

THE HINTERLAND OF GERMAN FAMILY OFFICES WE USED TO KNOW



European Private Wealth Excellence Forum 2023



SHP



Only one-third of families have documented succession plans which have been communicated and agreed to by family members

Percentage of families with prepared, approved succession plans:

- 35% for leadership of the family office
- 34% for the leadership of the family
- 35% for the non-family professional management

46% of the next generation for Family Offices are not qualified, non-existent, or too young to plan for future roles

A dialogue in the enterprising family between **Patriarch** and NextGen

This is the optimal moment to make a deal...

... it has to be now

Why?

Because I feel it in my bones

Oh, wow, no arguing with that, hm...

... at the end of the day that's all I got

... you know that's bullshit

*... this is the **best moment to sell.***

*If I do not the best deal at any given point **what's the point of anything?***

Wir sind eine Familie und denken in Generationen

Viesmann hat sich in vier Generationen vom Heizungshersteller zum Lösungsanbieter für den kompletten Lebensraum gewandelt. Als Familienunternehmen mit 14.500 Mitgliedern sind wir damit für die Herausforderungen der Zukunft gerüstet.

... MAN MUSS SCHON ÖFTER REFLEKTIEREN I.S.V. SIND WIR EIGENTLICH NOCH AUF DEM RICHTIGEN WEG ZU GLAUBEN DASS MAN EINE STRATEGIE JETZT FÜR 5 JAHRE MACHT UND DAS DANN AUCH FÜR 5 JAHRE SO BLEIBT ODER DASS MAN SICH NICHT PERMANENT ANPASSEN MUSS – DIE ZEIT IST VORBEI.

SIE MÜSSEN SICH QUARTÄRLICH UND HALBJÄHRLICH GENAU ANKUCKEN, SIND WIR EIGENTLICH AUF DEM RICHTIGEN WEG

DAS IST SCHON EINE ETWAS DYNAMISCHERE ZEIT...



Markus Kurfuerst · 1.

Director Treasury, Insurance & Family Office
Metropolregion München · Kontaktinfo

Webasto Group

VWA Stuttgart

SHIP

Holger Engelmann
CEO Webasto

HOW TO FRAME THE IMPACT-CONVERSATION

SUSTAINABLE
VALUE-
CREATION

COMPETITIVE
ADVANTAGE

BUSINESS
MODEL

IMPACT

OWNERSHIP
ADVANTAGE

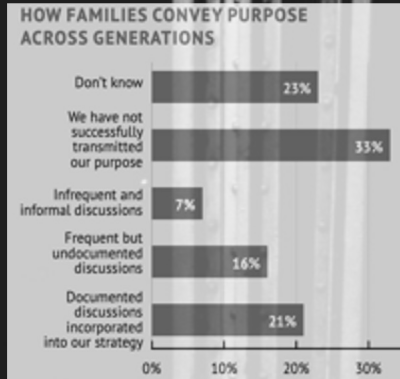
REGENERATIVE
CAPABILITIES

PURPOSE (MISSION, VISION, VALUES)

WHAT'S FEEDING WEALTH CREATION FOR US TODAY AND IN THE NEXT GENERATION?



IS OUR NEXT GENERATION DRIVEN BY A SHARED PURPOSE?



