The Global Family Business *Program*

Cairo 2010

IIFE International Institute for Family Enterprises

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Introduction | Nowadays, family-owned businesses face increasing challenges in a dynamic business environment. Executive Education at the International Institute for Family Enterprises (IIFE) goes far beyond the basic transmission of skills and theories and enables you to address these challenges directly. You will learn how to leverage the strengths of family business management and successfully implement practices that drive high performance and healthy family relationships.

Each education session provides applicable principles and lessons that can be successfully employed within your organization. You will acquire a fresh perspective on your business from our groundbreaking curriculum, world-renowned speakers, and an accomplished group of peers from other family enterprises. Executive Education at the IIFE is therefore an invaluable investment for both you and your organization.

Why should I participate?

The primary goal of the Global Family Business Program is to prepare you to identify and leverage business and family strengths for competitive advantage and family success.

This program addresses key topics of concern, provides breakthrough information, and examines successful resolution strategies that are critical to family-owned and family-managed companies. Led by experts in family business, the program offers proven tools you and your family can use to address issues specific to your situation. Through focused classroom sessions, engaging interaction with other participants, and facilitated discussions with one's own family teams, the program prepares you and your family to:

- Identify and address the specific challenges associated with family-owned and family-managed businesses.
- Maximize the family business's strengths and minimize its vulnerabilities.
- Formulate effective strategies to reach common goals, address conflicts, and plan for a family's future.
- Develop practices that lead to high-performance companies, loyal shareholders, and healthy families.

IIFE Family Business Network

The International Institute for Family Enterprises endeavors to develop an international network of family businesses, focusing on the Arab world. The objective of the IIFE is to bring together the owners and managers of family businesses who originate from culturally diverse countries but who face similar issues affecting the management of their companies, and to promote the joint development of new solutions to these problems.

Participants of the IIFE Executive Education programs gain access to the IIFE Family Business Network and become part of a prestigious community of selected family-owned enterprises.

Your course of study

Each session addresses an exclusive group of up to 25 participants. Self-assessment tools, group discussions, and specialized workshops provide a rich learning experience that allows you to unleash the strengths of your unique family business. The Global Family Business Program encourages you to combine these insights with the latest research and strategies to tackle your toughest business challenges.

ITC Funding

The IIFE Global Family Business Program is supported by the Industrial Training Council (ITC), a public institution for the promotion of professional education in Egypt.

Participants

We strongly recommend the participation by family teams be two or more individuals representing both genders and two generations, when possible. Some families also find it useful to include non-family executives or board members on their teams. Participants represent a range of industries and family companies in various family, business, and ownership stages. They may be a manager or an employee, a board member or a shareholder, or any interested relative, who may be an in-law.

Lectures | The IIFE Global Family Business Program is developed and taught by professors who are skilled educators and groundbreaking researchers.

This program harnesses their business expertise and field-based research to create new knowledge and sustainable, forward-thinking concepts that shape the practice of family business management. The result is a team of speakers that exposes participants to multiple perspectives, challenging their thinking on a wide range of levels.

Speakers

- Horacio Falcão *(INSEAD)*
- Kelin E. Gersick *(Yale University)*
- Heike Bruch *(St. Gallen University)*
- Aamir A. Rehman *(The Middle East Institute)*
- Thomas Donaldson *(Wharton School)*
- Harry Korine *(London Business School)*

Curriculum

1

Negotiation in family businesses
Maximizing Business and Family Values

January 25/26, 2010
Four Seasons Nile Plaza, Cairo

Horacio Arruda Falcão
(INSEAD)

- *Maximizing substance and relationship value*
- *Preserving successful long term family relationships*
- *Developing and recovering trust to negotiate*
- *Creating value and identifying new opportunities*
- *Managing conflict and difficult decisions*

2

Succession and Continuity in family businesses
passing your Family Business to the Next Generation

March 3/4, 2010
Four Seasons Nile Plaza, Cairo

Kelin E. Gersick, Ph.D.
(Yale University School of Management)

- *Understanding succession and continuity in all three circles*
- *Selecting and developing successors*
- *Preparing for transitions*
- *Establishing credibility as the new leader*

3

Leadership in family businesses
Unleashing the Energy of People in the Organization

