



A I D A F

Associazione Italiana delle Aziende Familiari

FAMILY BUSINESS NETWORK - ITALIAN CHAPTER

In collaboration with



Università Commerciale
Luigi Bocconi

Cattedra AldAF-EY
di Strategia delle Aziende Familiari
in memoria di Alberto Falck



Time to ex-change: Professionalization as
a Challenge for the Growth of Family Businesses

NATIONAL CONGRESS OF ITALIAN FAMILY BUSINESSES 2017

October 5th – 7th 2017 | TRIESTE
Starhotels Savoia Excelsior Palace



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YEARS

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Time to ex-change: Professionalization as a Challenge for the Growth of Family Businesses

“Time to Ex-Change” is the leitmotif for the upcoming AldAF National Conferences and an invitation to **meet** with quality speakers who can add value to growth, organizational development and the on-going **renewal** of family businesses.

Within the Time to Ex-Change framework, the main objective of this year’s AldAF National Conference, now in its thirteenth edition, will be to explore the issues of domestic and cross-border professionalization, because companies are internationalizing.

At the scientific level, it has been amply demonstrated that when dimensional growth is combined with substantial, and not merely apparent, managerial development, it is easier to achieve successful performance and to create solid perspectives for generational continuity. In addition, this subject plays a key role in scientific inquiry and the debate on family business studies, offering a number of insights that will be discussed during the sessions of the Conference.

Professionalization as a design for upper management structures. Not a one size fits all formula, but a variety of solutions that differ from one other according to the design of the ownership and governance structure, the leadership style of those who guide the organization and its assets, the corporate dimension, the type of business the company operates and the achieved or desired degree of diversification and internationalization.

Professionalization as a definition of the scale and content of managerial delegation. Decisions affected by the culture and strategy of the owning family, as well as the choice of upper management structure.

Professionalization as a method of coexistence between family and non-family managers within the company, so that their union creates a truly motivating experience for individual talent and is reflected in tangible benefits for the success and the continuity of the company.

Professionalization as the leadership style choice to be adopted by both family and non-family members as a way to join forces to achieve common goals and to promote diversity.

In this undertaking, it is good to remember that a unique feature of family businesses is the involvement of the owners in governance bodies, and sometimes even in the management of the company, which means that it can be difficult to easily apply the solutions suggested in the literature about public companies to family businesses.

And finally, professionalization as a factor in governing generational transition, especially when ownership is split over the generations, or when non-family management plays a key role in the inclusion of young people and in the development of their skills.



Thursday 5th October

AFTERNOON

From 3.00 to 6.30 p.m. in the afternoon, the participants will divide into four groups. With the support of a member of the AldAF Scientific Committee, they will examine four business realities.

Elettra Sincrotrone

Elettra Sincrotrone Trieste is a multidisciplinary international research center of excellence, specialized in generating high quality synchrotron and free-electron laser light and applying it in materials and life sciences. The main assets of the research centre are two advanced light sources, the electron storage ring Elettra and the free-electron laser (FEL) FERMI.

illycaffè

illycaffè is an Italian family company, founded in Trieste in 1933, which has always made offering the best coffee in the world its mission. It is the most popular coffee brand worldwide and produces a unique 100% Arabica blend available in 140 countries. Today, the third and fourth generation of the family works in the company. The company also established the 'Università del Caffè' which offers comprehensive and helpful academic training for coffee growers, bartenders and coffee-lovers, to deepen knowledge on every aspect of the product.

Modiano

The company was founded in 1868 by Saul David Modiano, a merchant native to Thessaloniki, who decided to launch it for the production of cigarette rolling paper. As a result of the success gained, in 1884 a lithography was added specializing in art reproductions and playing cards, which soon became renowned worldwide. In 1987, the Modiano family sold the company to a group of professionals and the business was bought out by Grafad paper company, of the Crehici family.

Pasta ZARA

With more than a century of history, Pasta ZARA, thanks to its innovative power, and Furio Bragagnolo and his brother's great entrepreneurship, has become the leading pasta exporter in the world. The 88% of the pasta produced is exported. The new Pasta ZARA line is extruded through bronze tools that create a rough, rippled surface able to enhance seasonings, and a golden color derived from the high quality wheat.

NIGHT
from 7.30 p.m.

Welcome Cocktail
Starhotels Savoia Excelsior Palace



Friday
6th October

MODERATOR **Andrea Cabrini** | *Managing Editor Class CNBC*

10.00 - 10.30 a.m.

Welcome remarks

Bruno Pavesi | *Chief Executive Università Bocconi*

Elena Zambon | *President AIdAF*

10.30 – 11.30 a.m.

Roundtable

'How to Attract and Retain Talented Managers'

The success of the professionalization process depends on many ingredients, first of all, knowing how to evaluate quality management during the research phase, and knowing how to recognize and develop quality management within the organization.

However, developing managerial talent calls for method and discipline, not improvisation. This will be explored during this round table by asking some basic questions:

- How do you evaluate managerial talent?
- How do you recognize high-potential managers?
- How do you develop managerial talent within the company?
- How do you attract new talent?
- What role can the owning family play in attracting and motivating talent?
- How does continual dialog with the company's stakeholders help to outline the necessary skills to develop internally or to look for outside of the company?

SPEAKERS:

Elisabetta Caldera | *Human Resources Director Vodafone*

Luigi Paro | *CEO Spencer Stuart*

Marco Russomando | *Head of Talent Group Acquisition UniCredit*

Alberto Vacchi | *President and CEO IMA*

11.30 – 11.50 a.m.

Coffee break

Friday
6th October

12.00 – 1.00 p.m.

Round table

'Comparing Management and Leadership Styles'

Management and leadership are an inseparable partnership. Management guides the company's managerial and organizational complexity, leadership guides people and it designs and embarks upon a path of change, which can lead to radical choices in some cases.

This round table will combine the perspective of academic research, which has produced valuable results in the area of leadership, with successful experiences in the field, in order to reflect on some basic questions:

- What are the characteristics of an effective managerial style?
- What is the scope of leadership?
- Is there good and bad leadership?
- What leadership qualities are helpful when operating in an international business context?
- What factors should be considered when exercising leadership in a family business?
- What suggestions can be given to the next generation who want to develop their own leadership styles?

