



Institute for  
Family Business

# 8th National Forum Conference

## Family Values

Leveraging values to drive competitive advantage

Thursday 4th & Friday 5th June 2009

The Hilton, Newcastle

## Message from the IFB Chairman



We are looking forward to welcoming you to the National Forum Conference. This year our theme is **Family Values: Leveraging values to drive competitive advantage** and how, in these unprecedented economic times, playing to the natural strengths of the family business can help us overcome challenging conditions.

We have seen how highly leveraged companies have imploded during this current crisis; by contrast, many UK family businesses seem to have been conservative in their planning.

Nevertheless, harsh lessons will have been learned and I am sure members attending the conference will be interested to share their experiences and hear how other family businesses are surviving during challenging circumstances.

As always, we are extremely grateful to our sponsors – **J.P. Morgan, PricewaterhouseCoopers** and **Withers**, without whom our flagship event would not continue to grow. I very much look forward to seeing you in June in Newcastle for what promises to be another excellent members' gathering.



**Andrew Wates**  
Chairman, IFB

## 8th IFB National Forum Conference

### Family Values

#### Leveraging values to drive competitive advantage

The key themes we will explore include:

- **Family capital** – fostering family values that underpin corporate philosophy and strategy
- **Entrepreneurship** – maintaining entrepreneurial spirit to drive innovation and wealth creation
- **Equal opportunity** – creating a meritocracy where all stakeholders can make a full contribution
- **Philanthropy** – encouraging social responsibility in the family business
- **Patient capital** – balancing a long-term approach with short-term imperatives

## Day One: Thursday 4 June, 2009

**10:00-10:30 Registration/Tea & Coffee** (for delegates attending the Family Business 101 workshop)

**10:30-12:00 Pre-Conference Workshop: Family Business 101**

A workshop for members attending the conference for the first time and those wishing to refresh their knowledge of family business dynamics.

This session will present an overview of the main theories and frameworks applicable to family businesses. The workshop will provide delegates with the opportunity to apply the frameworks to their own businesses and ensure maximum value from the IFB conference.

**Dr Barbara Murray, Director, Family Business Solutions**

IFB gratefully acknowledges the continuing support of

**J.P.Morgan**

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**12:00-13:00 Registration for Main Conference and Lunch**

**13:00-13:10 Chairman's Opening Remarks: Andrew Wates, Chairman, IFB**

**13:10-14:10 Family Values and Value Creation: Fostering Enduring Values within Family-Owned Businesses**

Exploring how the values, beliefs and culture of family businesses are distinct from widely owned businesses. Professor Ward will focus on how successors have to work with the values of their predecessors and how they hand down values to future generations. Finally, he will outline a strategy for how families can identify their values.

**Professor John L. Ward, Clinical Professor of Family Enterprises, Kellogg School of Management**

**14:10-14:50 Family Business Case Study: Linking Family, Values and Business Practice**

With 60,000 employees, ensuring a culture of family values at OCS Group could be seen as quite a challenge. Yet family values form the basis of this business, from investment in continued staff training to action in the communities in which it works.

**Chris Cracknell, CEO, OCS Group**

**14:50-15:15 Break**

**15:15-16:45 Family Values Workshops.** 45 minutes each, to be repeated so that you can attend two of the three sessions

**Workshop I – Surviving Tough Times**

Best practice learnings from previous winners of the J.P. Morgan IFB Family Business Honours. How they are managing in the current economic climate including the first hand experience of Samworth Brothers.

**Kate Murphy, Head of UK Family Business, J.P. Morgan**

**Mark Samworth, Director, Samworth Brothers**

**Workshop II – Equal Opportunity**

Two non-family business leaders discuss their experiences working within family business at top level: how to balance the needs of the controlling family, the business and other senior executives to ensure that the business attracts world-class talent and creates strong employee motivation.

**Gordon Brown, Chairman, Multiyork Furniture and former Managing Director, Wilkinson Hardware Stores**

**Paul George, Partner, PricewaterhouseCoopers**

**Robert Higginson, Managing Director, Warburtons**

**Workshop III – Next Generation Entrepreneurship**

Two successful next generation entrepreneurs share their stories. How did they identify and develop their key personal strengths and what was the decision process involved in plotting their career path in or out of the family business.

