



Families Summit of Minds

CHARLEVOIX, CANADA
15-17 NOVEMBER 2019

Hosted by:



**Business Families
Foundation**



PRECISE & CONCISE ANALYSIS OF WHAT'S OUT THERE



THE FAMILY BUSINESS NETWORK



THE SUMMIT OF MINDS EXPLAINED

Why come to the **Families Summit of Minds**?

Gathering principals of enterprising families to reflect on the past, make the most of the present and look to the future is and always has been part of the **Business Families Foundation's** DNA. In line with this tradition, the Monthly Barometer and Business Families Foundation have joined forces to host the inaugural Families Summit of Minds. The summit, conceived around a carefully crafted program, offers its participants a unique opportunity to reflect on the major issues shaping today's complex world and sometimes to challenge their assumptions about them.

You come to Charlevoix to reflect on:

- (1) What's going on?
- (2) What to do?
- (3) How to do it?

Staged in the awe-inspiring mountains of Charlevoix, the three-day **Families Summit of Minds** held in an atmosphere of trust and mindfulness while engaging guests through revitalizing activities set in exceptional natural surroundings to reinvigorate mind, body and spirit. The summit crosses age and gender lines. It explores intergenerational issues and seeks paths for next-gens to Dream-Dare-Do, combining insights and investible ideas for blue-sky thinking with like-minded guests. Prominent thinkers or practitioners frame the conversation, but everybody is a speaker. We count on each participant to add their own personal ingredient and to stir the pot: The Families Summit of Minds is an ideas fair, and many of these ideas have an investible spin.

Friendliness and informality define the Families Summit of Minds. This top-level gathering combines hard thinking and learning with mindfulness and discovery. The program includes experiential activities both inside and out, with a strong emphasis on wellbeing and the importance of re-connecting with nature.

Remember this: our expectation is that you will leave the Families Summit of Minds with (1) a new friend, (2) a new idea and (3) a new project.

Time	Friday 15 November	Location
10.00-12.00	Registration	
12.00-13.00	Light Snack	
13.00-14.00	<p>Mind Mining</p> <p>Gather round and brainstorm. What are your concerns? What are the solutions? Get ready as our Summit facilitators spark conversations on critical themes of family ownership, disruptive technologies, geopolitics, poverty and wealth, leadership, the environment and more. This is an opportunity to harness collective intelligence, create a human-centered future, and find ways to positively impact families, businesses and communities. We set the tone as we explore implications of the Fourth Industrial Revolution, where family enterprise fits in, and how to make sense of it all. Our conversations will frame all 10 Summit sessions.</p> <p><i>With:</i></p> <ul style="list-style-type: none"> • Thierry Malleret, Co-Founder, Monthly Barometer, France • Olivier de Richoufftz, President, Business Families Foundation, Canada 	Salle Multi
14.00-14.30	<p>Plenary Tête à Tête – Movement</p> <p>We're born movers. We can't think if we don't move. One neurophysiologist says: "What we call thinking is the evolutionary internalization of movement." It is not only how we move but our motivation for why we move that matters. Discover the physical, cognitive and restorative power of movement, and what it can do for our capacity to make better decisions.</p> <p><i>Introduced by:</i></p> <ul style="list-style-type: none"> • Thierry Malleret, Co-Founder, Monthly Barometer, France <p><i>With:</i></p> <ul style="list-style-type: none"> • Dr. Dean Kriellaars, Faculty of Health Sciences, University of Manitoba, Canada 	Salle Multi
14.30-15.45	<p>Interacting in Parallel</p> <p>Mens Sana in Corpore Sano</p> <p>The evidence that a healthy mind cannot co-exist with an unhealthy body is incontrovertible. Wellbeing is a personal and societal imperative. In G7 economies, the annual cost of stress to employers is estimated at tens of billions of dollars. Studies have found that businesses receive up to a 200% return on every \$1 invested in staff wellbeing. Are healthier corporate captains better decisions-makers? Can that lead to a better world? In measuring the value of wellness, or risk of its absence, we must ask:</p> <ol style="list-style-type: none"> (1) Do we need to move to think? (2) How does wellbeing contribute to better decision-making and higher productivity? (3) How do we distinguish good wellbeing practices from fads? <p><i>Facilitated by:</i></p> <ul style="list-style-type: none"> • Mary-Anne Malleret, Co-Author of <i>10 Good Reasons to Go for a Walk</i>, France <p><i>With:</i></p> <ul style="list-style-type: none"> • Dr. Dean Kriellaars, Faculty of Health Sciences, University of Manitoba, Canada • Jason Frohlich, Founder, Mentorium and Ironman, Canada • Hubert Mansion, Co-Founder, Université dans la Nature, Belgium • Charles Onu, Founder, Ubenwa, Nigeria 	Salle Multi



