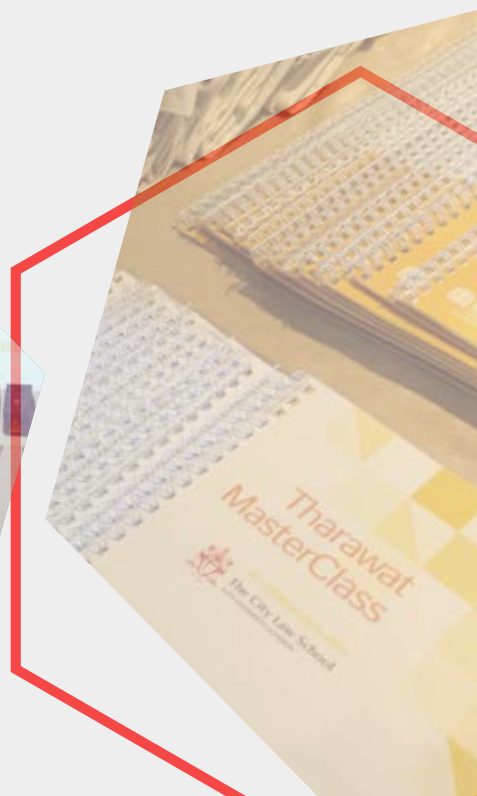




2015
2016

Annual Report

Tharawat Family Business Forum





WELCOME

Dear Tharawat Members
Dear Friends

We would like to start the new Tharawat Membership cycle by looking back on what a great year we have had. Therefore, it is our pleasure to present you the Tharawat Annual Report 2015/2016 which will give you an overview over the Forum's activities over the past twelve months.

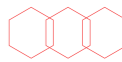
In this report you can find:

- Our impact over the past year
- Our collaborations
- Our events and conferences
- Overview of our other activities
- Overview of the Tharawat Agenda for 2016/2017

In the face of current and future economic challenges, resilient and sustainable family businesses are more important than ever before. As an association we are always looking to increase the quality of our programs and thought leadership to be a relevant and impactful partner for family businesses in the GCC, Levant, and North Africa. It is our goal to jointly achieve sustainable and innovation-driven growth.

Yours truly,

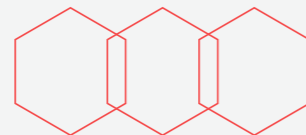
Dr. Hischam El Agamy
Co-Founder and Executive Director
Tharawat Family Business



OUR IMPACT

As a non-profit association rooted in the private sector, Tharawat's vision is to support the growth, innovation and sustainability of the family business in the MENA. The impact of our work has to be seen on a variety of levels, from support to individual family members to overall advocacy activities to strengthening the position of the family business in the region.

OUR MISSION: sustainability innovation & growth for family businesses across the Arab world.



YEARS OF FAMILY BUSINESSES HISTORY

Tharawat members have a combined family business history of **640** years.

NEXT GENERATION OF LEADERS

Over the past 10 years, Tharawat has trained over **250** future family business leaders.

EXTENDED COMMUNITY

Tharawat regularly interacts with over **700** family business members across the MENA who benefit from our learning and networking platforms and engage with our content.

THE THARAWAT SPACE

In 2016 Tharawat launched the **1st** knowledge and innovation hub for family businesses in the MENA.

A PLATFORM OF KEY EMPLOYERS

Together, Tharawat members employ over **170'000** people in the MENA and beyond.

ANNIVERSARY

Tharawat is celebrating its **10th** anniversary in November 2016 and is till date the only independent, regional organisation dedicated to the sustainability, innovation and growth of MENA family businesses.

NUMBER OF PUBLICATIONS

Over the past year, the Tharawat Family Business Forum was mentioned in over **20** thought leadership articles, books, and interviews.

OUR COLLABORATIONS

In 2015/2016 The Tharawat Family Business Forum collaborated with various partners to develop new programs and create activities for the Family Business Community.

We would like to thank our partners for their support and great collaboration.



LOOKING BACK ON...

THARAWAT COURSES, NETWORKING EVENTS, AND CONFERENCES IN 2015/16



18TH NOVEMBER 2015 - NEXT GEN THARAWAT NEXTGEN DINNER DUBAI

A casual evening and opportunity for networking amongst NextGen members of Tharawat.



9TH DECEMBER 2015 - MASTERCLASS PRESENTATION SKILLS

IN COLLABORATION WITH CITY UNIVERSITY LONDON
This one day MasterClass offered essential tools to improve the participant's ability to

- adapt a presentation to their audience,
- draft a great presentation,
- boost presentation confidence, and
- craft the flow and ending of their presentation or speech.



10TH DECEMBER 2015 - MASTERCLASS NEGOTIATION SKILLS

IN COLLABORATION WITH CITY UNIVERSITY LONDON
The Negotiation skills MasterClass offered a practice at negotiation using live case studies, whilst reviewing of the principles and dynamics that underpin all negotiation situations and how to prepare for them. Participants learned:

- The principles of successful negotiation.
- How to negotiate under pressure.
- How to diffuse attacks.
- How to recognize and respond to different styles of negotiation.