**Robert Hoare, Director, Watts**

**Charlie Houl, Managing Director, Opencast Project**

**Patricia Milner, Partner, Withers**

**16:45-17:10 Break**

**17:10-18:10 Family Businesses...Winners or Losers in the Credit Crunch?**

Family businesses are in a distinct position but is that positive or negative in challenging economic times? Do family values help underpin taking the best decisions for the business? And how does the ability to take a long-term view affect the business in the short term while buffeted by economic headwinds? Three experts bring differing views to the table

**Grant Gordon, Director General, Institute for Family Business**

**Richard Beggs, Head of UK Investments, J.P. Morgan**

**James Reed, Chairman, Reed Executive Plc NEW**

**Gary Lydiate, Chief Executive, Kilfrost Limited NEW**

**18:10-18:15 Chairman's Closing Remarks and End of Day One**

**19:15 J.P. Morgan IFB Family Business Honours Gala Dinner at The Sage Gateshead**

## Day Two: Friday 5 June, 2008

**09:00-09:20 IFB Update** An update on the business of the IFB  
**Andrew Wates, Chairman, IFB**

**09:20-10:30 Family Business Policy Forum: The UK Family Business Philanthropy Inquiry**  
Presentation of the findings of the UK Family Business Philanthropy & Social Responsibility Inquiry. The Inquiry aims to map the scale, scope and impact of philanthropy by family businesses in the UK and to foster best practice in terms of the corporate social responsibility (CSR) programmes and philanthropic activities of family firms and their owners.  
**Beth Breeze, Centre for Philanthropy, University of Kent**  
**Stephen Hammersley, Chief Executive, Community Foundation Network**  
**Adam Jackson, Director of Enterprise, Department for Business, Enterprise and Regulatory Reform NEW**

**10:30-11:00 Break**

**11:00-12:30 Family Values Workshops.** 90 minute in-depth workshops giving delegates an opportunity to work through specific issues relating to family values and their family business.

### **Workshop I – Strategies for Identifying Your Family’s Values**

A practical session which will build on a core part of John Ward’s presentation. Delegates will hear from a family that has recently been working on aligning their values with the business’s goals and will also undertake a practical exercises to apply the learning to their own businesses.

**Nicholas Bewes, Howard Group**  
**Peter Leach, Director, Peter Leach LLP**

### **Workshop II – Enhancing Success Through Social Responsibility and Family Philanthropy**

A mixture of theory and practical examples, with contributions from two family philanthropists. The session will cover how foundations work, strategies for creating a philanthropic vision and will explore the synergy between philanthropy and corporate social responsibility.

**Carrie Rubin, Director, Pentland Group**  
**Sir Peter Vardy, President, The Vardy Foundation**  
**Professor John L. Ward, Clinical Professor of Family Enterprises, Kellogg School of Management**

### **Workshop III – EO + NxG = Values. A Formula for How Values are Created in the Next Generation**

*The majority of the participants are expected to be from the next generation; but seniors are warmly welcomed.*  
Understanding the role of emotional ownership in creating value in the Next Generation. How family values can be transferred to and from the next generation.

**Åsa Bjornberg, IFB Research Fellow, London Business School**  
**William Browne-Swinburne, Founder, Frank & Earnest and Jeanie Media**  
**Stephen Falder, Business Development Director, Byotrol Plc**  
**Penny Webb, Managing Partner, Familias & Company**

**12:30-13:30 Lunch**

**13:30-14:10 Family Business Presentation: Family Values and How They Support Business Success**  
The Founder of the UK’s fastest growing independent food manufacturer talks about building a culture of family values as she built her business – from its early days via the challenges of a management buyout, to its current status as a wholly family owned business. She will talk about values including staff development and keeping the customer at the centre of everything the business does.  
**Perween Warsi, Founder and CEO, S&A Foods**

**14:10-14:50 We Are What We Do**  
How can the individual “walk the talk” and live the values that they believe in every day. A well-known social entrepreneur will share his story of founding Community Links, and “We Are What We Do”, the movement which inspires people to use their every day actions to change the world.  
**David Robinson, Founder, Community Links**

**14:50-15:00 Chairman’s Closing Remarks**

**15:00 Close of Conference**

# The J.P.Morgan IFB Family Business Honours

## Celebrating Family Business Success

Family Business Honours  
2009



best practice in family firms, the Family Business Honours highlight role models in terms of entrepreneurial success, governance and social responsibility for the entire business community.