March 31/April 1, 2010
Four Seasons Nile Plaza, Cairo

Prof. Dr. Heike Bruch
(University St. Gallen)

- *Understanding organizational energy*
- *Mobilizing energy in teams and companies*
- *Overcoming typical energy traps*
- *Developing visionary and goal-oriented leadership behavior*

Islamic Finance for family business leaders
Understanding, Adapting to, and Capitalizing on Opportunities

4

- *Developing an understanding of the ethical principles of Islamic finance*
- *Assessing the evolution of Islamic finance as regional and global phenomenon*
- *Gaining familiarity with Islamic financial structures*
- *Developing insights into the Islamic finance industry landscape*
- *Exploring the relevance of Islamic financial principles to the global financial crisis*
- *Assessing the strategic implications of Islamic finance for your family business*

April 21/22, 2010
Four Seasons Nile Plaza, Cairo

Aamir A. Rehman
(The Middle East Institute)

Corporate Governance in family businesses
The Impact of Integrity

5

- *Asking six key questions about the health of your corporate governance*
- *Managing the dangerous currents that can tempt or encourage even good employees to engage in unacceptable behavior*
- *Tailoring corporate governance principles to underlying family values*
- *Breaking the old rules of governance and creating an effective board dynamic*

May 26/27, 2010
Four Seasons Nile Plaza, Cairo

Thomas Donaldson, Ph.D.
(Wharton School, University of Pennsylvania)

Strategy for family businesses
Defending Position, Taking Advantage of New Opportunities, and Making Growth Pay

6

- *Appreciating the importance of strategy for family businesses*
- *Identifying and preventing the most common patterns of strategic failure*
- *Developing a refined skill of acting upon new business opportunities*
- *Managing avenues for growth*
- *Preparing the family business to move beyond the founding strategy*

June 20/21, 2010
Four Seasons Nile Plaza, Cairo

Harry Korine Ph.D.
(London Business School)

January 25/26, 2010

Negotiation in Family Businesses

Maximizing Business and Family Values

Key learnings

- *Maximizing substance and relationship value*
- *Preserving successful long term family relationships*
- *Developing and recovering trust to negotiate*
- *Creating value and identifying new opportunities*
- *Managing conflict and difficult decisions*

Lecturer

Horacio Arruda Falcão
Affiliate Professor of Decision Sciences
INSEAD

Horacio Falcão is a negotiator. He travels the world teaching and consulting on negotiation, mediating complex disputes, facilitating dialog, and developing and coaching negotiation strategies. When he was younger, Mr. Falcão worked in three of his family's businesses (hospitality, health care, and F&B). Horacio obtained a LL.M. from Harvard Law School in 1997 with a concentration in alternative dispute resolution. He received his MBA in 2002 from INSEAD, where he then received the Best MBA/EMBA Elective Professor of the Year award in 2004, ´05, ´06, ´08, and ´09.

Current research engagement and teaching focus

Horacio Falcão`s current research interests are on the interlinks between psychoanalysis and negotiation, including but not limited to family dynamics. Other elements of interest are on cross-cultural and ethical negotiation issues, as well as on turnaround, sustainability, and social entrepreneurship negotiations. He is currently finishing writing his negotiation textbook (»Value Negotiation«). His teaching aims to enable negotiators to master the win-win negotiation approach.

venue

Four Seasons Hotel Cairo at Nile Plaza

Introduction

This session explores negotiations in general and particularly within family business contexts. Through current research and experiential activities, this session provides unique perspectives on individual negotiation styles. It provides proven techniques and best practices to improve your ability to negotiate, handle adversity, and enhance your negotiation leadership potential. You will learn how to create a productive and collaborative environment based on your capability of building stronger relationships, efficient processes, and value-focused conversations.

Teaching format

- Systematic preparation for exercises, individually and in groups
- Role plays of cases, individually and in groups
- Direct/indirect participation with in-class exercises
- Real time laboratory of negotiation techniques, practice observation, diagnosis and recommendations
- Facilitated class discussion to extract learnings from the exercises
- Energetic and interactive lectures to transmit the key concepts, frameworks, and best practices

Course of study

Introduction and Purposes

This segment allows for a basic introduction of the origin of the adopted theory as well as of the instructor. Subsequently, the instructor gathers the purposes of the participants so as to better focus the course to their individual and group needs.

