



IIR MIDDLE EAST

CONFERENCES ■ EXHIBITIONS ■ TRAINING



Distinguished speaker faculty includes:

- **Talal Abu-Ghazaleh**, Chairman and CEO
The Talal Abu-Ghazaleh Organisation, Jordan
- **John Sandwick**, Managing Director
Encore Management SA, Switzerland
- **Zaher Munajjed**, Founder
Consultants for Business Management, KSA
- **Mohammed A.J. Al Fahim**, Honorary Chairman
Al Fahim Group, UAE
- **Joseph Paul**, Partner
Aspen Family Business Group
& Director Emeritus
The Family Firm Institute, USA
- **Khalid Rashid Al Zayani**, Chairman
Al Zayani Investments, Bahrain
- **Ethem Sancak**, Chairman
Hedef Alliance Holding, Turkey
- **Paul Bennett**, General Manager
Inspiring Performance, UAE
- **Ghassan Nuqul**, Vice Chairman
Nuqul Group, Jordan
- **Imad Kamal Sultan**, Director
WJ Towell Co Ltd, Oman
- **Amin Nasser**, Partner
PricewaterhouseCoopers, UAE
- **Stuart Makings**, Lead Consultant
PricewaterhouseCoopers, UK
- **Faisal bin Juma Belhouli**, President & CEO
Belhouli Corporate Office L.L.C., UAE
- **Mohammed I Shams**, Assistant General Manager
Alkamal Import Office Company Ltd, KSA
- **Justin Craig**, Assistant Professor in Entrepreneurship
Oregon State University, USA
- **Marwan Al-Tassan**, Investment & Research
Arabian Support & Services Company Ltd, KSA
- **Haluk Alacaklioglu-Obst**, Chairman
Global Family Business Consulting Inc, Turkey
- **Professor Ken Moores**
Bond University, Australia
- **Abdul Salam A Al-Awadi**, Chairman
Al-Ahli Investment Co, Kuwait



8th Annual

Family Company Management Conference

Strategies for the Survival and Success of the Family Business!

24 - 27 April 2004

Metropolitan Palace Hotel, Dubai

Plus

TWO separately bookable one day workshops

- **Family Business Governance**
- **Leading The Family Company Through Change**

Why Attend?

- Learn tips and techniques for dealing with unique family company challenges from leading family companies and their advisors
- Hear about the latest issues, both globally and regionally, confronting family companies
- Meet and network with members of successful family companies from around the world
- Ease the transition from one generation of family company management to another
- Ensure the structure, policies and processes of your family company are suitable for sustained growth
- Discover how to create a family dynasty and a powerful family company brand

Strategic Business Information Partner



<http://my.ameinfo.com>

www.iirme.com/fcm

971-4-3352437

971-4-3352438

register@iirme.com

DAY ONE – 24 April 2004

8.30 Registration And Coffee

9.00 Welcome From The Chairman



John Sandwick, Managing Director,
Encore Management SA, Switzerland

John A. Sandwick directs multiple family business assignments for numerous private clients in the Arab world. He was previously a private banker in the Credit Suisse Group and before that at Deutsche Bank. Sandwick frequently writes for professional publications and appears regularly as a conference speaker on financial risk management, structured investments, family business management and real estate investments. His involvement in the GCC region dates back to 1975. Sandwick has been advising family businesses on diversification, capital valuations and management since 1989. Over the past nine years he has participated in and supported the ongoing dialogue on family businesses through the Family Company Management conference programmes organised by IIR.

9.15 **Global Issues Confronting Family Companies: The Critical Factors And How Local Family Businesses Can Address Them**

- Global trends and issues confronting family companies worldwide
- The implications for family businesses in the Middle East
- How to address the issues to ensure your business is protected from threats yet well positioned to take advantage of opportunities

John Sandwick, Managing Director, **Encore Management**, Switzerland
and



Talal Abu-Ghazleh, Chairman, **Talal Abu-Ghazleh Organisation**, Jordan; Chairman Of The Arab Regional Network Of The United Nations Information And Communication Technologies Task Force And The Working Group On Human Resources And Capacity Building

Talal Abu-Ghazleh Organisation is the largest Arab group of professional service firms in the fields of accounting, management consulting, training, intellectual property, legal services, information technology, capacity building, credit information and legal translation. Employing over 600 multi-disciplined professionals and operating out of 38 offices in the Middle East and North Africa, with representative offices in Europe and North America, TAGO's member firms were established to serve the Arab countries and foreign firms interested in conducting business in the region. With over 32 years of experience, TAGO has developed an outstanding record of success among clients, which include major agencies, international and Pan-Arab government funding organisations as well as leading family owned companies.

