



THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT

Global Family Enterprise

Protecting the Ownership Advantage

February 22-25, 2010 | Royal Palms Resort and Spa | Phoenix, Arizona



www.thunderbird.edu/familybusiness

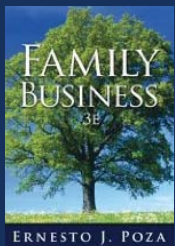


The Global Family Enterprise

This unique program is targeted to entrepreneurs who seek to build and share a business with their family. Family members will learn to develop a professional approach to management that will transition their business to the next generation. It is also designed for family business leaders of second and third generations who are ready to focus on their final test of greatness, setting the fundamental blocks that will ensure the founders' legacy is continued and their vision is achieved by those whom they hold dearest.

ERNESTO J. POZA is a global leader in family business education, research and consulting with 25 years of experience. He is a Thunderbird Professor of Global Family Enterprise and the faculty chair of this program.

Professor Poza, a third generation member of a family business, graduated with a BS from Yale University and an MBA/MS from the Sloan School of Management, MIT. He is the author of four books and more than 20 articles on the subject of family business.



Professor Poza's book, *Family Business*, uses both text and cases to explore a diverse set of family firms, examining the inter-relationships among the owners, the family, and the management team.

Family Business presents the management and family practices that ensure success, as well as an honest look at the advantages and challenges facing family enterprises. *Family Business* illustrates how the family enterprise can achieve sustained growth and continuity through generations.

All participants of the Global Family Enterprise program will receive a copy of the book.

THE IMPORTANCE OF FAMILY BUSINESS

Today, as you lay the foundation or grow your family business, you must consider it a global entity. Your competitors may initially be local, but you know that it is only a matter of time until your competitor is a business owner from India, China, Latin America or the Middle East. Global Family Enterprise will help you stay attuned to the global marketplace to ensure growth and continuity, all while leading your family – your greatest resource and source of patient capital.

Thunderbird's innovative program is designed to provide active participation in learning activities that will assist family enterprises in succession planning, preserving family values while promoting global reach, effective governance of the family-business relationship, protecting the ownership advantage and leadership of change in global competitive dynamics.

Why you and your family should attend

Global Family Enterprise (GFE) has assembled thought leaders from around the world to provide you with the latest global thinking on how to build and preserve the competitiveness of your family business. This learning opportunity is very different from any conference you have attended in the past. GFE offers an exciting dynamic in which to learn. Thunderbird brings to the program its deep expertise in family business, entrepreneurship and global business. You, your CEO peers, and members of family businesses from many different countries and industries bring your rich experience and your secrets to success. Private, frank and in-depth discussion of this caliber cannot be found anywhere else.

Education and Consultation for Success Across Generations

Breakout discussions are interactive rather than typical lecture-style conferences. This format allows you to:

- ▶ Learn from global thought leaders who frame the discussions
- ▶ Learn from your peers from across the globe, all of whom are involved in family business, during the daily GFE Forum and informal social gatherings
- ▶ Participate in facilitated, individual family meetings and intergenerational dialogues
- ▶ Experience a formidable dynamic of one-on-one consultation and experiential learning from industry experts, many of whom are also members of successful family businesses
- ▶ Collaborate with other family members in developing a holistic game plan. This will enable family members to better understand the challenges and trade-offs that family business leaders are facing on their behalf, and engage them in assisting in the process.
- ▶ Leave with a concrete action plan to address the unique, immediate and strategic challenges and opportunities that your business and your family face



A DAY AT THE GLOBAL FAMILY ENTERPRISE PROGRAM

7:30 a.m.

Breakfast roundtable groups begin discussion of the cases assigned for the day. Cases represent real family business leadership dilemmas and management practices from around the world. Knowledge, analysis and action are brought together to promote enlightened leadership of the family-owned and family-controlled corporation.

