



# 6th Annual Family Company Management

Strategies For Growth And Prosperity In The New Generation  
Family Enterprise

17 – 20 February 2002 • Holiday Inn Hotel (Bur Dubai), Dubai

## Distinguished Speaker Panel:

- **Mohammed Abudawood**  
Abudawood For Industry Co., KSA
- **Mohammed Al Fahim**  
Al Fahim Group, UAE
- **Mishal Kanoo**  
The Kanoo Group, UAE
- **Marwan El-Ajou**  
El-Ajou Group Trading Co., KSA
- **Ghassan Nuqul**  
Nuqul Brothers Co., Lebanon
- **Hussain Jawad**  
WJ Towell & Co., Oman
- **Hanan Al Mutawa**  
British School of Kuwait, Kuwait
- **Hani Siyam**  
Tameema International Trading, KSA
- **Pankaj Khimji**  
Khimji Ramdas, Oman
- **Amin Nasser**  
PricewaterhouseCoopers, UAE
- **Essam Al Tamimi**  
Al Tamimi & Co., UAE
- **Joe Paul**  
Aspen Family Business Group, USA
- **Tamer Bazzari**  
Dubai Financial Market, UAE
- **Hakan Hillerstrom**  
PricewaterhouseCoopers, Geneva
- **David Price**  
HSBC Financial Services (Middle East) Ltd, UAE
- **G Stuart Makings**  
PricewaterhouseCoopers, UK
- **David Bork**  
Aspen Family Business Group, USA
- **Howard Kingsbury**  
PricewaterhouseCoopers, UAE
- **David White**  
Business Control Improvements, Australia

## Inauguration And Opening Address



**Sheikh Abdullah A. Alireza**  
*Executive Director*  
Xenel Industries, KSA  
& *Deputy Chairman*  
Jeddah Chamber of Commerce, KSA

## Plus! 2 workshops on:

1. The Five Dimensions Of Succession And Business Continuity Planning
2. A Guide For Leading The Family Business

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# 6th Annual Family Company Management Conference

## Day Two 18 February 2002

08:30 Registration

09:00 **Chairman's Opening Remarks**  
**John Sandwick, Managing Director**  
**Encore Management, S.A., Switzerland**

09:15 **Opening Address**



**Sheikh Abdullah Alireza**  
*Executive Director*  
**Xenel Industries, KSA**

09:45 **Family Business Transitions In The Middle East**

In the Gulf, business is more than 98% family owned. Family Companies play a crucial role and make significant contributions to their national economies. These families are now facing the challenges of global competition, shifting technologies, consumer needs and value-added channels. This session will explore the challenges posed by the transition to new economy and the future of family companies in the Middle East.

**Mohammed Abudawood, General Manager**  
**Abudawood for Industry Co., KSA**

10:15 **Creating Innovative Corporate Cultures For Future Generations**

- Adapting corporate culture to meet the changing demands of the industry
- Creative corporate culture models incorporating technology and attention to individual freedoms
- Designing corporate environments to attract the most talented individuals

**Hani Siyam, President**  
**Tameema International Trading, KSA**

10:45 **Syndicate Session 1**

Delegates will be broken into groups of 5 – 7. The groups will meet several times during the course of the conference. The aim of these sessions is to give delegates an informal platform to raise questions and debate important issues in small groups.

11:15 Refreshment Break

11:45 **Mechanics Of Family Councils And Shareholder's Assemblies – How To Make Them Work**

- How are these structured by the families
- Governance issues
- Ownership philosophy and vision
- Models used by families
- Family personnel policy
- Mechanisms of exit

- Valuation
- The family as the business bank not a family bank

**Amin Nasser, Partner**  
**PricewaterhouseCoopers, UAE**  
&

**G Stuart Makings, Partner**  
**PricewaterhouseCoopers, UK**

12:45 Lunch Break

14:00 **Developing The Family Business Council - A Successful Model**

- Challenges
- Concrete Plans
- Rules

**Mohammed Al Fahim, Honorary Chairman**  
**Al Fahim Group, UAE**

14:30 **The Impact Of Wealth On The Younger Generation: Managing Communication And Expectations**

