Responsible Family Business & Wealth Ownership Programme

Cambridge, October 7 to 11, 2019

The Circular Economy and Family Businesses: *Can the Benefits of Shifts from Linear to Circular Approaches be Extended to Family Wealth, Governance, Relationships and More?*

In October 2018, families from Asia, the Middle East, the U.S. and Europe were represented at the inaugural Responsible Family Business & Wealth Ownership Programme organised by the Executive Education division of the Cambridge Judge Business School in Cambridge, England.

The theme for 2018 was risk management in a world characterised by disruption, and the programme explored this from a variety of angles relevant to families and family business.

For 2019, the theme of the Responsible Family Business & Wealth Ownership Programme will be *the circular economy*. Led by Prof. Khal Soufani, the Academic Programme Director and the Director of the Cambridge Judge Circular Economy Centre, the faculty for the 2019 programme are gearing up for what will be an innovative and valuable approach to examining issues relevant to global family business and wealth owners.

*The Circular Economy as a Theme*

Circularity in business models is gaining interest globally as economic research demonstrates the ability of circular approaches adding value and jobs. In the context of family businesses and wealth, the *purpose* of keeping the family together is also increasingly of importance. Without circular approaches whatever resources are involved in the production process are eventually exhausted.

Impact investing and an ESG (environmental, social and governance) focus are only part of what makes up a circular economy approach to planning. Circularity involves retaining value in the lifecycle of materials, resources and products. Waste is transformed into something useful.

The 2019 Responsible Family Business & Wealth Ownership Programme will seek to identify the opportunities and benefits of a circular approach in a much wider context than is normally considered.

*Key Benefits of a Circular Approach Rather than a Linear Approach*

* Add value and jobs
* Develop a sustainable purpose
* Extend the lifecycle of resources that are otherwise exhausted
* Value creation through value retention
* Minimise value destruction
* Reuse products, parts and resources
* Adopt a restorative and regenerative approach
* Replace “take-make-waste” and planned obsolescence with a focus on minimising waste of every kind
* Use natural capital sparingly, and have parts last virtually forever

*Can the Ideas of Circular Economy Extend Beyond the Business to Family Wealth, Governance and How Families Engage?*

The concept of minimising waste and ensuring that production is organised in cycles rather than on a linear basis can be extended to family governance and how families deal with issues including succession, the ageing process, and interaction with governments.

Capital that needs purpose and sparing use includes natural, financial and cultural capital, and not just parts and resources used in the production of goods. Minimising waste also means minimising the waste of useful resources within a family, such as inadequate use and motivation of family members who may not be involved directly in the family business, but who may have a direct or indirect stake in the family business. Families that are wealth rather than business owners may waste human resources within their family through over-reliance on external asset managers and under preparation of family members as wealth owners. And what of the older generation, and the need to find ways to ensure that they are part of an effective mentoring process that ensures that the valuable resource which is experience is not wasted?

Reducing the “use” of materials and resources, in the family context, may mean ensuring that there is more focus on appropriate life/work balances, creating a more effective and cohesive family construct.

Soon family businesses will have up to four generations managing their organisations. Key issues around strategy and direction will come from different perspectives and from generations with varied priorities – the circular economy brings those perspectives together in a holistic and beneficial way for the business and society as a whole. Family businesses are in a unique position in terms of leveraging this benefit with a medium-to-long term view.

*Circularity and Some of the Specifics of the 2019 Programme*

Among the topics to be covered in the 2019 Responsible Family Business & Wealth Ownership Programme:

* Family Businesses and the Circular Economy
* Understanding Conflicts of Interest and Political Change
* Supporting our Communities and Why this Matters
* Developing a Strategic Growth Mindset
* Navigating the New Innovation Landscape
* Organisational Behaviour and the Family Business
* Family Governance – Family Constitutions and More
* Leadership in Families and Family Businesses
* Building Effective Teams
* International Taxation and the Needs of Wealth and Business Owners in the Coming Decades: Political Risk Minimisation Planning, Asset Protection and the Real Challenges Coming Up
* Alternative Finance
* The Structures Families Use – Trusts, Partnerships, Foundations and the Other “Animals in the Zoo”
* Reconciling the Past and Future of Your Family Business

The circular economics overlay to the topics to be covered in 2019 will provide participants with a unique opportunity to explore what is meaningful for families, family business and family wealth, and how doing things in new ways may bring new opportunities for growth, sustainability, excitement, engagement and longevity.

*The Magic of Cambridge*

Apart from the academic rigour and reputation of Cambridge University, the programme brings the distinctive magic of the Cambridge and its 31 Colleges to participants, helping to create a memorable and valuable experience for those attending on their own or with family members of different generations. The programme features distinguished guest speakers from prominent business families and the 2019 opening dinner is to be held at Trinity Hall College, founded in 1350. One of the programme’s sessions on building effective teams will be held in the Goldie Boathouse, the spiritual home of the Cambridge Boat Club, built in 1873.

Families attending the course can choose a variety of optional elements to enhance the programme, including the organisation and running of individual family retreats, business strategy training, personal and leadership development for the next generation, family governance and succession planning.

The dates for the 4 day programme are October 7 to 11, 2019, with participants arriving for dinner on the evening of October 7 and the course finishing after lunch on October 11. Designed with the input of founding advisors Iraj Ispahani and Philip Marcovici, the programme is designed to improve the well-being and financial and business interests of families, societies and communities. See <https://www.jbs.cam.ac.uk/execed/open-programmes/responsible-family-business-wealth-ownership/>

As the programme is restricted to family members, a safe environment for sharing and learning from peers is provided. The course is only open to owners of family businesses and/or passive wealth and their families.