Negotiation Assumptions

The Arm Exercise is a simple, fun and interactive exercise that has been tested in more than hundreds, if not thousands, of workshops. This exercise is useful to illustrate to the participants where they stand in terms of negotiation and increase their self-awareness of their own styles.

Good Outcome

In order to become a more effective negotiator, we must begin by thinking about how we decide when we are being effective. This means thinking usefully about how we define »good outcomes« for our negotiations and what standards we use to measure our success.

Contract Negotiation

We first focus on the negotiation process, as there is value in working on process independent of substance. This role-play provides an opportunity to learn from experience, to experiment with new ideas in a safe environment, to become aware of strengths and weaknesses, and to develop new skills.

Strategic Guidelines

At one hour, this session is the longest presentation. It is at this point we discuss and analyze the common styles of negotiation (hard vs. soft) and present alternatives. We also introduce negotiation best practices that allow participants to increase the potential rewards while minimizing the risks of their behaviors.

Family Business Negotiation

This role-play goes beyond the more transactional nature of the first and throws the participants into a family business negotiation. Here, we allocate different familial roles to the individuals and have them negotiate the future of the business.

March 3/4, 2010

Succession and Continuity in Family Businesses

Passing your Family Business to the Next Generation

Key learnings

- *Understanding succession and continuity in all three circles*
- *Selecting and developing successors*
- *Preparing for transitions*
- *Establishing credibility as the new leader*

Lecturer

Kelin E. Gersick, Ph.D.
Management Fellow
Yale University School of Management

Kelin E. Gersick holds a Ph.D. from Harvard University and a bachelor's degree from Yale University. He is a management fellow at the Yale School of Organization and Management, and Professor Emeritus of Organizational Psychology at the California School of Professional Psychology. He is the lead author of »Generation to Generation: Life Cycles of the Family Business«, as well as many articles, cases, columns, and other publications. Over the past 25 years, Kelin Gersick has advised family businesses and family foundations, and offered seminars and lectures in more than 30 countries.

Current research engagement and teaching focus

Kelin E. Gersick`s research project on family philanthropy and private foundations has resulted in the publication of »Generations of Giving« and an ongoing data gathering program on international family and corporate giving. In addition, his writing on family business in Latin America has been followed by research on Chinese family enterprises, including the publication of the most recent monograph, »Tradition and Adaptation in Chinese Family Enterprises: Facing the Challenge of Continuity«. Finally, his new research focus is on the experience and actions of family enterprise leaders in late adulthood (age 60 and beyond).

venue

Four Seasons Hotel Cairo at Nile Plaza

Introduction

Generational transitions are not events, they are an extended process of preparation, selection, transfer of authority and responsibility, and organizational change. This session will explore structural and »human capital« dilemmas in family business continuity – senior generation change in roles, development of the next generation in all three circles (family, ownership, and management), successor selection, board design, and transition implementation. We will rely on the specific cases of the participants, as well as classical models and cases from the literature.

Teaching format

- Lectures
- Discussion
- Case discussions
- Breakout discussions
- Film clips

Course of study

Succession and continuity in three circles

The components of generational transitions, the roles of each generation and each interest group in preparing for and completing successions.

The critical tasks of succession planning

A review of the 10 essential steps of succession process.

A transitions model of organizational change

A conceptual model of system transitions, illustrated by a complex succession case.

Generational breakouts

Representatives of the senior and junior generations meet separately to discuss their expectations, contributions, and concerns in succession planning. Then the two groups report out and discuss their points of view.

The process of »letting go« and »taking charge«

The senior generation's and the rising generation's role in continuity.

March 31/April 1, 2010

Leadership in Family Businesses

Unleashing the Energy of People in the Organization

Key learnings

- *Understanding organizational energy*
- *Mobilizing energy in teams and companies*
- *Overcoming typical energy traps*
- *Developing visionary and goal-oriented leadership behavior*

Lecturer

Prof. Dr. Heike Bruch
Director of the Institute for Leadership
and Human Resource Management
University St. Gallen

Heike Bruch is a professor and director of the Institute for Leadership and Human Resource Management of the University of St. Gallen (Switzerland) since 2001. Professor Bruch is also academic director for the International Study Program (ISP) at the University of St. Gallen, member of the McKinsey Academic Sounding Board and Academic Director for TOP JOB - the initiative to identify the best employers among small and medium-sized companies in Germany.

