

FBN – IESE Africa Workshop

Building Bridges between Africa and the World: An Exchange from Families to Families

IESE Barcelona, April 09 – 11, 2025

Introduction

The FBN-IESE Africa Workshop is a first of its kind meeting of leading global families from Africa and other parts of the world.

Purpose

Families are the pillars of our lives and the foundations of every society and nation around the world, independent of all political or economic conditions. In our rapidly changing world, the unity and strength of our families will continue to be tested along many dimensions. Doing business in other parts of the world is an essential component of adapting to this increasingly globalized world yet requires families to develop trusted partners and relationships. This is particularly true in the case of Africa, where the continent's many countries, cultures, and languages require local expertise.

At this crucial moment when African family businesses are experiencing succession and generational transition, this first FBN-IESE Africa Workshop aims to discuss the most important elements that contribute to family unity and growth. We will also focus on developing the special linkages that come from discussions with peers who face the same opportunities and risks offered by our globalized world.

Our Overarching Objective

It is our hope and aspiration that this program will develop new views and ideas while sparking intelligent debates on the purpose, unity, and values of the family.

Additionally, we hope to forge connections between leading families of different cultures and backgrounds, with a view to develop FBN's presence in Africa and expand its activities on the continent.

IESE, in close collaboration with its associated schools in Africa (Lagos Business School in

Nigeria, Strathmore Business School in Kenya, and MDE Business School in Ivory Coast) is also keen to gain an in-depth understanding of the family business ecosystem on the continent to better support their sustainability overtime.

Uniqueness

The FBN-IESE Africa Workshop provides a mix of plenary sessions addressed by internationally known experts and members of global families and smaller working group and peer-learning sessions. We will kick-off with a broad philosophical perspective in order to provide attendees with a fresh lens through which to understand the concepts and implications of family culture, purpose, values, and virtues and their link to doing business in Africa.

Bespoke Approach

In addition to the full group sessions, the smaller working and peer-learning groups are a unique opportunity to discuss highly relevant topics in more detail with other families in a confidential environment. The themes will cover:

- How to create good governance & unity in families in times of significant change?
- How to best partner with families across continents?
- How to best take advantage of experience sharing with leading families?

The breakout sessions are well prepared and supported by some of our expert team facilitators. The sessions will be conducted under our codes of conduct which are an essential element of establishing a trusted environment and safe space to ensure deep and transformational learning: What is said in the room stays in the room.

Participants

Participants in the workshop will be comprised of a good balance of family business leaders from Africa and from other regions who are members of FBN.

Program

Wednesday, April 09, 2025

12:00 p.m. **Family visits**

Local FBN families will graciously open their doors to participants and provide insights into their family and businesses in the pure FBN tradition.

06:00 p.m. Return to hotels

07:30 p.m. **Welcome Drinks and Dinner**

Thursday, April 10, 2025

08:30 a.m. **Arrival & Registration**

IESE Business School, South Campus, Avenida Pearson 21, Barcelona

09:00 a.m. **Welcome Address**

Alexis du Roy de Blicquy (FBN) and Professor Heinrich Liechtenstein (IESE)

09:15 a.m. **Introduction of Families and Participants**

Professor Heinrich Liechtenstein

A key part of the Workshop is the personal introduction of each family. We ask that everyone shares a brief overview of who they are, their values, and what makes them unique. This helps create a more meaningful and connected experience for everyone in the room..

10:30 a.m. **Bridging Worlds: Cultivating Trust Across Cultures**

Prof. Yih-Teen Lee (IESE)

This session will enrich our understanding on how to best foster robust bonds in our multicultural landscape. It will guide participants through topics related to intercultural engagement, offering insights into the delicate fabric of trust that binds diverse communities. We'll discuss cultural norms, values, and communication styles unique to various societies, leveraging this understanding to bridge gaps and cement trust. Participants will gain invaluable insights that are essential for thriving in a world where the lines between cultures are both distinct and blurred. It is about embracing the richness of global diversity and turning it into our collective strength.