The annual awards dinner has become a highlight in the IFB calendar. We are delighted that the 2009 awards will be hosted at The Sage Gateshead, an iconic landmark building for the performing arts which lies adjacent to the conference venue.

Founded by J.P.Morgan in 2003, this collaborative programme with the IFB was designed to increase awareness of the contribution that family firms make to the economy and social fabric of the UK and Ireland. The programme's research and evaluation process is supervised by London Business School and involves previous winners. A set of case studies is published that allows family business owners to learn from the experiences of the firms that are honoured. By identifying

19:15 Cocktail reception  
20:15 Dinner  
23:00 Carriages

# J.P.Morgan

[www.jpmorgan.com/fbh](http://www.jpmorgan.com/fbh)



## Conference Venue and Accommodation

The Hilton Newcastle Gateshead Hotel overlooks the River Tyne and is 10 minutes' walk from the city centre, adjacent to The Sage Gateshead.

### Accommodation

For your convenience the IFB has negotiated a special rate at The Hilton Newcastle Gateshead Hotel.  
Price per room (incl breakfast and VAT)  
Single occupancy £105  
Double occupancy £115

### Hotel reservations

Bookings can be made direct with the hotel. Please ask to be put through to group reservations and quote the reference "IFB Conference".

Early booking is highly recommended. Availability of rooms cannot be guaranteed after Monday 4th May 2009.

### The Hilton Newcastle Gateshead Hotel

Bottle Bank, Gateshead, Newcastle ME8 2AR

Tel 0191 490 9700 Fax 0191 490 9800

<http://beta.hilton.co.uk/newcastlegateshead>

### Local area information

To find out more about Newcastle and the surrounding area, please visit [www.visitnewcastlegateshead.com](http://www.visitnewcastlegateshead.com)



Ken Lam photography

# Speaker profiles

**Richard Beggs** is head of UK Investments at J.P. Morgan's Private Bank. He manages client investment portfolios and is also responsible for business development. Prior to joining J.P. Morgan, Richard held senior positions at Morgan Stanley, Invesco and Cazenove.

**Nicholas Bewes** has overall responsibility for management of the Howard Group of Companies encompassing the Howard Property Group and Howard Capital Partners. Prior to joining the Howard Group in 1999, Nicholas was with The BOC Group for 10 years in a variety of senior roles.

**Åsa Björnberg** works at London Business School, where she specialises in the area of psychology, leadership and culture of family firms. Åsa is also a bilingual executive coach, working with a range of groups and individuals including family firms/offices.

**Beth Breeze** has spent a decade working in a variety of fundraising, research and charity management roles, most recently as deputy director at the Institute for Philanthropy. She works both freelance and in a new philanthropy research centre at the University of Kent.

**Gordon Brown** was Managing Director at Wilkinson Hardware Stores for 17 years. Having recently retired from that position he is now a non-executive Director at S&A Foods, Swift Caravans and MultiYork Furniture.

**William Browne-Swinburne** is a former Director of JWT and Freud Communications in London. As well as running his family's business Capheaton Estate – a Grade 1 listed house in Northumberland, he has set up and manages two marketing businesses in London.

**Chris Cracknell** was appointed Chief Executive of OCS Group Limited in 1996, having joined the Group in 1977. As Chief Executive, he has overseen the transition of the business from the third to the fourth generation in terms of family employees and has introduced external non-executive Directors.

**Stephen Falder** is Business Development Director of Byotrol plc and the inventor of its anti-microbial technology. Formed in 2001 Byotrol was listed in July 2005. He is also a director and third generation family co-owner of H Marcel Guest Ltd and HMG Paints Ltd, founded in 1930.

**Paul George** has been a partner at PricewaterhouseCoopers since 1993. He is responsible for the firm's services to business families and their family offices. He serves as a member of the IFB Advisory Council.

