



THE FAMILY BUSINESS NETWORK INTERNATIONAL
ACTIVITY REPORT 2016

Connecting and supporting business-owning families for generations to come

By families, for families, across generations



A Sustainable Future

Without a sustainable approach our future is at risk. Not just the future of our businesses but, we also risk the lives and livelihoods of generations yet to come. This is why we, The International Board of the Family Business Network, are reaffirming our promise to promote a business model that will sustain not only our own generation, but all those that follow us.

The benefits of a sustainable approach are apparent to us all: the responsible use of capital is a powerful force for good and with corporate stewardship comes corporate advantage. Businesses that achieve great things deliver greater financial results, but these issues we face are more pressing than immediate financial return.

To provide future generations with more than we have received ourselves is a deep-seated human ambition. It is found in all walks of life, but it is in family owned businesses that inter-generational thinking is intrinsic. We believe that our inherent understanding and appreciation of legacy brings an obligation to support and promote a sustainable future in all that we do. As custodians of tomorrow, we believe that it is our duty to act now by making these pledges:

For our People:

We pledge to do all that we can to create and nurture workplaces and working cultures where our people flourish.

For our Communities:

We pledge to be responsible global citizens making positive contributions to the communities that we work and live in.

For the Environment:

We pledge to constantly search for ways to reduce the ecological impact that we create and safeguard the environment that we all share.

For Future Generations:

We pledge to share our values and long-term aspirations with future generations.

We know that these are bold promises and we do not make them lightly. But in order to protect all that we have done and create a sustainable future, where our work lives on, they are vital. We call on all family owned businesses, worldwide, to take responsibility for the future of our children and our children's children.

Please join us in our pledge.



Thierry Lombard



Alfonso Libano Daurella



Karl-Erivan W. Haub



Thilo Wersborg



Frederick C. Tsao



Farhad Forbes



Peter Therman



Priscilla de Moustier



Serife Inci Eren



Samuel Maldonado Degwitz



Eliane Garcia Melgaço

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Forewords



Karl-Erivan W. Haub

Karl-Erivan W. Haub
Chairman of the Board

Dear members of FBN,

As we look back once more to 2016 I am constantly awed and inspired by the commitment of the many of you who make FBN such a wonderful 'by families, for families' organisation. After 27 years the major part of FBN's work is still carried out by enthusiastic volunteers who show a real engagement with our aim of promoting the success of family businesses across generations.

Like my fellow volunteers, I feel great personal warmth for FBN as a 'safe place' that provides those of us in business families with encouragement and important resources. Although our organisation makes no claims in the area of therapy, I have personally heard people telling me about the bad situations they found themselves in, and how FBN was a real support to them in re-balancing and re-energising their lives.

As chairman, I am in the fortunate position of seeing the on-going positive development of our safe place where no-one is trying to sell you anything. Later in this Activity Report you can read about new member associations that extend FBN's presence to even more countries, now to a total of 60. I am delighted to welcome new associations in Adria, Czech Republic, and the Levant region. We have crossed the threshold of 10.000 members from more than 3000 family businesses which is great news! Yet there are so many more great family enterprises out there that I literally see no limit for FBN's growth in the future.

As well as widening our presence, we are also deepening it. More than ever, we are facilitating the growth of small peer groups that allow more intimate exchanges, such as the New Leaders Circles and the Polaris Peer Groups. As a result we can share the wisdom that we have built up over the years, with our longest-established members having gone through one if not two succession processes, on average.

As I reflect on last year I keep coming back to the commitment of our members. I thank the families who have joined our two funding programs; their dedication plays a huge role in protecting FBN's unique safe space. We also greatly value those who have volunteered their precious time in order to serve as Ambassadors and you can read more about their contributions later in this Report.

I also keep coming back to the role that each and every member plays in our membership organisation. You yourselves hold the key to our continuing growth and success. In 2016 we celebrated the 10-year anniversaries for FBN Belgium and FBN Austria as well as 20-years for FBN Sweden and – with your continued help and support – I'm confidently looking forward to many 20-year, 25-year and eventually 100-year anniversaries in the years ahead.

"From I to We"



Alexis du Roy de Blicquy
CEO

Dear members and friends,

We have witnessed another year of authentic and inspiring exchanges amongst members from around the world. This year's main theme was derived from the second item of the FBN Pledge: **"For our communities, we pledge to be responsible global citizens making positive contributions to the communities we work and live in."** Moving from the individual to the family and the community, we learned to build a sense of community. As we know from experience, teams and communities last, individuals do not. Therefore moving from "I" to "We" is essential.

Held for the first time in China, the 27th FBN Global Summit explored how family members can increase awareness, resolve conflicts and build family cohesion. At the core of family business sustainability is family cohesion. It involves balancing: current individual needs with future goals, issues of individual and sometimes selfish financial and emotional benefit, external factors such as religion and health, and matters of legacy and family values. Our gathering in Suzhou gave us a unique opportunity to welcome and discover 130 Chinese members and establish our presence in a country which counts 50 million family businesses. Together we celebrated the tribe of multigenerational family businesses in the true and unique FBN spirit.

FBN Next Gen community pursued its development, with a renewed Leadership Team and tagline **"FBN takes you to places you thought you'd never go"**. The Next Gen Summit, co-hosted by FBN Sweden, took 200 participants to the

beautiful village of Tällberg, three hours away from Stockholm, for a retreat of experiential learning and transformational interactions. The Next Gen Award recognized a great member from a multigenerational Swedish family of entrepreneurs. Separately, the New Leaders Circle programme continued its expansion and is now present in eight countries; it allows an increasing number of members to discuss sensitive topics that affect their lives and establish support groups.

Building on the FBN Pledge, the Polaris initiative is embraced by an increasing number of associations and members. Through innovative partnerships with thought leaders, including B Corp, we developed tools for members to be inspired and progress on their sustainability journey. Volume 2 of the FBN Polaris publication **"Building a Flourishing Family Business"** highlighted a number of concrete cases, ideas and innovations from our network and beyond. Pursuing our thought leadership efforts, FBN renewed its partnership with Egon Zehnder, and launched a new study on the theme of **"Family Gravity"**.

At the core of the federation's work is its mission to build a strong organization at the service of its members, deepening ties among its member associations. Today, as more than one event per day happens in our network worldwide, I am grateful to the FBN team of more than 60 professionals who make the network live, grow and develop beyond 10.000 members as a unique and safe space: **"By Families, for Families, across Generations"**.



FBN vision

OUR VISION:

To be THE World Family Business Network,
by families for families, enabling successful
& sustainable enterprises across generations.



FBN IS A SAFE SPACE

- By families, for families, driven by our members
- Across generations & inclusive of all family members
- Not-for-profit & non-solicitation
- Global, regional & local
- >25 years of shared community learning

Network news

A network that is moving 'from I to We'

2016 was another year of growth for our federation, which now has around 10,500 individual members who belong to 3,200 business families. Approximately 40% of members are Next Generation (aged below 40). As FBN continues to move towards being a community of purpose, the roadmap for our development is provided by the three pillars of the 2020 Action Plan:

1. A STRONG GLOBAL FEDERATION

We have 30 member associations that organise and coordinate their own programs and events for networking, education and training. The federation strengthens the work of member associations by making it possible to share insights, receive/provide support, and deliver large-scale summits and international events. In addition, we provide tools for associations to learn from each other, develop and professionalise, in particular the Dashboard 2.0 initiative. Via their own individual cockpit, our member associations can identify success factors and improvement areas regarding membership management, governance, offering and business model, in order to better serve their members. At the heart of the global federation is the FBN International Board which is in charge of the general business and strategy of the federation. In 2016 two new members were elected to the Board: Fred Sasser of Sasser Family Holdings based in the USA, and Elena Zambon who is a third-generation member of an Italian business-owning family.

2. PEER-TO-PEER LEARNING AND SHARING

The number and variety of FBN events worldwide continues to grow as our network becomes larger. The FBN Global Summit was held in China for the first time and attracted a very encouraging proportion of new families and Next Generation members, with a record percentage saying they also intend

to attend future summits. The Next Generation Summit in Sweden drew in participants from 30 countries and over half of the participants were repeat attendees, which underlines the value that they place on belonging to a peer group of members aged below 40.

