

Building a Unified Enterprise Plan

June 15-17, 2020 | Omni Chicago Hotel | Chicago, IL



FOX Enterprise Family Workshop Overview

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The FOX Enterprise Family Workshop offers a thoughtful approach to organizing the complex dimensions of your Enterprise Family. If you are facing complexity created by multiple generations, multiple businesses, joint properties, investment portfolios, and family foundations, you may need a **master plan** to oversee and manage all the various elements of shared ownership. Defining goals and strategies for organizing these entities and creating a workable governance structure is the purpose for this workshop.

There are many complexities that come with being an Enterprise Family. What starts out as a family business gradually evolves into multiple businesses, major real estate holdings, multi-generational ownership structures, and investment portfolios along with philanthropy and community impact. Successful families need a thoughtful way to plan for, organize, and oversee these complex family activities, all of which are a part of the Enterprise Family.

CHARACTERISTICS OF AN ENTERPRISE FAMILY

Families destined to be enterprises should have these qualities by the third generation:

- Shared purpose and values
- Family alignment across multiple generations
- Shared vision for the future
- Commitment to remain co-investors
- Investment in human capital development
- Continual adaptation to changing environments
- Commitment to giving back to the community
- Share ownership of multiple businesses and properties

Who Should Attend

Ideal for family members, family office executives, and family board members who are seeking to establish a long-term vision for the many dimensions of the Enterprise owned by the family.

What to Expect

- Define strategies for alignment and build a clear vision for the future of the enterprise
- Create a roadmap for integrating goals across the family, the businesses, the foundation, and the family office
- Identify tools to organize enterprise goals and allocate family capital
- Gain insight on possible governance structures to support the goals defined
- Understand an integrated approach to leadership, talent, and succession transitions
- Explore methods to engage family members in supporting the enterprise master plan

Monday, June 15	Tuesday, June 16	Wednesday, June 17
8:00 AM Registration and Breakfast	8:00 AM Breakfast	8:00 AM Breakfast
9:00 AM Introduction to Enterprise Thinking with Case Studies	9:00 AM Reflections and Questions	9:00 AM Reflections and Questions
Family Alignment and Engagement	9:30 AM Enterprise Opportunities and Risks	9:30 AM Family Learning and Leadership Development
Family Vision for the Future	Enterprise Goals and Metrics	Next Steps in the Process
Applying the Concepts	Enterprise Governance	11:30 AM Workshop Adjourns
5:30 PM Workshop Adjourns	Peer Exchange and Applying the Concepts	
6:30 PM Reception and Dinner	5:00 PM Workshop Adjourns	



Key Enterprise Family Questions



FAMILY ALIGNMENT AND ENGAGEMENT

- How much “togetherness” is the right amount for our family?
- What are the areas of common interest across the family branches?
- What timelines and trigger events do we need to plan for?



FAMILY VISION FOR THE FUTURE

- What do we want to build and preserve for future generations?
- What level of complexity do we want our children to have to manage?
- What is our shared vision of the future together?



ENTERPRISE OPPORTUNITIES AND RISKS

- How do we identify the best opportunities for the future?
- What are the greatest risks our enterprise faces?
- What strategies can we use to mitigate the known risks?



ENTERPRISE GOALS AND METRICS

- What goals do we need to develop to reach our shared vision?
- How do we prioritize the opportunities for investment?
- How do we measure the financial impact of each goal over time?



ENTERPRISE GOVERNANCE

- How do we build trust and respect for a system with shared control?
- What governance structure best supports the enterprise goals?
- How will we fairly select future family leaders and prepare them to lead?



FAMILY LEARNING AND LEADERSHIP DEVELOPMENT

- How do we prepare the next generation for ownership and stewardship?
- How do we identify skills and interests among family members?
- What leadership skills will be needed by our family in the future?

MODULE 1

Introduction to Enterprise Thinking

Families with an enterprise mindset recognize the complexity of all that they own together and understand the importance of managing its business, financial, human, and social capital in a thoughtful and intentional way for the good of all owners. In this session, FOX will show you how to develop a Enterprise Family Framework that supports the vision. This process will help you organize your thinking and your resources to build a framework for the future.

Content to be Covered:

- Develop a clear profile of the enterprise
- Understand how the enterprise supports the vision
- Recognize family opportunities and risks
- Set enterprise guiding principles
- Design essential structures to support the enterprise
- Case studies about Enterprise Families



MODULE 2 Family Alignment and Engagement

What makes your family unique? Where is the energy in the family? What are the synergies in working together? All of these questions are important to consider as you contemplate the challenges and benefits for the long-term. Sharing ownership means sharing control, and sharing control means sharing risk. Having frank conversations about the benefits of staying together, and the work involved in doing so, is critical to securing the collective family's commitment to the Enterprise Family and a future together. It helps to begin with an understanding of the past as a prologue to the future.