**Grant Gordon** is Director General of the IFB, leading the advocacy and education activities of the association. His background is in family business and he maintains working ties with the luxury wines and spirits businesses.

**Stephen Hammersley** is Chief Executive of the Community Foundation Network which represents charities across the UK dedicated to strengthening local communities. Prior to this, Stephen worked with Tearfund focusing on helping business support this organisation.

**Robert Higginson** has held the position of Managing Director with Warburtons since 2006, following five years as Finance Director with the family bakers. He is a member of the Main Board and chairs the Operations Board. Previously Robert spent 15 years with Shell.

**Robert Hoare** is an eleventh generation member of the Hoare banking family. He currently works for Watts, where he is fourth generation and runs a new subsidiary he set up in 2007. In 2008 he joined the IFB board and took over as Chair of the Next Generation Forum.

**Charlie Hoult** is a serial entrepreneur, currently working as a non-executive director and advisor to a range of marketing, digital and media firms. He most recently exited a business he took from 25 to 400 people. The Hoult family has been involved in entrepreneurial activities in the North-East of England for several generations.

**Peter Leach** has over 30 years of experience advising family businesses in the UK, and internationally. He spent 37 years at BDO Stoy Hayward, where he was a senior partner, before establishing Peter Leach LLP to concentrate on his work with family businesses.

**Patricia Milner** is Head of the Family and Business Planning Group at Withers. She has significant experience in advising family businesses on succession and capital tax issues and advises on governance issues and education matters for families.

**Kate Murphy** is head of UK Family Business at J.P. Morgan's Private Bank. She is responsible for family business and entrepreneurial client initiatives. Kate is also a founding partner, together with her brother, of a successful medical technology business.

**Barbara Murray** is Co-Founder of Family Business Solutions and a consultant, teacher and writer on family business matters. Her approach centres on ensuring a professional system of governance to harness and focus the family's passion and creativity.

**David Robinson** is Co-Founder of Community Links. The charity works within deprived communities, supporting people to overcome barriers and create their own solutions. He is also the originator of We Are What We Do, the movement which inspires people to use their every day actions to change the world.

**Carrie Rubin** is a Director of Pentland Group PLC a 3rd generation family business. Her speciality is design and she is currently developing the Pentland graduate design team. She is heavily involved with the Rubin Foundation.

**Mark Samworth** is the fourth generation of the family to be working in Samworth Brothers. He has worked in every area of the business and ran two of its subsidiaries before becoming a full time member of the Executive and Holdings Board in 2003.

**Sir Peter Vardy** sold Reg Vardy plc in 2006, having grown his family's business to a turnover of more than £2billion. He set up The Vardy Foundation in 1987. One of the major UK activities is the establishment of secondary schools (11-18yrs), providing education with a distinctly Christian ethos.

**John L. Ward** of Kellogg School of Management teaches and studies strategic management, business leadership, and family enterprise continuity. He is a regular visiting lecturer at IMD (Lausanne, Switzerland), Hong Kong University of Science and Technology, Indian School of Business, and IESE (Barcelona, Spain).

**Perween Warsi** founded S&A Foods, the UK's fastest growing independent food manufacturer, in the 1970s. Starting out in her kitchen, the company now has 1400 staff, annual turnover of £100million and supplies major retailers in the UK and Europe. She was recently awarded the first CBI Women Lifetime Achievement Award.

**Andrew Wates** is current Chairman of the IFB following a career in his family's business, Wates Group. Andrew joined Wates in 1964 and rose to Chairman of the Group. Andrew is a Deputy Lieutenant of the County of Surrey and Patron and Trustee of various Surrey Charities.

**Penny Webb** is the Founder of Familias & Company, specialising in coaching, business mediation and family business consultancy. Penny chairs the IFB Advisory Council. Penny has also delivered executive education programmes in Entrepreneurial Leadership at INSEAD.

