

# THE EUROPEAN FAMILIES IN BUSINESS CONFERENCE

7 & 8 July 2011

Hotel Principe Di Savoia • Milan, Italy

*Building and transitioning effective leadership*



*The eighth annual European private meeting for family business leaders,  
owners and senior executives*

*Also including:*

## **NEXT GENERATION WORKSHOP**

*An exclusive and unique educational programme  
reserved for family members under 35 led by  
Sandy Loder, Founder and CEO of AH Loder Advisers*

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*Building long term strategies for future success*

The eighth European Families in Business Conference is the premier private conference for family business leaders, owners and senior executives. Taking place in Milan, Italy's business beating heart, *the event will be the most influential and agenda-setting gathering for significant business families from Europe and beyond.*

The theme of this year's event is 'Building and transitioning effective leadership': strengthening family leadership is a vital process that families need to undertake in order to maximise growth, profitability and longevity of the family business.

And with this in mind the conference will explore all the crucial areas that underpin great leadership thanks to a unique programme that was designed in collaboration with members of leading business families, family business experts and academics. It will feature keynote addresses from influential family business leaders, on stage interviews, panel debates and workshops. *The event will be highly interactive to allow a true peer-to-peer constructive exchange.*

Family businesses are the lifeblood of Europe's economy – even more so since the worst global recession in a generation. The business model is more robust and stronger than ever and it needs to be celebrated and discussed – **join us in Milan to set the agenda for the future of your family business.**

### HIGHLIGHTS

- Hear from over 20 family business leaders and some of the highest profile experts sharing their unique and unrivalled experience and expertise
- Network with over 100 like minded peers from family businesses from across Europe and beyond in a private and relaxed environment
- Discuss crucial issues to your family business in private breakout roundtables
- Join an elite group of some of the most prominent and celebrated family business leaders

### WHO QUALIFIES TO ATTEND?

Now in its eighth year the European Families in Business Conference 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 our conference team on +44 (0)20 7214 0544 or email us [conferences@campden.com](mailto:conferences@campden.com)

### SUPPORTERS

The event has the local support of AIdAF (Associazione Italiana delle Aziende Familiari and Italian Chapter of the Family Business Network) and Bocconi University – the leading forces driving innovation and exchange among Italy's family business leaders.

### COCKTAIL RECEPTION

We will hold a Cocktail Reception for all speakers, delegates and other guests at the end of the first day of the conference in an exclusive location in Milan to be announced soon. The organisers will provide transportation from the conference venue and back.

### CONFERENCE LANGUAGE / TRADUZIONE SIMULTANEA

The conference language is English but there will be simultaneous translation in Italian available to delegates.

La conferenza si terrà in inglese con traduzione simultanea in italiano disponibile per i delegati.

### TO REGISTER

*There are 4 easy ways to register for this conference*

- Register online on [www.campdenconferences.com/milan](http://www.campdenconferences.com/milan)
- Fax back the registration form on +44 (0)207 214 0512
- Phone us on +44 (0)207 214 0580
- Email us a request to attend to: [nicolasimmons@campden.com](mailto:nicolasimmons@campden.com)

## CONFERENCE CHAIRMEN

**MAURIZIO SELLA**, 14<sup>th</sup> generation in his family business, is the president of Banca Sella, established by his family in the 19<sup>th</sup> century in Italy. Dr. Sella is also the president of the Italian association for family businesses (AIdAF), the Italian chapter of the Family Business Network.

**FRANCOIS DE VISSCHER** is a family director and shareholder of his family's global business, Bekaert BV. He is also the founder of de Visscher & Co. and over the last twenty years he has advised over 300 business owning families worldwide.

## PROFILE OF FAMILY BUSINESS SPEAKERS

**PHILIP AMINOFF** is chairman of the Electrosonic Group and a member of the board of Finnish family businesses Veho, Helvar, Fastems and Paulig. He is also president of the European Family Businesses-GEEF, a federation of national Family Business Associations.

**GUIDO MARIA BARILLA** is the chairman of the Barilla Group, the world leading pasta production group established by his family in 1877 in Italy. Following his father's death in 1993 he was appointed chairman of the board of directors of Barilla S.p.A. and group chairman in March 2003.

**PIETRO GUSSALLI BERETTA** is 15<sup>th</sup> generation family member and vice president and CEO of Beretta Holding, his family business established in 1526. He joined the business in the early 90's and led a major restructuring of the group.

**CHRISTOPH BOENINGER** was appointed as chairman of the Haniel Family Advisory Board and vice chairman of the Haniel Foundation in 2003. Previous to that he served as managing director at Siemens in the United States and Germany.