12:00 p.m. **Break: Connection Time**

12:30 p.m. **Panel: Shared Challenges for Leading Families**

Moderator: Professor Heinrich Liechtenstein (IESE)

Panelists: Céline Haspeslagh (Belgium), Tihitina Legesse (Ethiopia), Itumeleng Manzini (South Africa), Alex Scott (UK)

In light of geopolitical complexities and the rapidly changing economy, leading families with deep-rooted business histories face a unique set of challenges that extend beyond the typical corporate horizon. This will delve into these complexities, bringing together a diverse array of perspectives from representatives of African and non-African leading families, all of whom are stewards of family businesses. They will share challenges and insights on preserving family legacies, innovating for the future, navigating intergenerational transitions, and maintaining unity within the complexities of family dynamics and market pressures.

01:30 p.m. **Lunch**, Restaurant North Campus

03:00 p.m. **Rich Peer-to-Peer Introduction in 8 Breakout Groups**

In order to foster deeper and more meaningful connections and lay the groundwork for an enriching experience in a trusted space, these sessions introduce the members of the families in each group of four to each other in more detail than was possible in the plenary session.

In addition to the artifact presentation of the broader family in the plenary session, we kindly request that you allocate some time in advance of the Workshop to think about how you would like to present your family and its members in a richer and deeper way. We will provide you with guidelines and your team facilitator will be happy to help you with this presentation if desired, which can be raised in your preparatory discussions.

04:00 p.m. **Break**

04:15 p.m. **Breakout I - Navigating the Tide Together: How to Create Good Governance and Unity in Families Amidst Significant Change**

In this workshop session, groups delve into the critical elements of creating and maintaining a framework of good governance and unity in families, especially during periods of significant change. Whether it's about navigating a major life transition or seeking to improve the foundational dynamics of one's family life, this session will explore practical and actionable insights.

05:15 p.m. **Break**

05:30 p.m. **Breakout II - Global Ties: Partnering with Families Across Continents**

In our interconnected world, family partnerships that span across countries and continents offer great opportunities, but also pose unique challenges. This session delves into strategies to strengthen relationships and enhance collaboration with families from diverse cultural backgrounds and geographical locations.

06:30 p.m. End of first day of academical program and transfer to hotels

08:00 p.m. **Transfer** from Hotel to dinner venue

08:30 p.m. **Dinner** hosted by Alfonso Libano Daurella, Chairman of FBN

Friday, April 11, 2025

08:30 a.m. **Wake-up Coffee** at IESE Business School, North Campus

09:00 a.m. **Reflections and Key Insights from Day 1**
Alexis du Roy de Blicquy (FBN)

09:15 a.m. **Panel: Nurturing Talent for Family Businesses**
Moderator: Dean Franz Heukamp (IESE)

Panelists: Chris Ogbechie, Dean of Lagos Business School; Caesar Mwangi, Dean of Strathmore Business School; Guillaume Fandjinou, Deputy GM of MDE Business School

The discussion will delve into the unique challenges and opportunities faced by African family businesses, highlighting the vital importance of cultivating leadership, innovation, and sustainability through world-class academic programs. Attendees will gain insights into how African business schools are fostering entrepreneurial talent and driving the growth of family businesses in a dynamic global economy..

10:15 a.m. **Break - Connection Time**

10:45 a.m. **Panel: FBN as Our Chosen Family**
Moderator: Alexis du Roy de Blicquy (FBN)

An inspiring panel featuring three seasoned FBN members from different generations, as they share their personal journeys of leveraging FBN to navigate key aspects of their family business. From mastering transitions and succession planning to fostering the growth of the next generation (NxG), these members will reveal how FBN has been a trusted community in their success. Discover how the network has become more than a resource—it's their "chosen family," offering invaluable connections, insights, and support throughout their family business journey.

11:45 a.m. **Informal Cooling Down** by coffee and tea

12:00 p.m. **"To Thine Own Self Be True" – How True can This Be in a Family Business Setting?**

Ibukun Awosika (Nigeria)

There is always some conflict between personal vision, personal ambition, and the common foundations of any community. This is true of both families and family businesses and April be felt most acutely when disagreements or disputes arise. How can we best resolve such conflicts, and how can you find win-win solutions where possible?

01:00 p.m. **Lunch** at IESE North Campus Restaurant

02:45 pm **Breakout III - FBN & Collaborative Wisdom: Harnessing the Power of Leading Families' Experience**

In the realm of family-led ventures, the power of shared experiences cannot be underestimated. "Wisdom Exchange: Learning from the Pioneers of Family Leadership" is a session dedicated to uncovering the wealth of knowledge that leading families possess. This interactive gathering provides a platform for participants to connect with and learn from the accumulated wisdom of family business veterans.