SPEAKERS:

Stefano Beraldo | CEO Gruppo OVS

Domenico Bodega | Università Cattolica del Sacro Cuore

Francesca di Carrobbio | CEO Hermès Italie

Marco Mazzucchelli | EY Mediterranean TAS Leader

1.00 – 2.30 p.m.

Conversation at Lunch

During the lunch break, you will have the opportunity to explore some of the topics covered by the Congress.

'Comparing Management and Leadership Styles'

Domenico Bodega | Università Cattolica del Sacro Cuore

'Access to capital as an Enabling Factor for Growth, Internationalization and Generational Continuity'

Maurizio Tamagnini | CEO FSI

Friday
6th October

2.30 - 4.30 p.m.

Workshop

In the afternoon 4 workshops will be held in parallel sessions. Each participant will be able to choose which workshop to participate based on their interest. Each workshop will be divided into three parts of the indicative duration of 40 minutes each:

- Sharing a business experience
- Working in small groups
- A summary of the main messages of the working groups and closing comments by the moderator

WORKSHOP

‘Teaming Up with a Non-Family Managing Director’

The session explores, in-depth, the importance and the methods by which to create a strong, transparent and profitable relationship with a Chief Executive Officer that is not part of the family. How to create a climate of trust and mutual esteem; how to outline the roles and intervention boundaries of the owner family and of the company’s appointed management; how to deal with, and resolve, periods of potential conflict.

SPEAKERS:

Valentina Marchesini | *HR Director and Councilor Marchesini Group*

Pietro Cassani | *CEO Marchesini Group*

MODERATOR:

Bernardo Bertoldi | *Università degli Studi di Torino*

WORKSHOP

‘New Generation Driven Professionalization’

The session highlights the experiences of two young entrepreneurial family members who are guiding the development and growth of their businesses, also by defining a more modern and professional management organization. How to attract new managers from outside the company; how to create organic development in reference to a previous organizational structure; results achieved and mistakes made.

SPEAKERS:

Enrico Falck | *President Falck Renewables*

Mattia Noberasco | *CEO Noberasco*

MODERATOR:

Guido Corbetta | *Cattedra AldAF – EY*



Friday
6th October

WORKSHOP

'The Process of Professionalization Accelerated by the Opening Up of Capital'

The help of a financial investor can help define a more professionally managed organizational structure that can contribute to business growth. This session aims to illustrate how to build an effective relationship with an outside investor, and what steps should be taken to outline a managerial organizational structure that can cope with the challenges of growth.

SPEAKERS:

Carlo Moser | *General Manager Friulia*

Edoardo Roncadin | *President Roncadin*

Dario Roncadin | *CEO Roncadin*

MODERATOR:

Carlo Salvato | *Cattedra AldAF - EY*

WORKSHOP

'Why Philanthropy Needs to be Professional?' (Session in Italian)

Philanthropy is facing an innovative and evolving path that is extremely interesting and ground-breaking. Starting with two authoritative experiences, the session aims to examine the importance of professional management of family foundations and how to create a managerial structure for carrying out projects and activities with social goals, while maintaining coherence with the values that the foundation wishes to fulfill.

SPEAKERS:

Giulia Guffanti | *CFO Dynamo Camp*

Janine Händel | *CEO Roger Federer Foundation*

MODERATOR:

Manuela Soncini | *Wealth Advisory UniCredit*

4.30 - 5.00 p.m. **Plenary workshop debriefing session and the closing of workshops**

8.00 - 11.30 p.m. **Gala dinner**
Magazzino 42 | Stazione Marittima | Molo dei Bersaglieri, 3 | Trieste
The 'Alberto Falck Prize - 2017 Family Business' will be awarded during the evening.

Saturday
7th October

9.30 - 10.30 a.m. **'Alberto Falck Prize – 2017' winner company**

COORDINATED BY

Guido Corbetta | *Cattedra AldAF-EY*

10.30 - 11.00 a.m. **Round table**
Principles of the 'Self-Governance Code for Unlisted Family-Controlled Companies'

For nearly 20 years now, Italian companies which are listed on the stock exchange have had a code of self-governance for promoting the general process of improving their governance processes. AldAF and Bocconi University have promoted a Code of Corporate Governance for Non-Listed Family-Controlled Companies, which intends to provide a set of principles and recommendations for the implementation of an evolved company governance system, inspired by the principles of the balance of power and the representation of the interests of the company.

SPEAKERS:

Guido Corbetta | *Cattedra AldAF-EY*

Gabriele Galateri di Genola | *Corporate Governance Committee*

Elena Zambon | *President AldAF*

11.00 - 11.20 a.m. **Coffee break**



Saturday
7th October

11.20 a.m. - 12.40 p.m

Round table

'How International Family Businesses Make Professionalization at Work' (Session in English)

Family businesses can grow by crossing national borders and internationalizing. Some of these businesses are involved in export policies, while others undertake more demanding organizational arrangements to enter international markets, such as the creation of joint ventures, the creation of distribution and/or production subsidiaries, or by acquiring the production of local businesses.

Beginning with the home market, the family business can then expand into new territories, enhancing professionalization with new opportunities, but also enhancing it with special features which are not to be underestimated.

In this round table, the question will be discussed from many perspectives.

On one hand, by examining the professionalization paths taken by companies located in non-Italian management cultures. And on the other hand, by asking questions about what steps to take in professionalization processes within international family businesses.

These are key issues that will be addressed during the workshops:

- What values and approaches have led to the professionalization of family businesses located in non-Italian cultural contexts in Italy, Germany, India and the United States?
- How can family values and family culture be preserved and promoted in an international business?
- How to attract and manage talent in subsidiaries.
- What are the specific generational transition processes for international family businesses?
- How to handle cultural differences when internationalization requires partnerships on the international level.

