

Tharawat Family Business Forum

Annual Report

2018
2019

learning
experiences and
support for
family business
leaders in the
MENA.

A WELCOME MESSAGE FROM OUR CHAIRMAN



Essa Al Ghurair

Chairman,
Essa Al Ghurair Investments

Chairman, Advisory Board,
Tharawat Family Business Forum

Dear Tharawat Members, Dear Friends,

The Tharawat Family Business Forum was founded in 2006 with a mandate to help family businesses tackle the challenges of the 21st century market place. Family firms are the pillars of the private sector in the MENA, and Tharawat's platform serves members of those firms on their journey towards family business sustainability by offering critical resources, encouraging innovation and generating growth.

This annual report offers a retrospective glimpse at that which we are most proud of. We look back in celebration of our activities over the last year as well as the achievements of our network as a whole.

Simultaneously, we look forward continuing to build on the quality and trust that defines Tharawat, offering unique learning experiences and support to current and future family business leaders in our region.

We are proud that Tharawat as a community has become synonymous with honesty, excellence and innovation over the past decade.

Your participation in Tharawat honours us. Together we can reach our ambitious goal of offering holistic support to an ever-growing number of businesses and, by extension, adding resiliency to the private sector. Together, we play an integral role in addressing the topics that matter most to family businesses in the MENA, positioning our family enterprises where they need to be in an international context.

We thank you for your continuous trust and support and look forward to sharing the upcoming year with you.

Yours truly,

Essa Al Ghurair

Chairman
Tharawat Family Business Forum



Dr Hisham El Agamy

Chairman and Founder,
Target Developments Ltd.

Co-Founder and
Advisory Board Member,
Tharawat Family Business Forum

Dear Tharawat Members, Dear Friends,

Fundamental economic transformation requires that business leaders engage in a dialogue with their peers across industries and disciplines and have a clear understanding for the shifts in the market place. For those in the family business that understanding takes on an even greater significance: they are accountable to the future itself – the next generations. This is why the Tharawat Family Business Forum works to support family-owned companies by offering a platform for exchange, education and reflection.

As we enter our 13th year, we are delighted to present our annual report, a look back on the membership year 2018/2019. It's been a busy 12 months!

As one of the only regional peer associations, we work continuously to extend our offering – widening the breadth of our network by reaching out to serve an even greater number of families. In particular, this year saw us expand our international collaborations, increasing the scope of our knowledge and

The premiere family business network in the MENA

allowing us to offer additional programs to emerging leaders.

Tharawat exists as the region's leading resource for practical knowledge supported by sound theory and international best practices for family business members on their journey towards sustainability.

I wish to take this opportunity to thank our members, the heart of our organisation. Tharawat's members may join for various reasons, to enjoy our content, to expand their networks or to exchange ideas with peers across generations. However, whatever the reason, we strive to ensure that Tharawat

remains a space where family business members can interact, relate and build the future together across borders, industries and generations.

We thank our members and partners for their generous contributions in helping Tharawat achieve its vision and the collective vision of its constituent members: Sustainability, Innovation and Growth in family firms.

Yours truly,

Dr Hisham El Agamy
Executive Director
Tharawat Family Business Forum

Why the MENA matters

A peer network that transcends boundaries

Why does Tharawat focus on the Middle East and North Africa? The MENA, with all its diversity, is a remarkable collection of vibrant, high potential markets. Family-owned businesses represent not only the majority but the very best of the private sector in the region.

With such a critical role to play, there existed an urgent need for an independent initiative to connect Middle Eastern and North African family enterprises through an innovative peer platform.

Tharawat's vision to engender family business sustainability, growth and innovation is rooted in the understanding that family firms are crucial to the development of the region. They are integral to job creation, social wellbeing and prosperity.

Family businesses can increase their competitiveness by engaging with their peers throughout the region and thereby gaining exposure to thought leadership and best practices tailored to their context.