03:45 p.m. **Introduction to From Inputs to Insights to Intentions**
Marc Sosna (IESE)

04:00 p.m. **Break & Room Change**

04:15 p.m. **Break Out IV - From Inputs to Insights to Intentions**

You will have taken away many insights from the plenary sessions, Break Out Group-sessions and informal discussions with other family members which may be related to family purpose, unity, vision, values, and strategies. These may also relate to family culture, communication, leadership and succession, governance, generational transition and NextGen education, business, philanthropy, and/or managing relationships, conflicts, and individual issues – current and future – within the family and its greater enterprise.

This final integrating session, which you will take part in with your Break Out Group, is an important step in the process of reflecting on, capture insights and then apply them to inform important decisions and intended actions following the event.

05:00 p.m. **Break**

05:15 p.m. **Reflection on Insights, Intentions and Potential Actions + Closing**
Professor Heinrich Liechtenstein (IESE)

In this session we will all come back together in a final plenary session where participants can share some of their own insights, intentions, and hopefully potential actions with the group as a whole and hear other people's ideas which might become valuable insights for oneself.

05:45 p.m. Next Steps of the FBN development across Africa
Alexis du Roy de Blicquy (FBN)

06:00 p.m. End of the FBN – IESE Africa Workshop 2025

08:00 p.m. **Tapas Bar Crawl** in the historical part of Barcelona, guided by MBA students

Speakers

Ibukun Awosika

Ibukun Awosika is an African entrepreneur, author, international leader, and global culture shaper. She is the Chairman and Founder of The Chair Centre Group, a leading furniture and security systems provider in Nigeria.

Ibukun has an undergraduate degree in chemistry from University of Ife and advanced degrees from various global institutions, including Lagos Business School, IESE Business School, Wharton, and China European International Business School.

She serves as Chairman or Board member on various corporate and non-profit boards around the world, cutting across Education, Energy, IT Manufacturing, Retail, Financial Services, Corporate governance, and Advocacy.

Ibukun Awosika is a woman of many firsts: she was the first female Chairperson of Nigeria's Premier Bank, First Bank 2016 – 2021, the first Nigerian recipient of the prestigious International Women Entrepreneurial Challenge (IWECC) Award and the first African recipient of the International Friendship Award 2019 by the Queen of Spain.

She is happily married to Abiodun Awosika, and they are blessed with three wonderful sons.

Celine Haspeslagh

Céline Haspeslagh brings a unique perspective as both a 4th generation member of the Ardo frozen foods business and founder of her own family venture. After obtaining a degree in Marketing, Céline built a career in HR in a 3D printing company. Simultaneously she led the creation of Ardo Group's family council following the 2014 merger. This merger united two companies founded separately by brothers Richard and Edouard Haspeslagh in 1975 and 1977, which

had operated as friendly competitors in frozen vegetables for nearly four decades. Under Céline's leadership of the family council a new family constitution was developed and the bonds between the previously separate family branches were strengthened. In 2021, she founded a winery in South Africa's Hemel & Aarde Valley with her husband and uncle as co-investor, bridging her experience in established and emerging family enterprises.

Professor Yih-Teen Lee

Yih-Teen Lee is Professor in the Department of Managing People in Organizations and the academic director of the IESE Coaching Unit. He specializes in leadership, fit, and cultural bridging in his roles as educator, researcher, and consultant. At IESE, Yih-Teen teaches subjects such as leadership, leading global collaboration, self-leadership, leading multicultural teams, and strategic human resource management in the MBA and executive programs.

Yih-Teen has been living and working in Europe for almost 20 years, and identifies himself as a multicultural individual. He is fluent in Chinese, English, French, and Spanish, and has delivered training programs and seminars to senior executives in all four languages. This exposure, alongside his unyielding passion for various cultures, drives him to embrace diversity and devote his energy to the search of deep-level cultural knowledge and cultural competences, with the goal of contributing to the ability of managers and organizations to navigate global cultures effectively. He sees such development as a transformational journey of each individual and emphasizes the importance of anchoring cultural competences in one's cultural identities and sense of self. Yih-Teen earned his Ph.D. from HEC, University of Lausanne (Switzerland) and his Bachelor's and Master's degrees from National Taiwan University.