SPEAKERS:

Farhad Forbes | *Co-Chairman Forbes Marshall*

Pierluca Impronta | *President MAG-JLT*

Thomas Ingelfinger | *Member of the Executive Board Beiersdorf*

Fred R. Sasser | *Executive Chairman Sasser Holdings*

Saturday 7th October

12.40 – 1.15 p.m.

Key note speech “The Strength of the Team”

Professionalization without taking team size into account can lead to lower than expected results, or even extremely negative results. The family is the strength of the team. The management team is the strength of the team. To navigate together, both the family and company management need an experienced skipper to help them achieve their dreams.

Giovanni Soldini | *Sailor and Skipper*

1.15 - 1.30 p.m.

Conclusive remarks **Elena Zambon** | *President AldAF*

1.30 - 2.30 p.m.

Working lunch



Speakers

Stefano Beraldo



CEO of OVS SpA, Vice President and shareholder of the Coin Group.

Appointed as CEO of Coin Group in 2005, over six years he raised the Company's market capitalization from approximately 320 million to over 1,000 million Euros, deploying revolutionary innovations and transforming the Group into the leading Italian clothing retailer. This path led to the repositioning of COIN, OVS and Upim branches in terms of product, format and communication, in addition to the design and construction of Excelsior Milano, the luxury department store, and the implementation of a significant investment and commercial expansion plan in Italy, followed by a process of internationalization and listing of OVS on the Stock Exchange. Stefano Beraldo started his career in the field of corporate auditing and consulting at Arthur Andersen; in 1988 he joined the Benetton Group Holding Company overseeing finance, acquisitions and control of subsidiary companies. In 1995 he assumed the role of General Manager at GS Euromercato SpA, and from 2000 to 2005 has been the CEO of De' Longhi Group.

With a degree in Business Economics from the Università di Venezia Ca' Foscari, he is a member of the Alumni Association of Stanford University.

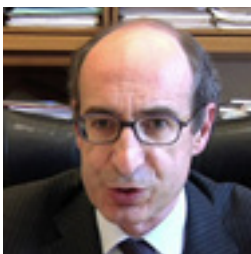
Bernardo Bertoldi



A Lecturer at the Department of Management of the University of Turin and at ESCP-Europe London and Turin Campus. After obtaining his PhD in Management and Corporate Finance, his research fields included entrepreneurial activity and family capitalism. In 2007 he obtained the EECPL (European Entrepreneurship Colloquium on Participant-Centered Learning) at Harvard Business School. He is a member of CIFE - Cambridge Institute for Family Enterprises. The academic research and experience gained, have enabled him to assist and support many entrepreneurial families in the world of European Family Capitalism.

He is collaborator of Il Sole 24 Ore on topics dealing with Family Capitalism and the Automobile Industry. He is one of the founders of 3H partners, a consulting firm with offices in Italy, the United Kingdom and France. In addition, he is Vice President of the Investors Club, the first Association of Italian Business Angels.

Domenico Bodega



He is Head of the Faculty of Economics of the Università Cattolica del Sacro Cuore of Milan, National President of the Conference of Directors of the Departments of Economics and Statistics and President of the CERISMAS Research Center of the Università Cattolica.

He is tenured Professor of Business Administration. The latter is also a Lecturer on Business Administration, Personnel Management and Organizational Behavior.

He held the position of Director of ALTEMS - the Graduate School of Healthcare, Economics and Management, at the headquarters of the Università Cattolica del Sacro Cuore in Rome.

He is a Scientific Researcher for Italy of the GLOBE (Global Leadership and Organizational Behavior Effectiveness Research Programme), an international research program at the University of Pennsylvania, Wharton Business School.

He is the author of numerous publications on organizational design, business culture and leadership.

Speakers

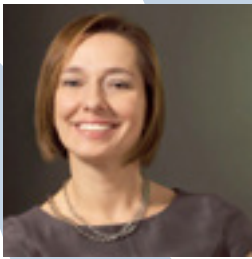
Andrea Cabrini



Since 2001 he is Director of Class CNBC (Sky 507) and Class Life, the Class Editori channel dedicated to finance, useful information and lifestyle. He is the host of the weekly talk show “Partita Doppia” and the programming dedicated to the Italian market on the international network of CNBC. Since September 2012 he is also Co-Director of MF Milano Finanza, the financial newspaper by the publishing house.

Previously, he worked for ten years in Mediaset’s Newscasts, as TG4’s Editor-in-Chief. He was a journalist for Telelombardia, Repubblica, Radio Popolare and the European Business Channel financial network.

Elisabetta Caldera



She is the Group’s Human Resources Director, and Human Resources Director of Vodafone Technologies at its headquarters London.

In 2004 she joined Vodafone, covering roles of increasing responsibility. As HR Manager, she has managed HR Operations in seven different countries (SEMEA) of the Vodafone Group. In 2006 she assumed the role of HR Operations Manager, to also manage, in addition to the Vodafone Italy business divisions, the Corporate and Staff departments.

From 2009 to 2010 she was called to London to lead the HR business for the “Commercial Capability” project of the Vodafone Group. In 2010 she was appointed Head of Development and Organization of Vodafone Italy. Then she became Human Resources Director of Vodafone Italy and a member of the executive Board. Prior to joining Vodafone, she has held managerial positions in Foster Wheeler Italiana and Alstom Power Italy. She is a member of the Board of Directors of Falck Renewables SpA, Chair of the Human Resources Committee and member of the Control and Risk Committee. Since 2014 she is a member of the Board of Directors of Asstel and the Board of Unindustria. With a degree in Literature from the University of Bologna, in 2005 she obtained the Certificate of Professional Counseling and the Executive Master in Senior HR Management at SDA Bocconi. Since 2010 she is also a member of AssoCounseling.

Pietro Cassani



He is CEO of Marchesini Group SpA. After a degree in Mechanical Engineering from the University of Bologna and a Master in Business Administration from SDA Bocconi, he began his career at Sacmi of Imola. He later became CEO of Ceramiche Atlas Concorde, CEO and General Manager of the System Group of Fiorano Modenese. From 2009 to 2016 he has been General Manager of the Sacmi Group, a multinational company in the fields of Ceramics, Packaging (Beverage and Closures & Containers), Food and Automation machinery.

