

THE EUROPEAN FAMILIES IN BUSINESS CONFERENCE

9 & 10 July 2012

Hotel Okura, Amsterdam • The Netherlands

*The renaissance of responsible capitalism:
family businesses leading the way for economic recovery*



*Europe's premier private conference for family business leaders,
owners and senior executives*

EUROPEAN FAMILIES IN BUSINESS AWARDS

9 July 2012 – Heineken Experience • Amsterdam

In association with

SOCIETE GENERALE PRIVATE BANKING

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CONFERENCE CHAIRMAN

ALBERT JAN THOMASSEN is an Associate of *The Family Business Consulting Group* and teaches family business governance at *TiasNimbas Business School*. In addition, he is a Consultant, speaker and moderator with a focus on ownership, governance and succession issues of business owning families. He is also Executive Director of *FBNed* – the Dutch Association of Family Firms.

PROFILE OF CONFERENCE SPEAKERS

GUIDO CORBETTA is Professor of Strategic Management in family business for *AidAF-Alberto Falck*, at *Bocconi University* in Italy. Prof. Corbetta has worked on the subject of family business since 1988, as both a Researcher and Consultant for more than 100 companies. He serves on the board or is Consultant of four of Italy's major family business groups.

MAXWELL DREVER, at the helm of Drever Capital Management, has been a visionary leader in countercyclical impact real estate investing for over four decades. The Drever Family's real estate business uses a socially and sustainably responsible triple bottom line strategy for cost effectively redeveloping and repositioning distressed apartment communities.

INGRID FABER is CEO of the *Faber Halbertsma Group*, exiting President of *FBNed* and former Chairman of *Young Management VNO NCW (Dutch Federation of Industries)*. The *Faber Halbertsma Group* is the largest full-service supplier of wooden packaging in Western Europe.

JENS FIEGE is a Member of the Board of *FIEGE Group*, and joined the company in 2004 as Managing Director of *FIEGE International*. At present, he is responsible for the Business Development as well as Engineering Department of the Group. *FIEGE* is a family managed contract logistics provider run by the 5th generation.

PETER LEACH is the Founder of *Peter Leach & Partners*. Peter is an Independent Business Advisor, Teacher and Facilitator, who specialises in advising multi-generational family businesses. He has over 30 years experience working in the UK, Middle East, Europe and Asia.

ROGER PEDDER has enjoyed a varied managerial and entrepreneurial career initially primarily in retail but latterly as a Non Executive Chairman of family or private equity companies. He was Chairman of *Clarks Shoes* until 2006 and he is currently Chairman of the *Unquoted Companies Group*.

JONATHON PORRITT is the Founder of *Forum for the Future*, a non-profit organisation working globally with business and government to create a sustainable future. He is also Co-Director of the *Prince of Wales's Business & Sustainability Programme*.

MARIO PREVE is Chairman of *Riso Gallo* one of the oldest rice-growing companies in Italy founded in Genoa in 1856. Six generations have contributed in making the family business internationally successful and a household name in many countries around the world.

ANDREA PRYM-BRUCK is a Member of the Shareholders' Committee at *William Prym GmbH & Co.* and is based in Germany. She has an interest and involvement in mediation for family companies and crisis intervention and coaches women in management.

ANNE-KIRSTINE RIEMANN took over the family business *Riemann A/S* in 2002, and tripled the company in size in less than 10 years. In 2011 she took on the role of Chairman and left the daily running of the company to a non-family CEO. She is a single mother and she has a law degree from Copenhagen University and an MBA from Columbia Business School, New York.

HEINRICH SPÄNGLER is Chairman of the Supervisory Board at *Bankhaus Carl Spängler & Co Aktiengesellschaft*. *Bankhaus Spängler*, founded 1828, is Austria's oldest private bank. It has its headquarter in Salzburg and operates 12 branches throughout Austria, employs 250 people and is still entirely held by the Spängler family.

JOAQUIN URIACH TORRELLO first joined *Grupo Uriach* on his father's request to establish its legal department. He then progressed to the role of General Manager of R&D and HR before assuming his current responsibilities as General Secretary.

ANDREW WATES was formerly Chairman of *Wates Family Holdings*, but still remains an Owner/Shareholder. Currently, Andrew is Vice-Chairman of *FBN International*. He is also Chairman of *Gambado Ltd*, Chairman of the Grants Committee of the *Wates Family Enterprise Trust* and is on the Board of *Myriad Energy Solutions*.

