

7th Annual

# Family Company Management Conference

23 - 26 February 2003  
Le Meridien Hotel (Airport), Dubai

## Key Contributions From:

- **Mohammed Abudawood**  
General Manager  
Abudawood For Industry, KSA
- **Amr Enany**  
President  
Al Amira Co., KSA
- **Dr. Nabil Fahed**  
Chairman  
Fahed Group, Lebanon
- **Peter Evans**  
Co-President  
Laird Norton Trust Company, USA
- **Cem Boyner**  
Head  
Boyner Holding A.S, Turkey
- **Dr. Abdellatif Khemakhem**  
Advisor  
Saudi Binladin Group, KSA
- **James Olan Hutcheson**  
Leader  
Olan Mills Studios, USA
- **Mohammed A. Basamh**  
Managing Director  
Basamh Trading Co., KSA
- **Maidalynne Utting**  
Facilitator, Senior Client Partner  
Franklin Covey, UAE
- **Dr. Josiane Fahed-Sreih**  
Director, Institute of Family and  
Entrepreneurial Business,  
School of Business, Lebanese  
American University, Lebanon
- **Imad Kamal Sultan**  
Board Member  
W.J. Towell & Co, (L.L.C)
- **John Sandwick**  
Managing Director  
Encore Management, Switzerland
- **David Bork**  
Founder  
Aspen Family Business Group, USA
- **Joseph Paul**  
Partner  
Aspen Family Business Group &  
Director Emeritus  
The Family Firm Institute, USA
- **Barbara Murray**  
Director  
Family Business Network, Switzerland
- **Harish Chauhan**  
CEO  
XRARE, Canada
- **Simon Evans**  
Founding Director  
Near Wealth Advisors Ltd. UK
- **Anthony Brewis**  
Director  
Near Wealth Advisors Ltd. UK
- **Amin Nasser**  
Partner  
PricewaterhouseCoopers, UAE
- **G. Stuart Makings**  
Partner  
PricewaterhouseCoopers, UAE

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## Day Two: 24 February 2003

8:30 **Registration And Coffee**

9:00 **Chairman's Opening Remarks**

**John Sandwick**

*Managing Director*

**Encore Management, S.A., Switzerland**

*As an investment banker, John has specialised in structured finance. He remains active in corporate finance and investment banking, particularly with financial institutions and companies in emerging markets. John speaks frequently at conferences and seminars worldwide on family business, banking, investment, real-estate and finance issues. He has spoken for over a dozen events since 1995, including frequent appearances for IIR. John has chaired IIR's Annual Family Company Management conference for the last six years.*

9:15 **Restructuring Family Companies: Survival Of The Fittest**

**Mohammed Abudawood**

*General Manager*

**Abudawood for Industry Co., KSA**

*Mohammed Abudawood is the Managing Director and Board Member of Abudawood & Partners for Industry, Abudawood Trading Company and Abudawood Industrial Company in Saudi Arabia. He has more than two decades of experience in running and growing businesses in the areas of marketing and successful management of multi-national, multi-ethnic family business with a lateral thinking approach to business management. Mohammed having worked his way up in the family business and has unique insights into the long-term career objectives, and mentoring for family members.*

10:00 **The Road From Challenge To Implementation In Family Business Restructuring**

**Dr. Abdellatif Khemakhem**

*Advisor*

**Saudi Binladin Group, KSA**

*Dr. Khemakhem is Expert in Strategic Management, Entrepreneurship, Crisis and Change Management. He has been Professor of Strategic Management Entrepreneurship and Management Controls at Washington University, Ohio State University and University of Minnesota in the US.*

10:45 **Networking Break**

11:15 **Family Business: Sustaining Growth - An Entrepreneurial Experience**

*Learn how successful family businesses took their company from "entrepreneurial" founded ownership and control, through a transition, to ownership and control by their off spring. Entrepreneurs will learn how to recognise when the transition has begun, to identify the leaders of senior and junior generations during the transition and what type of leadership works best at each stage.*

**Dr. Nabil Fahed**

*Chairman*

**Fahed Group, Lebanon**

*Dr. Nabil Fahed is the Chairman of the Fahed Group comprising of retail and distribution companies in Lebanon. He has previously held positions of Investment Officer at the International Finance Corporation IFC (Member of the World Bank group) in Washington DC and Managing Director of Middle East Capital group (a regional investment bank). In addition, he was a professor of Finance at the American University of Beirut and a Professional Lecturer in Finance and Management at the George Washington University. Dr. Fahed has also been a management and financial consultant for a number of private companies and international organisations, and has written several articles on the organisational and financial aspects of family businesses.*

12:00 **Case Studies Of How Families Use Family Councils And Shareholders Assemblies To Address The Key Issues Facing Family Businesses**

- Sibling rivalries, non-acceptance of the chosen successor
- Family representation on the board
- Conflict between family vs business need for cash
- Active vs passive
- Inability to "let go" in time
- Role of in-laws
- Mechanisms for exits
- Different ownership models reflecting different ownership philosophies