He is President of ACIMAC, the Italian Association of Ceramic Machinery and Equipment. He is a Board member of BPER Bank and the Center for Research and Innovation Technology (CRIT) in Vignola (MO).



Speakers

Guido Corbetta



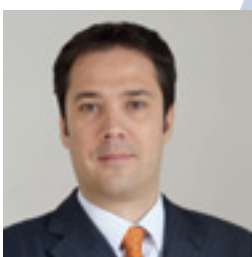
He is a Tenured Professor of Corporate Strategy and holds the Cattedra "AIdAF-EY di Strategia delle Aziende Familiari. In memoria di Alberto Falck" at Bocconi University, where he was also Assistant Dean and Founding Dean of the Bocconi Graduate School. He is founder and Scientific Director of the leading Italian Observatory on family businesses (nearly 10,000 groups) supported by AIdAF, UniCredit, Milan Chamber of Commerce, Italian Stock Exchange, and Angelini Foundation. For nearly thirty years, he has studied family businesses and has published, inter alia, the books "*Le aziende familiari. Strategie per il lungo periodo*", and "*Strategies for Longevity in Family Firms: A European Perspective*". He has published articles in several international journals, including: *Entrepreneurship Theory and Practice*, *Family Business Review*, *Journal of Business Venturing*, *Journal of Corporate Finance*, *Journal of Management Studies*, *Strategic Management Journal*. He is a member of *Editorial Board* of the magazines *Family Business Review* and *Journal of Management Studies*; a *Fellow* of IFERA (International Family Enterprise Research Academy); a *Fellow* of the CRIOS Center (Center for Research, Innovation and Strategy) of Bocconi University. He is Chair of the Board of Directors of Vitale Barberis Canonico, Vice President of Falck Renewables, Board Member of De Agostini, Fimag (Guzzini), Fontana Finanziaria, Frescobaldi, Ponti, Villa d'Este and other mid-size Italian family businesses. He is a founding partner and CEO of Partners SpA, a management consultancy, professional consulting and M&A company. He has collaborated with AIdAF since it was founded.

Francesca di Carrobio



Born in Lausanne in 1961, she lived and was educated in Belgium where she received a degree in Political Science and International Relations. In 1987 she joined Hermès, when it opened its first flagship store in Milan, then became the Press Officer of the Italian branch. In 2000 she became Communications Director at Hermès Italie, followed in 2004 by an appointment as Head of the branch, of which she became CEO. She solidified the historic relationship that, for almost 50 years, linked Hermès to the Italian territory through the creation of a distribution network of eleven direct boutiques and eight authorized retailers. Today, Hermès Italie's direct employees are 110, mostly women. After turnover of the Italian branch tripled, making it the most prominent in Europe after France, in 2010 she was appointed General Manager of the Greece and Turkey of Hermès International branches. She is also a member of the Civita Council, an association active in the promotion of cultural heritage and activities, a member of the Council of the Poldi Pezzoli Museum in Milan, and of Indicam, an institute created by Centromarca for the fight against counterfeiting.

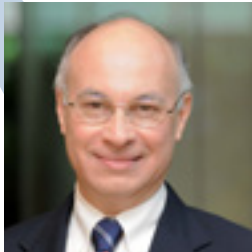
Enrico Falck



Born in Milan in 1975, he earned a Degree in Marketing and Finance at the European Business School in Milan in 2000. He later gained a Master in Small Business at Bocconi University. Until 2003, he has been working in the economic and financial sector with some Italian industrial groups and consultancy companies (Medinvest SpA, Pandolfo Group and McKinsey & Company). Since 2001 he is active in the Falck Group: from 2004 to 2006 he has collaborated within the project finance team on WtE projects; from 2006 to 2009 he has been Project Developer of Biogas projects in Falck Renewables SpA. He is currently the President of Falck SpA and Falck Energy SpA.

Speakers

Farhad Forbes



He is Co-Chairman of Forbes Marshall, which is one of India's leading companies in the fields of steam engineering, energy conservation, utilities management, and industrial process automation and control.

Mr. Forbes received his BS in 1977 and a MS in electrical engineering in 1979 from Stanford University. He received a MS in Management in 1991 from the Sloan Master's Program at the Stanford Graduate School of Business.

He is Vice-Chairman of the Board of Family Business Network International (FBN), Chairman of the Confederation of Indian Industry's (CII) National Task Force on Affirmative Action and chairs the Working Group on Integrity and Transparency in the Healthcare sector.

Mr. Forbes is a member of the Advisory Council, Graduate School of Business at Stanford University, and a member of the Advisory Board of the MSx Program (formerly the Sloan Master's Program) at Stanford Graduate School of Business. He is a recipient of the Sloan Distinguished Alumni Service Award.

Gabriele Galateri di Genola



He is President of Assicurazioni Generali SpA and of the Italian Institute of Technology.

After completing a Master of Business Administration at Columbia University's Business School, he began his professional career in 1971 in Central Management of Banco di Roma; subsequently, from 1974 to 1976, he joined the Saint Gobain Group.

In 1977 he joined FIAT SpA, covering roles of increasing responsibility, until becoming Director of Finance.

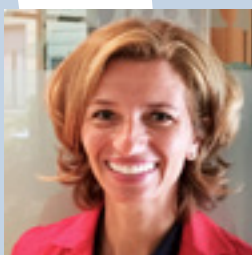
In 1986 he was appointed CEO of Ifil SpA and also became Managing Director and General Manager of IFI, positions he held until 2002, when he was appointed CEO of FIAT SpA.

From April 2003 to June 2007 he has been Chairman of the Board of Directors of Mediobanca SpA and from December 2007 to April 2011 he has been President of Telecom Italy SpA.

He is a non-executive member of the Board of Directors of Moncler SpA, Lavazza SpA, Fondazione Giorgio Cini Onlus, Edenred SA, as well as Board Member of the Fondazione San Carlo. He is also member of the Global Advisory Council of Bank of America Merrill Lynch, of the International Board of Overseers of Columbia Business School, and of the European Advisory Board of Temasek.

