 15 minutes away, beckons. You leave, knowing that wherever you go, you can return to the indulgent luxury of Shangri-La, at Barr Al Jissah Resort and Spa, Sultanate of Oman.

Sunday 12 October
ANYTIME: Arrive and check-in at the Shangri-La

Monday 13 October
08:00 - 09:00 Registration
09:30 - 11:00 Cultural Visit: Bait Al Zubair Museum www.baitalzubairmuseum.com
11:30 - 13:00 Family Visit: Al Zubair family, The Zubair Corporation Bait Al Zubair Museum, Assembly Hall A Zubair family overview: Achievements and ambitions
13:00 - 14:00 Lunch in Cultural/Unique Destination Bait Al Zubair Museum
14:00 - 18:00 Family Visit: Zubair Corporation Oasis Water Plant A look into the full 360 process from bottle and packaging manufacturing through to distribution.
20:00 - 23:00 WJTowell Hosted Dinner WJTowell Family Farm

Tuesday 14 October
09:30 - 12:00 Family Visit, Sultan Family, WJTowell Group Engage with one of the oldest and diversified conglomerates in the GCC
14:00 Depart for the airport
Qatar, like other countries of the Arabian Gulf is synonymous with pearl trade, which has long been one of the mainstays of the country’s economy throughout the history. The Alfardan family are renowned as one of the Arabian Gulf’s leading merchant families. They gained experience and skill in this profession from the late Ibrahim Alfardan, who was one of the most important pearl merchants in the Arabian Gulf region in his time.

The Alfardan Group currently owns and operates several renowned businesses. Alfardan Jewellery, the Group’s flagship company, was established in 1954, coinciding with the family’s knowledge, experience and appreciation of quality items, showcasing world-famous jewellery brands and distributing them throughout the region. Twenty years later, the Group established Alfardan Exchange to cater to the needs of the increasing foreign workers in Qatar.

Alfardan Properties came into being in 1993; the Group’s first venture into Qatar’s real estate market by building and managing top-of-the-range residential and commercial developments; offering impeccable standards of luxurious, high-quality real estate options, backed by exceptional service.

Alfardan Automobiles, established in 1996, combined the Group’s passion for automobiles with that for business. During the past decade, the Alfardan Group went on to establish more divisions, such as Alfardan Hospitality and Alfardan Marine.

The timeless values instilled within the company by the founder have not only survived, but thrived as subsequent generations of the Alfardan family have built the Alfardan Group into its present form. The success of the Alfardan Group can be attributed to a business approach that combines the ability to change with the traditional values of service excellence, integrity, and social responsibility that define its core business philosophy.
Salam International Investment Limited (SIIL) is a leading conglomerate pursuing a highly focused approach of establishing, incorporating, acquiring, and owning enterprises. With a rich heritage dating back to 1952, SIIL has enjoyed a track record of consistent entrepreneurship, innovation, performance, reliability and total customer satisfaction. Underpinning SIIL’s success is its many activities which are horizontally, vertically, and geographically diversified. SIIL specializes in five lines of business:

- Contracting
- Energy & Industry
- Technology
- Retail Distribution and Hospitality
- Salam Bounian, real estate arm

SIIL owns and manages over thirty five business units. SIIL operations are spread across Qatar, the United Arab Emirates, Palestine, Saudi Arabia, Oman, Bahrain, Jordan and Lebanon. SIIL is currently focusing on expansions in the pan-Arab area. Building on the strength and growth dynamics of the region and combining its approach with international best practice management disciplines, SIIL is an organization possessing a regional expertise enhanced by local knowledge.

SIIL completed a massive transformation program that moved it from being a family managed business to a listed public Qatari Shareholding Company. These major long-term transformations reflect SIIL’s vision and include a series of projects covering corporate strategy and portfolio assessment, policies and procedures, IT strategy, ERP corporate implementation and corporate branding.

SIIL continuously seeks and nurtures alliances with reputable companies and individual investors with a view to become “one of the most successful diversified public-shareholding companies in the Middle East, an inspiring example for regional family groups.”

Accommodation

Introducing St. Regis to Qatar

Setting new standards of luxury service and excellence in the Middle East, the award winning St. Regis Doha is the finest address in Qatar. The hotel is part of Al Gassar Resort located in the heart of West Bay, adjacent to the Pearl Island and close to the Diplomatic Area.

Steeped in Middle Eastern mystique, The St. Regis Doha presents majestic interiors, an extensive range of leisure facilities. All guest rooms and suites offer extensive views over the Arabian Gulf’s tranquil blue sea. With an exclusive private beach and discreet oceanfront cabanas, the hotel welcomes guests with unrivalled magnificence.