Content to be Covered:

- Discuss family views on togetherness
- Analyze the family's prior history
- Understand values and guiding principles
- Identify patterns and polarities that define families
- Analyze timeline and trigger events

MODULE 3 Family Vision for the Future

"Every generation is a first generation." With each transition of leadership, it is important to review the purpose of the enterprise and the vision for where you are going together. Understanding the world's driving forces and mapping the family's collective views on risks and opportunities are ways to engage the family in productive dialogue about the future. Scenario planning provides a safe means for considering alternate paths for the future and gaining consensus around the best way forward. Crafting the desired future vision from many possible future scenarios will give the family confidence and clarity about their future direction.

Content to be Covered:

- Identify driving forces and key uncertainties
- Address disruptions that will impact the future vision
- Develop future scenarios to explore alternatives
- Create a shared vision for the future of the enterprise
- Define key strategies and actions to implement vision

MODULE 4 Enterprise Opportunities and Risks

Once you identify the long-term vision for the enterprise, it's important to assess the opportunities and risks that may impact the family's ability to reach its vision. Prior to the workshop, participants will complete a [FOX Risk and Opportunity Assessment on our website](#), and will use these results to inform the group discussion. Higher risk areas will be identified by the assessment process and addressed.

Content to be Covered:

- Review a FOX member case study
- Understand building blocks for a sustainable enterprise
- Identify high impact opportunities available to the family
- Analyze your risk profile using the FOX Risk and Opportunity Assessment tool.
- Discuss the value of a formal Risk Committee



MODULE 5 Enterprise Goals and Metrics

Just as you engage in strategic planning for the family business, so must you engage in intentional planning for the enterprise. Developing an enterprise strategy means considering the goals for the business, the goals for family unity and engagement, and the family's commitments to community and philanthropy. Looking at the financial assets in an integrated manner with the input of the family, the family office (if one exists), and the trusted advisor team is an important part of the process. The family must articulate the enterprise goals in a substantive manner, and work together to define how success will be measured.

Content to be Covered:

- Consolidate family goals into an enterprise view
- Develop integrated strategies that matters to owners
- Identify a methodology for allocating capital
- Develop performance metrics to monitor progress
- Conduct periodic scenario planning to revisit and refine the enterprise strategy

MODULE 6 Enterprise Governance

Effective governance involves the development of a system (principles, policies, practices) that fosters trust, balances power, and helps family members work together to further their collective goals in a productive manner. Each layer of governance (e.g., Family Assembly, Enterprise Family Board, Family Committees) has unique roles, responsibilities and criteria for involvement. Good governance provides a means to navigate the inevitable transitions every Enterprise Family encounters.

Content to be Covered:

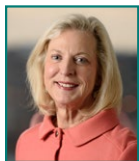
- Understand the benefits of a formal governance system
- Develop a decision-making process that is trusted
- Design governance structures to grow with the family
- Develop clear levels of authority and accountability for boards
- Identify a leadership selection process using objective advisors

MODULE 7 Family Learning and Leadership Development

Most families want their wealth to be a source of satisfaction for their children and grandchildren. Developing a culture of learning and investing in a systematic approach to delivering age-appropriate financial education and leadership training is the best way to prepare family members to be responsible owners of wealth and life-long contributors to the Enterprise Family.

Content to be Covered:

- Defining learning priorities for each generation
- Understand leadership skills and interests
- Develop an owner education program for all ages
- Identify family leadership roles and responsibilities
- Ensuring a smooth transition

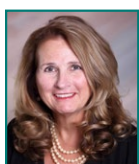


Sara Hamilton

Founder and Chief Executive Officer, Family Office Exchange

Founder and CEO, Family Office Exchange Sara Hamilton is the Founder and CEO of Family Office Exchange (FOX). Sara is a recognized visionary and credited with professionalizing the family office industry. Sara founded FOX in 1989 as a peer network for family office executives. Within 10 years, FOX could see that families needed help with their enterprise vision, managing financial transitions, and educating family members on responsible ownership.

Today, Sara provides strategic direction for FOX and leads the development of new programs and services supporting Enterprise Families, family office executives, and wealth advisory firms in more than 20 countries. FOX has built a unique team of professionals serving multigenerational families, led by 15 technical experts who are supported by a dedicated team of 30 additional employees based in Chicago, New York, and Madrid.