It is our mission to advance an agenda that fulfills and expands on the interests of family business members across all generations.

sustainability innovation growth

80%

Family Firms represent approximately 80 per cent of the MENA's private sector and are the key drivers behind economic growth, innovation and long-term employment.

60%

Of MENA economies' GDP is generated by family-owned companies.

70%

Of global GDP is estimated to be generated by family-owned enterprises.

ACKNOWLEDGEMENTS

The Tharawat Members

Thank you to all Tharawat Members for their participation and support in creating unique experiences and conversations throughout the year. It is a privilege to witness existing relationships becoming stronger, and new connections being made. The continuous exchange among peers and the consistent growth of the community are at the core of the organisation’s purpose and reflect Tharawat’s singular vision to serve as the MENA’s leading family business organisation.

Our Advisory Board

We thank our Advisory Board Members for their dedication to the Tharawat vision.

- Essa Al Ghurair**
Chairman, Essa Al Ghurair Investments, UAE
- Hussain Jawad**
Chairman, WJ Towell Group Of Companies, Oman
- Ahmed Bazara**
Chairman, Shamil Bank Of Yemen & Bahrain, Yemen
- Khalid Al Zamil**
President, Zamil Group Holding, Saudi Arabia
- Eng. Abdallah Obeikan**
CEO, Al Obeikan Industrial Group, Saudi Arabia

- Abdullah Almajdouie**
President, Almajdouie Group, Saudi Arabia
- Abdelmonem Al Serkal**
Managing Director, Nasser Bin Abdullatif Al Serkal Est., UAE
- Salah Al Wazzan**
Chairman, Al Wazzan Educational Services Co., Kuwait
- Anees Sultan**
Director, WJ Towell Group Of Companies, Oman
- Dr. Hisham El Agamy**
Chairman, Target Developments, Switzerland



Our Partners

In 2018/2019, the Tharawat Family Business Forum collaborated with various partners to develop exclusive content, groundbreaking new research and unique programs for the Family Business Community.

We wish to thank our partners for their support and valued collaboration.

- AGW Family Business Advisory
- Alserkal Avenue
- American University of Sharjah
- Chateau D’Ax
- Karam Coffee
- National Paints
- New York University Abu Dhabi
- Orbis Terra Media
- Pearl Initiative
- Sheikh Saoud Bin Khalid Bin Khalid Al Qassimi Chair for Family Business
- Sheraa Entrepreneurship Centre
- Tanweer
- Target Developments
- Tharawat Magazine
- Women in Family Business (WIFB)

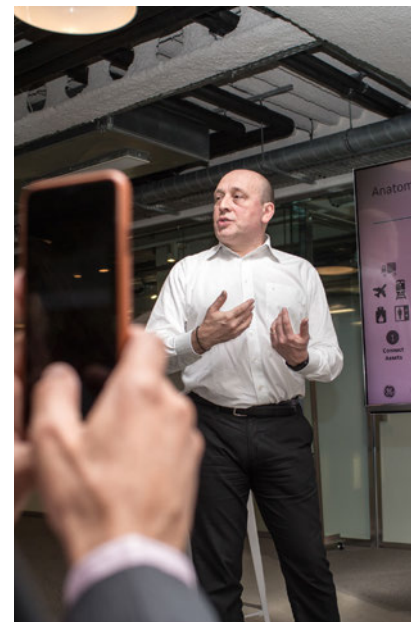
THARAWAT ACTIVITIES 2018/19

Insights into our activities over the past twelve months and a look back on the achievements of the network and our community.