The St. Regis Butler service is part of the St. Regis promise that every guest will have a truly memorable stay. Unique to Qatar, everyone who stays at The St. Regis Doha is provided with their own butler for the duration of their stay.

The hotel introduces a collection of carefully selected restaurants, bars & lounges including Gordon Ramsay and Hakkasan where accomplished master chefs present exciting new fine dining experiences to the capital of Qatar.
Networking & Exchange

PLenary Session

New Leaders Circle

The strength of the NxG community lies in the unspoken bonds, mutual understanding and trust that exist between its members. By sharing experience and knowledge, NxGs support each other through both prosperous and difficult times. The New Leaders Circle has been developed to further this invaluable sharing for NxGs who are embarking on leadership roles within their family businesses.

Throughout this session, participants will break into circles of 8 members and form focused peer groups. These circles provide an environment in which participants can safely and confidentially raise and discuss sensitive topics that affect their lives – whether personal, family or business-related – and take inspiration from the collective wisdom of the group.

Wednesday 15 October
17:00 - 19:00
Room : Johara 4

PLenary Session

Meet and Greet!

This gathering is perfect for first timers! Come mix and mingle with families from around the world, make new friends and learn more about FBN and how to enjoy fully your Summit experience! Program Committee members will be there to answer questions, share experiences, have a chat and get you started.

Wednesday 15 October
18:00 - 19:00
Room : Joharah 2 (Lounge)

Thursday 16 October
12:30 - 14:00

Friday 17 October
13:00 - 14:15

Majlis gatherings

The Arabic Majlis, or “place of sitting”, is an intimate gathering for common interest groups to share private conversation.

This year’s Summit program includes four lunchtime Majlis sessions, each limited to 14 guests and hosted in uniquely regional surroundings.

An expert moderator will create an atmosphere of trust, encourage a lively exchange of knowledge and ideas, and stimulate deep conversations.

- Creating Positive Outcomes from Family Conflicts
- The NxG Quest: Making Passion Projects Profitable
- Leading for the Future: Women in the Family Business
- Finding the Formula: Engaging Disengaged Family Members

Conversations at Lunch

Conversations at Lunch are informal, interactive sessions that enable Summit participants to network and engage with each other in a small group.

Each table will feature a different topic, moderated by family business owners, next generation leaders and experts.

See your Spotme for information about table hosts.
Dubai - Need to know

Respecting local culture

Dubai is forward-thinking and welcoming to visitors. Here are some of the Emirate's local traditions and customs:

**Introduction**

When meeting an Emirati member of the opposite sex for the first time, avoid extending your hand for a handshake. Take your lead from them.

**Alcohol**

Alcohol consumption is limited to specially designated areas such as licensed restaurants and hotels. Public displays of drunkenness can lead to fines or incarceration. Please note that the legal drinking age in Dubai is above 21.

**Business**

It’s best to break the ice with informal chat first before beginning a business meeting.

**Photography**

Avoid taking photos of people – especially of women and families – in public places without asking permission. This is a sensitive area in Muslim culture.

**Useful Things to Know**

**Phones**

You can buy Du or Etisalat pay-as-you-go SIM cards from Dubai Duty Free. You can then buy credit at Du and Etisalat stores or any supermarket.

**Banks & Money**

The local currency is the UAE Dirham, divided into 100 fils. Approximate exchange rate: US$1 = Dhs 3.67 (note: the Dirham is pegged to the US$).

**Travel around**

Taxis are relatively cheap in Dubai, and the new Metro system is terrific, whisking visitors around the city with a minimum of effort.

**Dress code**

The UAE has a reasonably relaxed dress code, but as an Islamic country modest clothing is recommended, particularly in rural areas.

**Taking photos**

Tourist photography is allowed but it is strictly forbidden to take pictures of Government buildings, army areas, refineries, airports and Sheikh’s Palaces.

**Water**

Tap water is drinkable, but most people drink bottled water.

**Electricity**

220/240v. Socket type is the same as the British three-point system.

**Shopping**

Friday is a religious day and the shops open later, from 4pm in the souks. Bargaining is part of the tradition in souks, but not in the modern Malls.