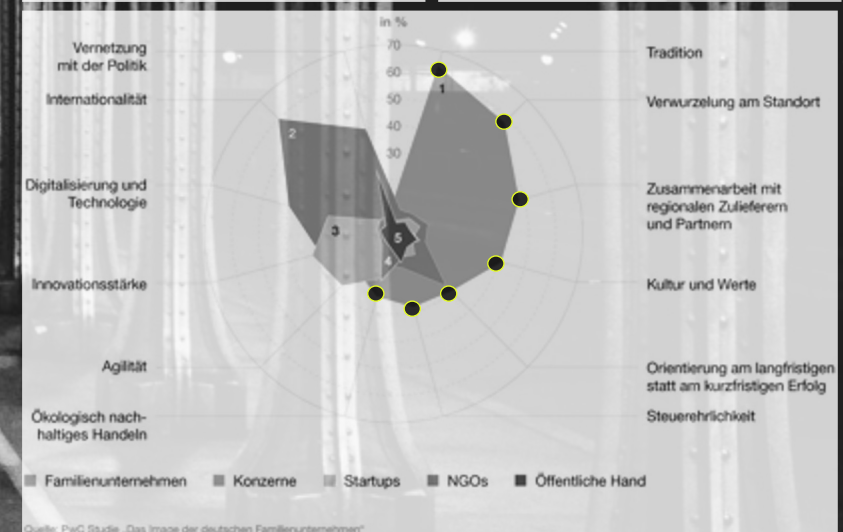
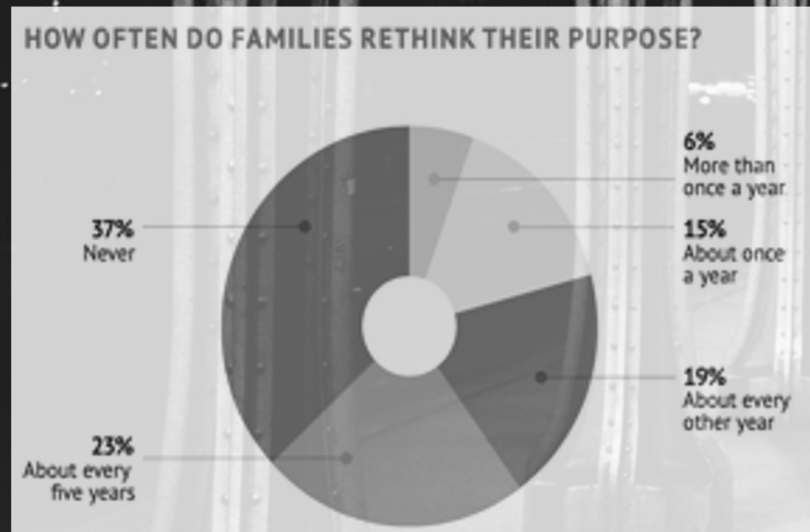
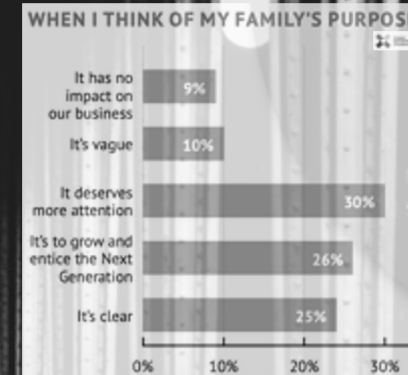
The regenerative power of family businesses:

Transgenerational entrepreneurship

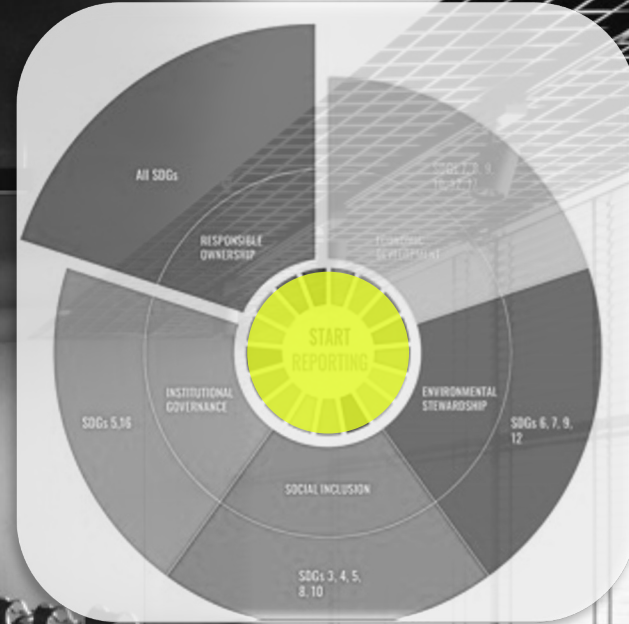
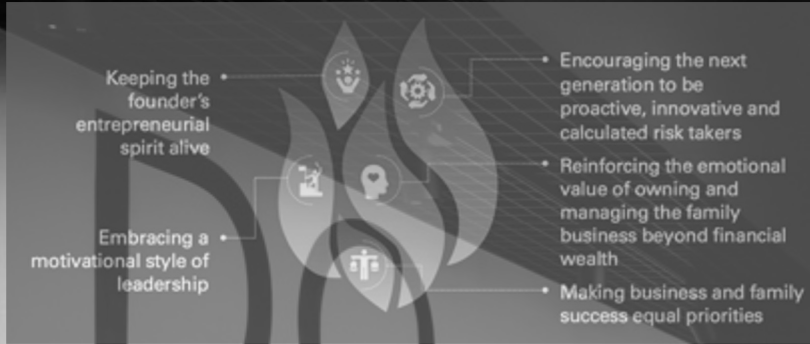
Global family business report