11TH JANUARY 2016 - WIFB WORKSHOP FAMILY DYNAMICS AND RELATIONSHIPS - THE KEYS TO A SUCCESSFUL FAMILY BUSINESS

This WIFB workshop was an inspiring discussion about:

- The importance of understanding family dynamics in the family business.
- The relationships between various family members.
- The latest research on family dynamics and their impact on business success.



1ST - 4TH MARCH 2016 - CONTINUUM FAMILY BUSINESS VISIT, MILANO, ITALY

The new Continuum format was a gathering between Middle Eastern and Italian family businesses. The "Continuum Family Business Visit" was organised by the Tharawat Family Business Forum in partnership with Pisa Orologeria, Borsa Italiana, part of the London Stock Exchange Group and the Associazione Italiana delle Aziende Familiari (AIdAF), the program provided 25 Middle Eastern family business members with an opportunity to visit prominent Italian businesses in Milan, gaining valuable insights into the operations and strategy that have made them so successful.



13TH + 16TH APRIL 2016 PRIVATE & PUBLIC LAUNCH OF THE THARAWAT SPACE

IN COLLABORATION WITH ALSERKAL AVENUE
Launch of the first family business hub and co-creation space in the MENA region. The Tharawat Space will not only be the offices of the Tharawat Family Business Forum, but also become a knowledge centre for multi-generational entrepreneurship and host activities and workshops for the business community.



14TH APRIL 2016 - WORKSHOP SUCCESSFUL FAMILY BUSINESS BOARDS

In times when companies are experiencing the effects of internal and external volatility and uncertainty, the attention is often turned to the Board of Directors. Be it as emergency leadership body, solution provider, or strategic guide, the role of the Board in times of pressure is key. The 4th Successful Family Business Boards session highlighted the importance of the Board in such moments, its overall role in emergency situations, and what it takes to create an institution that responds in times of need.



18TH MAY 2016 - EVENING SEMINAR WRITING YOUR FAMILY CONSTITUTION

This interactive workshop helped attendees understand the Family Business Governance system and the process of writing a Family Constitution/Family Protocol. It covered:

- The Family Business Governance System and its three components
- What is a Family Constitution?
- Content of the Family Constitution?
- The writing process.
- How to keep the Family Constitution up to date and relevant.

LOOKING BACK ON...

THARAWAT COURSES, NETWORKING EVENTS, AND CONFERENCES IN 2016



26TH MAY 2016 - *NEXTGEN WORKSHOP* BUILDING A NEW BRAND

What does it take for a family business to build powerful new brands? How can existing brands be uplifted, project the right message and target the right audience? This interactive workshop addressed crucial questions and provides attendees with clear guidelines and checklists around brand building. The workshop included input from various family business members and entrepreneurs, who shared how they overcame challenges they encountered in building new brands and creating new products.



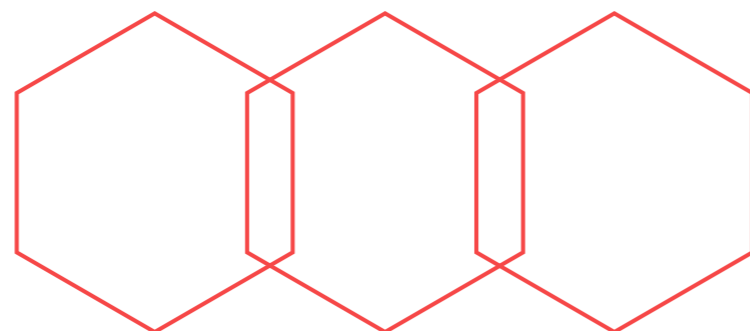
26TH SEPTEMBER 2016 - *PANEL DISCUSSION* THE ROLE OF CREATIVITY IN ENTREPRENEURSHIP

A driving force in business, conversations on the role of creativity in entrepreneurship are not frequent enough. The interactive panel discussion with guests from various fields, such as manufacturing, artificial intelligence and education, expanded on the importance of creativity in every-day business and how it can lead to innovation and growth.

The goal of the discussion was to motivate the audience to be more conscious entrepreneurs and business people and to understanding a key driver of successful business leadership.



The Tharawat Family Business Forum supports *sustainable economic growth* by strengthening the family enterprise in the **MENA**.



OTHER ACTIVITIES IN 2015/16...

In-House Workshops



In 2015/2016 Tharawat conducted several In-House Workshops for families in the UAE and Kuwait.