**Weather**

The temperature is around 25C in November and gradually decreases to 15-20C in December/January period before it starts increasing again. Rain is rare in Dubai. In summer (May-Oct), the temperature climbs to around 35C-45C – don’t forget to carry plenty of sunscreens with you.
Summit Venue
Madinat Jumeirah Resort, Dubai

Summit venue:
Conference & Events Centre,
Mina A’ Salam, Dubai

Accommodation:
Accommodation may be booked in 3 different hotels which are all located on the same property:

> Mina A’ Salam
> Jumeirah Beach
> Al Qasr (including Al Qasr Hotel and Dar Al Masyaf Suites)
Jumeirah Resorts

Overall plan

- Departure Shuttle to Conference & Events Centre and to Social Events
- Departure Transport to Family Visits

Map showing:
- Jumeirah Beach Hotel
- Burj Al Arab
- Wild Wadi Waterpark
- Conference & Events Centre
- Mina A’Salam Hotel
- Jumeirah Beach
- Souk
- Al Qasr Hotel
- Yoga

Construction Site
Conference & Event Center

Overall plan
Transport Services

Wednesday 15 October - AM

Morning shuttles / Family visits

*Make sure you arrive on time for your family visit departure*

- **FROM:** Jumeirah Beach Conference Center
  - **TO:**
  - **shuttles from 07:45**

- **FROM:** Al Qasr Conference Center
  - **TO:**
  - **shuttles from 07:45**

- **FROM:** Mina A'Salam Conference Center
  - **TO:**
  - **no shuttle : 2 minutes walking distance**

Family visits schedules

<table>
<thead>
<tr>
<th>COMPANY VISIT</th>
<th>Departure From conference center</th>
<th>Estimated time back return to Jumeirah resort hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masafi</td>
<td>08.00</td>
<td>16.00</td>
</tr>
<tr>
<td>Alshaya</td>
<td>09.15</td>
<td>16.00</td>
</tr>
<tr>
<td>Abdul Latif Jameel</td>
<td>09.30</td>
<td>14.30</td>
</tr>
<tr>
<td>Al Ghurair - Food &amp; Ressources</td>
<td>08.45</td>
<td>15.30</td>
</tr>
<tr>
<td>Al Ghurair - Properties</td>
<td>08.45</td>
<td>15.30</td>
</tr>
<tr>
<td>Al Ghurair - Construction</td>
<td>08.45</td>
<td>15.30</td>
</tr>
<tr>
<td>Al Ghurair - Financial services</td>
<td>08.45</td>
<td>15.30</td>
</tr>
<tr>
<td>Al Futtaim - Festival City</td>
<td>09.00</td>
<td>15.30</td>
</tr>
<tr>
<td>Al Futtaim - Motors Showroom</td>
<td>09.00</td>
<td>15.30</td>
</tr>
</tbody>
</table>
Transport Services

Wednesday 15 October - PM

Afternoon shuttles / Meet & Greet

FROM Jumeirah Beach Conference Center TO Jumeirah Beach Conference Center
shuttles from 17.45 to 18.15

FROM Al Qasr Conference Center TO Al Qasr Conference Center
shuttles from 17.45 to 18.15

FROM Mina A’Salam Conference Center TO Mina A’Salam Conference Center
no shuttle: 2 minutes walking distance

Afternoon shuttles / Welcome reception

FROM Jumeirah Beach Conference Center TO Jumeirah Beach Conference Center
shuttles from 18.45 to 19.45

FROM Al Qasr Conference Center TO Al Qasr Conference Center
shuttles from 18.45 to 19.45

FROM Mina A’Salam Conference Center TO Mina A’Salam Conference Center
no shuttle: 2 minutes walking distance

Evening shuttles / Return back to hotels

FROM Conference center TO Conference center Jumeirah Beach
shuttles from 20.30 to 21.30

FROM Conference center TO Conference center Al Qasr
shuttles from 20.30 to 21.30

FROM Conference center TO Conference center Mina A’Salam
no shuttle: 2 minutes walking distance

Please bring your voucher
Transport Services

Thursday 16 October - AM

Yoga Sessions

FROM Jumeirah Beach TO Mina A'Salam

one bus at 07.15

Return: one bus at 08.15

FROM Al Qasr TO Mina A'Salam beach

6 minutes walking distance

FROM Mina A'Salam TO Mina A'Salam beach

2 minutes walking distance

Morning Shuttle / FBN-I Global Summit

FROM Jumeirah Beach Conference Center

shuttles from 08.00 to 09.00

FROM Al Qasr Conference Center

shuttles from 08.00 to 09.00

FROM Mina A'Salam Conference Center

no shuttle: 2 minutes walking distance
Transport Services
Thursday 16 October - PM

### Afternoon Shuttle / FBN-I Global Summit

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference center</td>
<td>Jumeirah Beach</td>
<td>shuttles from 17.30 to 18.15</td>
</tr>
<tr>
<td>Conference center</td>
<td>Al Qasr</td>
<td>shuttles from 17.30 to 18.15</td>
</tr>
<tr>
<td>Conference center</td>
<td>Mina A'Salam</td>
<td>no shuttle: 2 minutes walking distance</td>
</tr>
</tbody>
</table>