8:30 a.m. – Family Governance

The Vega Foods case is discussed to illustrate effective governance of the family-business relationship. Managing the business like a business and the family like a family is not as easy as it sounds. With the assistance of the faculty team and its interdisciplinary perspective, a powerful learning environment with relevant “take-aways” is created.

10:30 a.m. – Next Generation Leadership

Robust, yet practical, research findings about global strategies, next generation leadership development, and best practices in family business management. Participants will be able to assess themselves against these benchmarks and draft action plans unique to their own family and business situations.

12:30 p.m. – Real World Family Business Leaders

Over lunch, special guest speakers – Mark Smucker, President of Special Markets, J.M. Smucker Company; Maria Luisa and Antonio Ferré of El Nuevo Dia and the Grupo Ferré, Ross Nager of Sentinel Trust, and Bruce Grossman, Vice Chairman of Grupo Continental – will present current perspectives and intimate stories of family management in global enterprises.

1:30 p.m. – Family Business Succession

A discussion of the Reliance Industries case engages participants in analyzing family conflict and defining success for family-owned and family-controlled firms seeking continuity. The powerful influence of zero-sum dynamics and approaches that pre-empt their appearance among enterprising families are revealed.

3:15 p.m. – Successor Benchmarks

A structured intergenerational dialogue is facilitated to promote greater appreciation of both the differences and the goals shared by the various generations active in the family company.

4 p.m. – Preserving the Secrets of Success

GFE Forum meets. Private and confidential conversations are facilitated to distill best practices and the success secrets of multigenerational families in business. You and your peers are the experts of the GFE Forum.

6:30 p.m. – Peer-to-Peer Networking

An evening reception promotes networking and peer learning. Dinner with the faculty and participants promotes a supportive and insightful immersion learning experience.

Evening – Facilitated Family Meetings

Family groups meet with facilitators to develop their own action plans. In these family meetings, participants will make measurable progress toward their goals regarding succession, business management, governance, global strategies, and family business continuity across generations.

NOTE: All presentations are conducted in English.

FACULTY

Thunderbird's thought leaders are recognized for innovative teaching methods, global best business practices, groundbreaking research, and commentary and viewpoints on the global business scene.



"Through this program, our family business has learned best practices from the wisdom of the wonderful guest speakers and the other participants in the program. We are going to take back their experiences to our company, implement them immediately and receive benefits for many years in the future."

*—Loree Connors,
Chief Financial Officer, Vita-Mix*



ERNESTO J. POZA is an internationally recognized leader in family business education, research and consulting. He is a Thunderbird professor of global family enterprise and the faculty chair of this program.

As a professor, consultant and board member, he challenges business owners to revitalize mature businesses through strategic thinking, succession planning, global entrepreneurship, and change management. His work has been featured on ABC, CNN, NBC, Intereconomía TV and NPR, as well as in *The New York Times*, *Expansión*, *Fortune Small Business*, *Business Week*, *Family Business Magazine*, *Inc.*, *Industry Week*, and *Nation's Business*.

Professor Poza has advised top management of privately-held and Fortune 500 family companies in strategic management, succession planning, organization development, and governance. Fluent in Spanish, he has served as a board member and consultant to large family-owned and family-controlled firms in the United States, Latin America and Europe.

His research interests are in the areas of family business continuity, new venture creation, family business governance, and family entrepreneurship. In recognition of his contribution to the field of family business, the Family Firm Institute awarded him the coveted Richard Beckhard Practice Award in 1996.

Professor Poza graduated with a B.S. from Yale University and an MBA/MS from the Sloan School of Management, MIT. He is the author of four books and more than 20 articles on the subject of family business.



DALE L. DAVISON, Ph.D., is dean of faculty and a professor of accounting at Thunderbird School of Global Management. His areas of expertise include global finance and accounting and issues in taxation. His research has traditionally focused on income taxation, particularly as it relates to global tax issues.

Dr. Davison's work has been widely published in academic journals and he has co-authored three books, including a widely used financial accounting textbook, *"Financial Accounting."* His research and writings have appeared in the industry's leading journals.

