



## Fit for Generations - The Essentials of Successful Family Business

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*A successful family business strategy is a careful and curated balance between the past, present and the future*

**Dates: September 8 -9, 15 & 16, 2021**

**Time: 11am - 2pm GMT each day**

**Channel: Zoom**



## The importance of family business in the global economy

Family firms account for a majority of global companies. They provide 70% of the global GDP and 60% of global employment. They are a key driver of global business and growth, so their sustained long-term value creation is important for the global economy as a whole.

However, long-term success of family firms is not given, and it is definitely not an easy task to succeed across multiple generations. There are many complexities involved when ownership, management and family roles tend to overlap with less clear distinctions between them and with multiple, conflicting agendas.

A Chinese proverb states that “wealth shall not pass three generations”. The first generation build wealth, the second manages it, and the third generation destroys it. The importance of the proverb is driven by the fact that successive generations will have different levels of emotional connection with their family business.

The first-generation founder would have poured everything into starting and building a business, while the next generation may not have such high levels of connection because they inherit the business (and have not started it). Therefore, founders and their successive generations have important obligations to fulfill to ensure successful succession.

Unfortunately, lack of engagement, underlying family frictions, conflicts and lack of commitment hinder succession strategies. Long-term viability of family businesses requires each generation to have high levels of ambition and motivation.

## How do family business owners, leaders and next generation cope and prepare for the future?

Although family squabbles often receive headlines from the business press, recent studies have shown that family businesses, on average, outperform and last longer than non-family businesses. They are also providing driving strong society impact through impact investing, foundations, philanthropy and social programs.

### Successful family businesses must have:

- A clear view of what the family and the business bring to the world
- Why it should matter to multiple stakeholders
- How the family will create and run the business
- Who in the family will be responsible for doing it successfully

Successful family business strategy requires clarity and distinctiveness at the core of operations, defining and aligning on a shared future vision among family members (often across multiple generations with diverse perspectives and motivations), relentless leadership, and a strong focus on execution.





## Course design

The course will explore the business, personal and family issues found in family-owned, family-managed companies and family offices. The perspectives of managerial, strategic, financial and behavioral complexities, challenges and advantages in these firms are also analyzed.

The course will contain strategic frameworks, cases and concrete examples on how to successfully lead family businesses with sustained impact and build a strong inter-generational foundation over the long-term.

## Topics to be explored

- Introduction to family business
- Family identity and purpose: Legacy, heritage and values
- Family business in an Asian, African, European and American context
- Family business systems, stakeholder management, family constitutions and councils
- Family dynamics: Roles of family, board and management
- Fair process in family business
- Succession, next generation and transfer of power

- Professionalizing the family business
- Ownership design, risk management and legal implications
- Governance & policy systems
- Roles of non-family leaders and consultants/ advisors
- Communication, negotiation and conflict management among family members and stakeholders
- The role of culture
- Lifecycles of family businesses
- Family business branding, identity and reputation
- Designing, building and managing the family office
- Entrepreneurship and corporate venturing in family businesses
- Designing and managing family business strategy
- Impact investing, foundations, philanthropy and social programs
- The future of family business, & key learnings

## **Learning objectives & Benefits**

- Provide comprehensive understanding and appreciation of the different types of family businesses, their unique challenges and dynamics
- Develop deep skills and understanding of the strategy options, leadership challenges and governance issues of family firms (and family offices)
- Examine the life cycles of family businesses from the perspective of business, family and ownership
- Ability to analyze family business situations and to design options for the future
- Develop management and communication skills to build trust and inter-generational understanding
- Provide insights into next generation issues and successful paths for succession planning
- Better insights into the participants own situation and possible future business family choices

## Target audiences

### The program is designed for:

- Owner managers from family businesses
- Business families across generations
- Next generation talents and leaders
- Leaders from family businesses
- Non-executive board members of family businesses/ family offices
- Professional advisors to family businesses

## Mentoring sessions (optional)

Participants will have the option to book mentoring sessions with Martin Roll to discuss their own situation, challenges, opportunities and the possible options (to take place after the bootcamp).

The mentoring sessions are strictly personal, and highly confidential due to the sensitivity of the subject matters.

Martin Roll is a highly skilled and globally experienced advisor to global business families and family offices, and he is mentoring 150+ next generation talents and leaders from business families every year.



### Martin Roll

**Senior Advisor to Fortune 100, Asian Firms, Family Businesses & Family Offices**

**Strategy, Leadership & Transformation Expert**

**Visiting Professor, China Europe International Business School (CEIBS)**

**Best-selling author**



Martin Roll is an experienced global business strategist, senior advisor and facilitator to Fortune 500 companies, Asian firms, family-owned businesses and family offices. He advises clients on how to build and manage strong global brands, as well as leadership of high-performing, marketing-oriented businesses.

Martin Roll is CEO of Martin Roll Company with more than 25 years of board & C-suite counselling experience.

Martin Roll has been a Senior Advisor to McKinsey & Company.

Martin Roll is a highly accomplished keynote speaker at global conferences, an experienced conference moderator and executive workshop facilitator.

He is a Distinguished Fellow (family business) and Entrepreneur in Residence at INSEAD.

He teaches MBA, EMBA and Executive Education programs at CEIBS and Nanyang Business School and is a frequent guest lecturer at ESSEC, IE Business School, Wharton, Harvard and other leading business schools.

Martin Roll is a Visiting Professor at China Europe International Business School (CEIBS) teaching courses in family business. He has been teaching luxury brand management and strategy at the LVMH Management Academy (Singapore Management University, SMU).

Martin Roll is faculty and keynote speaker at The Harvard Project for Asian and International Relations (HPAIR) - a student-run organization of Harvard University. He is a member of the HPAIR Board of Advisors.

Martin Roll is lecturer and keynote speaker at The Academies by Harvard Student Agencies.

He has been an Associate Fellow at The Institute on Asian Consumer Insight (ACI).

Martin Roll is a member of the global Advisory Council of Welspun Group (Mumbai), a Senior Advisor to early-stage venture fund Cocoon Capital (Singapore) and a Senior Advisor to Superson (Finland and Singapore).

He is the author of global bestseller “Asian Brand Strategy” (2015) and co-author of “The Future of Branding” (2016) with two new books in the pipeline on Family Business Strategy (2021) and Family Office Strategy (2021).

He is a columnist for INSEAD Knowledge and regular commentator in global media.

Martin Roll has lived in Asia for two decades and serve clients on all continents. He holds an MBA from INSEAD.

Specialties: Branding, Marketing, Strategy, Leadership, Digital, Digital Transformation, Change & Transformation, Family Business, Family Office, C-suite Mentoring, Turnarounds, Business Coaching, Asia & Emerging Markets, China, India, Business Models, Retail, Luxury, Private Equity, Venture capital, Entrepreneurship, Innovation & Start-Ups.

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