Time	Friday 15 November	Location
	<p>Does Purpose Matter?</p> <p>Increasing concerns about our societies and the environment have given rise to ethically responsible companies that put the notion of “purposeful business” at the core of their activities.</p> <p>“There is only one valid definition of business purpose: to create a customer,” the late Peter Drucker famously said. Other luminaries believe many companies do not know their purpose. Some insist identifying purpose is critical in the search to address the unthinkable: failure. Arguably, purpose is not about profit. Purpose is about how to create business benefits. Join the panel to find out the following:</p> <p>(1) Is there a trade-off between purpose and profit? (2) Will all companies have to become purposeful?</p> <p><i>Facilitated by:</i></p> <ul style="list-style-type: none">• Mark Auger, Executive VP of Investments, Groupe Savoie, Canada <p><i>With:</i></p> <ul style="list-style-type: none">• Antoine Mayaud, Association Familiale Mulliez, France• Jodie McLean, CEO, Edens, USA• Ido Aharoni, Ambassador, New York University, USA• Olivier Laquinte, Talsom founder, B. Corp, Canada	Salle Fillion-Labbé
15.45-16.15	Stretch and Tea	Le Foyer
16.15-17.30	<p>Interacting in Parallel</p> <p>Build an Intrapreneurial Mindset</p> <p>It is often said that intrapreneurs are the “secret weapon” of family businesses. It seems a no-brainer that families must embrace intrapreneurial initiatives if they are to thrive and survive. This is the future of enterprising families with the intent to sustain their businesses past three generations. They must move away from a hyper-focus on core business planning and discover new revenue streams by leveraging existing assets and supporting next gens in intrapreneurial initiatives. We ask:</p> <p>(1) How best to support intrapreneurial initiatives within a family context? (2) What is the role of mentoring? (3) What are the implications of intrapreneurial initiatives on families?</p> <p><i>Facilitated by:</i></p> <ul style="list-style-type: none">• Ken Tencer, CEO, SpyderWorks Inc., Canada <p><i>With:</i></p> <ul style="list-style-type: none">• Tony Bury, Founder and Chairman, Mowgli Foundation, UK• Dan Marom, Innovative Finance and Impact Expert, Israel• Georges Saad, Founder, Spektrum, Canada• Antoine Mayaud, Association Familiale Mulliez, France• Nathalie Marcoux, VP Finance, Capinabel Inc., Canada	Salle Multi