**Pankaj Khimji, Partner**  
**Khimji Ramdas, Oman**

15:00 **Panel Session**

**Examining Critical Challenges Facing Family Companies**

- Succession planning
- The family as the business bank not a family bank
- Finding a place in the family firm: career assessment and development
- Conflict resolution techniques in family companies

**Mishal Kanoo, Deputy Chairman**  
**The Kanoo Group, UAE**

**Marwan El-Ajou, Vice President**  
**El-Ajou Group Trading Co., KSA**

**Ghassan Nuqul, Managing Director**  
**Nuqul Brothers, Jordan**

**Hussain Jawad, Vice Chairman**  
**WJ Towell & Co., Oman**

**Hanan Al Mutawa, Assistant Principal/**  
**Administration Manager**

**British School of Kuwait, Kuwait**

17:00 Chairman's Closing Remarks

17:15 Close Of Day Two

## Day Three 19 February 2002

08:30 Coffee

09:00 **Chairman's Opening Remarks**  
**John Sandwick, Managing Director**  
**Encore Management, S.A., Switzerland**

09:15 **Tackling "The Succession Conspiracy" - Making Succession Easier For Both Generations**

- Unifying family members under one banner
- Designating responsibilities and setting up

- limits to family members
- Developing family member role in management of the company
- Establishing a role for the founder of the company that will be beneficial without being involved in the day to day running of the establishment

**Mohammed Al Fahim**, *Honorary Chairman Al Fahim Group, UAE*

10:00 **Sustaining The Family Business In The Third Generation And Beyond - Alternative Models For Leadership In Family Business**

- Office of the President
- Cousins' Consortium
- Family members in coalition with non-family leader
- How the leader(s) provides real leadership in the alternative model
- How the leader(s) build and achieve credibility as a leader, at the same time co-existing with family members in a minority position
- Preserving the voice of family members not in leadership positions
- Building a family wide environment of fairness and harmony, recognising that shared power does not mean equal power
- A case study on a family business in Connecticut

**David Bork**, *Partner Aspen Family Business Group, USA*

10:45 Refreshment Break

11:15 **Sharia Law And Its Implications On Business Continuity**

**Essam Al Tamimi**, *Managing Partner Al Tamimi & Co., UAE*

12:00 **Syndicate Session 2**



12:30 **Managing Growth - Family Business Financial Strategy**

- Changes facing family businesses
- Realising value for family members (buy-out, IPOs)
- Identifying investors
- The role of capital markets
- The importance of information

**Howard Kingsbury**, *Partner PricewaterhouseCoopers, UAE*

13:00 Lunch Break

14:00 **Investing In Family Businesses**

This session will explore what a financial institution looks at when assessing and making an investment in a family business as well as how, why and when a family business might seek such investment.

- What types of investment opportunities might arise from family businesses

- What does a financial institution look for when investing
- What types of structures are used
- Discussion of past examples

**David Price**, *Director Private Equity HSBC Financial Services (Middle East) Limited*

14:30 **Going Public And Listing On The Dubai Financial Market**

- The benefits and aspects to consider in being a public company
- Requirements needed to become a public company
- The IPO process in the UAE
- An overview of Dubai Financial Market
- Listing on DFM

**Tamer W. Bazzari**, *Senior Advisor Dubai Financial Market, UAE*

15:00 Refreshment Break

15:30 **The Role Of A Family Office In Managing A Family's Affairs**

- Functions of a family office
- Why use a family office?
- Key issues to consider
- Different types of family office
- Objectives
- Who will run the family office
- Cost
- Which services to outsource and which to retain?
- Risks
- Common problems
- Benefits

**Hakan Hillerstrom**, *Partner PricewaterhouseCoopers, Geneva*

16:00 **Corporate Governance In Family Company Boardrooms**

- Why corporate governance?
- To set the rules and regulations for all the stakeholders
- The importance of these policies in controlling the actions of the new generation
- To set the rules for injecting new views into an old game
- To send a clear message to the staff that the company is professionally run
- To set the stage for the company to be transparent and accountable should it decide to go public or if taxation should be an issue

**David White**, *Director Business Control Improvements Pty Ltd, Australia*

16:30 **Syndicate Session 3**

- Group presentations



17:00 Chairman's Closing Remarks

17:15 Close of Conference