Country benchmarking data — Germany

March 2022



WHAT'S OUR SHARED UNDERSTANDING OF REGENERATIVE IMPACT?



Family Business Sustainability Pledge

IMPACT REMAINS MORE THAN CASH BUT WITHOUT CASH THERE'S NO IMPACT

The regenerative power of family businesses:

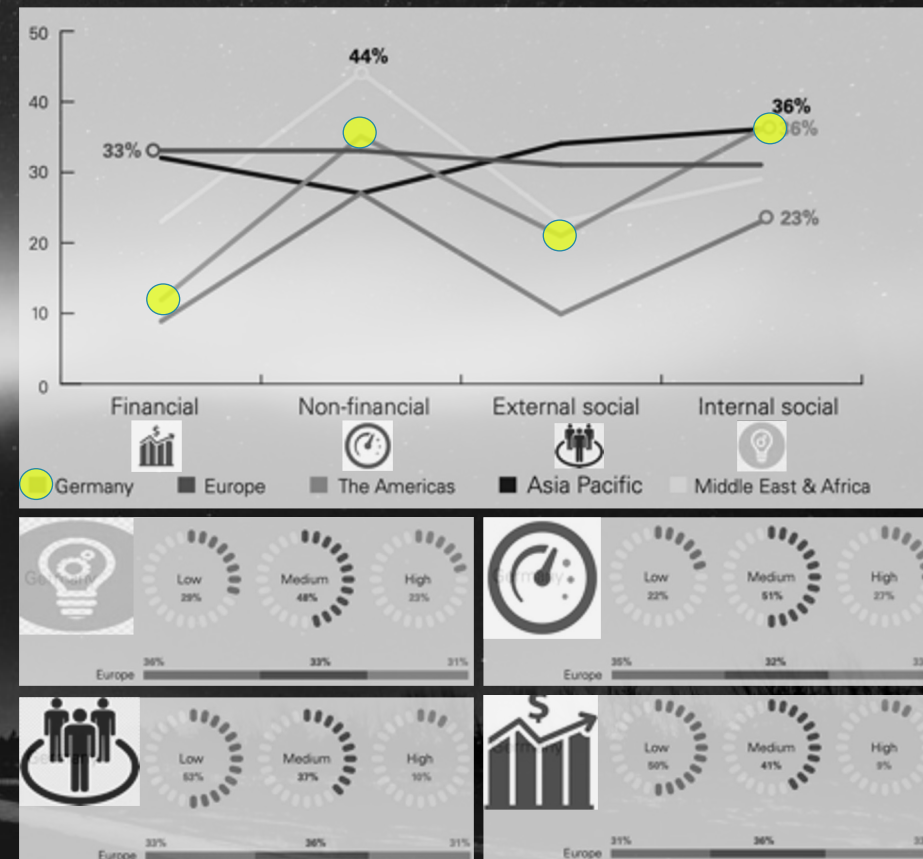
Transgenerational entrepreneurship

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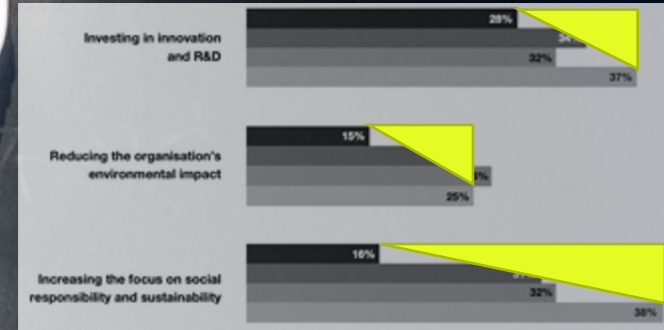