FBN has launched various peers groups to offer learning and support to different categories of members:

- New Leaders Circles continued their expansion in 2016 and are now present in eight countries, allowing an increasing number of members to discuss sensitive topics that affect their lives.
- Polaris Peer Groups gather members who are committed to accelerating their progress in implementing the FBN Pledge. They learn from each other on how to innovate and transform their business models to be more sustainable.
- Philanthropy Circles (in partnership with the Swiss Philanthropy Foundation and WISE) gather Next Generation members who desire to establish their personal philanthropy roadmap and engage in a renewed cross-generational dialogue on philanthropy issues.

3. THOUGHT LEADERSHIP

During 2016 FBN continued to take a lead in the area of sustainability through our Polaris initiative. We added to our series of inspiring case studies, produced a second volume of the Polaris Guide, and promoted the Polaris Impact Assessment Tool for benchmarking and driving improvement. FBN is also taking a lead, as part of a global research project with Egon Zehnder, in exploring Next Generation perspectives on 'A Family's Gravity'.

International activities

FBN ANNUAL RETREAT AND GENERAL ASSEMBLY, GERMANY, 19–20 MAY

The Annual Retreat, held in Murnau am Staffelsee, provided an opportunity to concentrate on FBN's growth, development and increasing professionalism. With input from the FBN International team and FBN executives across the network, member associations identified ideas for bringing more value to members. They also shared good practices and collaborated in building the future together, with key words being learn, support, exchange, and lead. Having focused over the last three years on renewal, alignment, cohesion and execution, the time was ripe to accelerate and move from a loose network to a real community of purpose. Coming together at the Retreat allows us to share ideas about bringing more value to our members and deepening our relationships, while building our future. Again this year the wisdom in the room boosted each discussion, showing the deep commitment by families, for families, across generations.

This year's Retreat stressed: the Dashboard 2.0 project; member associations and their progress; members of the Next Generation (NxGs) and the NxG Leadership Team; thought leadership and content; and FBN's 2016 and 2017 Global Summits.

The 2016 General Assembly included elections of two new Board Members, it also confirmed three new members of the Nomination Committee: Alfonso Libano Daurella, Arun Bharat Ram and Maya Faerch.

12TH NEXT GENERATION INTERNATIONAL SUMMIT, TALLBERG, 1–3 JUNE

A collaboration of FBN International and FBN Sweden

This event, held by a beautiful lake in Sweden, was attended by 200 participants from over 30 countries. There was particularly strong representation from Sweden, Germany, India, Colombia and Finland.

The mix of participants, all aged under 40, can be characterised as 'Explorers' who are still at university or early in their careers, 'Custodians' who are not working in their family businesses but keen to be supportive owners, and 'New Leaders' who are taking more responsibility in their family businesses.

One of the Explorers said: "I'm really open to get familiar with different cultures and different perspectives, and at this Summit it's like a package you get."

A Custodian commented: "I'm not involved in the family business, and I don't plan to be in the next five years, but when I do, everything I've learnt will come in handy at that time."

A New Leader said: "I had some issues with my sister joining our company but now, by the things I learnt at this Summit, I know how I can actually empower my sister and help her land at the company much more smoothly than I did."

The Summit's program meant that it was easy to explore sensitive subjects in a safe way. There is often pressure on children of successful parents and so it was helpful to share stories of uncertainties, failures and unexpected consequences.

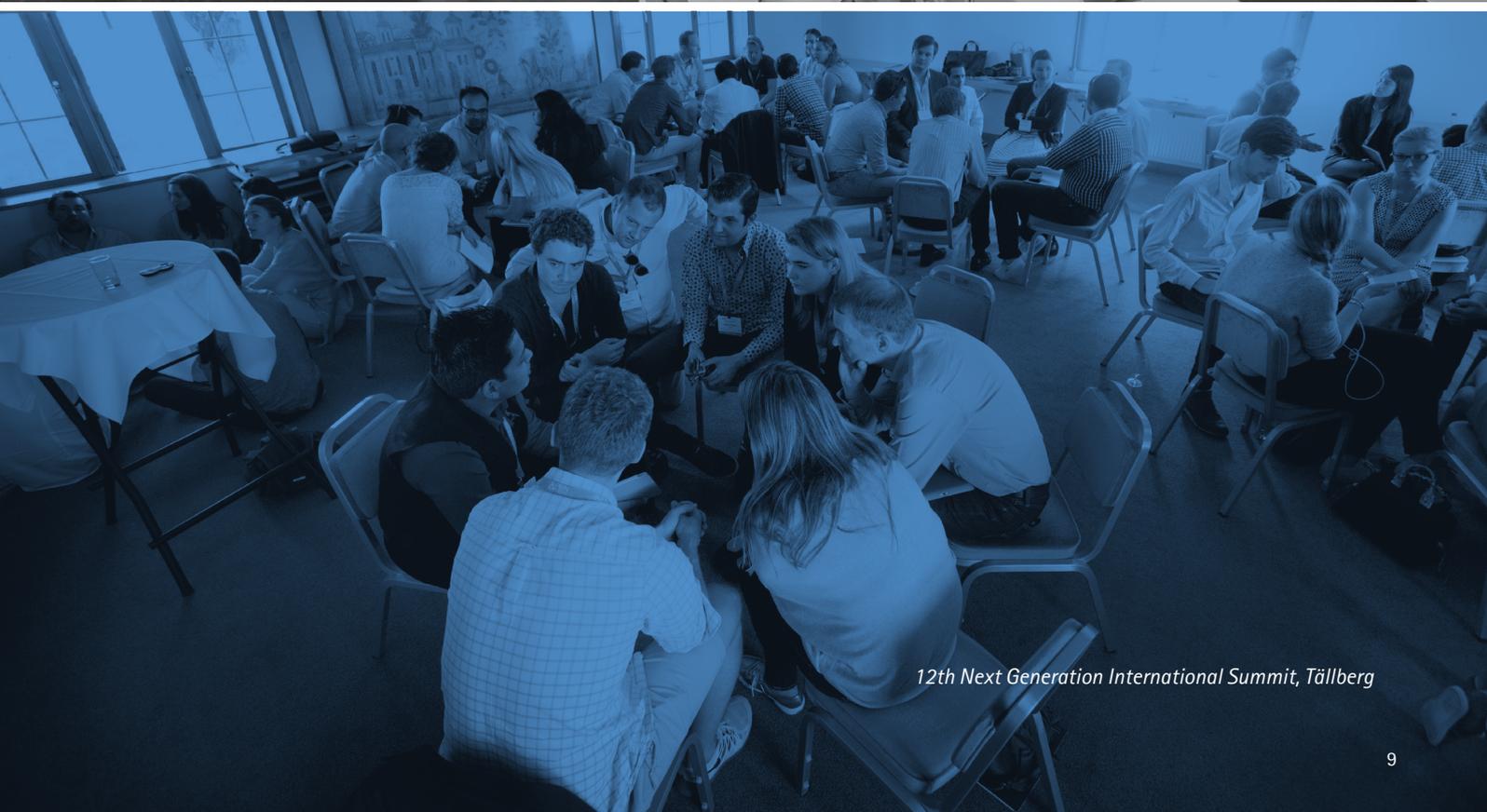
The top-rated sessions included a thought-provoking talk on 'how to get it wrong', a workshop on personal communication styles, and an exploration of re-combined families.

A participant from Colombia said: "You really get to self-develop at NxG events because you not only share experiences with others but through the sessions you work on yourself."

To watch a video of Summit highlights please visit: www.youtube.com/watch?v=Y4AZksRkm_A



FBN Annual Retreat and General Assembly, Germany



12th Next Generation International Summit, Tällberg

International activities

27TH FBN GLOBAL SUMMIT, SUZHOU, 2-5 NOVEMBER

A collaboration of FBN International and FBN Asia

The premier event of the FBN calendar took the theme of 'From I to We: awareness, conflict resolution, cohesion'. Over 500 participants gathered in Suzhou and, appropriately for the first Summit in China, our research showed that networking with other families was perceived as a key added value. The number of participants who said they intend to attend our next Summit was a record.

The Summit provided the largest ever number of small group sessions as alternatives to traditional parallel sessions. The satisfaction ratings for these small groups were even higher than last year. Overall the content was considered to be family-focused with a very high level of relevance.

Keynote speakers included John Davis (Cambridge Institute for Family Enterprise), Winter Nie (Professor of Management at IMD) Richard Eu, Loy Teik Ngan, Natalie Hong and Thierry and Rodolphe Peugeot. A number of sessions included a focus on the host country, asking questions like: What is China reality?