Professor Heinrich Liechtenstein

Professor Heinrich Liechtenstein is a Professor of Financial Management in the MBA and Executive Programs at IESE Business School and the Academic Director of IESE's Africa Initiative. He is a Co-founder of Moonfare - a digital platform leading a new era of private equity investing - and supports Moonfare as a Board Member, strategic advisor and Chairman of Asia.

He specializes in entrepreneurial finance, management of wealth and governance of entrepreneurial families. Heinrich is co-author on several publications on private equity. His ongoing research in this field focuses on operational value creation in private equity, impact investing and governance of entrepreneurial families. As a consultant he collaborated with leading families and financial institutions and serves on the board of family controlled foundations. Prior to his academic career, Professor Liechtenstein was engaged in the family-owned Liechtenstein Global Trust (LGT) dealing with ultra high net worth individuals. He also advised families within the Boston Consulting Group and established and sold two successful businesses. Heinrich holds a Ph.D. in Managerial Science and Applied Economics from The Economics School of Vienna, Austria, a Master's degree in Business Administration from IESE Business School, and a BSc in Business Economics from the University of Graz. Heinrich lives in Barcelona and Munich.

Itumeleng Manzini

Itumeleng Manzini holds a Bachelor of Business Science in Finance and Post Graduate Diploma in Accounting from the University of Cape Town. She is a Deloitte qualified Chartered Accountant (completed in 2013) and post her articles spent 3 months on secondment at Deloitte San Francisco.

After her time in audit, she spent two years at Deloitte Consulting in the Consumer Business division. Her tenure in consulting and audit exposed her to a diverse range of clients within the FMCG and retail industries.

In 2016, Itumeleng joined her family business-New Africa Petroleum Holdings (Pty) Ltd (NAP) which is an investment company incorporated in South Africa. NAP has interests in the retail sale of fuel and related services, the warehousing, distribution and retail of packaging materials and investment in properties. Itumeleng is currently the Group Financial Manager of the packaging group of the company which consists of 4 packaging companies located across South Africa.

In 2021, Itumeleng completed the General Management Programme with the Gordon Institute of Business Science (GIBS).

Dr. Caesar Mwangi

Dr. Caesar Mwangi is the Executive Dean of Strathmore University Business School, with over 25 years of leadership experience across various sectors. Prior to this role, he served as Group CEO of ICEA LION Insurance Holdings and has held senior positions in consulting, risk management, and corporate governance. His academic credentials include a PhD in Organizational Performance and Change Management from the University of Johannesburg, an MBA in Strategy and Corporate Finance from Wits Business School, and a Bachelor of Arts in Economics from the University of Nairobi.

Dr. Mwangi is also a certified public accountant, internal auditor, and executive leadership coach. His career spans multiple industries, including roles at Deloitte, Sasini PLC, and the Global Village Energy Partnership. He has chaired and served on numerous boards, including Kenya Markets Trust and the Kenya Climate Innovation Centre. Additionally, he founded the Centre for

Personal Leadership and is involved in the Program for Family Development at SBS.

An avid hiker, Dr. Mwangi is committed to leadership development and governance, drawing inspiration from his family to contribute to a better future for the next generation

Professor Chris Ogbechie

Professor Chris Ogbechie is the Dean of Lagos Business School (LBS). He is a distinguished scholar, corporate strategist, and thought leader with extensive experience in academia and business. Ogbechie holds a PhD in Business Administration from Brunel University, an MBA from Manchester Business School, and a first-class honors degree in Mechanical Engineering from the University of Nigeria, Nsukka.

Before his academic career, he gained valuable industry experience, working with organizations such as Nestlé Nigeria, where he held senior management roles. His expertise spans corporate governance, strategic management, sustainability, and entrepreneurship. He has served as a consultant and board member for numerous companies across various sectors, both within Nigeria and internationally.

At LBS, Ogbechie has been instrumental in advancing the institution's reputation as a leading business school in Africa, focused on leadership, ethics, and sustainable business practices. His research interests include governance in emerging markets, and he has published widely in respected academic journals. Ogbechie is passionate about developing African leaders who can navigate complex business environments and drive positive societal impact.

Alexis du Roy de Blicquy

Alexis is the CEO of The Family Business Network (FBN), the world's leading network bringing together over 4,500 business owning families, 20,000 individual members in 33 chapters covering 65 countries.