Current research engagement and teaching focus

Heike Bruch's research interests include managers' emotion, volition, and action as well as leadership in change processes, organizational energy, and ways to successfully deal with the demographic change within companies. She is founder of the Organizational Energy Program which aims to develop and validate the concept of organizational energy with large scale surveys in more than 600 companies with more than 250,000 individual participants.

Venue

Four Seasons Hotel Cairo at Nile Plaza

Introduction

Organizational energy – the power of companies to accomplish target-oriented tasks– is highly important for both success and performance. Executives have a key role in active energy management. The overall goal of the module is to familiarize you with the concept of organizational energy and to learn different leadership strategies to successfully lead one's self, individuals, teams, and companies. Input and recommendations are based on empirical research in more than 600 organizations and several case studies in best practice companies.

Teaching format

- Interactive input
- Best practice case studies
- Individual self-assessment of energy states, World Café
- Individual partner and group reflections

Course of study

Organizational Energy

The first day will deal with the phenomenon of organizational energy in teams, divisions, and companies. You will be familiarized with different possible energy states in companies. An instant energy measurement will enable you to interactively experience and discuss potential drivers and constraints for energy within your teams and company.

- *Interactive Input on organizational energy (states, measurement, leadership strategies). Common energy traps, how to overcome them, and how to sustain organizational energy over time.*
- *Interactive group exercise (»World Cafe«) on organizational energy in Arab companies.*
- *Interactive group work on organizational energy in Arab companies. An instant measurement of energy will be applied to develop successful solutions to achieve productive energy in partner and group work.*

Leadership in Arab companies

Day two will cover leadership behavior of successfully leading individuals and high performance teams as well as successful self-management of top executives. Interactive input will be combined with several individual and group exercises to directly transmit and put the theoretical input into practice.

- *Input on different leadership behaviors (transactional and transformational leadership) and their application in Arab companies.*
- *Interactive exercise on developing an inspiring vision for the company/business unit of the participants.*
- *Final input and exercises on self management, in particular on overcoming busyness, using one's own willpower, and sustaining personal energy.*

April 21/22, 2010

Islamic Finance for Family Business Leaders

Understanding, Adapting to, and Capitalizing on Opportunities

KEY LEARNINGS

- *Developing an understanding of the ethical principles of Islamic finance*
- *Assessing the evolution of Islamic finance as regional and global phenomenon*
- *Gaining familiarity with Islamic financial structures*
- *Developing insights into the Islamic finance industry landscape*
- *Exploring the relevance of Islamic financial principles to the global financial crisis*
- *Assessing the strategic implications of Islamic finance for your family business*

LECTURER

AAMIR A. REHMAN
Adjunct Scholar
The Middle East Institute

Aamir A. Rehman is a managing director at Fajr Capital, an Islamic investment firm focused on key emerging markets. He was formerly global head of strategy for HSBC Amanah, prior to which he was a consultant with the Boston Consulting Group. He holds a MBA from the Harvard Business School, a master's degree from Harvard University, and a bachelor's degree from Harvard College.

CURRENT RESEARCH ENGAGEMENT AND TEACHING FOCUS

Aamir A. Rehman is author of the book »Gulf Capital and Islamic Finance: The Rise of New Global Players« (McGraw-Hill, 2009) and of »Dubai & Co.: Global Strategies for Doing Business in the Gulf States« (McGraw-Hill, 2007). His commentary on the GCC region, corporate strategy, investments, and Islamic finance has been featured widely in a range of media outlets.

VENUE

Four Seasons Hotel Cairo at Nile Plaza

Introduction

Islamic finance has emerged as a global player in the international financial system, and is especially important in the Middle East. Our session will equip family business leaders with an understanding of the phenomenon of Islamic finance: its principles, its evolution, and its impact. As Islamic finance becomes increasingly important for the stakeholders of family businesses –family members, customers, potential outside investors, and beyond – family business leaders in the Middle East cannot afford to ignore it. The session will include a combination of presentations, discussions, and case studies to illustrate concepts and their relevance to family business groups.

