

# THE MIDDLE EAST FAMILIES IN BUSINESS CONFERENCE

20<sup>th</sup> & 21<sup>st</sup> March, 2007  
Ritz-Carlton Hotel · Bahrain



*The third annual private meeting for family business leaders,  
owners, senior executives and their close advisers*

*Produced in official association with*



*Sponsored by*

ABERDEEN ASSET MANAGERS  
BAHRAIN INTERNATIONAL CIRCUIT  
GULF FINANCE HOUSE  
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الجمعية البحرينية للشركات العائلية  
BAHRAIN FAMILY BUSINESS ASSOCIATION

*Organised by*

**Campden**  
Conferences

# CONFERENCE PROGRAMME



**CHAIRMAN**

**JOHN SANDWICK**

*Managing Director, Encore Management SA, Switzerland*

*Tuesday 20<sup>th</sup> March 2007*

- 08.30-09.00** Registration and morning coffee
- 09.00-09.10** **CHAIRMAN'S INTRODUCTION**
- 09.10-10.30** **WELCOMING ADDRESS**  
**JANE DELLAR**, *Managing Director, Bahrain Financial Services Development Bureau, Bahrain*
- FAMILY BUSINESS IN THE MIDDLE EAST**
- Outlook for the region's economy
  - Key growth areas
  - Inward and outward investment potential
  - From generation to generation – the story of a local family business
- BRAD BOURLAND**, *Chief Economist, SAMBA Group, Saudi Arabia*  
**MISHAL HAMED KANOO**, *Deputy Chairman, Kanoo Group, Bahrain*
- 10.30-11.00** Morning coffee
- 11.00-12.30** **CASE STUDY: CREATING SYSTEMS OF FAMILY GOVERNANCE**
- History of a disorganised company which ended in collapse
  - Rebuilding and modernising the family business
  - Developing a system of family governance to 'future-proof' the company
  - Defining values and goals
  - Family councils & constitutions
- KHALID AL ZAYANI**, *Chairman, Al Zayani Investment Group, Bahrain*
- CREATING A GOVERNANCE STRATEGY FOR THE FAMILY AND THE BUSINESS: PERSPECTIVES FROM EUROPE**  
**VITTORIO FRESCOBALDI**, *Chairman and CEO, Marchesi de Frescobaldi SPA, Italy*  
**MARJO RAITAVUO** *Chairman, Ensto Oy, Finland*
- 12.30-13.30** Lunch
- 13.30-17.30** **NEXT GENERATION WORKSHOP**
- WELCOME ADDRESS FROM THE BAHRAIN FAMILY BUSINESS ASSOCIATION**  
**KHALID KANOO**, *Chairman, Bahrain Family Business Association, Bahrain*
- DEVELOPING FUTURE OWNERS AND LEADERS**  
 Successful generational transition is crucial both to the survival of a family owned business and the long term prosperity of the family. Many Middle Eastern family businesses founded in the last 50 years are facing succession issues for the first time.
- This workshop is designed to assist family business owners, their families and senior executives as they develop the next generation of leaders – whether family or non-family. Professor Carlock will bring to bear his multi-disciplinary approach to assisting families with succession. Ghani Attar and Samer Khoury complement this with their personal experiences.
- PLANNED COVERAGE INCLUDES:**
- Transition strategy – evolution or revolution?
  - Developing a shared corporate culture
  - The responsible owner and humane employer
  - The role of philanthropy in framing the family and corporate vision
  - How much and how soon to hand over
  - Training of the next generation – formal or “on the job”?
  - Recruitment and integration of new blood
  - The role of women in the family business
- PROFESSOR RANDEL S. CARLOCK**, *Berghmans Lhoist Chaired Professor in Entrepreneurial Leadership, Director, Wendel International Centre for Family Enterprise, INSEAD, France*  
**GHANI ATTAR**, *Vice President, Attar Group, Syria*  
**SAMER KHOURY**, *Executive Vice President, Consolidated Contractors Company (CCC), Greece*
- 18.30-22.00** Reception and dinner hosted by Bahrain International Circuit at the Formula One Grand Prix track.
- During the evening delegates will be able to experience the thrill of Formula One racing in a test drive around this world class track.*