Before joining the Thunderbird faculty, Dr. Davison was a partner in the office of Deloitte & Touche. He has accepted business-accounting assignments around the world, including assignments in the U.S., Canada, Germany, Belgium and Russia. He served as chairman of the Department of World Business from 1996 through 2001, and in 1992 he was Distinguished Visiting Professor at Tecnológico Superiores de Monterrey and a visiting professor at the Academy for the National Economy in Moscow.

Dr. Davison earned his Ph.D. and MBA at the University of Georgia. He was awarded his B.S. at Northeast Louisiana University (now the University of Louisiana-Monroe) where he was the College of Business Honor Graduate and the Louisiana Society of CPAs Honor Graduate.



GARY GIBBONS, Ph.D. is a visiting professor of entrepreneurship at Thunderbird and an expert in investing and corporate finance with extensive experience in portfolio management, securities valuation, financial modeling, financial planning and evaluation of results at the entrepreneurial firm.

When he is not teaching, Dr. Gibbons is a principal with The Coleridge Group, an investment advisory firm in Phoenix, Arizona. Dr. Gibbons has accumulated a diverse range of experience, including the management of stock portfolios and fixed-income portfolios for major organizations, corporations and individuals.

Dr. Gibbons regularly consults on valuation of assets, portfolio valuation and strategic financial planning. He has served as an expert witness in Federal District Court, State District Court and State Superior Court on valuation, fiduciary duty and corporate restructuring.

Dr. Gibbons received his Ph.D. in Business Administration from Claremont Graduate School - The Peter F. Drucker Graduate School of Management. His M.S. Business Administration is from California State University and his B.S. in Business Administration is from the University of Arizona.



CAREN SIEHL Ph.D. is a Thunderbird professor of management following prior appointments at INSEAD in France and the University of Southern California.

Her field of concentration is leadership and organizational behavior, where she works with issues of culture, human resource management, and leadership in a changing work environment. She has taught undergraduate, graduate, doctoral, and executive level courses in organizational behavior, strategic management, organizational theory, leadership and organizational culture, and has received several teaching awards for her work.

Dr. Siehl has been a consultant and an executive development specialist for numerous companies, including Eli Lilly and Company, 3M Corporation, Mattel, Motorola, and Alcatel. She has published articles in a wide variety of academic journals, and has served on the Editorial Review Board of Administrative Science Quarterly. Dr. Siehl is the past division chair and program chair of the Organization Development and Change Division of the Academy of Management and academic director for the Executive Master of International Management Program at Thunderbird.

Dr. Siehl earned her Ph.D. from Stanford University's Graduate School of Business and a B.A. in French and Linguistics from the University of California, Los Angeles.



STEVEN STRALSER Ph.D. is currently a clinical professor of entrepreneurship at Thunderbird and was previously a member of the faculty at the University of Arizona where he taught marketing and entrepreneurship. In 1998 he was named "Faculty of the Year" for teaching excellence in the U of A's nationally-ranked Berger Entrepreneurship Program and received the Bobcat Senior Honorary Faculty Award in 1999.

He has more than 20 years of experience as an entrepreneur and has held marketing and consulting positions in business, industry and nonprofit organizations. He is a member of the Board of Directors of the Arizona Venture Capital Conference and TiE-AZ, an international organization focused on advancing entrepreneurship. He recently completed a term as a member of the Chairman's Quality Committee of BannerHealth Systems, the largest healthcare provider in Arizona. In 1999 he was a Fulbright Senior Scholar, teaching marketing management in the MBA program at the Budapest University of Economic Sciences and Entrepreneurship at the University of Miskolc.

Dr. Stralser's book *MBA in a DAY: What You Would Learn at Top-tier Business Schools — If Only You Had the Time* was published in September 2004 by John Wiley & Sons.

Dr. Stralser received his Ph.D. from the University of Michigan. He holds an MBA from Arizona State University and a B.S. in Marketing from the University of Arizona.