What is China strategy? How are Chinese family businesses becoming international? To what extent are practices of Asian family business different to those in the West?

A series of visits to family businesses in the region embodied FBN's 'by families for families' ethos. There were also pre-Summit learning journeys to Hangzhou and Shanghai. One participant remarked: "I only wish I had four bodies so I could go to more sessions... everyone was so excited about they learnt!"

Small group discussions allowed many participants to be inspired on difficult and emotional topics, and to become change agents in their families. "FBN gives me tools for self-awareness that can build family unity and really give us the opportunity to grow and develop as a family and as a business," commented a participant.

To watch a video of Summit highlights please visit: <https://youtu.be/eJl0yaA-BjY>

IMD-LOMBARD ODIER GLOBAL FAMILY BUSINESS AWARD

During the FBN Global Summit the 21st annual IMD-Lombard Odier Global Family Business Award was presented to Jebsen & Jessen Family Enterprise, a family firm that employs over 7,700 people and generates about US\$4.5 billion in sales.

The firm is a master at entrepreneurial partnerships, starting with its own; its roots go back to 1895 when two cousins from modern-day Denmark established a trading house in Hong Kong.

Its distinctive governing principles promote independence and concentrated ownership. Only one descendant from each family takes the 'principal shareholder' role upon purchase (not inheritance) of the shares from their predecessors. Today, the two principal family shareholders in the third generation – Hans Michael Jebsen and Heinrich Jessen – navigate the group.

In winning the Award, the Jebsen & Jessen Family Enterprise join a long list of prestigious recipients that draw attention to the positive role of family businesses. They often serve as models for long-term growth, profitability, stability and survival through periods of crisis.

FBN NXG AWARD

Building on eight years of successful entrepreneurial stories, the FBN NxG Award supports young innovators in their journeys and fosters a community of Next Generation entrepreneurs within the global network.

In 2016 we partnered with EDHEC as academic partner of choice. Three members of the Next Generation presented their projects at FBN Summits in Tällberg and Suzhou:

- **Caroline Walerud** – winner – 'Volumental'. Caroline is a second generation member of Walerud & Partners, Sweden.
- **Lucas Correa Sevilla** – finalist – 'Bambu Wasi'. Lucas is a third generation member of Semaica, Ecuador.
- **Winson Yeung** – finalist – 'Singbee Lighting'. Winson is a second generation member of Singbee Technology, China.

Further information on the projects can be found:

<http://www.fbn-i.org/fbn-nxg-award/>

The next edition of the NxG Award will open for entries in April 2017.

IMD Lombard Odier Global Family Business Award 2016
- Jebsen & Jessen



Caroline Walerud NXG Award winner 2016



International initiatives

POLARIS

Delivering on the Pledge

Polaris provides a framework for delivering on the FBN Pledge for 'A Sustainable Future'. It is increasingly a movement of members who champion business as a force for good, and understand that sustainability is good for business.

Polaris empowers members on their 'pro-business', 'pro-family', 'pro-social' and 'pro-environment' journey. We do that through case studies that inspire, tools that measure, and platforms that facilitate learning and co-creation.

During 2016 our activities included the on-going production of FBN member cases that offer real-life examples of how our members are innovating to make a positive impact in their communities while creating new markets for their family business. In total there are over 20 case studies that tell stories about sustainability journeys, enabling peer-to-peer sharing of innovative and intriguing ideas (including 'the business that purposely ran out of paper').

We also expanded the usage of Polaris Impact Assessment (PIA), a tool that enables FBN members to measure their impacts and identify opportunities for growth, and empowers them to be a force for good. As of end-2016, over 70 members have registered accounts and begun using the PIA tool, which is specially customised for family businesses.

We set up a pilot 'Polaris Peer Group' (PPG) that brings together eight business families who want to accelerate their progress in implementing the FBN Pledge. They have self-identified targets for their own organisations and are sharing insights about measurement and management of improvements.

Participants in the PPG, which includes members of the Wates, Forbes, Torres, Väyrynen, Chowgule, Vyncke, Pho and Yeung families, have commented: "It is very powerful to have peer support for a journey such as Polaris...the motivation of the other members of the Group helps drive action...it's useful to hear the diversity of thinking within the Group and how members are addressing issues that are priorities for them." Based on learnings from the pilot, we will extend the number of PPGs in 2017.

Polaris events in 2016 were held in Malaysia, USA, Colombia, China, Sweden, France, UK, Belgium, the Netherlands and Turkey. Our Next Generation Polaris Champions were invited to the Generations Conference in New York where they shared insights on family businesses as a force for good to great acclaim. We also started conversations with Mars Catalyst, a sustainability think-tank, and WISE who are experts in high-impact philanthropy.

In November 2016 we released our latest publication: 'Polaris – Building a Flourishing Family Business. Volume 2 – Ideas, Innovations and Inspiration from our Network and Beyond'. This includes the latest thinking and case studies of Polaris, and it highlights links between activities of FBN members and the UN's Sustainable Development Goals. FBN members can freely download Polaris publications from www.fbnxchange.org.

We encourage all members to use Polaris as a platform for learning, innovation and co-creation with members and like-minded organisations. Looking ahead, this will empower even faster progress in all four dimensions of the FBN Pledge: people, communities, the environment and future generations.



(Left to right): Maya Faerch, Winson Yeung, Al Gore and Simon Torres

Taking NxGs places they thought they would never go!

NEW LEADERS CIRCLE

New Leaders Circles (NLCs) are safe peer groups for new leaders in family businesses. Each NLC brings together 6-10 like-minded members of the Next Generation who meet together regularly, sharing their experiences and challenges of stepping up to leadership and becoming the generation in power.

There are now 14 NLCs in eight countries: Ecuador, Finland, Germany, Hungary, Poland, Spain, Turkey and Ukraine. A total of 70 members of the Next Generation have been trained as facilitators.

During 2016 taster sessions were held at the Next Generation International Summit in Tällberg and at the FBN Global Summit in Suzhou. Feedback included: "Excellent session where we got to discuss sensitive topics in small groups", "You confess to people you don't know, it makes the exercise easier to do", and "Met new people and understood their perspectives. Can't wait to start a Circle."

Following on from the latest training session in Finland, further training sessions are planned for 2017 in GCC, Germany and Eastern Europe. More information is available at www.fbn-i.org/new-leader-circles

NxG LEADERSHIP TEAM

The Next Generation network is growing rapidly in size, interests and geography, reaching over 4,000 members. Given the needs and opportunities, and in order to strengthen a sustainable and learning community, the NxG Committee took the decision to expand its working group. During 2016 it recruited new members and created the 'NxG Leadership Team'.

The NxG Leadership Team is composed of 25 NxGs, each involved in one dedicated project team. The Team's focus is on developing and implementing NxG activities and initiatives globally, in close collaboration with the NxG International community and member associations.

For the next three years, the NxG Leadership Team's aim is take NxGs to places they thought they would never go. This will be done not only by bringing NxGs to unique venues but also by taking them out of their comfort zones to explore new opportunities and gain exposure to disruptive ideas while developing deeper self-awareness. Actions will include a renewed Internship programme, stronger New Leader Circles, a learning community of NxG Award entrepreneurs, and 'by NxGs for NxGs' summits and events.



International initiatives

FBN AMBASSADORS' CIRCLE

The FBN Ambassadors' Circle is a group of family business members who have played a leadership role in shaping our federation. As long-time supporters of FBN, ambassadors are willing to share their experience and insights, and be available to participate in events and activities.

Former members of the FBN International Board and Next Generation Committee, as well as former presidents of member associations, are eligible to become ambassadors as long as they are family business members. Ambassadors are elected by their peers.

During 2016 one of our ambassadors, Antonio Gallardo, visited FBN Colombia to actively participate in their annual congress and talk with the president and board. In November another

ambassador, Luc Darbonne, travelled to an event organised by FBN Ecuador. He was able to outline FBN's offer at an international level to more than 60 participants; he also shared personal insights about the transmission of his family business, including the issues involved in the transfer from the third to fourth generation, and the improved process for the transfer from the fourth to fifth generation.

In December Matteo Fumagalli participated in the Beirut launch of the FBN Levant association. He shared his family business experience during a panel session entitled 'Resilience and Sustainability of Family Businesses in Challenging Times'.