Teaching format

- Presentations on conceptual frameworks
- Interactive discussion of trends and industry evolution
- Case studies applying principles to family business settings
- Exercises involving hypothetical business situations
- Opening and closing sessions with participant perspectives

Course of study

Ethical principles of Islamic finance

This unit will provide an overview of core ethical principles that underpin Islamic financial practices. Before looking at specific structures, the ethical principles should be appreciated as rooted in core human values.

Overview of Islamic financial structures

We provide an introduction to Islamic financial structures as applied in various contexts: debt financing, equity financing, savings products, and investment products.

Evolution of the Islamic finance sector

This unit reviews the origins of the modern Islamic finance sector and how it has developed into its current state. The roles and outlooks for local banks, regional banks, Islamic »windows« of multinational banks, and specialist Islamic entities will all be considered and discussed.

Outlook for the Islamic finance sector

This unit explores the key trends and forces shaping the future of Islamic finance. We will probe the sector's »authenticity challenge«, regulatory issues, human capital issues, innovation imperative, and need for differentiation.

Relevance of Islamic finance principles to the global financial crisis

This unit examines how Islamic finance principles can be instructive in understanding key causes of the global financial crisis. It also highlights how the Islamic finance sector has not yet demonstrated a fully differentiated and viable model, and how certain developments are concerning when one examines the crisis. Implications for financial governance and regulation are discussed.

Case studies and exercises

Transforming a corporate balance sheet: liabilities and assets; raising capital from Islamic (vs. conventional) investors; governance, organizational, and operational challenges; »Islamic« business models as applied.

May 26/27, 2010

Corporate Governance in Family Businesses

The Impact of Integrity

Key learnings

- *Asking six key questions about the health of your corporate governance*
- *Managing the dangerous currents that can tempt or encourage even good employees to engage in unacceptable behavior*
- *Tailoring corporate governance principles to underlying family values*
- *Breaking the old rules of governance and creating an effective board dynamic*

Lecturer

Thomas Donaldson, Ph.D.
Professor
Wharton School, University of Pennsylvania

Thomas Donaldson is the Mark O. Winkelman Professor at the Wharton School of the University of Pennsylvania where he specializes in ethics, corporate governance, and leadership. He is the author of four books, and has consulted and lectured at many organizations, including the Business Roundtable, Goldman Sachs, the United Nations, Microsoft, The Tata Group, KPMG, and IBM. He has appeared on the Today Show, the NBC Nightly News, CNN, MSNBC, CNBC, PBS, and NPR. He was the winner of the Aspen Institute's prestigious 2009 Pioneer Award.

Current research engagement and teaching focus

Thomas Donaldson currently teaches at many levels at the Wharton School, University of Pennsylvania: undergraduate, MBA, and Ph.D. He also works with boards of directors and high-level officers of several companies, including Walmart, Office Depot, and KPMG. His current research and writing projects include »Stakeholder Theory and Corporate Governance« and »Defusing Ethical Time Bombs«.

venue

Four Seasons Hotel Cairo at Nile Plaza

Introduction

Good corporate governance and successful management of ethical and reputational risk are critical success factors for medium to large-scale businesses. But these factors are often confusing and frustrating for leaders of family businesses. The 2008-09 economic recession has forced new strategic challenges upon family businesses. Boards of directors of family businesses and members of executive teams must tailor governance structures towards new, evolving strategies. This course aims to help you integrate ethics, corporate governance, and leadership into a single, powerful package.

Teaching format

- Interactive exercises
- Use of case studies, videos, and short readings
- Facilitated dialogue in break-out groups and the combined group of participants
- Self-assessment

Course of study

Asking the right questions about your governance structure

Probe and assess your governance structure. Compare your approach using six key questions with those of other participants and »best practices«.

Evaluating operational and reputational risk from the board's perspective

What are the keys to an effective compliance/ethics system? What are the limitations of compliance systems? How do you design a system that provides the feedback you need, both at the board and/or executive management levels?

Designing governance structures, culture, and policies to match the underlying values of the firm and family

What does »leadership« mean when infusing values with the firm? What do board or executive leaders need to do in order to ensure that the values of the firm and family are not lost in the crush of business pressure?