17TH TO 20TH OCTOBER 2018 CONTINUUM FAMILY BUSINESS VISIT – PARIS, FRANCE An Exploration of the Next Economy

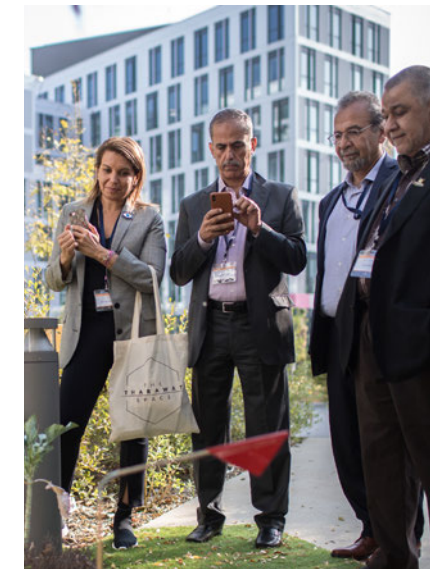
Continuum 2018 was an exclusive four day journey of discovery; a survey of French Family Businesses, Entrepreneurs and Institutions at the cutting edge of innovation and technology. Along with our participating family businesses from the MENA, Africa, Europe and Asia, we explored business opportunities, discovered new technologies, and exchanged thoughts on the Next Economy.



The Continuum experience was designed for family enterprises and family offices looking to:

- Explore French family business history and legacies
- Learn about revolutionary technologies (blockchain, space exploration and IoT)
- Connect with a network of French family businesses and entrepreneurs to explore business opportunities
- Enjoy the cultural highlights of the French capital.

Each visit featured conversations with business owners, researchers and cultural leaders. The closing event, an interactive session at the Louvre, was a culmination of the excursion's aims: a lively, network building, perspective widening discourse on the shape of the Next Economy.



12TH NOVEMBER 2018 THARAWAT TALKS – THE FUTURE OF RETAIL How and Where We Will Shop Tomorrow

The rapid advancement of 21st-century technology is affecting the retail industry in unprecedented ways. Our expert panel of business leaders from a cross-section of industries discussed the latest trends in the market, how conventional businesses are responding to disruption and what we can expect from the future of retail.

13TH DECEMBER 2018
DIVERSIFICATION THROUGH STRATEGIC INVESTMENT
How Family Businesses and Family Offices drive Growth

In this interactive session, Tharawat explored sustainable ownership and new trends in investment strategies.

Today, many family businesses are looking to diversify their operating portfolios both vertically and horizontally. They are adapting to incorporate new technologies that could potentially disrupt their core industries, and widening their scope to invest across geographies and industries to generate growth, preserve wealth and mitigate risk.

Experts from family businesses and single-family offices shared insights on the region's current investment landscape, examples of companies that have successfully diversified from their core business through strategic investments and predictions on what the future of family investment might look like.



23RD JANUARY 2019
**THARAWAT TALKS:
THE GREEN ECONOMY**
Profitability through Sustainability in the Era of
Climate Change

Climate change is a fact: the weight of humanity's collective footprint is destroying its environment. The United Nations estimates that if the current trends continue unchecked, the global per capita use of natural resources will increase by 70 per cent by 2050.

Before the Earth is depleted entirely, and clean air and water and become rare commodities, entrepreneurs are taking the future into their own hands showing that environmental sustainability and business sustainability are not mutually exclusive. By adapting their models and catering to an ever-growing demand for environmentally friendly products, they are drastically reducing their company's environmental footprints and making a profit at the same time.

In this Tharawat Talk, experts and entrepreneurs addressed the future of our planet and explored the opportunity that the Green Economy represents.





7TH FEBRUARY 2019
FAMILY BUSINESS HISTORIES
 The Founding Years Successful Family Businesses and their Founders

As part of Tharawat's ongoing research collaboration with New York University Abu Dhabi (NYUAD), we hosted a second joint session to explore the fascinating founder stories of some of our region's leading enterprises.

Family Business Histories is a globally unique research project in collaboration between the Tharawat Family Business Forum and NYUAD Arts and Humanities Division. The aim is to further explore the entrepreneurial legacy of family-owned enterprises in MENASA.



21ST FEBRUARY 2019
WOMEN IN FAMILY BUSINESS
 Leadership in the 21st Century Business Leadership amidst Shifting Realities

Today's business leaders are under pressure: transformative technology, high expectations and increased scrutiny make leadership a growing challenge. So, what does it take to be a successful leader in the 21st century? How can we become better? How will technology enhance leadership opportunities?

