

Deloitte.
Private



Family Enterprise Consulting
Helping family businesses sustain
resilience across generations



What is Family Enterprise Consulting?

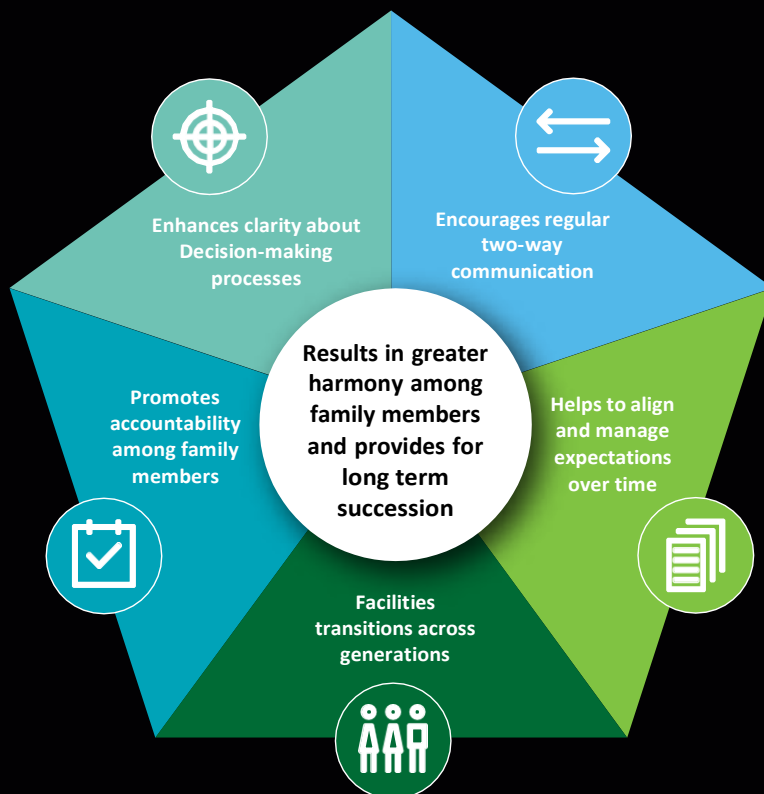
Family Enterprise Consulting is a highly customized service offered by Deloitte Private to business and wealth-owning families that integrates well designed family governance rules and structures into the unique culture, dynamics and objectives of the family enterprise.

Family governance becomes extremely important as both the family and the business grow more complex. Governance helps families organize themselves, clarify decision-making processes to manage expectations, nurture the relationships among family members and guide the relationship between the family and the business.

How can family governance benefit the family and the business?

Family dynamics often pose a risk to family's cohesiveness as well as to its wealth. Governance aims to reduce the impact of family disagreements and opaque decision-making which can be extremely **detrimental to family harmony, growth of the family business and long-term financial security for future family members.**

The benefits of effective family governance include:



For family governance to be effective and beneficial, it must be highly customized to reflect the particular culture, dynamics and objectives of the family.

When does a family need Family Enterprise Consulting?

Family Enterprise Consulting is needed if all members of your family are not able to articulate similar answers to the following questions, since achieving alignment of these issues is fundamental to the long term sustainability of a family business.

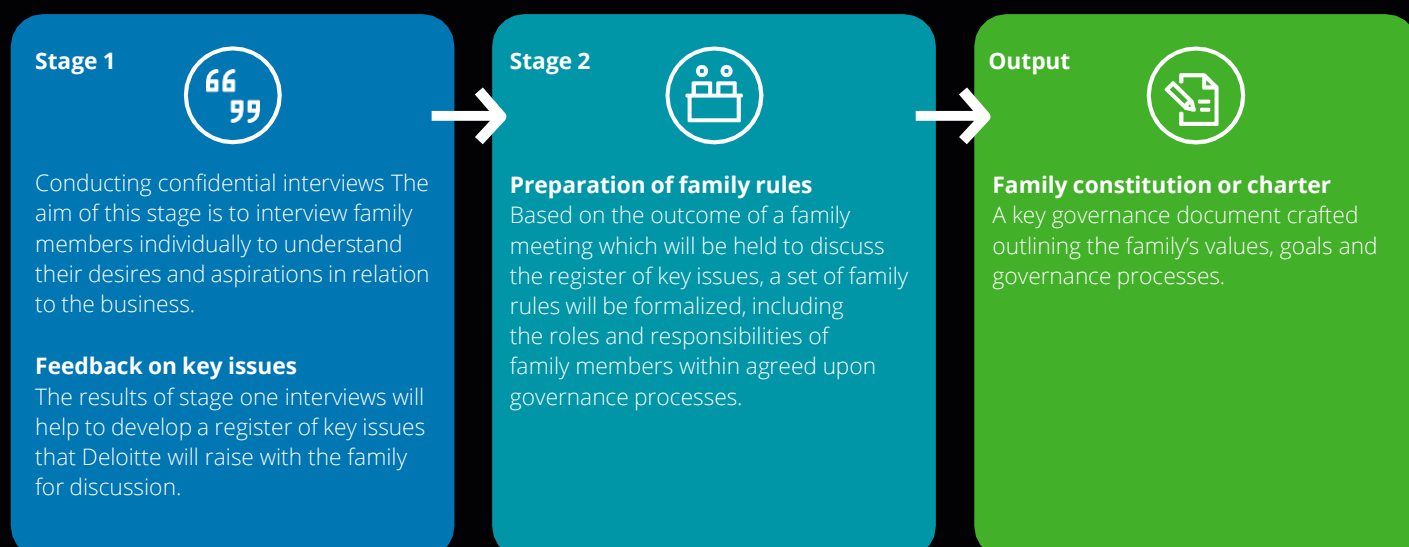
Vision and Values <ul style="list-style-type: none"> • What is the enterprise for? What is the family's vision for the future, for family members and for the enterprise • What are the family's core values? 	Philanthropy <ul style="list-style-type: none"> • What role should the enterprise have in the community? • What role should the family have in the community? 	Family members in the enterprise <ul style="list-style-type: none"> • Do family members want to work for the enterprise? • How will family members' roles be determined? • At what point should family members retire?
Communication <ul style="list-style-type: none"> • How can we ensure ongoing communications with a (growing) family? • How do we ensure that everyone is aligned and well-informed? 	Ownership <ul style="list-style-type: none"> • Do the owners regard themselves as owners of an asset that they seek to maximize, or as stewards of the shared for the next generation? • Who will have shares in the enterprise? • What should the dividend policy be? 	Process <ul style="list-style-type: none"> • How will we develop and agree policies and procedures for the family and with the business? • Is there a transition process in place? • How do we make decisions? • How do we handle conflicts?
Education <ul style="list-style-type: none"> • How will we educate the next generation about the enterprise and its ownership? • Who will take part and at what age? 		

How can Deloitte Private help

Our well-experienced Family Enterprise Consulting specialists will start the process of building governance by **understanding the family and its current situation through confidential interviews**. This will enable us to better identify the family's values, aspirations, opportunities and risks with the aim of developing an effective family constitution.

The family constitution, or set of family rules, is essentially a statement of general principles, outlining the vision of the business, its core values and the family's commitment to them.

As independent advisors, we can help the family to anticipate and address issues ahead of time and secure buy-in across the generations to mitigate family disagreements.



Deloitte Private Family Enterprise Consulting team

Our Deloitte Private Family Enterprise Consulting team works together with families that own and run businesses to help solve complex family business issues and support the growing needs of the business and the family.

Contact us to find out more about our Family Enterprise Consulting Services.



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