June 20/21, 2010

Strategy for Family Businesses

Defending Position, Taking Advantage of New Opportunities, and Making Growth Pay

Key learnings

- *Appreciating the importance of strategy for family businesses*
- *Identifying and preventing the most common patterns of strategic failure*
- *Developing a refined skill of acting upon new business opportunities*
- *Managing avenues for growth*
- *Preparing the family business to move beyond the founding strategy*

Lecturer

Harry Korine Ph.D.

London Business School, INSEAD

Harry Korine has held assistant professorships on the faculties of the London Business School and Pennsylvania State University, served as a director of an asset management company, and worked as an associate at JP Morgan. In addition to teaching and research, he has extensive experience in strategy development with family-based companies in Europe, North America, and the Far East. Harry Korine teaches corporate governance at the London Business School and global strategy at INSEAD. He also works with the French Corporate Governance Institute at EM Lyon as a senior research fellow and with the IFPM Center for Corporate Governance at the Hochschule St. Gallen as a portfolio partner.

Current research engagement and teaching focus

Harry Korine is specialized in the topics of global strategy, corporate governance, and strategic alliances. His current research examines the relationship between management and shareholders in the context of strategic change. Recent publications include »Entrepreneurs and Democracy - A Political Theory of Corporate Governance« (Cambridge University Press, 2008), and »When You Shouldn't Go Global« (Harvard Business Review, 2008).

venue

Four Seasons Hotel Cairo at Nile Plaza

Introduction

Does a family business need a strategy? What are the benefits of performing strategic analysis and basing key decisions regarding the company's future on strategic thinking? In this two-day course, the lecturer and participants will work to answer these questions using a variety of methods, including: international case studies, structured discussion of the participants' own strategies, mixed groups for learning, one-on-one instructor consultation, and best practice lectures. At the end of the course, participants will come away with a refined understanding of what strategy is and what it can do for them in their own business contexts.

Teaching format

- International case studies in strategy and entrepreneurship
- Structured discussion of participants' strategy challenges
- Mixed groups to deepen and apply lessons
- Instructor consultation with participants
- Lectures about global best practices

Course of study

Importance of Strategy

This module sets the stage by explaining the distinctions and similarities between good business and sound strategy, and defining the added value of strategic thinking in the family business. Participants are encouraged to articulate their most pressing strategic questions.

Tools of Strategic Analysis

This module covers the classics of strategy, industry analysis, core competence assessment, and strategic innovation thinking (Blue Ocean), with special attention being placed on the family setting. Participants will work with tools based on applicable cases and the specific strategy challenges of their own businesses.

Patterns of Strategic Failure

This module demonstrates the vulnerabilities of a typical set of standard strategies, both business and corporate. Participants will be asked to take a hard look at the sustainability of their own business models.

New Business Opportunities

This module builds on the first three – strategic thinking, strategy analysis, and recognition of the seeds of failure are all required to develop a refined ability to evaluate new business opportunities, both within and outside of the existing scope. Participants will work with concrete examples from their own current portfolios.

Managing Avenues for Growth

In this module, the focus is on the management of growth, on techniques for choosing direction, maintaining focus, and especially on making growth pay. Participants will be encouraged to critically assess their own growth plans.

Going Beyond the Founding Strategy

In this last module, we will talk about how to keep the family business alive and vibrant, without staying forever wed to the founding strategy. Participants will learn how to assess and, when necessary, overcome rigidities in the founding strategy.

The IIFE

In Brief | The International Institute for Family Enterprises (IIFE) was founded in 2007 at Witten/Herdecke University in Germany. As the first institute of its kind, it has developed a network of leading Arab and German speaking family businesses, conducts in-depth research on Arab family business topics, and offers executive education and strategic advisory services by international experts throughout the Arab world.

Idea | The key motivation behind establishing the IIFE was the founders' conviction that an exchange of first-hand experience and profound knowledge between and among family businesses is of immense value at many levels, both in theory and in practice. As we face complex challenges in promoting international understanding and cooperation, the IIFE is the first institute to undertake this challenge through connecting family enterprises.

Objective | The objective of the IIFE is to bring together owners of family businesses, who originate from culturally diverse countries but face similar issues and challenges related to the management of their companies, in order to facilitate the joint development of new solutions. On this basis, the IIFE aims to permanently establish itself as the leading family business institute for networking, research, and professional development in the Arab world.

The IIFE Model | The IIFE attaches great importance to intensive networking between businesses, research, and politics. This process supports the institute's comprehensive approach to the problems arising in and around family enterprises.