**MARIELLA BOTTIGLIERI** joined her family business in September 2004 as managing director and tanker chartering manager. Her family has been active in the shipping industry since 1850.

**AMADEO BRENNINKMEIJER** is a founding partner at Nycon Energy AG, an energy consulting and outsourcing firm. Prior to that, Mr Brenninkmeijer worked in the family company C&A. Amadeo left C&A in order to pursue his own career and establish himself as an entrepreneur.

**MARIE-CHRISTINE COISNE-ROQUETTE**, at age 41, took leadership of the family-owned Sonepar group, the worldwide leader in the distribution of electrical equipment with operations in 35 countries across four continents and annual revenues in 2010 of over €13.4 billion. She is currently chairman and CEO of the group.

**ROBERTO DRAGO** is vice-chairman of De Agostini, a leading media group owned by the Drago and Boroli families. He is also a general partner in B&D Holding of Marco Drago & C. S.a.p.a., a member of the board of directors of DeA Capital and the chairman of the De Agostini Foundation.

**ANDREA ILLY**, grandson of the founder of illy, in 2005 took the helm as the 3<sup>rd</sup> generation of the Illy family. He is the chairman and CEO of the family business and a chemist, philanthropist, philosopher, athlete, wine and spirits expert.

**ELVIRA SILVIA LEFEBVRE D'OVIDIO** is chair of the Foundation Maruzza Lefebvre D'Ovidio Onlus. The Foundation's aim is to promote excellence and equity of provision of palliative care and support for persons affected by life-threatening conditions and their families, regardless of age, cultural, social and economic background.

**MATTEO LUNELLI** is the CEO of Lunelli Spa, the holding of the family group which includes Cantine Ferrari, the prestigious winery house established in 1902. Before joining his family business Mr. Lunelli worked for five years at Goldman Sachs in Zurich, New York and London.

**PHILIP MACKEOWN** is the family director of the Musgrave Group, a leading Irish food distribution business. Eldest member of the 5<sup>th</sup> generation he has been leading the education of the 50 members of the next generation of current and future owners.

**GIANNI MION** has been the managing director of Edizione, the holding company of the Benetton family, since 1986. He is also a member of the board of directors of the Benetton Group, Aeroporti di Roma, Autogrill, Atlantia, Fondazione Cassa di Risparmio Di Venezia, Luxottica Group, Burgo Group and Sintonia SA.

**MARIANO PUIG** is the ex chairman of Puig Corporation, holding of his family group. He is also a founding member of the Spanish "Instituto de la Empresa Familiar" and the founder, and now honorary president, of the "European Group of Family Enterprises", GEEF. Mr Puig is also an honorary member of the FBN board of directors.

**PIERRE-EMMANUEL TAITTINGER** is the grandson of Pierre Taittinger, the founder of Champagne Taittinger. He joined the family business in 1976 and after regaining control of the business in 2006 he became its president and CEO.

**JUHA VALKAMO** is CEO of the family business Primula Group, which was established in 1908. He is 5<sup>th</sup> generation and he has established, together with other family members, Primula Family Council and Family Office. He is a vice president of Finnish FBN and holds several board positions in other family businesses and industry associations.

**ROSS WARBURTON** is a 5<sup>th</sup> generation member of the Warburton family. Warburtons is a British family business established 132 years ago and Ross is executive director of the company and the chairman of the Institute for Family Business in the UK.

SEE ALL OUR DISTINGUISHED SPEAKERS IN OUR CONFERENCE PROGRAMME

For a complete list of all speaker profiles please visit:

[www.campdenconferences.com/milan](http://www.campdenconferences.com/milan)

# PROGRAMME

## Thursday, 7 July 2011

### CONFERENCE CHAIRMEN

**MAURIZIO SELLA** • *President, Banca Sella & President, AidAF (Day One)*  
**FRANCOIS DE VISSCHER** • *Founder & President, deVisscher & Co. (Day Two)*

08.30 – 09.00 Registration and refreshments

09.00 – 09.10 Chairman's opening remarks

### 09.10 – 10.10 **KEYNOTE ADDRESS: FAMILY LEADERSHIP FOR LONG TERM SUCCESS**

Strengthening family leadership is a vital process that families need to undertake in order to maximise growth, profitability and longevity of the family business. Recent events within the family business sphere have only cemented the thinking that lack of strong leadership and cohesion will inevitably jeopardise any long term ambition. Two of Europe's most prominent family business leaders will share their story, vision and challenges encountered in leading successfully their family business.