10.00 **Inspirational And Effective Leadership Within The Family Company**

- Personal attributes and actions that denote an effective leader of a family business
- The additional responsibilities of leading a family company through change
- Developing a positive organisational culture that contributes to leadership goals and company direction



Ethem Sancak, Chairman
Hedef Alliance Holding, Turkey

Mr. Sancak founded ES ECZA, a pharmaceutical warehouse and distribution company, and ESKO, a cosmetics warehouse and distribution company, in 1987. In 2000, Hedef Holding established a strategic partnership with Alliance Unichem Plc, the second largest pharmaceutical warehouse and distribution company in Europe and fourth worldwide. Hedef Alliance Holding now consists of five companies: Hedef, Es, Esko, Sancak and Uniport including 2 cold chain, 21 pharmaceutical, 5 toiletry, 2 food product warehouses, 22 satellite warehouses, and more than 4000 employees with the mission of creating value in human health and beauty. Mr. Sancak was awarded "Business Executive of the Year" in 2001 from Istanbul University Business Administration Faculty. He has been General Secretary of Pharmaceuticals Warehouses Association since 1985.

10.45 Networking Break

11.15 **Corporate Governance – Why Is It Important For Family Companies?**

- The essential principles of good corporate governance
- How corporate governance can ensure sound management and operational processes as well as enhance family harmony
- Putting in place decision making and monitoring processes that are fair and open to all stakeholders



Faisal bin Juma Belhoul, President & CEO
Belhoul Corporate Office L.L.C., UAE

Mr. Faisal Belhoul joined the Belhoul Group in 1997. Since then, he has been the key person behind the restructuring that has taken place in converting this first generation family business into a Corporate Conglomerate. He led the creation of a Holding Group, Family Board, Corporate Management Team and a Corporate Governance Structure. He has been involved in numerous high-level negotiations that have materialized into successful Joint Ventures, with both local and international partners. He spearheaded various greenfield projects, from the conceptual stage to implementation. He currently overlooks a portfolio of Investments that cover multiple sectors such as healthcare, trading, distribution, retailing, manufacturing, education, travel, sports & fitness, engineering and catering.

12.00 **Restructuring The Family Company To Meet Changing Needs And An Evolving Marketplace**

- Exploring the structural options for family businesses and identifying the best plan for future success
- Planning for structural change in the family business; what are the key considerations?
- Communicating the benefits of restructuring and gaining support for implementation



Ghassan Nuqul, Vice Chairman, **Nuqul Group**, Jordan; Member of the Economic Consultative Council to HM King Abdullah II and Member of the Board of Trustees of the Jordanian Hashemite Fund for Human Development

Established in 1952, Nuqul Group brings together 27 regional and global companies and over 5,000 employees, and is one of the Middle East's leading manufacturers of FMCG products and construction materials. Through vertical integration and an increased focus on its core business in manufacturing hygienic paper and paper products, and further expansion throughout the Middle East, Nuqul Group is committed to sustaining an ever-growing corporate equity and outstanding regional presence. Ghassan Nuqul also has roles as owner, managing director and board member for numerous companies under the umbrella of Nuqul Group.

12.45 Lunch

13.45 Restructuring The Family Company – Facing The Challenges And Finding The Solutions



Mohammed I Shams, Assistant Director General, **Alkamal Import Office Company Ltd**, KSA and Coordinator, **Abbott Laboratories**, KSA

Mohammed Shams joined Alkamal in 1988 as Assistant General Manager and was instrumental in developing the company's initiatives in areas such as distribution (warehouse), logistics and MIS. He also represents the company in its business negotiations with foreign partners and government entities.

