

## My sphere of competence

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It is a deliberate and well-considered decision on my part to work as an individual; solitarily. This approach enables the highest level of comprehensive confidentiality on my part. In addition to my permanent mandates - with clearly defined all-inclusive rates - I am also available for short-term commitments and clearly defined project work. Within the framework of big projects I gladly cooperate with specialists who work for my client (lawyers, financial experts, tax experts, communication professionals etc.) or with experts from my personal network in an interdisciplinary fashion.

## A Strong Conviction About the Concept of Family Enterprise

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*In the course of my professional practice I developed a strong focal point concerning the consultancy and service of family owned enterprises and individual entrepreneurial personalities. The concept of family enterprise and family controlled enterprise holds a considerable fascination for me.*

Family enterprises represent the oldest and most common form of entrepreneurial organisations. They constitute the economical backbone of most countries – in terms of employment, the creation of value as well as economic growth.

As the fourth generation takes over family controlled enterprises are usually stronger and more successful than scattered properties. Unfortunately though 95 percent of family enterprises cannot effectually cope with the transformation from the third to the fourth generation - in spite of the fact that the reasons for such drawbacks are commonly known and therefore avoidable.

The family represents both: the highest values and the biggest challenge. The most common risks are ambiguities concerning the hierarchy of values, obscure role definitions, a lack of awareness for the constant act of balancing between business realities and the emotional components of family life – or the failure to involve family members who are not directly concerned with the enterprise. Such mistakes can put a heavy strain on family ties, on the alteration of generations but also on the relationship between the family and its enterprise respectively its company.

## Support for Entrepreneurial Families

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My services for entrepreneurial families are based on a multiplicity of experience with relatively young and with very ancient family enterprises, with middle sized ventures and globally organized large-scale enterprises. I can also hark back to my huge personal benchmark database concerning family enterprises.

### My Portfolio

- Analyses of the actual state and the target state of a family enterprise – with the involvement of family members and other stakeholders (the management of the company, the executive board, the advisory committee etc.)
- Development work, examination and support during the course of the implementation of a systematic and sustainable family governance, which is based on the ground of solid realities.
  - Fundamentals, values, identity, strategy of the family.
  - Definition of roles inside the family as well as role profiles inside the enterprise or the roles of other involved parties.
  - Structures, committees and panels, processes of information, the formation of opinion and decision-making.
- In the framework of a long-term assignment I can take an active role inside a government model for individual clients, acting as an independent chairman or secretary of a family council for instance.
- Support and backing of families or family members with the formulation – respectively the alignment – of shareholder connections or pool contracts. In this field I often team up with other experts (lawyers, tax experts etc.)
- Development, organisation and backup with the procedures concerning family events (seminars, informative meetings, confinements etc.).
- Development of concepts or programs for the build-up and furtherance of the successors of the family enterprise (succession planning, individual coaching, seminars for the young generation, development of individual support programs under the guidance of specialized coaches).
- Development and supervision of philanthropic projects supporting the cultivation of identity and/or image (foundations, cultural, social or environmental projects for instance).
- Support and intermediation during conflict situations between family members, generations, family clans – or between family members and the management of their enterprise.

## My services for corporations

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Some key aspects of my present work emerged in the course of my professional life.

### My Portfolio

- Representation of an informed outside view inside the framework of a family enterprise (for the executive board, the advisory committee etc.)
- Preparation and support in matters of *public relations* – especially during situations of instability or crisis when *crisis management* is needed.
- Development and support for all activities affiliated with *public affairs*.
- Development and implementation of *sustainability programs*.
- Development and support of *stakeholder programs*.

## Supporting individual entrepreneurial personalities

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Neutral and individual consultation are of essential importance for formidable executives holding high and prominent positions, especially in a period of high expectations and growing pressure. During the course of my professional career I had the privilege to work for several outstanding executive personalities.

### My Portfolio

- Independent and *neutral dialogue partner without any personal agenda*.
- Independent *assessment of situations* (frog-perspective).
- Independent *sounding board* before serious decisions have to be made.
- Support with your *personal preparations for important meetings*, events and occasions (coaching).
- Support on the field of *public relations* (preparation, ghost-writing, media work).
- Support with the development of *succession plans* and *participation models* for management and employees.
- The execution of *special tasks* and functions.