IFB gratefully acknowledges the continuing support of

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**withers** LLP

[www.withersworldwide.com](http://www.withersworldwide.com)

# 8th National Forum Conference

## Registration Form

*The IFB National Forum Conference is reserved for the benefit of members.*

Please return completed forms to:

Institute for Family Business  
32 Buckingham Palace Road, London SW1W 0RE  
or fax 020 7630 6251

### Delegate Information

Family Name \_\_\_\_\_ Title \_\_\_\_\_

First Name \_\_\_\_\_

Age  18-39 (Next Generation)  40+

Position \_\_\_\_\_

Organisation \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ Postcode \_\_\_\_\_

Tel \_\_\_\_\_

Email \_\_\_\_\_

Do you have special dietary requirements?  Yes  No

Please give details: \_\_\_\_\_

### Additional Delegate(s)

Family Name \_\_\_\_\_ Title \_\_\_\_\_

First Name \_\_\_\_\_

Age  18-39 (Next Generation)  40+

Position \_\_\_\_\_

Email \_\_\_\_\_

Do you have special dietary requirements?  Yes  No

Please give details: \_\_\_\_\_

Family Name \_\_\_\_\_ Title \_\_\_\_\_

First Name \_\_\_\_\_

Age  18-39 (Next Generation)  40+

Position \_\_\_\_\_

Email \_\_\_\_\_

Do you have special dietary requirements?  Yes  No

Please give details: \_\_\_\_\_

Family Name \_\_\_\_\_ Title \_\_\_\_\_

First Name \_\_\_\_\_

Age  18-39 (Next Generation)  40+

Position \_\_\_\_\_

Email \_\_\_\_\_

Do you have special dietary requirements?  Yes  No

Please give details: \_\_\_\_\_

**Earlybird Bookings** to be received by 1st March 2009

**Whole Conference & Gala Dinner**

- 1 x Main delegate £595.00
- \_\_\_\_\_ x Additional delegate(s) £545.00

**Thursday Only & Gala Dinner**

- 1 x Main delegate £395.00
- \_\_\_\_\_ x Additional delegate(s) £345.00

**Friday Only & Gala Dinner**

- 1 x Main delegate £395.00
- \_\_\_\_\_ x Additional delegate(s) £345.00

**IFB NxG Member** (aged 18-39)

**Whole Conference & Gala Dinner**

- 1 x Main NxG delegate £495.00
- \_\_\_\_\_ x Additional NxG delegate(s) £445.00

**Thursday Only & Gala Dinner**

- 1 x Main NxG delegate £295.00
- \_\_\_\_\_ x Additional NxG delegate(s) £245.00

**Friday Only & Gala Dinner**

- 1 x Main NxG delegate £295.00
- \_\_\_\_\_ x Additional NxG delegate(s) £245.00

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**Standard Bookings** received on or after 2nd March 2009

**Whole Conference & Gala Dinner**

- 1 x Main delegate £695.00
- \_\_\_\_\_ x Additional delegate(s) £645.00

**Thursday Only & Gala Dinner**

- 1 x Main delegate £495.00
- \_\_\_\_\_ x Additional delegate(s) £445.00

**Friday Only & Gala Dinner**

- 1 x Main delegate £495.00
- \_\_\_\_\_ x Additional delegate(s) £445.00

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- \_\_\_\_\_ x Additional NxG delegate(s) £345.00

**Friday Only & Gala Dinner**

- 1 x Main NxG delegate £395.00
- \_\_\_\_\_ x Additional NxG delegate(s) £345.00

- 
- Gala Dinner Only** \_\_\_\_\_ x Additional Place(s) £100.00

<b>Total Fees £</b>
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VAT exempt

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**Method of Payment**

- |  |                                     |
|--|-------------------------------------|
| <input type="checkbox"/> <b>I enclose a cheque</b><br><small>payable to the Institute for Family Business (UK)</small> | Amount £ _____                      |
| <input type="checkbox"/> <b>Please charge my Visa/Mastercard</b>   | Expiry Date _____                   |
|  | Card number _____                   |
|  | Name on Card _____                  |
|  | Security Code (last 3 digits) _____ |

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Cancellations** must be received in writing, and will incur the following charges: Cancellations received prior to 30th April will be eligible for a 50% refund less £100.00 administration charge. Cancellations received after 30th April will not be eligible for refund. **Substitutions** will be accepted if advised in writing prior to the event.  
**Terms and conditions:** Payment must be received in full prior to the event.

Growing successful enterprises  
for generations to come

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London SW1W 0RE

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**[www.ifb.org.uk](http://www.ifb.org.uk)**