This WIFB session gathered members from family businesses to discuss leadership in the real economy and how women leaders are bringing their family businesses, companies and projects to the next level. Executives shared their



experiences and talked about adapting leadership skills to meet the rapidly changing realities of the 21st-century business ecosystem.



13RD MARCH 2019 THARAWAT INVESTORS CIRCLE

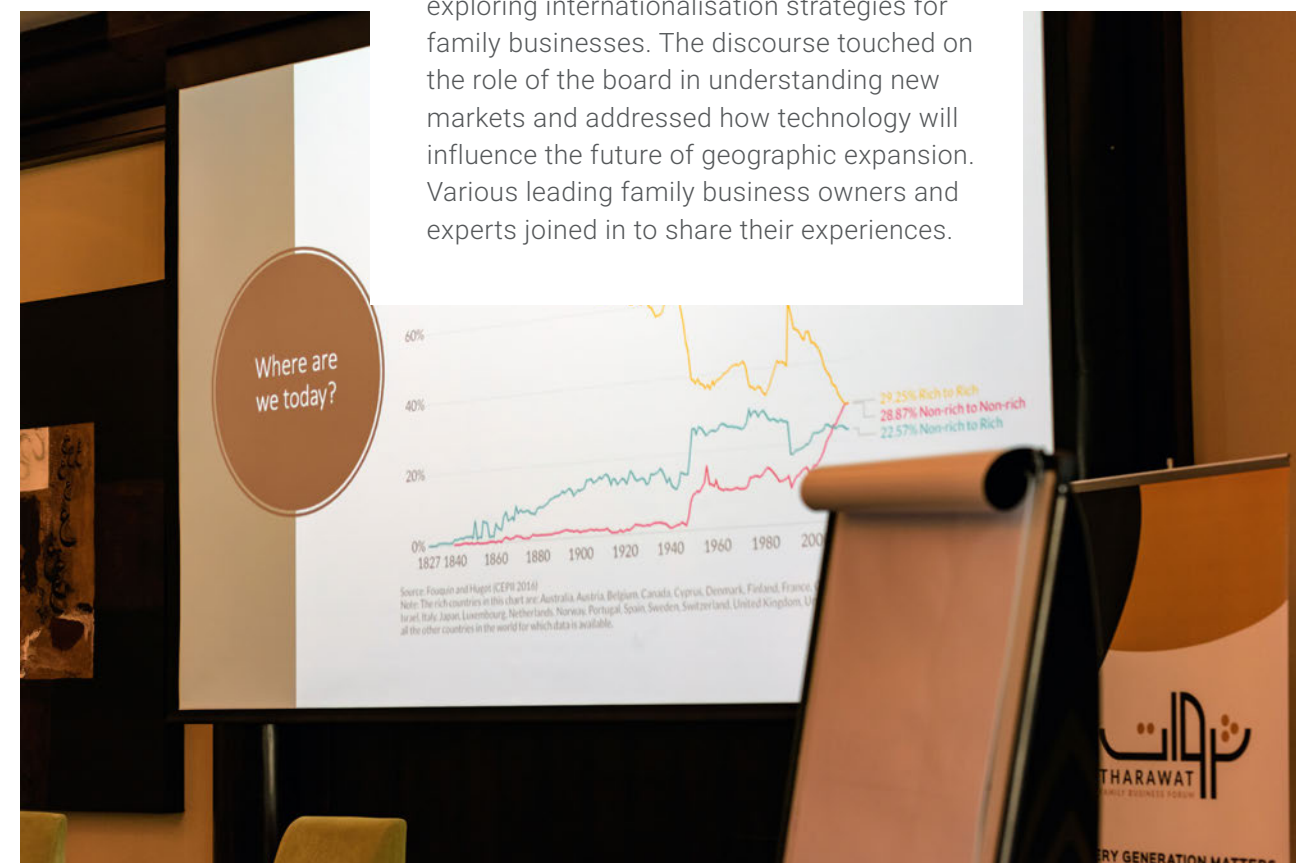
The “Investors Circle” is a platform built exclusively for Tharawat Members to discuss key aspects of sustainable investment strategies. During this session, the Investors Circle met to exchange insight on the current investment landscape and to learn more about ongoing developments in the FinTech industry.