**GUIDO MARIA BARILLA** • *Chairman, Barilla Group, Italy*

**PIETRO GUSSALLI BERETTA** • *Vice President & CEO, Beretta Holding SpA, Italy*

### 10.10 – 11.10 **YOU CAN'T CHOOSE YOUR FAMILY BUT YOU CAN CHOOSE YOUR ... NON-FAMILY DIRECTORS**

It is common practice for families to hire non-family directors to lead their businesses in order to integrate expertise and skills that are not necessarily present within their gene pool. This doesn't and shouldn't mean giving up control of the business or indeed the family leadership, as long as some vital considerations and questions are addressed. The key criteria for success will be identified and discussed in an interactive panel of non-family directors and family leaders who will also share their experiences in working together including the good, the bad and the ugly.

**GIANNI MION** • *Managing Director, Edizione, Italy*

**LEE THISTLETHWAITE** • *Independent Non-Executive Director, Switzerland*

**THOMAS P. WAGNER** • *CEO, Dorma Group, Germany*

**JÖRG RITTER** • *Partner, Egon Zehnder International, Germany*

**FRANCOIS DE VISSCHER** • *Founder & President, deVisscher & Co. Member of Board of Directors, Bekaert, Belgium*

*Moderated by: GUIDO CORBETTA* • *Professor of Strategic Management in Family Business, AidAF-Alberto Falck, Bocconi University, Italy*

11.10 – 11.40 Morning coffee

### 11.40 – 12.40 **FIT FOR PURPOSE: EFFECTIVE FAMILY GOVERNANCE FOR AN EVOLVING AND GROWING BUSINESS**

An effective family governance system is crucial not only to ensure the smooth running of the business but also to support and strengthen the family leadership and ultimately ensure longevity. This session will examine how leading families have created the right governance framework to resolve family disputes, support family leadership and evolve as the business expands and circumstances change.

**CHRISTOPH BÖNINGER** • *Chairman of the Family Advisory Board, Franz Haniel & Cie, Germany*

**MARIELLA BOTTIGLIERI** • *Managing Director, Giuseppe Bottiglieri Shipping Company, Italy*

**ROSS WARBURTON** • *Executive Director, Warburtons & Chairman, IFB, UK*

*Moderator: PETER LEACH* • *Founder, Peter Leach LLP, UK*

### 12.40 – 13.10 **INTERVIEW – FAMILY AFFAIRS: A VIEW FROM THE TOP**

In 1994 Andrea Illy, grandson of the founder of illy, took the helm as the third generation of the Illy family business; a company with an uncompromising passion and vision for creating an authentic Italian experience in every cup of coffee served to connoisseurs and coffee lovers worldwide. Andrea's role and areas of expertise go well beyond his title as Chairman and CEO. Andrea is a chemist and an impeccable businessman. He will share his vision and thoughts as the leader of one of Italy's most glorious family businesses.

**ANDREA ILLY** • *Chairman & CEO, illycaffè, Italy*

*Interviewed by DAVID BAIN* • *Editorial Director, Campden FB, UK*

13.10 – 14.40 Networking lunch

### 14.40 – 15.40 **FAMILY WEALTH MANAGEMENT & INVESTMENT FORUM**

These sessions will provide delegates with the latest thinking and strategies on family business finance, growing and preserving family wealth and investment strategies.

#### 1) ADDRESSING VOLATILITY AND DOWNSIDE RISK IN A FAMILY'S PORTFOLIO

Families are focused on rebuilding their affluence and recreating wealth. The question many are grappling with is, how to preserve capital yet increase returns? Gain an historical perspective on how a highly diversified merger arbitrage strategy can be utilised to protect and grow generational wealth.

**GREGORY EAGAN** • *Managing Director, Alpine Associates, United States*

**II) FAMILY WEALTH MANAGEMENT IN ITALY: CHALLENGES AND SOLUTIONS**

This session will provide delegates with a global perspective on investment opportunities specially selected with family investors in mind. It will also delve into the current issues, challenges and potential solutions on key aspects of private family wealth management.

**SAVERIO PERISSINOTTO** • *General Manager*, Intesa Sanpaolo Private Banking, Italy

15.40 – 16.10

**THE GROWTH DNA OF FAMILY BUSINESSES – SUCCEEDING FOR GENERATIONS**

Each family business is unique, yet each successful family business has much in common. Understanding these success factors and taking advantage of that knowledge underpins the growth DNA of your family business. This session will outline the factors EY have identified through research and working with family businesses as crucial in ensuring your family succeeds for generations. It will also include an overview of some of the significant tax administration and policy changes and the potential impact on you and your family wealth.