KEYNOTE SPEAKERS



BRUCE E. GROSSMAN is the founder of the Family Business Network – Mexico Chapter, the first non-profit foundation for family-owned businesses in Latin America. In recognition of his efforts to ensure the permanence of family business in Mexico, he is the only Latin American who has served on the Board of Directors of the Family Business Network headquartered in Lausanne, Switzerland. Bruce is currently the vice-chairman of the Board of Directors of Grupo Continental, S.A., a family owned business. Grupo Continental is one of the top ten independent Coca-Cola bottling companies in the world. The family has been in the Coca-Cola business for four generations and is currently preparing for the next transition. His is also the principal shareholder and chairman of the board of Consultores Patrimoniales, which specializes in the creation and implementation of family estate plans.



ROSS NAGER is a senior managing director and a principal of Sentinel Trust Company, a full-service wealth management firm and multi-family office in Houston, Texas, where he provides comprehensive family wealth planning and family business consulting services. Ross coordinates the integration of Sentinel's wealth management, fiduciary, family office and other services into clients' overall wealth plans. For 25 years prior to joining Sentinel, Ross was a partner at Arthur Andersen. He worked directly with Andersen's wealthiest and most complex family clients. He was a global managing director of Andersen's Family Wealth Planning Practice. Ross was also the founder and executive director of Andersen's Center for Family Business. Ross has co-authored several books and is a senior editor of *The Family Business Advisor*.



PETER LEACH is a leading advisor, teacher and facilitator who has consulted with very large multinational, multigenerational family businesses all over the world. Peter is the chairman of the BDO Centre for Family Business, a national association dedicated to servicing the needs and raising the profile of UK family businesses. He is a Fellow of the Institute of Chartered Accountants and a partner in BDO Stoy Hayward, one of the fastest growing accountancy firms in the UK. Peter has over 25 years of experience of advising family and owner-managed businesses on a broad range of financial, organizational and strategic matters. He pioneered research into family businesses in the UK and has worked extensively with the London Business School and Warwick Business School in raising awareness of the issues facing family enterprises. Peter is author of *Family Businesses: The Essentials*, published in May 2007 by Profile Books.



MARK SMUCKER is the President of Special Markets for The J.M. Smucker Company, based in Orrville, Ohio. He is a member of the fifth generation of the founding family that has run the business since it was established in 1897. He has spent most of his 11-year career with Smucker's in the International arena beginning with business development in South America. He later went on to manage the company's former Brazilian operation, the Canadian operations, and ultimately oversight of the broader, international business. Mark currently manages the "Special Markets," which includes the foodservice, natural food and beverages, Canada, and international businesses. He is also responsible for the company's Information Services department. Prior to his experience at Smucker's, Mark received a B.S. in Geology (1992) from The College of William & Mary in Virginia. He received a Masters in International Management from the Thunderbird School of Global Management in 1996.

GLOBAL REACH

For more than 60 years, Thunderbird School of Global Management has been preparing globally-astute business leaders for careers in the international marketplace. Thunderbird helps participants in the program understand the challenges and opportunities that face family-owned businesses that strive to operate on a global scale.

The Financial Times ranks the school #1 "Best in International Business," and "Executive Education" in 2009 and *U.S. News & World Report* ranks Thunderbird #1 "International Programs 2010" (14 consecutive years).

Thunderbird graduates are recognized as global explorers and risk-takers with an unbridled curiosity and enterprising spirit. Many go on to establish multimillion dollar global enterprises, lead multigenerational family businesses, and multinational organizations.