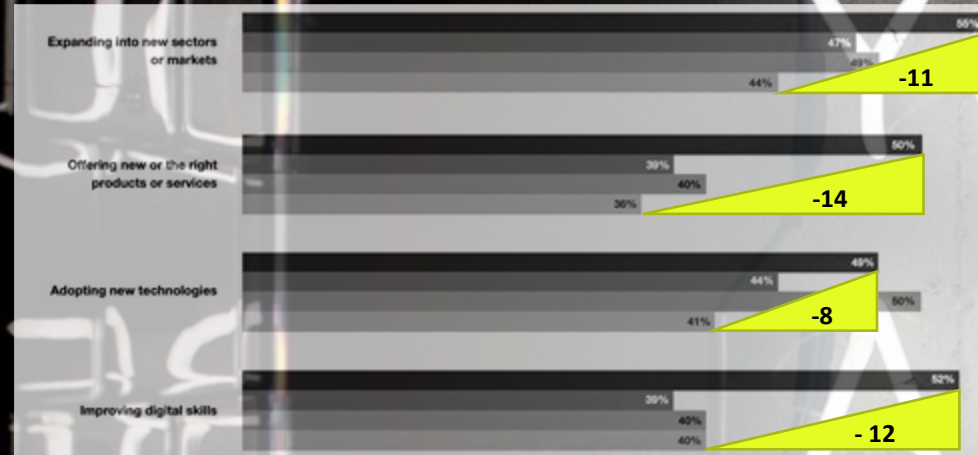
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IMPACT



BRIDGING THE IMPACT-GAP BETWEEN THE GENERATION IS HARD TO DO



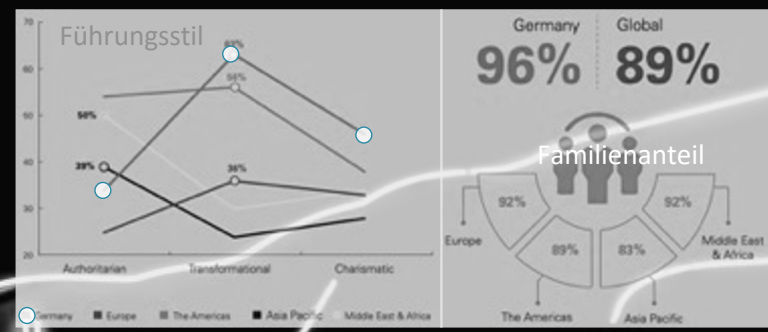
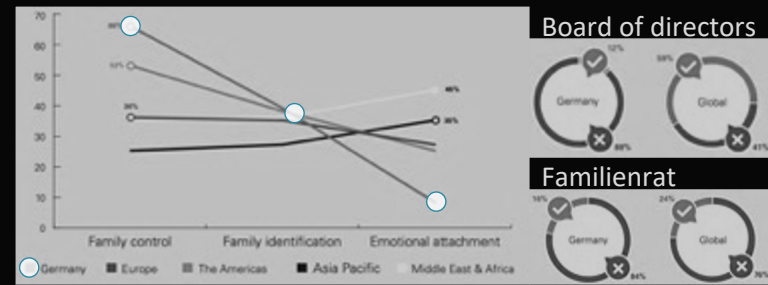
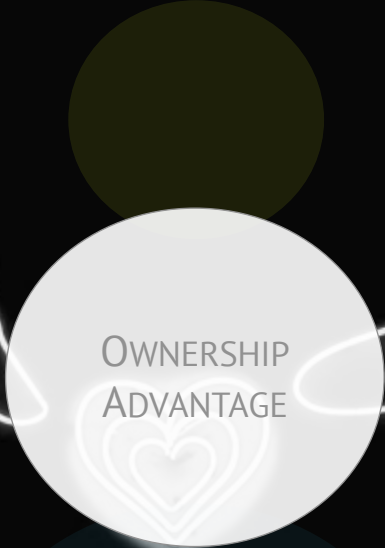
YOU ARE HERE

IMPACT

72% of NextGens expect to be personally involved in increasing the business' focus on investments for sustainability impact in the future.