Member associations are encouraged to use ambassadors as resources, inviting them to serve as speakers or moderators, and to provide comments and ideas.



A. Wates
Chairman, UK



M. Fumagalli
Italy



A. Gallardo
Spain



P. Aminoff
Finland



L. Darbonne
France



A. Bharat Ram
India



S. Lammerant
Belgium



I. Faber
Netherlands



M. V. Subbiah
India



J. Uriach
Spain



L. Jungell
Finland



R. Väyrynen
Switzerland



A. Arnbäck
Switzerland



M. Sella
Italy



F. Tsao
Singapore



A. Berner
Finland



H-J. Bonnier
Sweden



T. Lombard
Switzerland



T. Wersborg
Germany



C. Thijssen
Belgium



F. Breeman
Netherlands



A. Libano Daurella
Spain

DONOR FAMILIES

During 2016 FBN has continued to benefit from direct support from member families. Their financial contributions allow us to fund essential projects, in particular for the Next Generation and Polaris, while protecting FBN's unique safe space.

We would like to recognise and thank the following families for their invaluable contribution and dedication to the FBN community:

Family Partners

- Chopard, Scheufele Family
- Helga & Erivan Haub Family
- André & Rosalie Hoffmann, Masselaz SA
- Frederick Chavalit Tsao, IMC Group & AITIA Institute
- Thierry & Alexis Lombard

Circle of Friends

- Anonymous
- Thomas Ahlström, Antti Ahlström Perilliset Oy
- Alexandre Ärnback, Lyra Holding
- Sabine Bellefeuille-Burri, BURRI public elements AG
- Dieter Bruhn, Bruhn Spedition GmbH
- Forbes Marshall
- Antonio Gallardo Ballart
- Alfonso Libano Daurella, Larfin
- Mariano Puig Planas
- Maurizio Sella, Banca Sella Holding
- Senger-Weiss Family, Senger-Weiss GmbH
- Van Oord Family, MerweOord
- Wates Giving

BY FAMILIES,
FOR FAMILIES,
ACROSS GENERATIONS



Content Partners

Egon Zehnder

In 2016 we continued the second phase of the common global research project with Egon Zehnder into 'family gravity', which is a distinctive factor in family businesses compared to other types of enterprises, and contributes to long-term success. It is easiest to think of it as the values and priorities that endure across generations and how these affect strategic decisions and running the business. Its ultimate source is a core of one to three family members who are like the sun in the solar system. They attract executive talent into their 'orbit'.

As part of the collaboration between FBN and Egon Zehnder to help family businesses succeed across generations, extensive joint research has already been done into the concept of family gravity and its influence on leadership. In 2016 the focus of the research switched to: 'how does the Next Generation leverage their family's gravity to develop the family business for the future?'

To answer that question, an extensive range of in-depth interviews were conducted with families, particularly Next Generation members but also other generations too. The interviews were informed by a carefully crafted interview guide which made it possible to tease out typologies, characteristics and dynamics of a family's gravity.

Interviews were carried out in Europe, Asia, the Americas and the Middle East. Updates on the process and initial findings were presented at the 12th Next Generation International Summit and 27th FBN Global Summit, with useful clarifications of the essential concept.

In 2017 the focus will switch from interviews (qualitative research) to an online survey (quantitative research). The survey will pick up on new insights from the interviews and strengthen robustness of concepts. In-depth findings will then be presented and discussed at the 28th FBN Global Summit in Gran Canaria and during a global road show.

Family Business International Foundation

This Foundation, established by a number of FBN families and FBN in 2011, continues to undertake practical research into the role of emotions in decision-making within family businesses and how to establish intervention strategies and governance structures to deal with these emotions.

In addition, the Board of the Foundation decided to extend its support to studying the social, economic and environmental considerations that drive family businesses, in addition to the quality of their models in terms of responsibility, ethics and employment. This will involve joint studies and activities, in particular to raise awareness among the public at large on the role of family businesses and how the latter can redefine their business models to promote a sustainable world.

IMD

Our preferred content partnership agreement with IMD continues and we value our collaboration with them in areas of mutual interest and the IMD-Lombard Odier Global Family Business Award. Denise Kenyon-Rouvinez, The Wild Group Professor of Family Business and Director of the IMD Global Family Business Center, was a speaker at the 12th FBN Next Generation Summit on the topic of 'Opportunities and Challenges of Recombined Families'. She was also a moderator during the 27th GBN Global Summit for sessions on 'Modern families: challenges and solutions' and 'The Next Generation ventures into China'.

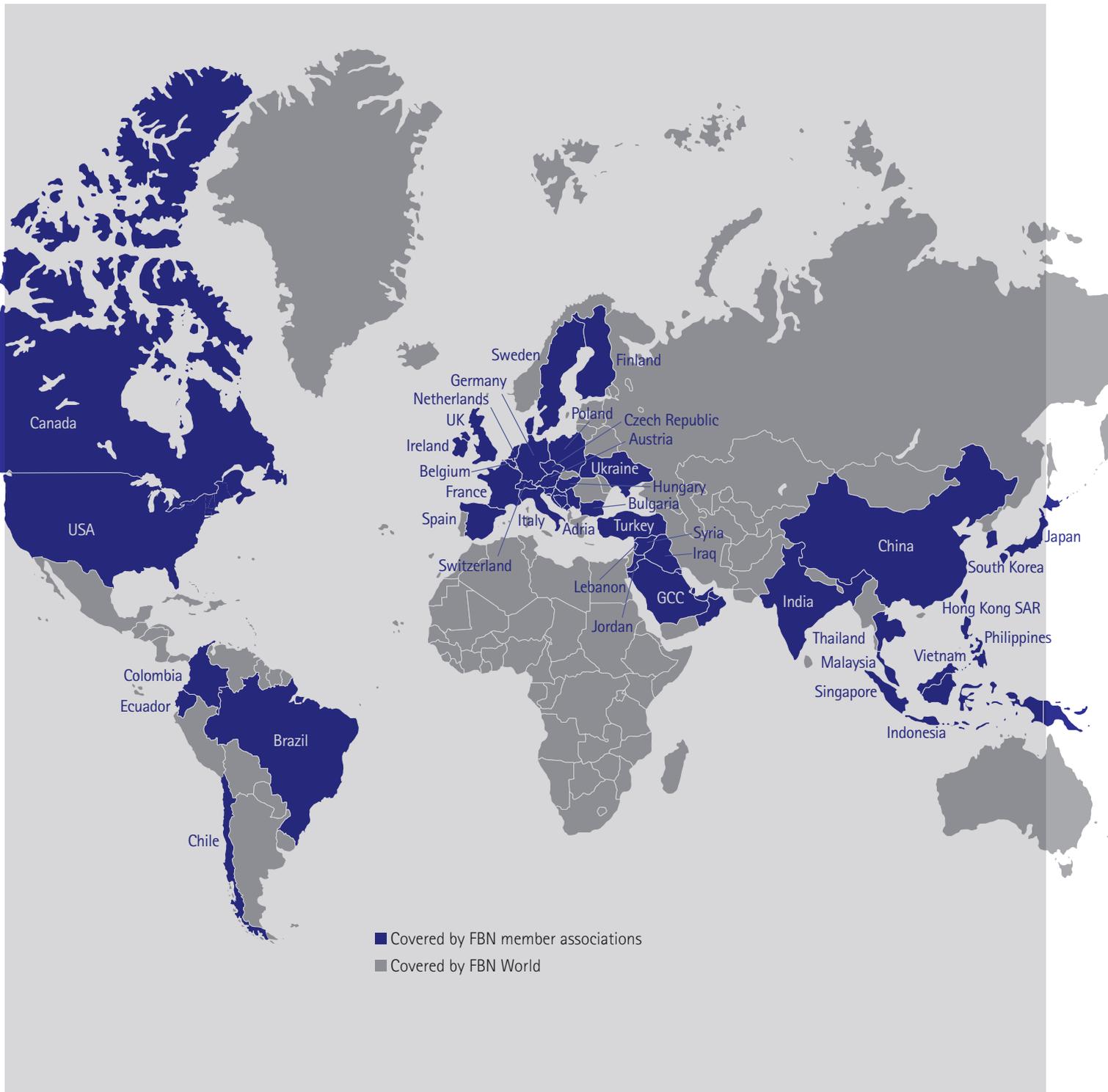


THE WORLD'S LEADING FAMILY BUSINESS ORGANISATION

30 MEMBER ASSOCIATIONS

10,500 FAMILY BUSINESS MEMBERS

60 COUNTRIES ON 5 CONTINENTS



NEWS FROM MEMBER ASSOCIATIONS

Anniversaries in 2016

FBN BELGIUM: 10TH ANNIVERSARY

In March FBN Belgium celebrated its first ten years of connecting and supporting business-owning families. Its membership now stands at 650 individual members who belong to 90 families. More than a third of the members are in the Next Generation.