**G Stuart Makings**

*Partner*

**PricewaterhouseCoopers, UK**

*Stuart has significant experience of working with families, large and small, on areas such as continuity planning, succession planning and conflict management. He has worked with numerous families to establish their Family Councils and Shareholders' Assemblies and has also assisted in developing and agreeing their vision for the future as well as their family and shareholder protocols. In so doing, he has developed and worked with Family Offices for his clients. Stuart is a regular speaker at family business conferences throughout Europe and more recently in the Middle East. He is also a regular contributor to a number of newspapers and business magazines.*

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**Amin Nasser**

*Partner*

**Pricewaterhouse Coopers, UAE**

*Amin has been with the firm in Dubai and London for over 20 years. Amin leads the PricewaterhouseCoopers Family Business Forum in the UAE and is responsible for developing the firm's activities in Family Business Advisory Services in the Middle East. He is also a regular speaker at Family Business conferences. Amin's experience with families in the Middle East is significant. He has worked with a number of families and advised them on business strategy and key family issues such as continuity, succession planning and conflict management.*

13:00 **Lunch Break**

## Day Three: 25 February 2003

9:00 **Chairman's Opening Remarks**  
**John Sandwick**  
*Managing Director*  
**Encore Management, S.A., Switzerland**

### Live Telephone Interview

9:15 **Family Business Networking Over The Last Decade - How Families In Business Learn With Each Other And From Each Other**

- The rapid growth of a "family business market"
- The key constituencies:
  - education
  - networking and education
  - lobbying
  - professional advisors
- The role of the family business network in global networking
- Doing it yourselves: family business network chapters

**Dr. Barbara Murray**

*Executive Director*

#### **The Family Business Network, Switzerland**

*Barbara Murray is a prominent teacher, writer, researcher and consultant on family business matters, and is Executive Director of the world association for family business education and networking known as Family Business Network (FBN).*

*Barbara is an associate with Lansberg Gersick Associates, a Connecticut-based firm specialising in family business consultation, research and education. She was the founding director of the Centre for Family Enterprise (CFE) and Reader in Family Business at Glasgow Caledonian University, Scotland. Barbara's other roles include Editor-in-Chief of Families in Business magazine; founding Editor of The Family Business Client; and member of the Editorial Review Board of The Family Business Review. Barbara has spoken at many conferences and teaching programmes around the world on family business issues, and she is a founding Fellow of IFERA, the International Family Enterprise Research Academy.*

10:00 **Issues Facing Family Businesses – A Global Perspective**

- Governance trends in family business
- The consequence of participative management in different cultures
- Two consulting models currently in use throughout the world
- The "cultural coach" as a tool for assisting families manage change within their business and within their family

**David Bork**

*Founder*

#### **Aspen Family Business Group, USA**

*David Bork is one of the world's leaders in the field of counseling family business. He has had in-depth, long-term involvement with nearly 400 families in business. He has assisted them in charting their way through various family business issues including succession between generations, death of the founder, sale of the business, and the complexities of dealing with wealth. (See day two for detailed biography).*

10:45 **Networking Break**

11:30 **The Role Of A Leader In Family Business**

Great leaders inspire and teach others to be leaders. Leaders of the future will lead in every area of life – especially family life. As you continue to build the future of the Family Business and endeavor to leave a legacy, challenge what roles you are modeling – challenge how you see the world! Anwar Sadat once said, "He who cannot change the very fabric of his thought will never be able to change reality, and will never, therefore, make any progress!" This session will focus on:

- Four areas of choice
- Whole person paradigm
- Four dimensions of leadership

**Maidalynne Utting**

*Facilitator, Senior Client Partner*

**Franklin Covey, UAE**

*As an International conference speaker, she has presented to audiences of more than 1000 people with a unique flair and devotion. For eight years she was a qualified counselor with the New Zealand Justice Department and has been interviewed a number of times on National Television. Franklin Covey is the leading global provider of integrated and sustainable professional services and product solutions in response to Critical Business Issues based on proven principles. (See day one for detailed biography)*

12:00 **Managing Family Wealth: The Economic Consequences Of An Overly Indulged Generation**

The management and leadership competencies of the second and third generation are crucial requirements for long-term success of any family business. The sudden infusion of oil wealth in the Middle East has left many family businesses vulnerable. Too many members of the successor being been made accountable for their management performance.

**Joseph Paul**

*Associate*

**Aspen Family Business Group, USA**

*Director Emeritus*

**The Family Firm Institute, USA**

*Joe Paul has worked with families since 1978 to help them communicate well, plan for their future, and grow their tangible and intangible assets. He specializes in four of the challenges facing families in businesses.*

- Development and transfer of leadership
- Resolution of issues that interfere with planning and decision making
- Management of intellectual capital and goodwill before, during and after succession
- Enrichment of family legacies  
(See day four for detailed biography)

12:30 **Panel Session – Critical Challenges Facing Family Companies**

- Managing cash flow and profits – rules for taking money out of the business
- To go public or not?
- Exploiting mergers and acquisitions
- Compensation in a family owned business – how to make it work
- Attracting, retaining, motivating non-family employees
- Strategies for success: implementing a new compensation system
- Compensation and conflict for siblings in business

**Invited Panel Includes:**

**Amr Enany, President, Al Amira Co. Ltd, KSA** *(To be confirmed)*

**Imad Kamal Sultan, Board Member, W.J. Towell & Co, (L.L.C)**