In 1999 he was knighted into the order of "Cavaliere del Lavoro", and was awarded by the Legion of Honor.

Giulia Guffanti



She received a degree in Economics and Social Sciences from Bocconi University in Milan, and joined the Research Department of McKinsey & Co, where she oversees Financial Institutions. In 2002 she completed an MBA at INSEAD University at the Singapore Campus. From 2003 to 2007 she worked as a strategic consultant for a consulting firm specializing in the pharmaceutical sector.

Since 2008 she is Finance Director of Dynamo and the Dynamo Group companies.

Speakers

Janine Händel



She joined the Roger Federer Foundation in 2010, seven years after its inception. She describes the Foundation as a small-to-medium sized operation, which is still only at the beginning of its journey. Through her leadership and professional approach, the Foundation has transformed itself from a straightforward donation charity to an ambitious impact oriented and professional operation close to its heart. She served for eight years as a Swiss diplomat with a focus on conflict transformation and human rights and holds a doctor in law. She describes herself as a “naïve optimist”, believing that things can only change for the better, and has devoted her professional life to humanitarian causes across the world. As a Board member of the Swisscross Foundation she combines her experience in conflict transformation with her knowhow in good governance and community development.

Pierluca Impronta



Entrepreneur, Chairman and CEO of the MAG-JLT SpA Group, controlled by his family with a majority stake. He received a degree in Business Economics from Università Federico II of Naples. Since 1990 he has covered roles of responsibility and since 1994 he is the Executive Chairman of the Marine & Aviation Group, one of the oldest insurance brokerage company in Italy. Established in 1978 and accredited a few years later as Correspondent and Coverholder of Lloyd's of London, in 1993 it established the Marine Aviation & General (London) Ltd. (Lloyd's Broker), thus becoming the first Italian company to have direct access to the market of Lloyd's of London through one of its subsidiaries. Since 1994 it also operates as a reinsurance broker. In 2011 he started the MAG-JLT Group, an Italian insurance and reinsurance brokerage company, an effective merging of the Marine & Aviation thirty-year experience with the international operations of JLT-Jardine Lloyd Thompson Group, present in over 135 countries.

Thomas Ingelfinger



Born in Stuttgart in 1960, after studying in Germany, the United States and France, in 1986 he joined Beiersdorf AG, the family business based in Hamburg, which lists among its brands Nivea, Eucerin, Labello, La Prairie and Tesa. During his thirty-one years at Beiersdorf, he has worked three years in France, five in England, and ten in Italy, in Milan. He is currently a member of the Executive Board of Beiersdorf AG and is responsible for Europe. He is also a member of the Boards of Directors of some leading family companies. In 2015, jointly with Professor Peter May, he has written the book “Le aziende Familiari: strategie per il successo”, published by Hoepli.

Valentina Marchesini



She holds a degree in Science Education from the Alma Mater Studiorum in Bologna. She is part of the third generation of Marchesini Group SpA, of which she is Director of Human Resources. From 2011 to 2013 she was Vice President of the Young Entrepreneurs Group of Unindustria Bologna. She chairs the Organizing Committee for the 40th anniversary of the founding of the ANT, which deals with home care of cancer patients. A member of the Board of Fondazione ITS Maker, which aims to train suitable professionals for today's world of mechanics. Since June 2013 she is President of the Friends of the Industrial Heritage Museum of Bologna and since 2015 she is a Board member of UniCredit Northern-Central Area.

Speakers

Marco Mazzucchelli



Managing Partner of the Transaction Advisory Services for the Mediterranean Area of Ernst & Young, a global leader in financial consulting and auditing worldwide, present in more than 150 countries.

He holds a degree in Economics from the Università Cattolica of Milan, an MBA from Bocconi University, and is also Chartered Accountant and Statutory Auditor.

He has over twenty years experience in corporate finance transactions, including acquisitions, mergers and/or restructuring.

Carlo Moser



He is General Manager of Friulia since 2014. His career has concentrated in the private equity sector as a partner of Associated Investors funds, with numerous Italian SMEs in their development path. He previously worked in investment banking at Goldman Sachs, and as a Professor of Economics at the Politecnico of Milan. He holds a degree in Economic Policies from Bocconi University and obtained a doctorate in Public Finance from the University of Pavia.

Mattia Noberasco



Born in Genoa in 1977, he holds a degree in Business Administration from the University of Pavia. In 2006 he received a Master in Business Strategy (MISA) from the SDA Bocconi in Milan.

In 2004–2005 he has worked in the family business, Noberasco SpA, as Assistant to the Supply Chain Director, specifically overseeing the reorganization distribution logistics project. In February 2007 he became an IT and Supply Chain Manager at Noberasco SpA.

From 2007 to 2012 he held the position of CEO of Agri Food Srl, a subsidiary of the Noberasco Group encompassing all Operations activities.

In 2011 he was appointed General Manager of Noberasco SpA, and in 2013 he was elected President of the Young Industrial Union of Savona.

Since May 2016 he is CEO of Noberasco SpA.

Luigi Paro



He holds a degree in Electronic Engineering from the University of Padua, and is CEO of Spencer Stuart and Consultant for Industrial and Energy Practices.

Prior to joining Spencer Stuart, he was CEO of Gewiss and Nice, the leading companies in the field of low-voltage products and home automation.

In Nice, a company listed on the Italian Stock Exchange, he oversaw and coordinated numerous merger and acquisition operations from the negotiation phase, to the integration of newly-acquired companies within the company culture.

He also held important roles within different industrial companies and was General Manager of Sipa - Zoppas Industrial Group and President of the Berchi Group. He was previously Director of Sales & Marketing for a Business Unit of Iveco - Fiat Group, an international leader in the development, production, sales and service of a wide range of commercial vehicles.