King Philip of Belgium was present at the anniversary event; a decade before, it was under his presidency – as Prince Philip – that the FBN 16th Global Summit was held in Brussels. FBN Belgium was founded a few weeks later.

The anniversary event was organised around the cases of four multi-generational families. The event's moderator, Professor Haspeslagh, who is also a second generation FBN member, commented on differences between generations but also highlighted the common values that bind them together in their family businesses: transparency, entrepreneurial spirit, long-term thinking, and commitment to future generations.

These same values were also emphasised in an anniversary book that was launched at the event. It brings together the stories of 65 families of FBN Belgium, showing how they have overcome the apparent disadvantages of a small home country and have managed – on average – to develop a presence in 30 countries and sustain themselves for at least four generations.

FBN AUSTRIA: 10TH ANNIVERSARY

FBN Austria's 10th anniversary celebration was held in August, with over 100 members of FBN Austria, FBN Germany and FBN Switzerland gathering at Arenberg Castle in Salzburg. The theme of the anniversary event was how family businesses can be successful in today's economically and politically unsettled times.

The keynote speakers were Austria's former foreign minister, Ursula Plassnik, and former minister of economic affairs Martin Bartenstein. There was also input from the president of the Salzburg Festival, Helga Rabl-Stadler, who shared interesting information about the music that participants were going to enjoy later in the day.

The speeches and discussions were followed by a cocktail reception at the home of FBN Austria's president, Heinrich Spängler, and the pleasure of music performed as part of the Salzburg Festival. The event was completed by a gala dinner on the Mönchsberg whilst enjoying a spectacular view of the old town of Salzburg.

FBN SWEDEN: 20TH ANNIVERSARY

In December FBN Sweden held a 20th anniversary celebration that was a worthy culmination of a memorable year which included the hosting of the high-profile 12th Next Generation International Summit.

The celebratory event featured a keynote speech by Professor Ivan Lansberg. Additional speakers included the Rejler family, who spoke on the junior generation, and there was also a moderated discussion involving past chairmen of FBN Sweden.

Further inspiration was added by Caroline Walerud who won the 2016 FBN International NxG Award. A member of the second generation of Sweden-based Walerud & Partners, she is a passionate entrepreneur who co-founded Volumental in late 2012. Volumental's technology platform makes it easy for people to scan and store body data so that they can get products that fit them perfectly. It is an enabler for a world in which products are made to suit individuals – an antidote to mass production.

The celebration rounded off FBN Sweden's packed calendar for 2016 – in total there were 70 days of activities and more than 50 members were involved in different learning programs.

2016 launches of member associations

FBN ADRIA

FBN Adria serves family businesses in Slovenia, Croatia, Bosnia and Herzegovina, Montenegro, Serbia and Macedonia, working 'by families for families' under the presidency of Davor Jakulin.

The initial events have explored the topics of 'Meritocracy and Succession', 'Generation Transition', 'Financing the Family Business' and 'Wise Exit'. Speakers have included high-level figures from business and academic life.

The member association will support business families in Adria countries as they grow, transition and learn from each other both nationally and internationally. Family businesses make up the economic backbone of the region and there is great value in confidential networking in an atmosphere of non-solicitation of products and services.

FBN CZECH

FBN Czech was established in June 2016 with eight high-profile founding business families: HOPI, Renomia, SIKO, Kofola, NWT, Crocodile, Steelcom, Trigema. The Chairman of the Board is David Piškanin from HOPI.

The member association's initial event after its establishment was, in the spirit of FBN, a peer-to-peer learning opportunity. Looking at the issue of family statutes and constitutions, two case studies were presented by family companies. These prompted fruitful discussion and exchange of ideas, and were followed by a networking dinner.

Harnessing great commitment and energy, FBN Czech is developing local activities and a program of events. These will share good practice and promote the case for family business playing an important role in a more sustainable future in 2017 FBN Czech plans to increase the number of families who join FBN.

FBN LEVANT

FBN Levant was launched in December 2016 to serve family businesses from Lebanon, Syria, Jordan and Iraq. The opening event, held in Beirut, emphasised the major contribution of family businesses to the economies in the Levant region; such enterprises constitute up to 85% of the private sector.

The Levant region is currently facing economic and political instability and, faced with these, family businesses are struggling resiliently. FBN Levant will promote resilience and sustainability while also addressing the constant challenges faced by family businesses worldwide such as succession, long-term sustainability and family governance.

Like all FBN member associations, FBN Levant provides a safe place for family businesses to interact with each other and engage in inspirational peer-to-peer learning. Active participation by members, who are willing to share their insights and experiences, is a vital ingredient.

The founding Board of FBN Levant comprises Chaker Saab (Chairman), Riccardo Hosri (Deputy Chairman), Hazem Farra (Treasurer), Lina Chehab El Alaili (Founder and General Manager), Mona Bawarshi, Malek El Khoury, Joe Zoghzoghi, Caroline Fattal Fakhoury, Hassan Baalbaki, Joanne Sarraf Chehab, Raed Bassatne, Anthony Boukather and Roger Zaccar.



2016 Theme: 'From I to We'

Suzhou –
venue for the FBN 27th Global Summit in 2016



Message from
the Board

2016 Theme:
'From I to We'

Peer-to-peer
learning:
Summaries
of Montreux
sessions

Thought
Leadership:
Family Gravity
– a closer look

Sustainability:
Inspiring cases
from across the
network

New video
about FBN

Book Review
'Strengthening
Family
Resilience'

Sustainability: Polaris 'champions and sparks' provide inspiration



Welcome to the 26th FBN Global Summit

Karl-Erivan W. Haub, Chairman of the Board
The Family Business Network International

Anne-Marie de Weck, President, FBN Switzerland

During 2016 we sent out two editions of the FBN eNews to members, sharing ideas on topics and trends related to FBN events. All editions of the eNews are available at www.fbnxchange.org.

FBN eNews

Issue 33

In Issue 33 we highlighted some of the take-home lessons in the 'summary of sessions' from the 26th FBN Global Summit. These included ideas for overcoming deeply rooted family issues, increasing the engagement of the family, and optimising the absorption of new ideas.

We reviewed 'Strengthening Family Resilience' by Froma Walsh, which is about bringing out the best at the worst of times. Professor Walsh identifies how a family's belief systems, organisational patterns and communication processes can act as crisis shock absorbers, enabling the family to 'bounce back' from problems. Indeed, the resilient family can 'bounce forward' to a better place than before.

We took a closer look at 'family gravity', a force that helps maintain common values and priorities. Its ultimate source is a core of one to three family members whose influence is analogous to the sun in the solar system, and who attract executive talent into their 'orbit'.

We shared key points of the Polaris Resource Kit (Volume 1), which outlines practical tools that members can use to accelerate progress on their sustainability journey. The Kit also features inspirational cases of how sustainable family businesses, who think in generations not quarters, are discovering profitable opportunities while achieving positive impacts.

FBN eNews

Issue 34

In Issue 34 we reported on the latest FBN NxG Award which was won by Marc-Antoine Brochard, third-generation of the family that owns France-based Sodebo. He's the founder of the Stimul mobile health and wellness company, which applies ideas about behavioural psychology to the challenge of changing health-related habits and preventing chronic diseases.

Marc-Antoine's family encouraged his entrepreneurial activities, seeing them as an opportunity to learn about how to create an ecosystem that will allow other family entrepreneurs to thrive.

We reported on the speeches of two FBN Next Generation members at a sustainable investment conference in New York that was also addressed by Al Gore. FBN's Maya Faerch and Winson Yeung explained why sustainability is particularly important to long-horizon family businesses, and how the seemingly contradictory concepts of 'sustainability' and 'financial returns' can be brought together into a perfect marriage. Their highly-rated contributions represented another chapter in an unfolding story of sustainability which goes back to the FBN Pledge in 2011 and which will continue with a Polaris leadership training event led by Al Gore in 2017.