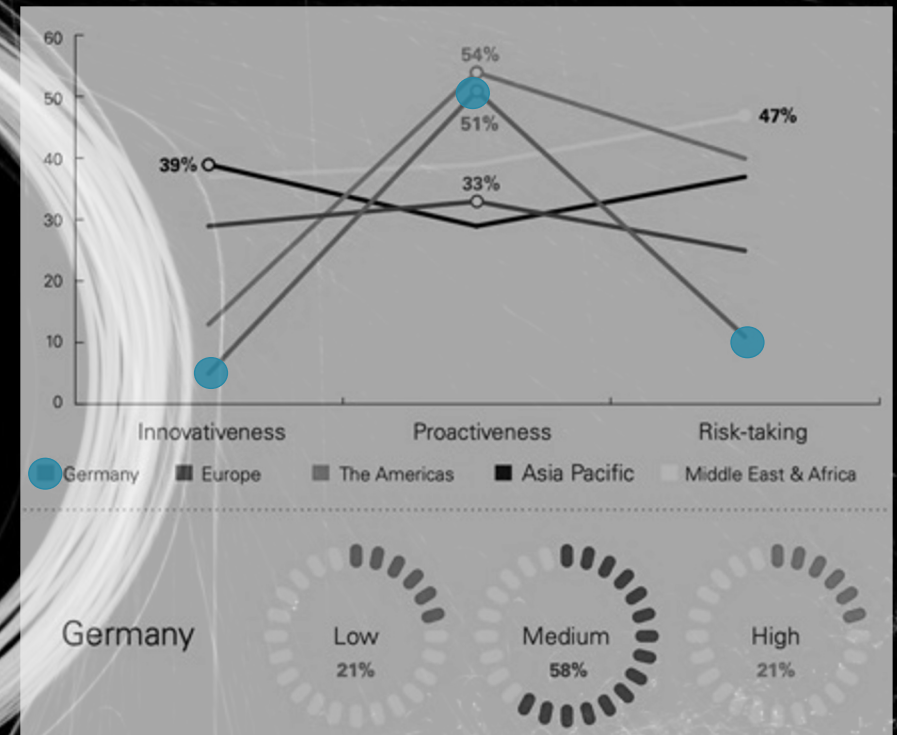
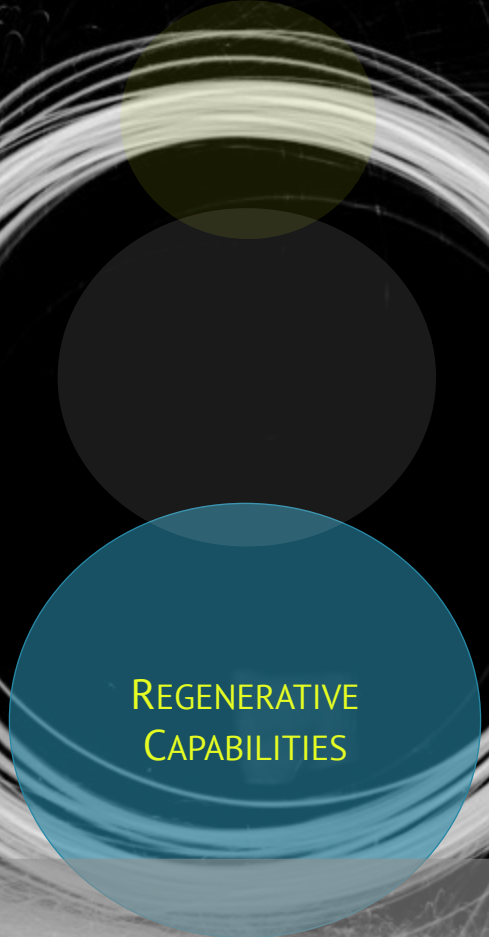
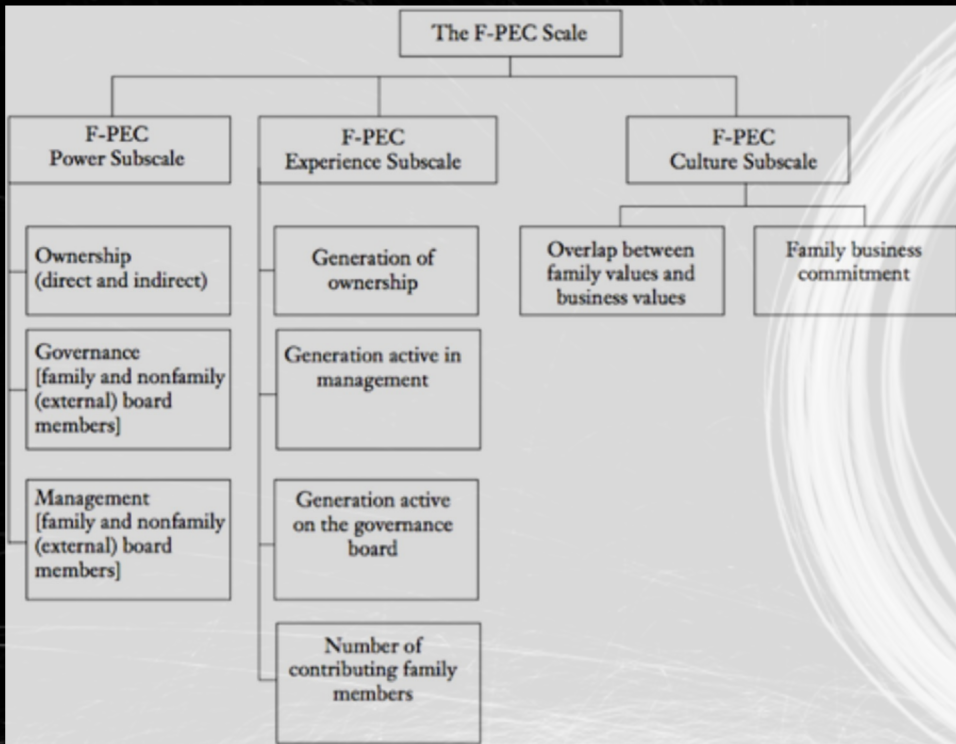
28% are doing it now.