MICHAEL WORLEY CBE, became Managing Director of *William King* in 1963 and Chairman in 1973, two of his children have also join *William King*, the steel services and supplies business headquartered in the UK's industrial Black Country. Mr Worley has also served as President of *EFB – GEEF*.

For a complete list of speaker profiles, or to register for the event please visit:

www.campdenconferences.com/amsterdam

*The renaissance of responsible capitalism:
family businesses leading the way for economic recovery*



Now in its 9th edition, **The European Families in Business Conference** will once again represent the most influential and agenda-setting gathering for influential business families from Europe and beyond.

The event is organised by Campden Conferences, the global leader in providing knowledge and private forums for significant business and financial families, with the local support of FBNed, the Dutch Association of Family Firms.

The title of this year's event is '*The renaissance of responsible capitalism: family businesses leading the way for economic recovery*' and aims to create a blueprint for excellence in family business, whilst providing delegates with a sound toolkit, motivation and inspiration to help them enhance their business. This toolkit will enable them not only to be able to weather the current turbulent times, but actually lead the way to economic recovery.

The conference programme will cover in depth four key areas:

Governance, Growth and Performance, Sustainability and Succession Planning

This year will comprise of a series of master classes delivered by some of the finest experts and academics in the family business arena, case studies from some of Europe's most prominent family business leaders and interactive exercises/workshops to enable delegates to learn from one another in a private and relaxed environment.

The event will represent a true peer-to-peer learning and networking opportunity and attendance is *strictly limited to business families and their senior executives*.

WHY ATTEND?

- **Participate** in exclusive master classes delivered by a selection of some of the finest and most reputable family business experts and academics
- **Build** valuable relationships and lasting friendships within a global network of likeminded family business owners and their trusted advisors
- **Hear and learn** from some exclusive family business case studies
- **Take away** practical and applicable insights from your peers and a toolkit for success
- **Celebrate excellence** in family business at our first European Families in Business Awards

WHO QUALIFIES TO ATTEND?

The event is exclusively open to:

- Family business owners and family members
- Family and non-family senior executive directors of family businesses
- Family principals and executives of private family offices

If you would like further information about our qualification process, please contact Laura Evans on +44 (0) 207 214 0580.

SUPPORTER

The event has the local support of FBNed – the Dutch Association of Family Firms. FBNed aims at promoting the continuation of family businesses and strengthening the position of family business in the Netherlands, by facilitating the exchange of experiences among family businesses, knowledge development and advocacy.

TO REGISTER

There are four easy ways to register:

- Complete and return the enclosed booking form either by fax or post (see booking form for details)
- Register online at: www.campdenconferences.com/amsterdam
- Call us on + 44 (0) 207 214 0580
- Email Laura Evans at lauraevans@campden.com

CONFERENCE PROGRAMME

CONFERENCE CHAIRMAN

ALBERT JAN THOMASSEN • *Executive Director*, FBNed, The Netherlands

Monday, 9 July 2012

- 08.30 – 09.00 Registration and refreshments
- 09.00 – 09.10 Chairman's opening remarks
ALBERT JAN THOMASSEN • *Executive Director*, FBNed, The Netherlands
- 09.10 – 09.30 In conversation with...
INGRID FABER • *CEO*, FHG, The Netherlands
- 09.30 – 10.00 **THE RENAISSANCE OF RESPONSIBLE CAPITALISM: FAMILY BUSINESSES LEADING THE WAY FOR ECONOMIC RECOVERY**
Family businesses are the lifeblood and mainstay of European economy and some prominent political figures have pushed as far as defining them the champions of 'responsible capitalism' and the 'lynchpin for world economic recovery'. What does all this really mean for family businesses and how can they step up to meet these expectations and, more importantly, benefit and get a real advantage from this situation?
ROGER PEDDER • *Former Chairman*, C&J Clark Limited and *Chairman*, Unquoted Companies Group, UK