Customised to each family's requirements the In-House Workshops covered a range of topics, such as:

- An overview over Family Governance
- Mapping the Family Vision
- Succession management and talent integration
- Family Governance Health Check

International Collaborations



Tharawat hosted and participated in several meetings and interactions, such as:

15th May 2016 | Cairo | EGYPT

"The Role of Innovation and Entrepreneurship in Family Business Growth and Sustainability"

The Centre for Entrepreneurship at the AUC School of Business Cairo, Egypt

17-19th August 2016 | Melbourne | AUSTRALIA

Tharawat was a guest and keynote speaker at the annual "Australia's Family Business National Conference" in Melbourne.

22nd September 2016 | San Jose | COSTA RICA

The Tharawat team was invited to be an opening keynote speaker at the family business retreat in Costa Rica, to share thoughts and experiences from the MENA.

Thought Leadership



In 2015/2016 the Tharawat team published and was interviewed for several thought leadership pieces, such as:

The Economist Intelligence Unit

[Motivated by impact: A new generation seek to make their mark](#)

Family Firm Institute

[Myths & Realities in the Arab World](#)

[The Evolving Perception of Family Businesses in the Middle East and North Africa \(MENA\)](#)

Flashes Magazine, June 2016

The Tharawat Space was featured in the Flashes Magazine! The knowledge magazine issued by The Mohammed Bin Rashid Al Maktoum Foundation.

LAUNCH OF FAMILY BUSINESS ARABIA

www.familybusinessarabia.com

In December 2015 the Tharawat Family Business Forum announced the launch of Family Business Arabia, **the 1st Arabic content website focused on family businesses.**

Family Business Arabia aims to become a learning reference for family businesses and highlight the importance in conveying best-practice for family businesses through story telling and real examples in Arabic.

Family Business Arabia will include stories from families across the world, interviews with business leaders and provide best practice case studies. Story-telling is well-embedded in Arabic culture, both ancient and contemporary, and Family Business Arabia builds on this embedded practice, and aims at continuing the legacy of conveying knowledge through tales.

The content published on the site is based on the current and back issues of Tharawat Magazine, a leading global publication on family businesses and entrepreneurship co-founded by the Tharawat Family Business Forum seven years ago.

The launch of Family Business Arabia comes as yet another pioneering step from Tharawat Family Business Forum on its mission to support family business sustainability, growth and success in the face of a fast changing global economy.

Family Business Arabia is run by Orbis Terra Media.



Twitter |
Facebook |

@FamBusArabia
/familybusinessarabia

VISIT THE THARAWAT SPACE



The Tharawat Space opened in May 2016 and is the first co-working, co-creation and event space for the multi-generational business community in the MENA. A unique concept, the Tharawat Space is a hub to promote entrepreneurship across generations and advocate the importance of family businesses in the regional economy. The concept of a one-stop shop for family enterprises is unique and aims to foster their sustainability, innovation, and growth. With its activities the Tharawat Space also encourages the exchange between the various business communities in the MENA and serves as a hub for dialogue.

WHAT WE DO

The Tharawat Space is designed to offer:

- A co-working area for family businesses and entrepreneurs.
- A workshop program for multi-generational entrepreneurs.
- A knowledge hub for current and future business owners.
- Open events focusing on entrepreneurship, innovation, and leadership.

FOR THARAWAT MEMBERS

Tharawat members can enjoy the following benefits at the Tharawat Space

- “Office away from the Office” - on weekdays the Tharawat Space is open to members to work and host meetings.
- Book the Tharawat Space for workshops, family meetings and retreats.
- Join the various programs and activities taking place at the Tharawat Space.

LOCATION

The Tharawat Space is located at Alserkal Avenue, cultural center of Dubai with direct access to Sheikh Zayed Road.

Unit No. 19
Alserkal Avenue,
Street 8, Al Quoz 1,
Dubai, UAE
P.O. Box 393255
Tel : +9714 347 2284

CONNECT WITH THARAWAT

www.tharawatconferences.org

www.familybusinessarabia.com

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OUTLOOK

EVENTS & ACTIVITIES 2016 & 2017

A quick overview over some of the upcoming Tharawat events...

October 20th 2016

MasterClass Conflict Resolution

An interactive workshop on conflict resolution in the family business.
Held in collaboration with City University London.

October 23rd 2016

Family Business Governance Workshop

A key session exploring the basic structures of family business governance.
This session is sponsored by FGB.



November 6-11th 2016

Continuum Family Business Visit

Continuum is Tharawat's international program connecting family businesses from around the world and exploring the future of the business place.

November 2016

Women in Family Business (WIFB)

The WIFB program focuses on the role and impact of women in family-owned businesses. It offers a networking and learning platform and hosts various sessions throughout the year.

December 2016

MasterClass Finance

This MasterClass will address fundamental questions supporting NextGen members to understand the financial planning requirements of their businesses.

December 2016

NextGen Gathering Impact Investment

In collaboration with expert partners, Tharawat will host a first roundtable discussing the concept of Impact Investment.





ثروات

Tharawat
Family Business Forum

www.tharawat.org