### Gala Dinner Burj Khalifa - Armani hotel

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jumeirah Beach</td>
<td>Burj Khalifa</td>
<td>Bus transfer 19.15</td>
</tr>
<tr>
<td>Al Qasr</td>
<td>Burj Khalifa</td>
<td>Bus transfer 19.15</td>
</tr>
<tr>
<td>Mina A'Salam</td>
<td>Burj Khalifa</td>
<td>Bus transfer 19.15</td>
</tr>
</tbody>
</table>

### Evening buses

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Service</th>
<th>Estimated return to hotels: 00.45</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burj Khalifa</td>
<td>Jumeirah Beach</td>
<td>Bus transfer 00.00</td>
<td></td>
</tr>
<tr>
<td>Burj Khalifa</td>
<td>Al Qasr</td>
<td>Bus transfer 00.00</td>
<td></td>
</tr>
<tr>
<td>Burj Khalifa</td>
<td>Mina A'Salam</td>
<td>Bus transfer 00.00</td>
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## Transport Services

**Friday 17 October - AM**

### Yoga Sessions

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
<th>Distance</th>
<th>Time Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jumeirah Beach</td>
<td>Mina A’Salam</td>
<td>6 minutes walking distance</td>
<td>shuttle at 09.00 to 09.30</td>
</tr>
<tr>
<td>Al Qasr</td>
<td>Mina A’Salam beach</td>
<td>2 minutes walking distance</td>
<td>shuttle at 09.00 to 09.30</td>
</tr>
<tr>
<td>Mina A’Salam</td>
<td>Mina A’Salam beach</td>
<td>2 minutes walking distance</td>
<td>shuttle at 09.00 to 09.30</td>
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</tbody>
</table>

### Morning Shuttle / FBN-I Global Summit

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jumeirah Beach</td>
<td>Conference Center</td>
<td>shuttles from 09.00 to 09.30</td>
</tr>
<tr>
<td>Al Qasr</td>
<td>Conference Center</td>
<td>shuttles from 09.00 to 09.30</td>
</tr>
<tr>
<td>Mina A’Salam</td>
<td>Conference Center</td>
<td>no shuttle; 2 minutes walking distance</td>
</tr>
</tbody>
</table>
Transport Services
Friday 17 October - PM

Afternoon Shuttle / FBN-I Global Summit

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
<th>Service Details</th>
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</thead>
<tbody>
<tr>
<td>Jumeirah Beach</td>
<td>Conference center</td>
<td>Shuttles from 17.30 to 18.30</td>
</tr>
<tr>
<td>Al Qasr</td>
<td>Conference center</td>
<td>Shuttles from 17.30 to 18.30</td>
</tr>
<tr>
<td>Mina A’Salam</td>
<td>Conference center</td>
<td>No shuttle: 2 minutes walking distance</td>
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</table>

An Evening in the Desert

<table>
<thead>
<tr>
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<th>TO</th>
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<tbody>
<tr>
<td>Jumeirah Beach</td>
<td>Desert Camp</td>
<td>Bus transfer 19.30</td>
</tr>
<tr>
<td>Al Qasr</td>
<td>Desert Camp</td>
<td>Bus transfer 19.30</td>
</tr>
<tr>
<td>Mina A’Salam</td>
<td>Desert Camp</td>
<td>Bus transfer 19.30</td>
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</table>

Evening buses

<table>
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<tr>
<th>FROM</th>
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<th>Service Details</th>
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<tr>
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<td>Jumeirah Beach</td>
<td>Bus transfer 22.45 Estimated Return to hotels: 23.45</td>
</tr>
<tr>
<td>Desert Camp</td>
<td>Al Qasr</td>
<td>Bus transfer 22.45 Estimated Return to hotels: 23.45</td>
</tr>
<tr>
<td>Desert Camp</td>
<td>Mina A’Salam</td>
<td>Bus transfer 22.45 Estimated Return to hotels: 23.45</td>
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Save the date
October 14 - 17, 2015
Montreux, Switzerland

Family Business Network
26th Global Summit
Montreux October 2015
Family Business Network
25th Global Summit
Dubai October 2014

Summit Organisation
FBN International
23, Chemin de Bellerive
CH – 1001 Lausanne
info@fbn-i.org
www.fbn-i.org

Global Talent Partner:
Egon Zehnder

Preferred Partners:
IMD

[Other logos and images]