Speakers

Bruno Pavesi



He received a degree in Business Economics from Luigi Bocconi University. He is Managing Director and President of MISB - Bocconi Mumbai International School of Business. In addition, he Chairs Ariston Cavi SpA, is a Board Member of Sacchi SpA, Board Member of SIT La Precisa SpA, and a Board Member of Fondazione Accademia Teatro alla Scala. He was previously CEO and General Manager of BTicino SpA, and Global Brand Manager of BTicino, Chairman of Legrand SpA, Chair of Group Zucchini and EDM, CEO and General Manager of the Southern European Cluster of Bull SpA Group, CEO and General Manager of Honeywell Information Systems Italy. He was a member of the Board of Directors of Ansaldo STS, Datamagement, Reno de Medici, Fiscambi Factory, and Cartiera Binda. He held the following corporate positions: President of Fiera Milano Tech, Chairman of Intel, Vice Chairman of ANIE, Chairman of ASSINFORM, Member of the Italian-French Chamber of Commerce, Member of the Board of Assolombarda, Member of the Council of the Industrial Union of Varese, Proboviro of Confindustria.

Edoardo Roncadin



He is the founder of bofrost* Italy and Chairman of its Board of Directors since 1987. Recruited by the founder of bofrost* Josef H. Boquoi, to manage the generational shift, for four years, he was at the helm of the German group present in twelve European countries, which has 1.2 billion in revenues with over 10 thousand employees and about 5 million customers. Chairman and shareholder of the company in Pordenone that bears his surname, Roncadin SpA located at Meduno, he has over 50 years of professional experience in the food industry.

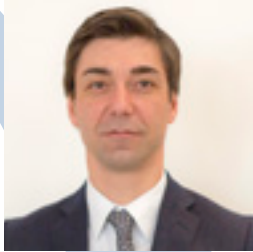
Dario Roncadin



He is a member of the second generation of Roncadin SpA, the company founded by his father Edoardo Roncadin along with his brothers. Born in Germany, he grew up among the aromas of family businesses and has always been passionate about food and wine. After managerial experience gained in the wine sector and an advanced web services company, in 2008 he decided to take up the challenge and assume the role of Managing Director of Roncadin SpA. From eight million in revenue, as a result of the concentration aimed at foreign markets, product innovation and careful use of renewable energy resources, Roncadin steadily increased its turnover until reaching 94 millions in 2016. Currently, 508 people work in the Meduno (PN) headquarters, and produce about 500,000 pizzas a day.

Speakers

Marco Russomando



A Lawyer and Business coach, he has been in charge of Human Resources since 1996, first as a consultant for Italian and foreign companies (ECA International, PWC and Ernst & Young), and since 2006 in the UniCredit group. In the UniCredit group, he has had the opportunity to observe different areas of the HR department including talent acquisition, development, HR management, global mobility and benefit & welfare. He is currently Head of Talent Acquisition and Development.

From 2014 to 2016 he was a member of the Board of Directors of UniCa, the healthcare segment of UniCredit, and continues to work as a Lecturer in pro bono with the Università Cattolica of Milan.

Carlo Salvato

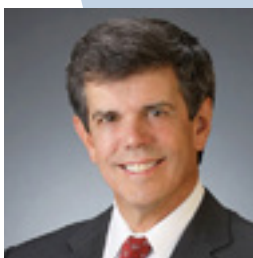


He is a Tenured Professor of Family Business Strategy at the Bocconi University of Milan, where he is Director of the degree program in Business Administration and Management. He received a PhD in entrepreneurship and family business management at Jönköping International Business School, Sweden, and a PhD in Management at Bocconi University.

His research interests and professional focus concentrate on family business strategy, and on the development of strategic and organizational skills.

He is Vice-Chair of the Board of Directors of the Family Firm Institute in Boston, for which he is also in charge of courses aimed at training of consultants and advisors for family businesses. He is also Past-Chair of the Entrepreneurship Division of the Academy of Management and was Associate Editor of the journal Family Business Review.

Fred R. Sasser



Sasser Family Holdings is a 5th generation family-held transportation asset services and management company. Through its various businesses, the company leases railway rollingstock, automobiles and light trucks, and ground support equipment in North America and Australia, as well as provides repair and technology services around the assets. Headquartered outside of Chicago, the company is currently in its 89th year of operation. The company's success is based on the foundation values of the highest level of customer service, integrity, teamwork and continuously seeking ways to add value.

After 36 years as CEO, Fred has recently transitioned up to Executive Chairman. The company remains 100% owned by Sasser family members, all direct descendants or in-laws of the founder, Fred H. Sasser. Fred R. Sasser was born in Chicago, Illinois, and received a BS in Mechanical Engineering from Purdue University in 1972. Starting with subsidiary Chicago Freight Car Leasing in 1973, he served in roles from engineering to sales to fleet management until assuming the position of President in 1981, and Chairman in 1983.



Speakers

Giovanni Soldini



He was born in Milan in 1966 and started sailing sailboats as a child.

He has participated in ocean races for over twenty years, including two world tours alone (a win and second place), six Québec-Saint Malo (a victory in the monohulls), six Ostar (two wins in the 50-foot class and 40-foot class), three Jacques Vabre (a win in the 40-foot class) and more than 40 trans-oceanic sails.

He won the New York-San Francisco record, the Golden Route, traveling 13,225 miles in just 47 days. In January 2014 he won the Cape2Rio speed record, sailing 10 days and 11 hours from Cape Town to Rio de Janeiro. In 2015 he set the Speed Record on the San Francisco – Shanghai route, covering the distance in 21 days and 19 hours. In December 2015 he came in fourth with the monohull Maserati VOR70 in the 71st edition of the Rolex Sydney Hobart Yacht Race, one of the toughest international historical races, sailing the 628 miles that separate Australia from Tasmania in 2 days, 22 hours, 54 minutes, and 33 seconds. Since 2016 Soldini and his Team were aboard Maserati Multi70, a trimaran of 70 feet (21.2 m), very powerful and able to fly and reach a very high speed, with which they won the Rolex Middle Sea Race and came in second in the ninth edition of the RORC Caribbean 600 Race. The last sports result in July 2017: third place in the Transpac Race, a regatta of 2,636 miles from Los Angeles to Honolulu, which lasted four and a half days.