**PETER ENGLISCH** • *Partner*, Ernst & Young Family Business Center of Excellence for Germany, Switzerland and Austria

16.10 – 16.40

Afternoon refreshments

16.40 – 17.25

**CASE STUDY. PUTTING IT ALL IN PLACE: A TEN YEAR CHAPTER IN A FIVE GENERATION STORY**

Musgrave Group is a food distribution business which partners over 3,500 entrepreneurial retailers and foodservice professionals in Ireland, the United Kingdom and Spain. The company is a fifth generation family and employee owned business with a turnover of €4.5 bn. The case study will cover the development of family governance during a ten year period to include the setup of a family Constitution, the education of the 50 members of the next generation and the future priorities of the family.

**PHILIP MACKEOWN** • *Family Director*, Musgrave Group, Ireland

*Moderated by:* **PETER LEACH** • *Founder*, Peter Leach LLP, UK

17.25 – 18.00

**“THE FAMILY X FACTOR”. LEVERAGING THE POWER OF YOUR BIGGEST ASSET: YOUR NAME**

It's no coincidence that some of the most successful family businesses are closely identified with the families 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 the family business greatest asset: the fact that they are owned by a family. This panel will highlight some of the most successful strategies family businesses can utilise to maximise the benefits of their family premium brand both internally and externally

**PAUL BAY** • *Founder*, citizenbay, UK

18.45 – 21.00

Cocktail reception

## Friday, 8 July 2011

08.30 – 08.50

Arrival and breakfast

08.50 – 09.25

**BREAKFAST BRIEFING. A ROAD MAP FOR INVESTORS: MACROECONOMIC OUTLOOK AND FINANCIAL MARKETS**

The recession ended two years ago, but there are still doubts on the sustainability of the recovery. Current imbalances in the global economy increase risk for investors, but also create opportunities. Macroeconomic factors need to be more than ever a decisive element in shaping investment decisions.

This briefing will provide delegates with an in-depth insight on the key elements families need to be aware of when making their investment decisions.

**ALESSANDRO MANINI** • *Banca IMI, Private Banks & Family Offices, Italy*

09.30 – 09.40

Chairman's opening of day two

09.40 – 10.20

**CASE STUDIES: TWO LEADING EUROPEAN FAMILIES' EXPERIENCE IN SUCCESSION PLANNING**

Two of Europe's most legendary family business leaders, will share their experiences in planning for succession and in creating an effective governance system.

**MARIANO PUIG** • *Ex-Chairman*, Puig Corporation, *Founder and President*, GEEF & *Honorary Board Member*, FBN, Spain

**ROBERTO DRAGO** • *Vice-Chairman*, De Agostini, Italy

10.20 – 10.40

**NEXT GENERATION IN FOCUS: ENTREPRENEUR VS. INTREPRENEUR**

This presentation will focus and define the different personalities of next generation family members in the process of joining the family business. Which personalities are better suited to join the existing structure? And for those who have a highly entrepreneurial drive is the existing business the best place to fulfil their potential? What are the compromises family businesses have to face in order to nurture and retain their family talent?

**AMADEO BRENNINKMEIJER** • *Partner*, Nycon Energy, Germany

**10.40 – 11.20** **PANEL DISCUSSION. LEADERS OF TOMORROW: TRANSITIONING LEADERSHIP TO THE NEXT GENERATION AND NON-FAMILY LEADERS**

Identifying and grooming the next generation to take over the family business is one of the biggest challenges families face. There is no simple way to deal with succession due to the uniqueness of each family and its individuals; however, having a clear process, principles and plan in place is of fundamental importance. This session will analyse what makes a great transition plan, how to formulate and apply meritocratic principles, avoid and manage rivalry and, ultimately, how to pass on strong leadership qualities. We will also touch on transitioning leadership to non-family directors.

**JUHA VALKAMO** • *CEO*, Oy Primula Ab, Finland

**AMADEO BRENNINKMEIJER** • *Partner*, Nycon Energy, Germany

**PHILIP AMINOFF** • *Chairman*, Electrosonic Group & *President*, European Family Businesses – GEEF

**MATTEO LUNELLI** • *Vice-Chairman*, Cantine Ferrari, Italy

**ALESSANDRA MANULI** • *Founder & CEO*, Hedge Invest, Italy

**11.20 – 11.40** Morning coffee

**11.40 – 12.10** **GLOBAL AMBITIONS: RETAINING LEADERSHIP IN AN INTERNATIONAL FAMILY BUSINESS**

When a family business expands beyond national borders, retaining control and leadership becomes even a greater challenge. This session will feature the case study of an international family business highlighting the specific challenges they were faced with. This session will prove of vital importance for all those families building and expanding across their national borders.