FOCUS ON GOVERNANCE – ENHANCING PROFESSIONALISM IN THE FAMILY BUSINESS

- 10.00 – 10.20 **MASTER CLASS: LOSING IT ALL! ASSESSING THE REAL RISKS ASSOCIATED TO POOR GOVERNANCE**
The lack of a strong governance framework can often make even the most successful and profitable family business extremely vulnerable. The risks associated to poor governance are often underestimated and can range widely. This master class will shed light on the real risks family businesses are facing when not effectively governed; the likely consequences, and more importantly, what to do to protect the business. According to Campden's latest Family Business survey less than 50% of families have a formalised and well structured governance framework in place...which means that one in two is running a real risk of... losing it all!
PETER LEACH • *Founder*, Peter Leach & Partners, UK
- 10.20 – 10.50 **CASE STUDY I. ON GOVERNANCE**
MARIO PREVE • *Chairman*, Riso Gallo Spa, Italy
- 10.50 – 11.20 **CASE STUDY II. ON GOVERNANCE**
ANDREA PRYM-BRUCK • *Member of Shareholders' Committee*, William Prym GmbH & Co., Germany
- 11.20 – 11.45 Morning refreshments
- 11.45 – 13.15 **GROUP WORK: NAVIGATING THE 'DARK SIDE' OF FAMILY GOVERNANCE**
Interactive group work based on a fictional scenario. Delegates will work in small groups to tackle the problems of a fictional European family business – this fast paced and interactive session will represent an opportunity to hear how your peers would approach problems and challenging situations that can affect most family businesses...
Facilitated by PETER LEACH • *Founder*, Peter Leach & Partners, UK
ALEXANDRA SHARPE • *Partner*, Peter Leach & Partners, UK

- 13.15 – 14.45 Networking lunch

FOCUS ON SUCCESSION – ACHIEVING SUCCESSFUL GENERATIONAL TRANSITIONS

- 14.45 – 15.30 **MASTER CLASS: MANAGING EFFECTIVE GENERATIONAL TRANSITIONS**
According to Campden's latest family business research over 30% of the surveyed family businesses doesn't have a formalised next generation programme in place or any clear plans for succession in general. As many case studies have proved over the years only three family businesses in ten manage to last beyond the second generation and in most cases this is due to the lack of a succession plan.
This master class will provide the audience with an insightful analysis of what makes a sound and effective succession plan and how to prepare the next generation for things to come.
ALBERT JAN THOMASSEN • *Executive Director*, FBNed, The Netherlands
- 15.30 – 16.00 **HOW GOOD GOVERNANCE INFLUENCES SUCCESSFUL FAMILY BUSINESS SUCCESSION**
Succession in family business is an emotional and sensitive process, which requires a careful balance between business and personal concerns. It's a unique situation, for which there is no precedent, Succession will only affect family members twice in their lifetime – when taking over from the previous generation and when passing over to the next. How good family governance can help to make these generational changes successful will be explained by Marnix van Rij, representing Ernst & Young's Family Business Center of Excellence.
MARNIX VAN RIJ • *Senior Partner*, Ernst & Young, The Netherlands

16.00 – 16.30 Afternoon refreshments

16.30 – 17.25 **PANEL DISCUSSION: SUCCESSFUL LEADERSHIP TRANSITIONS – MEET THE RISING STARS**

This session will feature successful family business leaders who recently took the helm of their family business, who will share their experiences.

JENS FIEGE • *Managing Director*, Fiege Logistics, Germany

ANNE-KIRSTINE RIEMANN • *Chairman*, Riemann, Denmark

JOAQUÍN URIACH • *Secretary of the Board of Directors*, Grupo Uriach, Spain

17.25 – 17.55 **THE FAMILY X FACTOR – LEVERAGING THE ‘FAMILY’ ADVANTAGE**

This session will look at how a leading family business has been successfully leveraging the ‘family’ advantage. As we explored last year in Milan, it is not coincidence that some of the most successful family businesses are closely identified with the family behind it. In some cases the pure leadership qualities of the family suffice in creating this strong correlation in other cases clever communication and branding strategies can help in leveraging family businesses greatest asset: the fact that they are owned by a family.

MAXWELL BRUCE DREVER • *Chairman*, Drever Capital Management, LLC, USA

17.55 – 18.00 Closing of day one

19.00 – 22.30 **GALA EVENING – THE EUROPEAN FAMILIES IN BUSINESS AWARDS**

Campden will launch the first **European Families in Business Awards**, in association with Societe Generale Private Banking. The awards will be seminal and help set the benchmark for European family businesses. *Please see further information overleaf.*