14TH MARCH 2019 SUCCESSFUL FAMILY BUSINESS BOARDS Going Global

Globalisation is one of the key trends driving economic change, and many family-owned companies are expanding beyond their traditional markets in search of new opportunities.

The seventh annual “Successful Family Business Boards” session was dedicated to exploring internationalisation strategies for family businesses. The discourse touched on the role of the board in understanding new markets and addressed how technology will influence the future of geographic expansion. Various leading family business owners and experts joined in to share their experiences.



4TH APRIL 2019
THARAWAT TALKS
 The Future of Venture Capital in MENA

The Arab Venture Capital ecosystem has expanded rapidly over the past several years. While the region does boast some remarkable fast-growth companies, regional entrepreneurs still face challenges. This Tharawat Talk addressed key questions around the future of VC in the MENA, exploring both opportunities and challenges going forward:

How has regional VC grown in comparison to VC in other countries and regions? What can we learn from the VC industry around the world? What regulatory aspects will see the further growth of VC? How can entrepreneurs benefit from relationships with regional VCs? How will the story of Careem influence future entrepreneurs and the VC ecosystem?



17TH JUNE 2019
LEVANT FAMILY BUSINESS PODCAST
 Podcast Listening Party

Launched in February 2019, the “Levant Family Business Podcast” is the first podcast dedicated to family businesses and entrepreneurs in the Levant. During our inaugural “Listening Party”, we welcomed family companies from across Lebanon to address Governance Practices in Lebanese Family Firms.

Participants listened to excerpts from one of the podcast episodes, interacted with the keynote speaker and joined an interactive discussion.



THARAWAT OUTREACH PROGRAMS

To highlight the importance and impact of family enterprises in the MENA, Tharawat hosted educational sessions, contributed to third-party conferences and continued its support of invaluable research on the subject.



26TH OCTOBER 2018 FAMILY FIRM INSTITUTE

Tharawat was invited to participate in a panel discussion at the Annual Conference of the Family Firm Institute (FFI) in London to share insights on the MENA's current family firm ecosystem.

21ST NOVEMBER 2018 SHERAA SHARJAH ENTREPRENEURSHIP CENTRE

The journey of family businesses is shaped by economic, political and social challenges, but their success will always be determined by the strength of their entrepreneurial spirit. Tharawat was invited to share its insights at the Sheraa Entrepreneurship Festival. It was our pleasure to sit on the panel with Tharawat Member Eisa Alserkal, Alserkal Group and our partner, Pearl Initiative.



25TH NOVEMBER 2018 NEW YORK UNIVERSITY ABU DHABI DELEGATION

Tharawat had the pleasure of welcoming a study delegation from NYU Abu Dhabi conducting a colloquium on 'Women and Leadership'. The participants heard some remarkable insight from our community members Magda Hijaz, Engineer, Eagle Electromechanical Co LLC & Al Hijaz Mechanical Equipment CO LLC, and Sulafa Al Sayyah, Board Member, Al Sayyah Group. We thank our speakers for sharing their leadership experiences with the delegation.



27TH - 29TH NOVEMBER 2018 KUWAIT ECONOMIC FORUM

Tharawat was honoured to be invited to give a keynote address at the Kuwait Economic Forum on the relationship between the financial markets and privately-owned family businesses. We argued in support of a more nuanced conversation on the topic: opportunities lie beyond merely "listing or not listing"; healthy family businesses require a synergistic ecosystem focussed on growth.



5TH MARCH 2019

BPI FRANCE | FRENCH WOMEN CEOs

Organised by the French Embassy in the UAE, Tharawat was invited to share insights on the role of women in leadership positions for the Business France and Bpifrance French Women CEO delegation.