HOW TO RECALIBRATE OUR OWNERSHIP-ADVANTAGE?



Property right	Definition of property right	Associated ownership competence
Right to use	Right to freely determine the usage of an owned resource	Matching competence: What to own <ul style="list-style-type: none"> Definition of a valued purpose Foresight and creativity about valuable resource (re)configurations Attitude toward risk bearing The skill to foresee valuable resource combinations toward achieving a purpose.
Right to appropriate	Right to appropriate the benefits from the deployed resource	Governance competence: How to own <ul style="list-style-type: none"> Manager selection Rent-sharing regime: Incentive and stock ownership plans, pay out policy Monitoring regime: Budget and reporting policy The skill to set the appropriate incentives for maximized value creation.
Right to transfer	Right to delegate the other two rights	Timing competence: When to own <ul style="list-style-type: none"> Market timing: Acquiring undervalued and selling overvalued resources Staging of investments: Risk reduction and generation of strategic flexibility Succession planning: Assessing whether one is still the best owner The skill to time investments into resources for maximized value creation.

WHICH PRACTICES ADVANCE OUR CORE-COMPETENCIES?



EFB+ ECOSYSTEM

People, Leadership

J. Bausch

Führungskräfte & Berater
NextGen-PeerGroup



S. Greiffenberger

Owning Principal

Dr. Rickert
CEO



J. Huber

Family Equity, Corp. Valuation
The family business people



Prof. Dr. Schmidt

Corp. Finance, PE, LBO, IPO
Hidden Champions



Finance & Assets

S. Grahn

Private Markets, PE
Hidden Champion



R. Fischner
Partner



Dr. Otte
Partner



T. Klinkner
Stiftungslösungen, CH

process & structure

G. Feichtinger

Digital Twin Family Wealth
NextGen-PeerGroup



Dr. Stützel

IoT, Mechatronik, Prozesse
Hidden Champions



T. Wiechmann

Co2-Bilanzierungs-Plattform
Start-up



H. Wick

6-Sigma, Kanban



$$E\text{FB}^+ = F \times R^2$$

F : Familyness

Dr. Schiede
Partner

R : regenerative Business R : resilient Wealth

Prof. Hülsbeck
Partner



SHIP

Schiede, Hülsbeck Partnerschaft
Unternehmerberater

strategisch klug entscheiden

Zusammenhalt steigern

Vermögen sichern

market & customer

B. Schneider

Brand, go2market