Ann Dugan

Senior Managing Director, Advisory and Education Services, Family Office Exchange

Ann Dugan is the Senior Managing Director of Advisory and Education Services leading the FOX team in the delivery of services to substantial family enterprises and family offices striving to achieve long-term sustainability and multi-generational success.

Ms. Dugan was an early innovator in understanding the power of knowledge, research, and entrepreneurship in building the enterprising family capacity and sustainability as she launched one of the first Global Institutes at the University of Pittsburgh. As founder and leader for nearly 30 years of the Institute for Entrepreneurial Excellence while also serving as the Assistant Dean for the Joseph M. Katz Graduate School of Business, her success in helping other families, universities, and regions flourish has been recognized with numerous awards. Ann led her own successful succession in 2014. Post University, Ann focused her work on assisting families to start philanthropic organizations and foundations and served as Executive in Residence for the Family Business Network (FBN) until joining the FOX leadership team in 2016.

Ann holds a B.S. in Economics and M.B.A. in Finance from the University of Pittsburgh. Ann is a 4th generation member of a business-owning family and is a serial entrepreneur who has founded and led several ventures to success. Ms. Dugan currently serves on several public and private boards of directors.



Miguel López de Silanes Gómez

Managing Director, Market Leader for Europe and Latin America, Family Office Exchange

Miguel López de Silanes Gómez is the Market Leader for Europe and Latin America at Family Office Exchange (FOX). He is responsible for delivering FOX services to current members, and actively works to expand the network in Europe and Latin America.

Miguel has most recently been director of the family office for one of Europe's leading real estate families, with specific responsibility for designing and implementing the family's investment strategy and for providing owner education to the younger family members.

Previously, he worked at UBS Wealth Management in New York, Chile, and other locations in Latin America. He began his career at Bain & Company as an Associate Consultant in London and Madrid. He has an M.B.A. from Harvard Business School and a B.A. in Economics from Universidad Pontificia Comillas (ICADE) in Madrid.



Family Office Exchange is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.NASBARegistry.org.

FIELD OF STUDY Finance | Up to **18.5 CPE credits** can be earned by attending this event. CPE credits are accepted at the option of state certifying boards. Requirements, compliance procedures and acceptance may vary by state.

PROGRAM LEVEL Overview | No prerequisites are required for any of the sessions.

DELIVERY METHOD Group Live Program

LEARNING OBJECTIVES Upon completion of this program, participants will gain an understanding of the steps required, and mistakes to avoid, when developing an effective family office and Enterprise Family strategy.



FOX Family Office Best Practices Workshop

June 17-19, 2020

Omni Chicago Hotel | Chicago, IL

This workshop is designed to help explore best practices employed by some of the world's leading family offices. The sessions will focus on creating a strategy to not only enhance the overall effectiveness and efficiency of your office, but to also build a roadmap to accomplish it. We begin with strategic planning and goal setting and will explore best practices in governance, leadership succession, communication, talent development, and benchmarking.

Ideal for wealth owners and single-family office executives with an established family office who are interested in elevating their efficiency and effectiveness. www.familyoffice.com/FOBP20



FOX Rising Gen Leadership Program

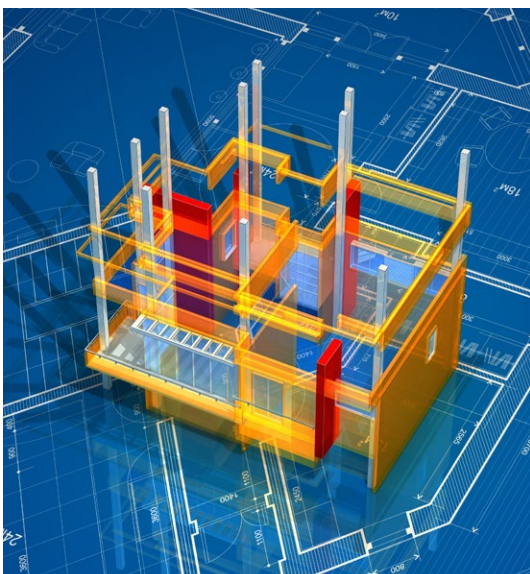
June 26-27, 2020

Convene Conference Center | Chicago, IL

The Rising Gen Leadership Program Series is for the preparation of future family leaders. The multi-part learning series is focused on educating future family leaders so they are armed with the skills needed to thrive in life, business, and wealth stewardship. Participants will attend educational sessions and engage in peer networking and experiential activities.