We summarised highlights from the 12th FBN Next Generation International Summit in Tällberg. The event was described as "mind blowing" and "so much fun" by Next Generation members who learnt from peers, shared their opinions, and discovered passion for family and business.

We reviewed 'Myths and Mortals' by Andrew Keyt, which explores how successors can step out of the shadow of charismatic founders and into the light of their own leadership. What's needed is to become a leader who is both differentiated and generative. To be differentiated, successors need to shift from doing what the myth says, or what tradition dictates, to doing what they themselves think is right. To be generative, successors need to focus on serving the greater good rather than the greatness of a single individual (i.e. themselves). In becoming more differentiated and generative, the key is to build credibility. Once successors have earned credibility, they can move away from thinking: "I'm going to follow what everybody else defines as success". Instead they will have a proactive approach: "I'm going to choose the best course of action that fulfils my mission, leads me towards my vision, and is consistent with my values."



LOOKING FORWARD

Our theme for 2017 comes from the third section of the FBN Pledge for a Sustainable Future, which concerns the reduction of ecological impact and safeguarding of the environment. Inspired by this, the 28th FBN Global Summit in Gran Canaria will explore 'The Positive Impact of Family Business: Responsibility, Resilience, Regeneration' while the Next Generation Summit in Goa will look at 'Connecting the Dots: Family Business Regeneration through NxG Engagement'.

- FBN Directors' Meeting, Switzerland, 26-27 January
- New Leaders Circles facilitators training sessions:
 - Oman 9-11 February
 - Germany 24-26 March
 - Eastern Europe Summer

- 13th Next Generation International Summit, Goa, India, 26-29 April
The Summit is co-hosted by CII-FBN India. Learning Journeys will take place on 24-25 April.
- Annual Retreat and General Assembly, Barcelona, Spain, 18-19 May
- Polaris NXG leadership training with Al Gore, Geneva, Switzerland, 6-8 July
- 28th FBN Global Summit, Gran Canaria, 8-11 November
The Summit is co-hosted by the Instituto de la Empresa Familiar (IEF) via the Asociación de la Empresa Familiar de Canarias (EFCA). Learning Journeys will take place 6-7 November in Barcelona and la Coruña / Santiago de Compostela.





Governance (as of 31 December 2016)

GENERAL ASSEMBLY

Mr Davor Jakulin	<i>Adria</i>
Mr Chavalit Frederick Tsao	<i>Asia</i>
Mr Heinrich Spängler	<i>Austria</i>
Mr Dominique Moorkens	<i>Belgium</i>
Ms Eleusa Maria Garcia Melgaço	<i>Brazil</i>
Mr Atanas Simeonov	<i>Bulgaria</i>
Mr Rodrigo Saval	<i>Chile</i>
Mr Pablo Londoño	<i>Colombia</i>
Mr David Piskanin	<i>Czech</i>
Mr Esteban Misle	<i>Ecuador</i>
Mr Heikki Kovanen	<i>Finland</i>
Mr Philippe Grodner	<i>France</i>
H.E. Abdulaziz Abdulla Al Ghurair	<i>GCC</i>
Mr Patrick Adenauer	<i>Germany</i>
Mr László Bárány	<i>Hungary</i>
Mr Ajay S. Shriram	<i>India</i>
Mr Philip Mackeown	<i>Ireland</i>
Ms Elena Zambon	<i>Italy</i>
Mr Ichiro Takanashi	<i>Japan</i>
Mr Chaker Saab	<i>Levant</i>
Ms Marlies van Wijhe	<i>Netherlands</i>
Mr Chris Traut	<i>North America</i>
Ms Solange Olszewska	<i>Poland</i>
Mr Ignacio Osborne	<i>Spain</i>
Mr Gustaf Adelswärd	<i>Sweden</i>
Ms Anne-Marie de Weck	<i>Switzerland</i>
Ms Sumer Tomek Bayindir	<i>Turkey</i>
Mr Vladislav Burda	<i>Ukraine</i>
Mr Peter Armitage	<i>United Kingdom</i>



BOARD OF DIRECTORS

The Board is composed of up to 12 representatives of family businesses, elected for a term of three years. They can serve for a maximum of two consecutive terms.

Mr Karl-Erivan W. Haub (Chairman)	<i>Germany</i>
Mr Farhad Forbes (Vice Chairman)	<i>India</i>
Mr Peter Therman (Treasurer)	<i>Finland</i>
Ms Priscilla de Moustier	<i>France</i>
Ms Eliane Garcia Melgaço	<i>Brazil</i>
Ms Şerife Inci Eren	<i>Turkey</i>
Mr Samuel Maldonado Degwitz	<i>Venezuela</i>
Ms Maya Faerch	<i>Denmark</i>

Ms Martine Reynaers (until May 2016)	<i>Belgium</i>
Mr Alfonso Libano Daurella (until November 2016)	<i>Spain</i>
Mr Chavalit Frederick Tsao (until November 2016)	<i>Singapore</i>
Mr Fred Sasser (since May 2016)	<i>USA</i>
Ms Elena Zambon (since May 2016)	<i>Italy</i>
Mr Alexis du Roy de Blicquy (CEO and Board Secretary)	<i>Belgium</i>

HONORARY MEMBERS OF THE BOARD

Mr Hans-Jacob Bonnier	<i>Sweden</i>
Mr Mariano Puig Planas	<i>Spain</i>
Mr Thierry Lombard	<i>Switzerland</i>

NOMINATION COMMITTEE

Mr Alfonso Libano Daurella (Chairman)	<i>Spain</i>
Mr Arun Bharat Ram	<i>India</i>
Ms Maya Faerch	<i>Denmark</i>
Ms Sophie Lammerant Velge	<i>Belgium</i>
Mr Thilo Wersborg	<i>Germany</i>

NXG LEADERSHIP TEAM

Ms Maya Faerch (Chairman)	<i>Denmark</i>
Mr Arjun Chowgule (Vice Chairman)	<i>India</i>
Ms Dominique Otten-Pappas (Academic Expert)	<i>Germany</i>
Christine Gaucher (Coordinator)	<i>France</i>
Ms Clémence Hannecart	<i>Belgium</i>
Ms Desiree van der Kaaij	<i>Netherlands</i>
Mr Casper de Nooijer	<i>Netherlands</i>
Mr Joaquin Ponce	<i>Ecuador</i>
Mr Richard Rentrop	<i>Germany</i>
Ms Valentine Barbier Mueller	<i>Switzerland</i>
Mr Colin Trabold	<i>USA</i>
Mr Alexander Mykhailenko	<i>Ukraine</i>
Mr Mehrad Jaberansari	<i>Iran</i>
Mr Simon Torres	<i>Colombia</i>
Mr Tamas Kurti	<i>Hungary</i>
Mr Onur Eren	<i>Turkey</i>
Mr Samuel Maldonado	<i>Venezuela</i>
Mr Winson Yeung	<i>China</i>

FBN AMBASSADORS

Mr Andrew Wates (Chairman)	<i>UK</i>
Mr Philip Aminoff	<i>Finland</i>
Mr Alexandre Arnäck	<i>Switzerland</i>
Ms Anne Berner	<i>Finland</i>
Mr Arun Bharat Ram	<i>India</i>
Mr Hans Jacob Bonnier	<i>Sweden</i>
Mr Floor Breeman	<i>Netherlands</i>
Mr Luc Darbonne	<i>France</i>
Ms Ingrid G.C. Faber	<i>Netherlands</i>
Mr Matteo Fumagalli Romario	<i>Italy</i>
Mr Antonio Gallardo Ballart	<i>Spain</i>
Ms Lena Jungell	<i>Finland</i>
Ms Sophie Lammerant Velge	<i>Belgium</i>
Mr Alfonso Libano Daurella	<i>Spain</i>
Mr Thierry Lombard	<i>Switzerland</i>
Mr Maurizio Sella	<i>Italy</i>
Mr Murugappa V. Subbiah	<i>India</i>
Ms Caroline Thijssen	<i>Belgium</i>
Mr Chavalit Frederick Tsao	<i>Singapore</i>
Mr Joaquin Uriach	<i>Spain</i>
Mr Risto Väyrynen	<i>Switzerland</i>
Mr Thilo Wersborg	<i>Germany</i>

FBN INTERNATIONAL TEAM

Alexis du Roy de Blicquy CEO	<i>Belgium</i>
Sonia Carbone Accountant and Personnel Officer	<i>Italy</i>
Johanna Dousse Event Manager	<i>Switzerland</i>
Christine Gaucher Next Generation Coordinator	<i>France</i>
Alexandra Jequier Content & Communication Director	<i>Switzerland</i>
Maya Roth Member Relations & Governance Manager	<i>Switzerland</i>
Caroline Seow Director of Sustainability	<i>Singapore</i>



HIGHLIGHTS OF EVENTS AND INITIATIVES

Asia

EVENT

27TH FBN GLOBAL SUMMIT, SUZHOU

FBN Asia hosted the 27th FBN Global Summit, which was held in China for the first time. FBN Asia drove the programme to bring together several trains of thought – offering the largest number of personalised workshops and small group discussions ever, and introducing a deep-diving Retreat track, tried and tested in 2015, to a global audience.