Time	Friday 15 November	Location
	<p>Wealth Capture vs Wealth Preservation</p> <p>With the rise of radical inequalities – of wealth, income and opportunities – a growing number of the privileged are questioning the social arrangements underpinning their wealth and the morality of their advantages. Is it better to preserve wealth or create wealth? Does it matter?</p> <p>Those who derive capital from investments versus those who run businesses for profit underscore the age-old economic comparison theory of rentier class versus entrepreneurial class. For family enterprises, these may be moot points, particularly in light of the fact that they derive a significant share of their wealth from active management of their businesses – and propel the global economy in doing so.</p> <p>(1) What differentiates the windfall class from the entrepreneurial one? (2) How can wealth be better deployed for economic and societal gains? (3) Is questioning of the “meaning” of wealth a mirage or a movement?</p> <p><i>Facilitated by:</i></p> <ul style="list-style-type: none"> • Robert S. Nason, PhD, Entrepreneurship and Society, Concordia University, Canada <p><i>With:</i></p> <ul style="list-style-type: none"> • Robert Frances, Founder, Peak Group, Canada • Patricia Saputo, CFO Family Office, Placement Italcan Inc., Canada • Patricia Annino, Accredited Estate Planner (AEP), Partner, Rimoni’s Trust and Estates Group, USA 	Salle Fillion-Labbé
17.30-19.00	<p>Take a Break</p> <p>After a dynamic day, it is time to relax, reflect and rejuvenate. Take the time to unwind and recharge at the spa. Be sure to take advantage of the innovative StimaFit electrical muscle stimulation technology and get a taste of cutting-edge wellness technology used by elite athletes.</p>	Spa Nordique Le Germain
19.00-20.00	<p>Cocktails and Concert</p> <p>Enjoy the heavenly sounds of the quartet over cocktails in La Chapelle des Petites Franciscaines de Marie (Little Franciscans of Mary). Built in 1904.</p>	La chapelle des Petites Franciscaines de Marie
20.00-21.30	<p>Ice-Breaking Dinner in Cirque du Soleil Country</p> <p>Welcome to Charlevoix, the 1984 birthplace of Cirque du Soleil. Our own acrobats set the tone ahead of a mindful journey. We come from all walks of life, yet we’re united by a special chemistry of mutual trust. Let’s get to know one another better – over a delicious dinner! There’s much to discuss. A Summit leader will direct the conversation with two questions:</p> <p>(1) What’s the one thing about you that you’d like us to know? (2) What important questions are you asking yourself?</p>	Salle Multi
21.30	<p>Nightcap</p> <p>Conversation over a nightcap.</p>	Le Square



Time	Saturday 16 November	Location
08.00-13.30	Outdoor & Experiential Activities Parc national des Grands-Jardins, a majestic UNESCO-protected site, is an exceptional natural setting where imposing peaks blend into lakes, rivers and rolling plateaus of taiga – the world’s largest biome of pines, spruces and larches. Immerse yourself in landscapes shaped by meteorites, glaciers and fire.	Parc national des Grands Jardins
	Walkshops in Parallel Walkshops are a favored technique of the Monthly Barometer. Working outside while walking makes us more creative and hones our thinking and decision-making capabilities. <i>*Will include a light lunch</i>	
	Round Peg Walkshop Contemplation is our guide as we gain clarity, challenge our thinking, and ask: Where to invest? Human capital or infrastructure? What are the trends? What works for families? Vulnerability is a form of strength, as is luck, because both open us to undiscovered possibilities. No idea is too crazy. No dialogue too controversial. <i>Led by:</i> • Ali Borhani , Managing Director, 3Sixty Strategic Advisors Ltd., UK	Le Gros-Pin Trail
	Climbing to the Top Today’s next gens are reshaping family enterprises not as followers, but as extremely capable leaders NxG on a fast track thinking on how to make a difference. <i>Led by:</i> • Jason Frohlich , Founder, Mentorium and Ironman, Canada	Le Mont-du-Lac-des-Cygnés trail
	The Smart Power of Nature Walkshop Nature is a “smart pill” capable of making us stronger, happier and healthier. Come and experience the rose-tinted effect of walking amidst nature. Everything looks a little more positive. There is more connectedness. <i>Led by:</i> • Hubert Mansion , Co-Founder, Université dans la Nature, Belgium • Emilia Tamko , Co-Founder, Université dans la Nature, France	La Chouenne trail