10TH APRIL 2019

SMART CITY

The Tharawat Space was delighted to host a session on how Smart Dubai is using the science of happiness and well-being to raise the quality of life in our city. The event was held in collaboration with Alserkal Avenue.

29TH APRIL 2019

**PINSENT MASONS “ROUNDTABLE DISCUSSION:
The Importance of Succession Planning**

Pinsent Masons held an exclusive roundtable on the critical importance of succession planning. The Tharawat Family Business Forum was proud to present as a keynote speaker addressing an audience of family business owners and entrepreneurs.

19TH JUNE 2019

MENA FAMILY BUSINESS FORUM BEIRUT 2019

Tharawat had the pleasure to join the MENA Family Business Forum held in Beirut to share thoughts on Succession Planning and the importance of Philanthropy by and for family firms.

25TH JUNE 2019 CHILE

FAMILY BUSINESS CONFERENCE CHILE

Our Media Partner Tharawat Magazine was invited to give a presentation on Family Businesses in the New Economy and the Age of Data at AEF’s (Associations Empresa Familiar) annual conference. They also shared videos by Tharawat Members giving their thoughts on digitisation.



IN-HOUSE SESSIONS

In 2018/2019, Tharawat conducted several Support Sessions and issued various Reports for families in the UAE, Yemen, Egypt and Lebanon covering a range of topics including:

- Analysing the Family Talent Pool
- Innovation and Transformation in the Family Business
- Implementation of Compensation Systems
- Building a lasting Family Constitution

THARAWAT'S NEW PROJECTS

Tharawat has launched new initiatives and projects that highlight and research the past, present and future impact of family enterprises.



Family Business Histories Website Launch

In May 2019, the Tharawat Family Business Forum and New York University Abu Dhabi launched a new website dedicated to the Family Business Histories Project.

This research project, which builds a map of family business legacies in the MENA, is the first of its kind. The Initiative features a globally unique approach to understanding family business impact.

With the new website, the project team will be able to share more relevant content with interested parties, making connections both regionally and internationally with family enterprises and academics. Most importantly, this digital platform will enhance the importance of understanding family business legacy and entrepreneurial heritage.

The website will feature case studies and a reference library, as well as tools and insights for family business members interested in preserving their legacies.

www.familybusinesshistories.org



"Future of Family Business Boards" Research Project Launch

Family businesses face unprecedented disruption. To maintain their sustainability, they require a Board of Directors that can enact solid and agile decision-making. To address this demand, Tharawat has partnered with the Pearl Initiative to study the "Future of Family Business Boards" in the region.

Our two organisations bring together regional expertise and resources to drive thought leadership and develop new tools for family business governance. As part of the project, we plan to analyse recent developments in the area and examine the evolution of roles, structure and methodology in today's disruptive environment. This collaboration will shed light on trends impacting the governance of family business boards, the technological disruption of governance and steps that family firms can take towards sustainability.

The project will culminate in a report that documents the insights gained as well as a set of tools for family businesses to create visionary and adaptable boards for the future.

The program will also include practical workshops for family business members across the Gulf Region, sharing the study's key outcomes and addressing the future of the Board of Directors in family firms.



Tharawat Magazine wins International Award

Our Media Partner Tharawat Magazine received the FFI International Award 2018 for its contributions to the family business field! We are proud of Tharawat Magazine's journey from a regional publication to the globally recognised leader in family business content and would like to thank all the families and authors who contributed to this success.

For over ten years, we have shared our journey with Tharawat Magazine. Thanks to the interest, support and encouragement by Tharawat Members and our growing international network of family firms, Tharawat Magazine is now an international publishing leader on family enterprises.

We congratulate the Tharawat Magazine team for this impressive achievement, and for gaining the recognition of a leading international organisation.



The Levant Family Business Podcast

Launch of Levant Family Business Podcast

In 2017, after having become aware of a lack of relevant content for family firms in the Levant, Tharawat teamed up with AGW Family Business Advisory to launch the very first family business podcast in the region. The Levant Family Business Podcast, created to explore topics of interest to family-owned businesses and entrepreneurs, was launched in February 2019.