Manuela Soncini



She gained a degree in Business Economics and then in Law, then joined PricewaterhouseCoopers as an Auditor. In 1997 she worked for Deutsche Bank in administration. In September 1999 she joined ING Group as Tax Office Manager. In 2002 she joined ABNAMRO Bank Antonveneta as Manager of Financial Planning for Private Banking clients. She currently works at UniCredit, as Manager of Wealth Advisory, a non-financial consulting facility dedicated to private banking clients and Cordusio SIM. She is a member of the Boards of Directors of Cordusio a trust joint-stock company.

Maurizio Tamagnini



CEO of FSI since April 2016, a sponsor company of a Fund of 2 billion Euros, dedicated to investing in leading mid-large size companies for “Made in Italy” brands with significant growth prospects. Since July 2017 Vice-Chair of the Supervisory Board of STMicroelectronics N.V., a leading provider of semiconductors listed on the Milan, New York and Paris Stock Exchange. From 2011 to 2016 CEO of Fondo Strategico Italiano. From 2013 to 2016 President of the Joint Venture between Fondo Strategico Italiano and Qatar Holding (IQ Made in Italy Investment Company) with capital of 2 billion Euros for investment in Food and Distribution, Fashion & Luxury Goods, Furniture and Design, Leisure, Tourism and Lifestyle. A member of the International Advisory Board of Russian Direct Investment Fund. Has a degree in International Monetary Economics from Bocconi University in Milan. Postgraduate studies at Rensselaer Polytechnic Institute in Troy, New York, USA.



Speakers

Alberto Vacchi



Born in Bologna in 1964. He received a degree in Law and since 1996 he holds the position of CEO of IMA SpA and since 2007 he is also Chair of the Board of Directors.

He is a member of the National and Regional Council of Confindustria.

He is Chair of Confindustria Emilia Central Area; the Association was established on May 3, 2017 and represents over 3,000 enterprises. Alberto Vacchi was elected Chair of Confindustria, Emilia Central Area, for the first two years.

Elena Zambon



She received a degree in Business Administration from Bocconi University. She worked for Citibank N.A. overseeing foreign investors on the Italian market and, subsequently, the WCG-World Cooperation Group. In 1994 she established the Family Office of the Zambon family, which in 2000 became a Multi Family Office, giving rise to Secofind.

Chair of Zambon SpA, a multinational pharmaceutical company, Vice-Chair of chemistry Zach and Board Member of the Zambon Company holding, the holding company of the group.

She is a member of the Board of Directors of UniCredit, Ferrari SpA and IIT-Italian Institute of Technology; already a member of the Board of Directors of Italcementi SpA, of Fondo Strategico Italiano, Akros Finanziaria SpA and Salvagnini SpA.

She is President of AldAF - Italian Association of Family Businesses - and Board Member of FBN - Family Business Network.

Vice-President and member of the Executive Committee of the Aspen Institute Italy and the Campaign Board of Bocconi University. She was knighted by the order of "Cavaliere del Lavoro" and in 2010 she received the "Imprenditore Olivettiano" award and the "Marisa Belisario" award.

In June 2017 Elena Zambon was appointed Vice-President of Assolombarda, responsible for Research and Open Innovation, Life Sciences, EMA and Technopole.

Partner



Banca Patrimoni Sella & C.

Banca Patrimoni Sella & C. is the Bank of the Banca Sella Group, specialized in the management and administration of the assets of private and institutional clients.

The history of Banca Sella Group tells of a bank that has been in the banking business for over one-hundred-thirty years, trying to reconcile innovation and prudence.

Established in 2005, Banca Patrimoni Sella & C. operates in continuity with tradition and developed an innovative offer of investment services that have customer satisfaction as their objective.

The wide range of solutions is designed to provide a personalized response to every need: securities and wealth management in funds selected by the leading international asset managers, investment consulting, mutual funds and insurance products placement services, order sending and receiving service to/from financial markets worldwide.

Banca Patrimoni Sella & C uses the collaboration of its Private Bankers, professionals constantly informed and updated to provide a highly qualified consultancy service.

The Bank has its headquarters in Palazzo Bricherasio, a historical 17th century building in Turin's city center, where on July 1, 1899, an agreement was reached for the incorporation of the Fabbrica Italiana Automobili Torino-FIAT.

Banca Patrimoni Sella & C., currently has 13 Branches located in several regional capitals and 430 Private Bankers.

The assets managed and held are over 11 billion Euros.

Banca Patrimoni Sella & C. contributes to the achievement of the National Conference of Family Businesses AldAF, since 2009.



EY is a global leader in professional auditing and accounting organization, tax and legal, transaction and advisory assistance services. Expertise and quality of services help to build confidence in the financial markets and economies around the world. Professionals are distinguished by their ability to work together to assist stakeholders in achieving their goals. Jointly, they play a key role in building a better work world for people, customers and the communities they serve.

EY is present around the world in more than 150 countries with 247,570 people; in Italy in 16 cities with more than 5,000 people.

The ability of the large and diverse global network and expertise on all aspects of domestic and international taxation, lend uniqueness in Italian tax study. Finally, legal services cover the main areas of corporate law, administration and marketing.

Partner



FRIULIA SpA is the holding company controlled by the Friuli Venezia Giulia Region, with two business areas: private equity and holding company. Its Private Equity Division is focused on the development and growth of companies in the Friuli Venezia Giulia Region, with a unique positioning in the equity market, thanks to minority interventions to support the enterprise and entrepreneur in medium and long-term projects, with exit upon signs of stock continuity and stability (put & call option), and for this reason, it is often actively involved in estate planning processes and, more generally, in improving corporate governance. The portfolio now includes about 60 companies, for an equivalent investment of about Euro 120 Mio, with an investment team consisting of 11 professionals. Since 2006, Friulia is the parent company of strategic regional interest, previously controlled directly by the Region, to which it provides holding services and, more generally, coordination and support.



Capitale per la Crescita in Partnership con gli Imprenditori Italiani

FSI is the management company of the Fund by 2 billion Euros dedicated to support, in their full growth, leading firms of "Made in Italy" brands with prospects for development, transformation and consolidation in international markets, with the logic of patient investor.