Leading the Family Business System

- ▶ Three Leadership Imperatives for the CEO, the CEO Spouse and the Next Generation Leader
- ▶ Preserving the Secret of Success while Adapting to a Changing Environment
- ▶ Zero-Sum Dynamics and the Family Business
- ▶ Protecting the Ownership Advantage

Promoting Continued Business Success

- ▶ Strategic Management of the Family Firm
- ▶ Family Offices and Shareholder Information
- ▶ Successor Benchmarks
- ▶ Intergenerational Dialogue: to Continue or to Change

Family Capital

- ▶ Board of Directors for Family Companies
- ▶ Family Engagement: Family Meetings and Family Councils
- ▶ Creating Shareholder Loyalty and Patient Capital

Succession and Continuity

- ▶ The Predictable and Healthy Conflict Across the Generations
- ▶ Five Best Practices for Family Business Continuity
- ▶ Leading the Transition and Passing the Baton
- ▶ Great Family Businesses: Lessons from Centennial Family Companies



"Global Family Enterprise is unique in that it provides a venue where families from around the world can share global approaches to dealing with issues we all face in managing family-owned enterprises. Ángel Cabrera's internationally-experienced leadership of the Thunderbird School of Global Management, coupled with the broad knowledge of family business of the program director Ernesto Poza and the great diversity of the Thunderbird alumni and faculty, make Global Family Enterprise a wonderful learning experience. I am certain that other families will find this program as challenging and thought-provoking as we did."

*— Bruce E. Grossman, Vice-Chair,
Grupo Continental, S.A., Tampico, México (pictured: far right)*

ADMISSION REQUIREMENTS

We encourage you to attend as a team. When teams return to their company, they will have more impact and ability to implement the concepts and skills learned during the GFE program. Top leaders (CEO, COO, President, CFO), their spouses, relatives of the founder, current heirs and key non-family managers of the company will benefit most from attending. Board members and other shareholders will also benefit greatly.

Admission is selective and based on professional achievement and level of responsibility in the business or the family. There are no formal educational prerequisites, but proficiency in written and spoken English is essential. Enrollment preference will be given to family business teams that represent multiple generations. Applicants unable to bring other family members will be considered for admission as space permits.

Each attendee will receive:

- ▶ A copy of *Family Business*
- ▶ Attendee contact list
- ▶ Working materials
- ▶ Meals prepared by chefs at the world-renowned Royal Palms
- ▶ Certificate in Global Family Enterprise Management

Program Fee: (payment due with application)

- ▶ First family member: \$5,400 per person
- ▶ Additional family member: \$4,500 per person

Note: All meals and refreshments from Royal Palms restaurants are included, however, fees do not include accommodations or travel to and from the hotel.



ROYAL PALMS RESORT – An Ideal Education Destination

The luxurious Royal Palms Resort in Phoenix, Arizona is a Spanish Mediterranean Estate par excellence. The warmth of Arizona's Sonoran Desert, coupled with striking views of nearby Camelback Mountain, make the Royal Palms a preferred conference destination. The Phoenix Sky Harbor International Airport lies only 15 minutes from the hotel. Museums, golfing and outdoor recreation activities are all minutes away. The resort includes 117 casitas and guest rooms, amid an oasis of tranquil outdoor meeting spaces and intimate indoor boardrooms, private lounges, a stately library and meeting rooms.

Enjoy executive education rates. Guests should contact the resort no later than **February 1, 2010** as there are a limited number of rooms available. Please specify attendance at the **Thunderbird Global Family Enterprise Program** at the time of reservation. **Call 1-800-672-6011 or 1-602-840-3610** or visit www.royalpalmshotel.com.

Amazing family opportunities

A wide variety of family-friendly experiences await you in the Phoenix area. Horseback through cacti-bordered desert trails...hear your voice echo endlessly in the Grand Canyon...admire the spectacular rock formations of Sedona or absorb the sights of the Petrified Forest. Play golf on some of the world's best golf courses or try rock climbing, hot-air balloon rides and jeep tours in the famous Valley of the Sun. History buffs and culture lovers will find Phoenix an intoxicating combination of Old West history and modern, metropolitan, cultural vibrancy. Explore Southwest Native American art and culture at the internationally known Heard Museum or Arizona's cultural history at The Pioneer Arizona Living History Museum.