**MARIE-CHRISTINE COISNE-ROQUETTE** • *Chairman & CEO*, Sonepar, France

**12.10 – 12.40** **INTERVIEW – FAMILY BUSINESS LEADER IN FOCUS: PIERRE-EMMANUEL TAITTINGER**

Pierre-Emmanuel Taittinger will share how his family regained control of the family business, the challenges the family faced in achieving such a great result and more importantly how the family legacy worked as a powerful catalyst for the family to act in a cohesive and effective manner.

**PIERRE-EMMANUEL TAITTINGER** • *President*, Champagne Taittinger, France

*Interviewed by: DAVID BAIN* • *Editorial Director*, Campden FB

**12.40 – 14.15** Lunch

**14.15 – 15.00** **THE BUSINESS OF PHILANTHROPY: ENSURING IMPACT, CREATING COHESION, SECURING LEGACY**

Good and effective philanthropy is also an expression of great family leadership. Family business leaders are increasingly handling their philanthropic activities like an extension of their business and are keen to maximise its impact and accountability. Strong and shared philanthropic goals can be great catalysts for sustaining family values and creating a strong legacy for future generations. Family members will share their philanthropy strategies and explore the latest thinking.

**SILVIA LEFEBVRE D'ONOFRIO** • *President*, Fondazione Maruzza Lefebvre, Italy

More to be confirmed

*Moderated by: DANIEL GOLDSTEIN* • *Independent Advisor*

**15.00 – 16.00** **CLOSING MASTERCLASS: ENSURING A SUCCESSFUL LEADERSHIP TRANSITION**

Martin Jenkins will deliver a dynamic and interactive session, looking at a range of critical human behaviours in families, from conflict management through to intergenerational disagreements and the challenges of “upskilling” the next generation. Martin Jenkins has worked with a small number of the wealthiest families in the world and will be explaining the specific skills that can be taught and learned to dramatically improve a family’s ability to perpetuate its wealth and leadership through multiple generations.

**MARTIN JENKINS** • *CEO*, Oxford Place & *Visiting Lecturer*, Harvard and Oxford Universities, UK

**16.00 – 16.10** Chairman’s closing remarks

**16.20 – 17.30** **EXCLUSIVE BREAKOUTS. FAMILY BUSINESS PRINCIPALS AND NON-FAMILY DIRECTORS’ ONLY SESSIONS**

Qualifying delegates will have the opportunity to participate in exclusive and private discussions tailored to their needs and agenda in confidence and in a relaxed environment. The two concurrent closed doors sessions will be exclusively open to:

**SESSION I: FAMILY PRINCIPALS AND FAMILY MEMBERS**

**SESSION II: NON-FAMILY DIRECTORS**

**17.30** Close of Conference



## NEXT GENERATION WORKSHOP

7 & 8 July 2011, Milan, Italy

The Next Generation workshop sessions will run in parallel to the main conference and are strictly reserved for family members under 35. Led by Sandy Loder, Founder and CEO of AH Loder Advisers and fifth generation member of the Fleming family, this educational programme aims at assisting families in maintaining their family wealth, architecture and values to enhance wellbeing for existing and future generations. During his 19 years working with the family wealth business, Sandy Loder learned much about how multi-generational families and family businesses survive and fail the test of time.

*“Six of ten families lose their wealth by second generation.*

*Nine of ten families by the third”*

*“Only 5% of failure is due to financial planning, taxes and investments”*

This is the result of many factors, but can mainly be attributed to: poor communication, lack of trust and planning, misunderstanding of individual family members' ambitions, abilities and expectations. This exclusive workshop will be invaluable to avoid these factors becoming issues.

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## WORKSHOP PROGRAMME

### Day One – 7 July

14.40 – 18.00

#### WORKSHOP SESSIONS

- Preparing to succeed as the Next Generation
- Assessing personal skills and ambitions
- Learning new personal and business skills
- Understanding the family business

### Day Two – 8 July

09.30 – 12.40

#### WORKSHOP SESSIONS

- Giving the Next Generation a purpose and vision
- Preparing the family office for the future generations

For a full programme and how to book please visit [www.campdenconferences.com/milan](http://www.campdenconferences.com/milan)

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## 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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