INITIATIVE

SPECIAL INTEREST GROUPS WITHIN THE MEMBER ASSOCIATION

FBN Asia formed two special interest groups, for Philanthropy and Private Investments. Still at a nascent stage, these groups will provide a platform for in-depth exploration, discussion and collaboration amongst members with common interests. The groups plan to meet regularly and separately, while remaining open to the rest of the membership.

Austria

EVENT

10TH ANNIVERSARY EVENT

Over 100 members (of which a third were Next Generation members) of FBN Austria, FBN Germany and FBN Switzerland celebrated the association's 10th anniversary at an event in Salzburg that coincided with the famous music festival. Keynote talks and discussions at the 'Sound of Family' event were followed by a cocktail reception at the home of FBN Austria's president and then a gala dinner.

INITIATIVE

EVENTS ACROSS MEMBER ASSOCIATIONS

FBN Austria is planning to organise more events where members from neighbouring associations, FBN Germany and FBN Switzerland, will also be welcome.

Belgium

EVENT

10TH ANNIVERSARY EVENT

FBN Belgium hosted a celebratory event which attracted numerous multi-generational families, and which was attended by King Philip of Belgium. The event highlighted changes between generations and also their common commitments to transparency, entrepreneurial spirit, long-term thinking and future generations.

INITIATIVE

ANNIVERSARY BOOK

FBN Belgium produced an anniversary book that brought together the stories of 65 members, and emphasised the values of family businesses.

Brazil

EVENT

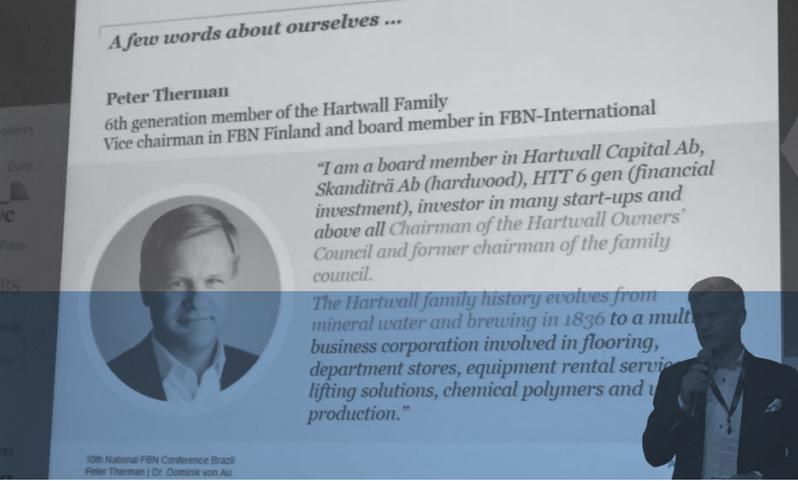
BREAKFAST SEMINARS

FBN Brazil organised breakfast seminars which covered a range of subjects including how to provide financial education to the Next Generation, how to welcome spouses in the family business, tax changes for family businesses in Brazil, shareholder agreements, and non-family CEOs. Speakers included Pedro Parente (former CEO at Grupo RBS and current CEO of Petrobras).

INITIATIVE

NEXT GENERATION VISIT TO SILICON VALLEY

The study trip visited tech companies at various stages, from start-ups to mature organisations, to explore how it's possible to achieve growth, build different cultures, and survive changes. Next Generation participants made contacts with entrepreneurs, technology experts and the broader innovation ecosystem.



Bulgaria

EVENT

FAMILY DAY AND DINNER

FBN Bulgaria's 2016 Family Day was inspired by a special guest whose family business has lasted for 500 years. Franco Gussalli Beretta is a member of the 15th generation of Beretta, the oldest manufacturing company in the world. He shared the phenomenon of the company's survival as well as the on-going challenges that it faces.

INITIATIVE

LESSONS FOR THE NEXT GENERATION

FBN Bulgaria collected members' suggestions for valuable lessons and philosophies that they have learnt during their lives, and which they would like to transmit to future generations. The resulting book will help the Next Generation define themselves as they move towards a more sustainable future.

Chile

INITIATIVE

PROGRAM FOR BOARD MEMBERS OF FAMILY BUSINESSES

FBN Chile expanded its board development program called MDG (Mesa Directores Governance). Up to seven members of business families meet together for 10 sessions spread over 10 months. They share their main family and corporate governance issues and provide peer-to-peer support to each other.

Colombia

EVENT

FAMILY BUSINESS VISIT

Members of FBN Colombia were invited to a factory tour with a difference. Three generations of the owning family were on hand, with each explaining a different aspect of operations. The personal stories gave an emotional aspect to the visit which was contagious.

INITIATIVE

NEXT GENERATION ENTREPRENEURSHIP

A record number of Next Generation members (aged 16-39) got together to discuss entrepreneurship, meeting up for an afternoon event. Some of the speakers brought food and drink from their start-ups (burgers and beer) and another speaker shared novel approaches to social enterprises.

Ecuador

EVENT

RETREAT

FBN Ecuador organised a retreat that was facilitated by an experienced family coach. The theme was 'turning learning into action' and groups of family members were encouraged to define how to implement desired changes in their families and businesses.

INITIATIVE

POR MANABÍ PROJECT

Members of FBN Ecuador have committed time and resources to a social project focused on a small community that was devastated by a major earthquake in April 2016. A committee is meeting regularly and contributing legal expertise, design and construction, fundraising and mentoring.



HIGHLIGHTS OF EVENTS AND INITIATIVES

Finland

EVENT

WINTER ACADEMY

The second international Winter Academy, organised by FBN Finland with FBN International, attracted a sell-out attendance of 100 participants from 12 member associations. The theme of the event was 'Personal Footprint on the Family Business' and it was held in the most northern location in the history of FBN (beyond the Arctic Circle).

INITIATIVE

'NEXT LEVEL' MEMBERSHIP

To cater for different needs within the Next Generation, FBN Finland has launched a 'Next Level' membership profile that recognises the differences between 'New Leaders' and 'Now Leaders'. The aim is to offer relevant content for nearly 700 Next Generation members who are at different stages in relation to their family businesses.

France

EVENT

'OPENING THE BUSINESS' EVENT

In December FBN France welcomed Patrick Daher, Chairman of Daher Group, to share his experience on the theme of 'Opening the Business'. This included opening to non-family Board members, opening to innovation, opening to diversification and growth, and opening to new generations of the family

INITIATIVE

REGIONAL ORGANISATIONS

FBN France launched another regional organisation in the east of France, making five in all. The new region will host up to 12 events a year, both informal and formal, with a mix of multi-generational and Next Generation sessions. The launch event in April attracted 50 participants and the number of new members has continued to grow.

Family Business Council Gulf

EVENT

NEXT GENERATION SPARK TALKS

FBN FBCG hosted entrepreneurs from business families who shared their experience of start-ups and new ventures. Sessions were limited to 30 minutes or less, and speakers were asked to focus on key ideas and stories. The 'Spark Talks' event was very well received and will be repeated in 2017.

INITIATIVE

CONTENT DEVELOPMENT

To make family business learnings more widely available, FBN FBCG has started recording some selected sessions and writing session summaries. Whilst nothing beats the experience of actually attending an event, such summaries represent added value for the broad membership.