To pursue and achieve its objectives, the IIFE has developed a model which comprises four areas of activity, each area of activity reinforcing the next. The first area of activity - the Conferences - generates information for and about family enterprises whichis then applied to subsequent areas of activity.

This primary information, which is up-to-date and ascertained from practical experience, will then be analysed and supported through an academic and theoretical perspective at the Research Centre. The central goal is the creation, within coming years, of a unique information pool derived from the synergy of business and research, from which all participants can benefit.

The results of these joint efforts will be readvanced to enterprises at the ground level via the professional development of Executive Education. In the Community area of activity, conference participants will benefit from the growing IIFE network of business contacts in German-speaking Europe and the Arab world.

The IIFE Model

Admission | The participants of our programs represent a broad range of industries, functions, countries, and backgrounds that can enrich your learning experience. A diverse participant mix is an important part of the Global Family Business Program.

Because this program addresses the challenges of family businesses, an appropriate family business background is strongly recommended for participants. Although there are no formal educational prerequisites, fluency in spoken English is a prerequisite for participants so that they can keep pace with classroom discussions.

Further ITC Information

For further information on the requirements for your ITC funding, please contact: *education@iife.de* or *+49 (0)30 609 898 852*.

Registration

In order to register for a session of the Global Family Business Program in Cairo, please use the attached registration form or register online at *www.iife.de/education*.

Participation Fee

The participation fee for the Global Family Business Program covers workshop participation, course materials, catering during the workshop, as well as an exclusive dinner event at the end of the first workshop day. The IIFE Global Family Business Program is supported by the Industrial Training Council (ITC), a public institution for the promotion of professional education in Egypt. The ITC will refund parts of the program fee for participants from registered Egyptian businesses.

Four Seasons Hotel Cairo at Nile Plaza, Cairo

Venue

Four Seasons Hotel Cairo at Nile Plaza, Cairo
1089 Corniche El Nile, P.O. Box 63, 11519

Welcome to Four Seasons Hotel Cairo at Nile Plaza. This beacon of sophisticated hospitality rises on the legendary Corniche along the bank of the river. With commanding views of both the Nile and the Citadel, Four Seasons unites its timeless, caring, personalised attention with the dynamism of fast-forward Cairo.
»Some cities have an ultimate hotel, the one address that gives visitors a sense of being in just the right place that serves as headquarters for visiting celebrities and dignitaries from all over and is the inevitable choice to house any important personality who comes to town. In Cairo the Four Seasons Nile Plaza is ground zero for grandees.«
Indagare, February 2009

Registration Form

The Global Family Business Program

Please send the completed registration form via fax to + 49 (0)30 609 898 859 or register online at www.iife.de/education

Name of Company ______________________________

Registered at the ITC ☐ *yes* ☐ *no*

ITC registration number ______________________________

Main Participant

______________________________ ______________________________
Mr./Mrs. | Title | First Name | Last Name *Position*

____
Postal address

____
E-mail

Further Participants

______________________________ ______________________________
Mr./Mrs. | Title | First Name | Last Name *Position*

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E-mail

______________________________ ______________________________
Mr./Mrs. | Title | First Name | Last Name *Position*

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E-mail

______________________________ ______________________________
Mr./Mrs. | Title | First Name | Last Name *Position*

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E-mail

______________________________ ______________________________
Mr./Mrs. | Title | First Name | Last Name *Position*

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E-mail

☐	January 25/26, 2010	Negotiation in Family Businesses
☐	March 3/4, 2010	Succession and Continuity in Family Businesses
☐	March 31/April 1, 2010	Leadership in Family Businesses
☐	April 21/22, 2010	Islamic Finance for Family Business Leaders
☐	May 26/27, 2010	Corporate Governance in Family Businesses
☐	June 20/21, 2010	Strategy for Family Businesses

Euro 2,450.00 (EGP 19,800) per person per session
Euro 245.00 (EGP 1,980) per person per session for registered ITC member companies

☐ *Yes, I would like to be a member of the online IIFE Family Business Network*
☐ *Yes, I would like to receive more information about IIFE events and services*

Please do not hesitate to contact us for further information:
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Imprint

The Global Family Business Program

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müchler+schmitz | Visuelle Kommunikation

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