Alkamal Import Office Co. Ltd, started in 1957, is engaged in importation and distribution of medical, health care and other specialty products from major US and European manufacturers. Mohammed Shams is part of the second generation of owners actively involved in the day-to-day running of the company.

Alkamal is one of Saudi Arabia's oldest and major medical trading companies and has a mission to provide quality products from major and respected medical manufacturers, introduce new, breakthrough products and services beneficial for the health care of the Saudi population.

14.30 The Case For Restructuring Family Companies

- Status quo ante – a description of the situation before the consultant's involvement
- Triggers for change - the value of red ink
- Prerequisites for a successful restructuring and key considerations within the family
- Implementation difficulties
- Conclusion



Zaher Munajjed, Founder and Principal **Consultants for Business Management**, KSA and International Associates of Aspen Family Partners

Zaher established CBM - the Consultants for Business and Management - in Jeddah and spent over 20 years working for or advising family business groups chief among them OK Al Esayi and Abdul Latif Jameel in Jeddah and Al Munajem in Riyadh. In 2002 Zaher became an international associate with Aspen Family Partners and is presently leading the work to establish an effective governance system for a leading Jeddah merchant family with three generations in the business. The key success factors of his career have always been expert knowledge, consensus building and hands on implementation.

15.15 Networking Break

15.45 Using Family Councils And Advisory Boards To Address Issues And Make Decisions Within The Family Business

- The issues that are unique to family companies and how these impact the day to day business
- How issues can be addressed using family councils, shareholder assemblies and advisory boards
- Setting up a suitable council and drafting appropriate guidelines for decision making



Amin Nasser, Partner **Pricewaterhouse Coopers**, UAE and **Stuart Makings**, Lead Consultant **Pricewaterhouse Coopers**, UK

Amin has been with the firm in Dubai and London for over 20 years. Amin leads the Pricewaterhouse Coopers Family Business Forum in the UAE and is responsible for developing the firm's activities in family business advisory services in the Middle East. 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.



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 shareholder assemblies and has also assisted in developing and agreeing their vision for the future as well as their family and shareholder protocols. In doing so, he has developed and worked with family offices for his clients.

16.45 Panel Discussion:

Ask questions of the expert speaker faculty on the issues of most concern or interest to you and your family business

17.30 Chairman's Closing Remarks And Close Of Day One

DAY TWO – 25 April 2004

9.00 Chairman's Opening Remarks

John Sandwick, Managing Director, **Encore Management SA**, Switzerland

9.15 Achieving Family Succession Planning

- Achieving succession planning
- How we succeeded in maintaining family peace
- Building family businesses for the future



Mohammed A.J. Al Fahim, Honorary Chairman **Al Fahim Group**, UAE

Mr Mohammed Al Fahim joined the family business after completing his studies in England, at the beginning of 1968. With the aid of his late father, Mr. Abdul Jalil Al Fahim, he managed to diversify and grow the company into one of the largest family-owned business in the Middle East.

As an advocate of converting family businesses to public companies, Mr. Al Fahim set a precedent in the UAE by successfully obtaining the first permission for a family business to go public. He also won the "Gulf Chief Executive Award" for 1995.

10.15 The Five Challenges Of Succession

Managing the process of succession is one of the greatest challenges that family business leaders face. This presentation will provide insights into the management of this transition. Special attention will be paid to the succession of:

- Ownership
- Management
- Authority
- Relationships
- Knowledge



Joseph Paul, Partner **Aspen Family Business Group & Director Emeritus** **The Family Firm Institute**, USA

Joe works only with families in business, families of wealth and family foundations and has developed a special interest in the challenges facing family businesses in the Middle East. Since 1978 he has helped families to communicate well, plan for their future, and grow their tangible and intangible assets. He specializes in three of the challenges facing families in businesses: development, application and transfer of family business leadership; resolution of family issues that interfere with decision making and the development of assets; management and succession of the knowledge and wisdom that gives a company its competitive advantages.

11.15 Networking Break