Germany

EVENT

INAUGURAL ANNUAL CONFERENCE

In September FBN Germany's first annual conference was held in Duisburg at the historic home of Franz Haniel & Cie. GmbH, which proved an outstanding venue. Over 80 participants came together to network, share insights about family governance, and discover new developments in family business research. The conference rounded off with a social event in Museum Küppersmühle, a famous centre for modern and contemporary art.

INITIATIVE

GOVERNANCE CODE

FBN Germany organised two roundtables to present the latest Governance Code for Family Businesses (www.kodex-fuer-familienunternehmen.de). There were fruitful discussions between business families and experts, held at locations generously provided by FBN members.



Hungary

EVENT

ANNUAL CONFERENCE

In June around 130 people participated in FBN Hungary's annual conference where the theme was 'In the Cross-fire of Lifecycles'. The conference was linked to a visit to a family business, a dinner and a variety of other fun social events during a family weekend.

INITIATIVE

SUSTAINABILITY FORUM

The Sustainability Forum aims to facilitate the exchange of practices and insights in areas around sustainability and social responsibility, and also promote cooperation in implementing new ideas. Training and workshops are being organised, including for young members.

India

EVENT

NEXT GENERATION CONVENTION

Held in New Delhi in November 2016, the two-day Next Generation Convention was facilitated by Kelly LeCouvrie who is a specialist in corporate governance and family governance. The program explored topics such as the competitive advantages of family business and how these impact on entrepreneurship and motivation among the Next Generation. The event built on the success of FBN India's three previous Next Generation Conventions.

INITIATIVE

NETWORKING DINNER

FBN India organised a meet and greet networking dinner for members in the western region. It was hosted by Farhad Forbes at Pune and it attracted a number of high-profile guests from Confederation of Indian Industry-FBN.

Ireland

EVENT

GALA DINNER

FBN Ireland hosted its first gala dinner, which was attended by over 60 members. Dinner was followed by a speaker, Bob Semple, who reflected on his experiences working with families in business, and who provided advice for navigating family business relationships and challenges.

INITIATIVE

NEXT GENERATION PROGRAMME

A new Next Generation Committee has started to develop activities for family members aged up to 40. Thanks to the Committee's enthusiasm an initial event, attended by 20 members, was held in November in Cork. Topics included family charters, the responsibilities that come with wealth, and how to initiate conversations with the senior generation.

Italy

EVENT

'ITALY MEETS ASIA' DIALOGUE

This event, organised in cooperation with FBN Asia, created an opportunity for international debate on issues of interest for family businesses. It was part of an intercultural tour that involved a delegation of Asian family business owners from China, Singapore and Malaysia. The tour started in Milan, passed through Modena, and finished in Florence.

INITIATIVE

DATA ON ITALIAN FAMILY BUSINESSES

In November the results of the eighth edition of the Observatory on Italian Family Businesses were published. The Observatory provides detailed information on governance, management, property and financial performance of all Italian family-owned business with turnovers of at least 20 million Euros.



HIGHLIGHTS OF EVENTS AND INITIATIVES

Japan

EVENT

POLARIS PRESENTATIONS

FBN Japan held four sustainability workshops that featured case studies of family businesses. Each workshop was attended by around 20 participants and there were good discussions that included consideration of broad approaches to community support.

INITIATIVE

FAMILY BUSINESS VISIT

FBN members visited the Yazaki Corporation, which won the IMD-Lombard Odier Family Business Award in 2007. The Corporation is operated according to the Yazaki family's principles of fortitude, service-mindedness and foresight. The visit particularly looked at how the Corporation is contributing to society and local communities.

Netherlands

EVENT

LAUNCH OF FORUM GROUPS

In 2016 FBNed launched 'forum groups' in response to the increasing diversity of its membership base. Each group brings together a maximum of eight people in similar roles in their family businesses who meet 4-6 times a year. An experienced moderator with good family business knowledge leads peer reviews and facilitates discussions. The confidentiality and openness in such an intimate group allows participants to present personal dilemmas and learn from each other. The initial groups have brought together senior leaders and now leaders. Further groups will bring together non-family executives, non-executive board members and family holding board members.

North America

EVENT

FAMILY FORUM

One of 2016's three family forums was held in Scottsdale, Arizona, with the theme of 'Stewardship and Succession across Generations'. As part of the event, the Ricketts family treated members of FBN North America to a behind-the-scenes tour of the baseball training facility of the Chicago Cubs, who won the 2016 World Series.

INITIATIVE

MEMBER MANAGEMENT SOFTWARE

FBN North America has invested in a new software platform, Starchapter, to improve member management and streamline event registration.

Poland

EVENT

FAMILY BUSINESS VISIT

During their second Convention, FBN Poland organised a visit to a medical company whose owners are members of FBN. The tour included state-of-the-art medical facilities and equipment, as well as the opportunities to try out some of the beauty and sports medicine treatments.

INITIATIVE

FAMILY CONSTITUTIONS

FBN Poland asked a panel of consulting companies to draw up draft family constitutions, depending upon the family structure and size of business. Members now have the option to use or adapt the draft that is most appropriate for them.



Spain

EVENT

NEXT GENERATION SUMMIT

Around 150 young people gathered for a two-day event under the theme of 'The Challenge of Succeeding, Leading and Innovating'. They explored issues such as talent as a value for business transformation, leadership in family business, generational change, and philanthropy as a family glue. The venue, Lisbon in Portugal, reflected the importance of Portugal as a commercial partner for Spain.

INITIATIVE

ANNIVERSARY BOOK

Ahead of the member association's 25th anniversary in 2017, work is underway on writing an anniversary book and there are also plans for various activities that will recognise the importance of family companies as a source of wealth and employment.

Sweden

EVENT

20TH ANNIVERSARY EVENT

In December around 100 people gathered together for an event to celebrate FBN Sweden's first 20 years. Speakers included Professor Ivan Lansberg who gave the keynote speech, the Rejler family on the junior generation, and Caroline Walerud on the FBN International NxG Award. There was also a moderated discussion involving past chairmen of FBN Sweden.

INITIATIVE

CROSS-NATIONAL FAMILY VISITS

FBN Sweden organised visits to family businesses in both Denmark and Norway. Each visit involved around 20 participants and included business families from the countries involved.

Switzerland

EVENT

NATIONAL CONFERENCE

FBN Switzerland's 2016 conference adopted the theme of 'The Challenge of Transmission of Family Business' and was held in the beautiful mountainous location of Gstaad. Speakers came from both the Swiss German and Swiss French parts of Switzerland, as well as from France; it was the first conference where both language communities were brought together. The event was very well received, strengthening existing relationships and creating new ones.

Turkey

EVENT

4TH NATIONAL FAMILY BUSINESS SUMMIT

The theme of the national summit was 'Innovation and Inspiration in Family Businesses'. Held in Istanbul in October 2016, the two-day event explored 4D leadership, entrepreneurship, sustainability, family offices and corporate governance.

INITIATIVE

'REACHING FOR POLARIS'

FBN Turkey has, as part of the Polaris initiative, promoted impact assessments through activities, e-bulletins and publications. Recognition is given to family businesses that are reaching for 'Kuzey Yildizi' (North Star).



HIGHLIGHTS OF EVENTS AND INITIATIVES

Ukraine

EVENT

VITOLGA CONFERENCE

In September 58 members of FBN Ukraine gathered in the eco-biological centre of Vitolga for a two-day event that covered topics such as family councils, world trends, systems of values, and philanthropy. There was also a visit to a family business in order to learn how its mission and values have been put into practice.

INITIATIVE

FAMILY BUSINESS BOOK

In June the book 'Founders and Successors', which features families in FBN Ukraine, was launched in Odessa. It contains interviews about family values and business success, and helps provide a better understanding of the dynamics and challenges of family business.

UK

EVENT

SHARE STRUCTURES

Business families have different options for structuring and managing shares. An event on the topic encouraged wide-ranging debates on share buybacks and explored impacts from both technical and family angles.

INITIATIVE

BUSINESS CASE FOR SUSTAINABILITY

As part of promoting FBN's Polaris initiative and tools, there was an extensive focus during 2016 on issues of family business sustainability. This focus included evidence-gathering and awareness-raising of the business case for being a sustainable family firm.



SHARE :

... your opinion

LEARN :

... from your peers

SHAPE :

... the discussion

ENJOY!

above all have fun

By Families, for Families

The Family Business Network is a not-for-profit international federation that is run by family businesses, for family businesses, with the aim of strengthening success over generations. You can contact us through any of our member associations:

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