Tuesday, 10 July 2012

08.30 – 09.15 Breakfast briefing

FARMLAND: ENHANCING SUSTAINABILITY AND RETURNS

FORBES ELWORTHY • *CEO & CIO*, Craigmore Sustainables, New Zealand

09.30 – 09.40 Chairman's opening remarks for day two

FOCUS ON SUSTAINABILITY – DRIVING FAMILY BUSINESS PERFORMANCE THROUGH SUSTAINABILITY

09.40 – 10.20 **MASTER CLASS: THE (FAMILY) BUSINESS OF SUSTAINABILITY – CREATING LEGACY AND BENEFITTING THE BOTTOM LINE**

A large number of family businesses claim to have a strong commitment to sustainability, meaning their commitment to society, the environment and the communities they operate in. Others refer to their triple-bottom line – people, planet and profit and have in place initiatives and strategies to achieve the goals they set for themselves. Sustainability can be a great driver for performance, bringing tangible and intangible benefits to the business as well as helping mitigate risk, leverage opportunities for value creation and build a competitive advantage. This master class will guide the audience through what sustainability really means and how family businesses can benefit from developing and implementing a professional and compelling sustainability plan.

JONATHON PORRITT • *Founder Director & Trustee*, Forum for the Future, UK

10.20 – 11.20 **PANEL DISCUSSION: ACTING SUSTAINABLY – ACHIEVING FULL BUSINESS POTENTIAL AND SECURING FAMILY LEGACY**

Successful family groups of varying sizes and stages will present what sustainability means for their business and families.

HEINRICH SPÄGLER • *Chairman of the Supervisory Board*, Bankhaus Carl Spängler & Co Aktiengesellschaft, Austria

MONICA VÖGELE • *President*, Vögele Kultur Zentrum, Pfäffikon, Switzerland

PATRICIA VON PAPSTEIN • *Investor & Entrepreneur*, Capital in Love, Austria

MICHAEL WORLEY • *Chairman*, William King Ltd, UK

Moderated by: JONATHON PORRITT • *Founder Director & Trustee*, Forum for the Future, UK

11.20 – 11.40 **FAMILY BUSINESSES LEADING THE WAY TO A SUSTAINABLE FUTURE**

Without a sustainable approach our future is at risk, not just the future of our family businesses but also that of the lives and livelihoods of the generations to come. This is why the International Board of the Family Business Network has been promoting a new manifesto on sustainability reaffirming their promise to promote a business model that will sustain not only our own generation but all those that will follow. The session will examine the key promises and pledges to sustainability and address the key challenges family businesses have to tackle in order to become real champions of a sustainable future.

ANDREW WATES • *Retired Chairman*, Wates Group & *Vice Chairman*, Family Business Network, UK

11.40 – 12.10 Morning refreshments

12.10 – 12.30 **CAMPDEN RESEARCH: THE EUROPEAN FAMILY BUSINESS SURVEY 2012**
DAVID BAIN • *Editorial Director, CampdenFB, UK*
MARCO GABBIANI • *Senior VP - Head of Family Business (Italy), UniCredit Private Banking, Italy*

FAMILY WEALTH MANAGEMENT AND INVESTMENTS – STRATEGIES FOR SUCCESS

12.30 – 13.30 **BREAKOUT SESSIONS**

This session will feature two presentations focusing on family wealth management and current investment opportunities. *Each breakout session will run for 30 minutes and will be repeated so delegates will be able to attend both sessions.*

BREAKOUT I: WHY EVERY FAMILY SHOULD HAVE MERGER ARBITRAGE AS PART OF THEIR CORE HOLDINGS

Many families desire strategies which have limited drawdown, low volatility and low correlation to the stock market. The volatility of 2008 and 2011 have been a recent litmus test for a strategy which has protected capital in down markets and delivered strong, consistent returns over full market cycles since the 1970's. Please join us for a discussion about the merits of Merger Arbitrage and how families incorporate this strategy in their portfolio.

GREGORY EAGAN • *Managing Director, Alpine Associates, US*

BREAKOUT II: CAREY GROUP

STEVEN PHILIPP • *Managing Director, Carey AG, Switzerland*

13.30 – 14.30 Networking lunch

FOCUS ON GROWTH AND PERFORMANCE – EXPANDING AND GROWING THE FAMILY BUSINESS

14.30 – 15.15 **MASTER CLASS: GOING GLOBAL – ASSESSING THE EXPANSION STRATEGIES FOR FAMILY BUSINESSES IN THE CURRENT ECONOMY LANDSCAPE**

This session will map out the most beaten tracks family businesses took and are taking to internationalise/expand their businesses, analyse their validity and success rate as well as exploring some of the key strategies families have at their disposal to expand/internationalise their business, from mergers & acquisitions to strategic alliances.