Time	Saturday 16 November	Location
13.30-14.15	<p>Plenary Tête à Tête – The Rise of the Rest Steve Case created “The Rise of the Rest” to demonstrate that you can find compelling investment opportunities outside of the traditional tech hubs, and that in so doing you can contribute to alleviating seemingly intractable problems such as poverty.</p> <p><i>Introduced by:</i></p> <ul style="list-style-type: none"> • Philippe Bourguignon, Partner Revolution, Former CEO, Euro Disney, World Economic Forum, USA <p><i>With:</i></p> <ul style="list-style-type: none"> • Steve Case, Founder, AOL, Chairman and CEO, Revolution, USA 	Salle Multi
14.15-15.30	<p>Interacting in Parallel</p> <p>Astonishing Impact in Unlikely Places Are investors looking in the wrong places? A new wave of innovation and technological change will come from forgotten communities – the overlooked areas of our world. Tomorrow’s start-ups need not only cluster in the Silicon Valleys. By forming partnerships at grassroots levels, in established industries, they will emerge in the hidden hinterlands. Those who change how they perceive themselves and play to their strengths, will benefit.</p> <p>(1) Where do unlikely opportunities lie and how best can they be uncovered? (2) Can investing in less “trendy” places positively impact the way people live and work? (3) How can we spot fresh opportunities in long-established industries?</p> <p><i>Facilitated by:</i></p> <ul style="list-style-type: none"> • Thierry Malleret, Co-Founder, Monthly Barometer, France <p><i>With:</i></p> <ul style="list-style-type: none"> • Steve Case, Founder, AOL, Chairman and CEO, Revolution, USA • Martin Lafrance, Founder, UEats, Canada • LP Maurice, Co-Founder, Busbud, Canada • Charles Onu, Founder, Ubenwa, Nigeria <p>The Role of Culture The importance of culture in how we do business is paramount. Values and beliefs often intrude in the day to-day workings of family enterprises. Why do many mergers and acquisitions fail? A clash of cultures is often the cause. Imagine the purchase of a used car. You test drive it and have a mechanic look over the engine. Despite your due diligence, the reality only becomes truly evident months after your purchase. You can rigorously scrutinize an existing business based on visible financial numbers, assumptions of a fit, and expert advice. The reality? That becomes evident after the deal. That reality is culture. We ask:</p> <p>(1) Are families sufficiently attuned to the relevance of culture? (2) Is the younger generation better prepared to deal with culture clashes? (3) Can we predict a “culture fit” or “culture war” ahead of new business ventures?</p> <p><i>Facilitated by:</i></p> <ul style="list-style-type: none"> • Helen Antoniou, Author of <i>The Story of Eric Molson</i>, the biography of her father-in-law and past chairman of the Molson Coors Brewing Company, Canada <p><i>With:</i></p> <ul style="list-style-type: none"> • François de Visscher, Board Member, Beckaert Belgium, USA • Jim Burton, Founder, PPI, Chair, FEX and Burton Foundation, Canada • Luis Felipe Cisneros-Martinez, HEC, Tec de Monterrey, Mexico 	Salle Multi
15.30-16.00	<p>Stretch and Tea</p>	Salle Fillion-Labbé
		Le Foyer

Time	Saturday 16 November	Location
16.00-17.15	<p>Interacting in Parallel</p> <p>A Question of Time The acceleration of change has created a culture of immediacy so pervasive that some pundits call this new phenomenon the “dictatorship of urgency”. Large family firms are not immune: their life expectancy has decreased from 75 to 15 years in just one generation. Enterprising families must weigh the virtues of long-termism against the threats of short-termism. The past generation alone delivered an onslaught of disruptive innovation that turned sectors upside down, and shunted aside established market-leading firms, products and alliances. At the current rate, in 25 years more than 75% of the S&P 500 will be replaced by new firms. We ask:</p> <p>(1) How can we reclaim time? (2) Is there still time for “patient” capital? (3) How can families reconcile long-term plans and short-term demands?</p> <p><i>Facilitated by:</i></p> <ul style="list-style-type: none"> • Olivier de Richoufftz, President, Business Families Foundation, Canada <p><i>With:</i></p> <ul style="list-style-type: none"> • Andrew Molson, 7th-Generation Board Member, Molson Coors Brewing Company, Canada • Margaret-Jean Mannix, 5th-Generation Chair, Loram 99 Corp., Canada • Sach Chandaria, 4th-Generation, Chandaria Group of Companies, Kenya • Mark Auger, Executive VP of Investments, Groupe Savoie, Canada 	Salle Multi
	<p>Women and Leadership</p> <p>President Obama once famously said: “Not to generalize, but women seem to have a better capacity than men, partly because of their socialisation”. It has been posited that women are more likely to prioritize the needs of others over their own. Others say women act more ethically than men. In the context of family enterprise, women are sometimes referred to as chief emotional officers, invisible giants or the glue that binds family and business. Husbands are counselled to not underestimate the power of their spouses. We ask:</p> <p>(1) Do women have the place they deserve in family businesses? (2) How does the performance of family business correlate with women inclusion?</p> <p><i>Facilitated by:</i></p> <ul style="list-style-type: none"> • Michelle Osry, Family Enterprise Consulting Practice Leader, Deloitte, Canada <p><i>With:</i></p> <ul style="list-style-type: none"> • Rachel Kiddell-Monroe, Founder and Executive Director, SeeChange Initiative, Board of Directors, Médecins sans Frontières, Canada • Nan-b de Gaspé-Beaubien, Co-Chair, Fondation de Gaspé Beaubien, Canada • Marie Pier Germain, Regional Director, Germain Hôtels, Canada • Françoise Gagnon, CEO, ADGA Group Consulting inc., Canada 	
17.15-19.15	<p>Take a Break</p> <p>Set yourself up for a bit of downtime. Reset and enjoy a gentle walk by the St. Lawrence River or the rivière du Gouffre. Why not take advantage of the spa to relax. Be sure to take advantage of the innovative StimaFit electrical muscle stimulation technology and get a taste of cutting-edge wellness technology used by elite athletes.</p>	