The Fund invests in partnership with entrepreneurs, families and manager for the growth in size of target companies, facilitating the succession/inheritance processes and encouraging their listing on the stock exchange. These are mainly minority investments with limited use of leverage.

The investors in the Fund, in addition to the Cassa depositi e prestiti, include primary sovereign wealth funds from the Middle East, Far East and Central Asia, European banks and insurance companies, foundations and asset managers. The Fund ranks among the leading European investment vehicles focused on a single country, with a strong aim to attract international capital.



Partner



For three generations, Marine & Aviation has been one of the oldest insurance brokerage companies in Italy, in the insurance sector. Established in 1978 and accredited as a Correspondent and Coverholder of Lloyd's of London, in 1993 it established the Marine Aviation & General (London) Ltd., becoming the first Italian company to have direct access to the Lloyd's of London market. Marine & Aviation also operates as a reinsurance broker. In 2012 the Italian JLT businesses were acquired (sixth Insurance Broker in the world with offices in 135 countries). With this operation it has become an Italian brokerage group with a prominent international network servicing Italian firms around the world. Since 2012 a process of acquiring other brokerage firms was started, the most important of which, was the acquisition of 100% of UBI Broker of Bergamo. The Group consists of about 250 people and brokers premiums of about 250 million Euros with nine branches in Italy and one in London, to ensure a direct and preferential access to international markets.



Founded in 1980, SIDI is a privately held company that is on the market with 4 locations nationwide: Milan, Padua, Imola and Rome.

It works alongside businesses to support them in their process of innovation, so that they can compete in the reference market. It helps companies achieve their goals with SAP solutions that follow the latest market trends such as: Industry 4.0, Digital Marketing and IoT, in order to simplify organizational complexity.

Innovation supports SAP Management systems of the latest generation, such as S/4HANA.

It relies on the talents of 200 SAP Consultants to bring innovation with the latest SAP Solutions for medium-large businesses that operate in a diverse and ever-changing market.

It operates in over 300 companies and 15 industries, in Italy and abroad, carrying out projects that use the latest generation IT solutions "on premise", and cloud platforms "on demand".

Partner

SpencerStuart

Spencer Stuart is a private company founded in 1956, which aims to enhance the leadership and optimize governance systems of its customers. Organizations worldwide request its collaboration for senior leadership decisions with lasting impact. Specialized in search and selection of Top Executives, Board Members and Leadership Assessment projects.

Supports customers, whether they are multinationals, startups, or non-profit institutions, in defining the management organization by identifying the best expertise available on the market.

Spencer Stuart is currently on the market today with 56 offices in 30 countries.



UniCredit is a successful and simple pan-European Group, with a linear and a fully integrated Corporate & Investment Banking business model offering its over 25 million customers a single network in Western Europe, Central and Eastern Europe. UniCredit offers local expertise and an international network able to globally assist and support its broad customers base, providing unprecedented access to the leading banks in its 14 strategic markets and in other 18 Countries around the world. The network includes Austria, Germany, Italy, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Romania, Russia, Serbia, Slovakia, Slovenia, Hungary and Turkey.

Italy is a strategic market for UniCredit. In Italy, UniCredit has a turnover of over 160 billion Euros dealing with approximately 7.5 million clients consisting of both households and companies.



Optional activities



Saturday, October 7

from 3:30 pm to 6:00 pm

WALKING TOUR DI TRIESTE

Discover the most important sites in Trieste with a professional tourist guide. Visit the famous Piazza Unità, San Giusto hill, the Cathedral, San Giusto castle (outside view), the Roman theatre of Trieste, Canal Grande. After the city tour enjoy a small taste of coffee at a historical caffè in Trieste, Caffè San Marco.

Cost per person: € 15,00

For reservations contact:

Rodolfo Lironi | rodolfo.lironi@musement.com | Tel. 0245386900

Subject to availability of seats



Optional activities



Sunday, October 8

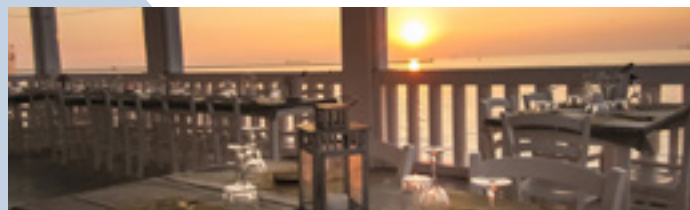
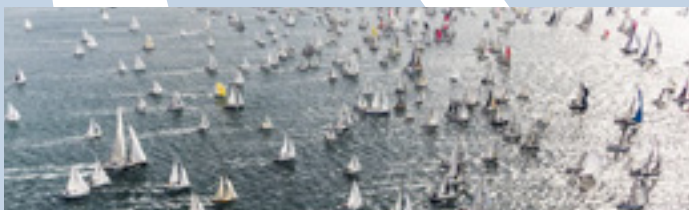
From 9:00 am to the end of the regatta

BARCOLANA 2017 | VIP PASS

You will experience the regatta as a true protagonist directly from the motor vessel with live coverage. Benefits include reserved parking and an exclusive opportunity to participate in press conferences with professional sailors.

Cost per person: € 169,00 | *Reserved parking spot, Barcolana VIP access, Reserved seat in the motor vessel with live coverage of the regatta, Happy hour with appetizers.*

For reservations contact: Segreteria AidAF
Subject to availability of seats



Sunday, October 8

From 10:00 am to the end of the regatta
TERRAZZA AUSONIA

BARCOLANA 2017 | LUNCH ON THE TERRACE

Seize the chance to experience the Barcolana from a prestigious seaside terrace, run by the Terrazza Ausonia restaurant. Enjoy a delicious breakfast followed by a buffet lunch on the terrace, and watch the Barcolana on the veranda's big screen.

Cost per person: € 64,00 | *Breakfast and lunch*

For reservations contact: Segreteria AidAF
Subject to availability of seats



Thanks to



Molteni & C



Salvatore Ferragamo

Partners of the event



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Capitale per la Crescita in Partnership con gli Imprenditori Italiani

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