GUIDO CORBETTA • *Professor of Strategic Management in Family Business, AIdAF-Alberto Falck, Bocconi University, Italy*

15.15 – 15.45 **MASTER CLASS: FINANCING GROWTH**

In this presentation ING will discuss the possibilities to finance growth. Requirements on banks are more stringent and financing growth in bank credit is more difficult. Companies need to investigate alternative (additional) funding solutions; e.g equity, near equity and debt. But what are the do's and don'ts with alternative funding? This session will map out the option and conditions.

DIEDERIK VAN WASSENAER • *ING Commercial Banking, Global Head Clients & Network, The Netherlands*

15.45 – 16.15 **CASE STUDY: 'A GLOBAL CHALLENGER' – GROWTH FAST FORWARD**

CampdenFB magazine has published a fascinating report last year entitled 'Global Challengers', featuring the top 50 fastest growing family businesses on the planet. The report has not only confirmed what other studies have proved before – family business resilience in time of crisis – but has clearly proved how family businesses are uniquely positioned to grow faster than ever even in extremely turbulent times.

This session will feature the unique story of one of the most interesting 'global challengers' of the year!

PIERO MANZONI • *CEO, Falck Renewables, Italy*

BENJAMIN OEHLER • *Retired President & CEO, Waycrosse Inc. and President, Bashaw Group, Inc., US*

16.15 – 16.45 **IT'S A WRAP! OUR TOP 10 LESSONS FOR FAMILY BUSINESSES**

Our illustrious faculty of family business experts will share their top lessons for family businesses that they have derived from their extensive experience of working in the family business arena. This session will ensure you leave the conference inspired, motivated and with a toolkit to support the ongoing enhancement of your family business.

GUIDO CORBETTA • *Professor of Strategic Management in Family Business, AIdAF-Alberto Falck, Bocconi University, Italy*

ALBERT JAN THOMASSEN • *Executive Director, FBNet, The Netherlands*

PETER LEACH • *Founder, Peter Leach & Partners, UK*

16.45 – 16.50 Chairman's closing remarks

16.50 – 17.45 **CLOSED DOOR DISCUSSION FOR FAMILY PRINCIPALS ONLY**

This is closed door session, only open to family business principals and other family members will represent a great opportunity to discuss with a smaller group of peers issues that have arisen during the conference. Refreshments will be served during the session.

17.45 End of the conference

THE EUROPEAN FAMILIES IN BUSINESS AWARDS



European
Families in
Business
Awards
2012

Monday 9th July 2012

19.00 – 22.30 • Heineken Experience, Amsterdam

In association with Societe Generale Private Banking

Delegates at the conference are invited to participate, together with their spouses and children, in a gala evening and attend the first **European Families in Business Awards**, which will celebrate excellence in family business:

- Top Family Business of the Year
- Top Family Business Leader of the Year
- Top Family Business Rising Star of the Year
- Top Non-Family Director of the Year
- Top Sustainable Family Business of the Year

Delegates will enjoy a welcome reception at The Heineken Experience, and take a tour of the museum, before sitting down to dinner and entertainment.

The gala evening and awards are set to be held at this historic brewery built in 1867 which served as the company's primary brewing facility until 1988. Delegates will have the chance to explore the museum, including viewing historical artefacts, product exploration and interactive exhibits and learn more about this family-owned company.

HOW TO MAKE YOUR NOMINATION

More information on the judging process and how to enter could be found online at:
www.campdenfb.com/content/fib-awards-2012

By registering for the conference you will have automatic access to the Awards Gala Evening, should you wish to enquire about any additional places for the awards only please contact Laura Evans on +44 (0) 207 214 0580 or lauraevans@campden.com for further details.

FEEDBACK FROM PAST DELEGATES

*"It was one of the best conferences I've ever attended,
very helpful and put its fingers right into the wound."*

Chairman, Family Business, Germany

"Excellent organisation, great atmosphere and impressive speakers."

Chairman, Family Business, France

*"I enjoyed enormously spending two days surrounded
by likeminded family business owners."*

Family business owner, Spain

"A wonderful and empowering experience."

Member of the Board, Family Business, UK

"Perfect."

Chairman, Family Business, Austria

*"My family and I attended your European Families in Business Conferences
and we intend to make it the destination of our
annual trip/family meeting for the years to come."*

CEO, Family Business, Italy

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