Time	Saturday 16 November	Location
19.15-21.30	<p>Themed Dinners</p> <p>Multilateral Trade Agreements...or Discord? The Canada-EU Comprehensive Economic and Trade Agreement (CETA) will have a positive impact on both sides of the Atlantic, including lower tariffs and rising investments. Yet trade tensions between China and the US, Canada's largest trading partner, are sapping business confidence on both sides of the border. And NAFTA's replacement, the frequently-stalled USMCA, has yet to be ratified. In an era of shifting trade agreements, can trust be restored?</p> <p><i>Discussion facilitated by:</i></p> <ul style="list-style-type: none">• Ali Borhani, Managing Director, 3Sixty Strategic Advisors Ltd., UK <p>Where to Invest What are the current investing trends, where are investors likely to turn their attention to? what do they privilege, infrastructures, human capital? Let's discuss.</p> <p><i>Discussion facilitated by:</i></p> <ul style="list-style-type: none">• Nikolaus Hottenroth, Director, Montreal International, Canada <p>World Café Conversations aim to find lucid answers to common issues – from succession to design thinking and more. As Café ideas emerge, we possess enough creativity to meet challenges and find answers that exist. Yet crucially we are wiser together than alone.</p> <p><i>Discussion facilitated by:</i></p> <ul style="list-style-type: none">• Olivier Laquinte, Founder, Talsom, B. Corp, Canada <p>What is a Learning Family? Early results from Family Forward, a forthcoming BFF tool to assess family firm strengths and weakness, suggest that receptiveness to family learning could stand some improvement. We canvas breakfast table opinion in a bid to understand where and why family firms need help.</p> <p><i>With:</i></p> <ul style="list-style-type: none">• Susan St Amand, Board Member, Family Enterprise Xchange, Canada	<p>Le Bercail</p> <p>Les Labours</p> <p>Le Foyer</p> <p>1/2 Salle Multi</p>
21.30	<p>Nightcap Under the Stars Don't go to bed yet. Gather with your peers and enjoy a drink!</p>	<p>Le Square</p>



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Time	Sunday 17 November	Location
11.15-12.30	Concluding Plenary Conscious Capitalism More and more business leaders and investors think that they ignore the common good at their peril and that the days of the incumbent form of capitalism are numbered. They make up a growing chorus calling for more inclusive, equitable and sustainable forms of capitalism. Is capitalism as we know it terminally ill? What form will the re-socialization and re-moralization of business take? Can we achieve a more sustainable form of capitalism? We recap our themes of geopolitics, technology, poverty and wealth, leadership, the environment, and put emphasis on how enterprising families might best navigate tomorrow's world. <i>With:</i> • Thierry Malleret , Co-Founder, Monthly Barometer, France	Salle Multi
12.30	Departing Buffet	Le Foyer

We look forward to welcoming you to Charlevoix in November 2019!