Prior to FBN, Alexis held senior positions, at Lhoist, Verlinvest, Armonea and IFC (World Bank Group). For 6 years, he was Chairman of ToolBox, supporting NGOs by offering professional consultancy.

He is member of the Board of Trusted Family, the leading governance platform for business families, the Advisory Council of Octave Institute (Singapore) and of various organizations, and has been recognized as one of the Top 10 Family Advisors worldwide.

A Belgian-Swiss citizen, Alexis holds a Master in Management Science (Solvay Business School), is an INSEAD IEP and IMD HPL Graduate. He is married, with 2 children and live in the Lausanne area.

Alex Scott

A fourth-generation family business owner, leader and strategist, Alex was previously Chairman of Applerigg, a private, family-owned business built on the foundations of a financial services group established by his great-grandfather in 1903. He founded and grew the Applerigg group portfolio companies: Sandaire, an international multi-family investment office (recently purchased by Schroders); Yealand Administration, a fund administration company; and Horizons, a contemporary network and learning environment for the leaders of tomorrow. He is a Non-Executive Director of several private companies.

Alex graduated from Exeter College, Oxford with an MA in Philosophy, Politics & Economics and holds an MBA from IMD, Lausanne.

About the Organizers

Family Business Network

The Family Business Network (FBN) is a global non-profit membership organization created in 1989 with a purpose to enable business families to thrive and transform across generations to build a sustainable future.

Headquartered in Switzerland, today FBN is comprised of 33 member associations spanning 65 countries, 4,500 business families and 22,000 individual members, of which 8,000 are NxGs.

Being by families for families, FBN provides a unique environment where business families can learn from each other and share the passion for their family and enterprises, and ultimately enable them to productively align their dedication to both.

In addition to local activities run by individual chapters, FBN creates a host of opportunities for families to learn and foster connections across borders.

IESE Business School

IESE Business School is the graduate business school of the University of Navarra in Spain, established in Barcelona in 1958 with a clear mission to developing business leaders who strive to make a deep, positive, and lasting impact on the people, companies, and communities they serve.

It has since grown to become one of the top business schools in the world, consistently ranked by the financial times in the top 10 globally for its MBA programs and executive education courses, with the latest 2024 MBA ranking placing it 5th in the world.

IESE'S commitment to Africa goes back to 1994, when it helped to establish Lagos Business School in Nigeria, recognized today as one of the top business schools in the region. It has since helped to establish Strathmore Business School in Kenya, and MDE Business School in Ivory Coast with the firm belief that local partnerships help us to scale our impact.

Logistics

Dress code

- Dinner on Wednesday: Casual
- Conference: Business Casual
- Dinner on Thursday: Smart Business
- Friday dinner: Casual

Location and Contact

The FBN- IESE Africa Workshop 2025 will be held at the IESE Business School in Barcelona, Spain.

For any queries, please contact:

Email: emengistu@iese.edu

Phone Ermias Mengistu: +34 608 598348

Participation Fee

The FBN- IESE Africa Workshop is non-profit. To cover our costs, we charge € 2,250 per participant.

The fee includes:

- Family visits on April 9
- Dinner on April 09
- Full-Day Program on April 10, including all meals.
- Full-Day Program on April 11, including all meals.

Accommodation

Grand Hyatt Barcelona

Previously known as Princesa Sofia, the hotel was completely renovated in 2018 by the Barcelonese architect Albert Blanch. It is now a nice combination of exclusivity, sophistication, design and technology and located within a 5-minutes' drive to IESE Business School.

Plaça de Pius XII, 4, 08208 Barcelona, www.sofiabarcelona.com

Hotel AC Victoria Suite

The AC Hotel Victoria Suites of Marriott is located quite close to the IESE campus within a 15-minute walk or 5-minute drive by taxi. It offers 45 square meter rooms, a nice street terrace, restaurant and fitness center.

Calle Beltran i Ròzpide, 7-9, 08034 Barcelona, telephone: +34 93 2069900

[Website link](#), email: acforum.acvictoriasuites@ac-hotels.com

Hotel Sansi

This nice modern-style, four-star hotel is within walking distance to the IESE campus and easy to reach from the airport.

Avenida Pearson 1 3, 08034 Barcelona, telephone: +34 93 206 3880

www.sansihotels.com; email: pedralbes@sansihotels.com

We are happy to handle the reservation for you. Please let us know your choice as soon as possible to guarantee availability.