Participants in the program will obtain knowledge as they pursue their careers and increased credibility within the family.

www.familyoffice.com/RGLPJUNE



FOX Family Office Design Workshop

November 18-19, 2020

Convene Conference Center | Chicago, IL

This workshop will cover basic principles of a well-run family office and provide tools and techniques to professionalize the office. Come and learn the basics or get a refresher on how to improve operations and take your office or the one you are planning to the next level.

Ideal for new family office executives, family members considering starting a family office, or individuals looking to improve operations of an early-stage family office.

www.familyoffice.com/FOD20



FOX Enterprise Family Workshop Registration

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THREE WAYS TO REGISTER

1. Scan and email to: events@familyoffice.com
2. Register online at: www.familyoffice.com/ENTERPRISE20
3. Fax this form to: [1.312.327.1212](tel:13123271212)

ATTENDEE INFORMATION

Select information will be used for your badge including city and state.

Name (First/Last)

Name of Firm/Family Office

Title/Position

Street Address

City

State/Province

Country

Zip/Postal Code

Phone (needed for last minute changes)

E-mail

Do you have any dietary or special needs?

REGISTRATION OPTIONS - PLEASE SELECT BELOW

FOX MEMBER

NON-MEMBERS

FIRST PAID ATTENDEE

☐ \$4,700

☐ \$5,500

**FOX ENTERPRISE
FAMILY WORKSHOP**

ADDITIONAL PAID ATTENDEES

☐ \$3,800

☐ \$4,500

June 15-17, 2020

PAYMENT METHOD

- ☐ Payment by check is enclosed. (Check payable in U.S. dollars to Family Office Exchange)

**Family Office Exchange ATTN: Events
100 South Wacker Drive, Suite 800, Chicago, IL 60606**

- ☐ To pay by credit card please call the Events Team directly at 1.312.327.1221 and provide credit card details or register online at www.familyoffice.com/ENTERPRISE20

Note: credit card payments over \$7,500.00 are subject to a 3.5% fee on the entire payment.

For event registrations, refunds of payment or forum allotments will be offered if the cancellation is made in writing to Family Office Exchange at events@familyoffice.com five (5) or more business days prior to the start of the event. For more information regarding questions or policies please call 312-327-1200.

LOCATION AND ACCOMMODATIONS



Omni Chicago Hotel
676 Michigan Ave. | Chicago, IL 60611
www.omnihotels/hotels/chicago

FOX has reserved a limited number of rooms at the Omni Chicago Hotel at a rate of \$329 per night plus applicable taxes. To obtain this discounted rate, please call at 1-800-THE-OMNI (1-800-843-6664) and mention the FOX Workshop Series. You may also book rooms online by visiting the FOX website at www.familyoffice.com/ENTERPRISE20.

Attendees are responsible for making their own accommodation arrangements. The cutoff date for hotel reservations at this special conference rate (subject to room availability) is **Wednesday, May 20**.

REGISTRATION QUESTIONS

What are your current role(s) in the family/family office? (Mark all that apply)

- ☐ Business Leader ☐ Family Office Executive
☐ Family Leader ☐ Philanthropic Director
☐ Board Chairperson ☐ Advisor to Family
☐ Board Member ☐ Family Member
☐ Trustee ☐ Other
☐ Rising Gen Leader

How do you identify your family?

- ☐ an established Enterprise Family ☐ an emerging Enterprise Family
☐ a business-centric family ☐ a financial family (without a core business)

Which generation provides family leadership today? (Circle one)

G1 G2 G3 G4 G5 G6 G7 G8

Which generation are you? (Circle one)

G1 G2 G3 G4 G5 G6 G7 G8 NA (if FO Exec.)

Do you have a formal family office?

- ☐ Yes, I have a formal family office ☐ No, I do not have a formal family office

If you have a formal family office, what year was it established?

What do you hope to learn from this workshop?

Which of these topics are most important to you in your situation?

(Please rank these topics in order of importance, 1 being the most important.)

- ___ Confirm Family Commitment to Togetherness and Areas of Affinity
 ___ Form a Clear Vision for the Family's Future
 ___ Develop Enterprise Family Thinking, Goals, and Strategies
 ___ Understand the Possible Governance Structures
 ___ Foster Family Learning About the Enterprise
 ___ Identify Leadership Skills Needed in Your Enterprise

Do you plan to attend cocktails and dinner on Monday, June 15?

- ☐ Yes ☐ No