With a new Tharawat Soundcloud channel and regular Blog updates, the podcast features interviews with family business members and experts covering key topics and addressing challenges. The podcast is the first of its kind in initiating the critical dialogue across the region. In 2019 we were delighted to welcome the following guests:

- Hovig Kozobiokian, Managing Director, Dekerco Group
- Dr Georges Samara, American University Beirut
- Prof. Rania Labaki, EDHEC Business School
- Bilal Zain, COO, Qanon Capital Ltd
- Caroline Fattal, Board Member Fattal Group
- Coralie Zaccar, Assistant General Manager at Commercial Insurance Co

LAUNCH OF SOUNDCLOUD CHANNEL EPISODE GUIDE

- **Ep. 1 - Formalising the Board of Directors**
The benefits and pitfalls of setting up a family business board of directors
- **Ep. 2 - An Active Approach to Legacy for Family Businesses**
How should legacy be addressed in a Family Business setting? How can legacy maximise the family business's positive outcomes?
- **Ep. 3 - Do you Need a Family Constitution?**
A discussion featuring key insights on the topic of family constitutions in Lebanon
- **Ep. 4 - Governance Practices in Lebanese Family Businesses**
- **Ep. 5 - Practicing Fairness in the Family Business Workplace**
How can we practice fairness while optimising performance in the context of the family business workplace?
- **Ep. 6 - Non-Executive Directors – Adding Talent for Growth?**
Are independent board members an asset or a detriment?
- **Ep. 7 - The Evolution Of Women In Family Business**
- **Ep. 8 - The Rise Of The Family Office – An Inside Look Into Family Office In The MENA.**
- **Ep. 9 - Emotional Dynamics in the Family Business II – Family Business Secrets**

Follow the updates on our Levant Family Business Podcast and join the conversation!

<https://soundcloud.com/tharawat>



ABOUT THE THARAWAT SPACE

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 Tharawat Space was founded with a mandate to promote entrepreneurship across generations and advocate the importance of family businesses in the regional economy. It serves as a bridge between family businesses, entrepreneurs and the community, and has become the regional epicentre of dialogue and exchange on the topic.

The Tharawat Space also hosts the offices of the Tharawat Family Business Forum and has become the meeting point for its members by hosting various activities and events.

What we do

The Tharawat Space is designed to offer:

- A work area for family businesses and next-generation entrepreneurs.
- A workshop program for multi-generational business leaders.
- A knowledge hub for current and future 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 for members to work and host meetings.
- Tharawat Members can book the Tharawat Space for workshops, family meetings and retreats.
- Tharawat Members can join the various programs and activities taking place at the Tharawat Space.

Location

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

Tharawat goes Green

At Tharawat, we believe that responsible and eco-conscious businesses are key to the economy of the future. In a conscious effort to improve Tharawat's own ecological footprint, the Tharawat Space has implemented several initiatives to mitigate our impact and to generate awareness around sustainability.

Our initiatives:

- Replacing plastic bottles for visitors or team members with repurposed glass
- Reducing waste
- Recycling (especially plastic and paper)
- Repurposing materials
- Collaborating with KAVE to upcycle raw materials (ex. glasses)
- Reducing electricity by educating team members on best practices
- Limiting paper usage
- Using only eco-conscious providers with alternative options for catering, materials and services



Consistently brainstorming with team members to ideate and implement environmentally friendly solutions in daily work tasks and services
We are looking forward to further enhancing Tharawat's facilities!







CONNECT WITH THARAWAT

Social Media Channels

THARAWAT SPACE

 tharawatSPACE
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THARAWAT FAMILY BUSINESS FORUM

 tharawat
 tharawat_fbf
 TharawatFBF
 tharawat-family-business-forum/

Websites

THARAWAT FAMILY BUSINESS FORUM

www.tharawat.org
www.familybusinessarabia.com
www.womeninfamilybusiness.org



