



FBN[®]
 **INDIA**

Quarterly Newsletter

APR-JUN 2025

Strengthening Family Business Excellence



Welcome to the latest edition of the **CII-FBN India Chapter Quarterly Newsletter** – your exclusive window into the evolving world of family businesses. As we continue to foster a vibrant community of family business leaders, this edition brings you insights, expert perspectives and upcoming engagements of the chapter that we hope will help shape sustainable legacies.

In this edition:

1. Chairman's Message
2. CII Director General's Message
3. Focus on Chapter Communities
4. Article by Prof. Paolo Morosetti, Senior Lecturer, SDA Bocconi University
5. Article By Bob Kohli, Sr. Advisor & Head of Middle East, Lansberg Gersick Advisors (LGA), Dubai, UAE
6. Annual Activity Planner 2025



Dear Members and Friends,

We are glad to resume publication of the FBN India Chapter Newsletter as part of our commitment to build a close-knit, learning-driven, and intergenerational community of family business leaders.

India's family businesses have long been pillars of our economy and society. Their contribution extends beyond profits and job creation and they carry with them a tradition of values, purpose and resilience that span across generations. Yet, even as we draw strength from our legacy, the future demands new ways of thinking and leading to build sustainable family owned businesses that successfully transition from generation to generation.

Good family governance is a necessary precondition for successful generational transition and we have much knowledge available at FBN today for families to learn, not only from academics and advisors but also from other families. We only need to make the time to invest in family business education, just as we do for the other aspects of management in our family businesses.

Business owning families also need to appreciate the concept of 'Ownership' and how it applies to a family owned business. If the shares of a multi generational family business are held with the intention of passing them on to future generations, we hold those shares as trustees or stewards for our future generations, and each generation should hope that they pass on the business to its next generation in better shape than in which they inherited it.

The theme of our Annual Convention last year - "Ownership to Stewardship" - well captured the concept. Stewardship demands something deeper. It challenges us to think long-term, to lead with purpose, and to act as custodians of not just our wealth, but our values, our people, and our environment. As stewards, we are called to ask not just "What do I want to build?" but also "What do I want to leave behind?" We shall continue with the theme of Stewardship for the Convention this year, adding elements to complement those that were discussed previously.

Through this newsletter we aim to create a reflective and inspiring space. It will allow members to share insights from their business, offer lessons learned, and raise important questions that affect us all. Whether it's navigating complex generational dynamics, implementing sustainable practices, or entering new markets while retaining a family led culture, these are conversations that deserve attention and we are glad to provide a platform for them.

At FBN we place strong emphasis on the education and exposure of the whole family - whether as owner-managers, owner-shareholders, or as members of a business owning family who may not be actively involved in the business. Our activities are designed to engage families across generations and roles, and these experiences are most powerful when shared.

Participation in FBN activities planned at the CII-FBN local chapter and the FBN International global level brings richness and diversity to our conversations, enables learning, and helps build a future where family businesses not only thrive, but where they provide a role model of business in society demonstrating leadership with courage, compassion, and clarity of purpose.

Thank you for being an integral part of this vibrant community. Together, let us shape the future of family business - rooted in values, inspired by innovation, and sustained through stewardship.

Warm regards,

Farhad Forbes

Chairman, CII-FBN India Chapter



Dear Members,

It gives me immense pleasure to share with you the inaugural edition of the newly revived **CII-FBN India Chapter Newsletter**. This newsletter is a testament to our commitment to building stronger and more meaningful connections among family businesses across the country. Family enterprises are not just business entities, they are custodians of legacy, stewards of long-term vision, and vital contributors to India's socio-economic fabric.

Family-owned businesses account for nearly 79% of India's private sector and play a pivotal role in national development, contributing significantly to GDP, generating employment, and creating long-term wealth. With their deep-rooted values, multigenerational leadership, and regional reach, they have played a significant role in shaping India's industrial and entrepreneurial journey. Supporting and empowering this unique segment is critical for inclusive and sustainable economic growth.

Over the past two decades, the CII-FBN India Chapter has emerged as a dedicated platform to engage with family enterprises, both large and emerging. The Chapter has facilitated open conversations on succession planning, governance, innovation, and the emotional dynamics of family enterprises.

The Annual Family Business Convention, a flagship event has consistently brought together leading voices from India and abroad, offering insights into global trends, cross-generational dialogue, and strategies for preserving legacy while embracing change. Additionally, closed-door conversations among business families have enabled peer learning and mutual support. Mentorship programmes and initiatives specifically for Next Generation leaders, are recognized for their unique role in steering family businesses into the future while honouring the values of previous generations.

This revitalised CII-FBN India Chapter Newsletter marks a new phase in our journey to capture and amplify the voices of our members, celebrate their successes, share best practices, and bring attention to the challenges and opportunities that define the family business experience in India. It is envisioned as a living document that evolves with the community it serves.

At CII, we remain steadfast in our support to the family business ecosystem through dedicated trainings, thought leadership, and regional engagement. We are confident that the CII-FBN India Chapter will continue to thrive as a trusted platform for knowledge-sharing, collaboration, and long-term relationship-building.

Warm regards,

Chandrajit Banerjee

Director General

Confederation of Indian Industry (CII)

Community Focus



Entrepreneurship fuels the spirit of every family business — sparked by bold ideas and the courage to break new ground. The Entrepreneurs Community, led by **Mr. Arjun Chowgule**, Executive Director at Chowgule Group and **Mr. Kanishka Arumugam**, Co-CEO at EKKI Pumps - Deccan Pumps Private Limited, is on a mission to keep that entrepreneurial fire burning brightly across generations!

The community empowers young family business entrepreneurs to connect, collaborate, and create on a global scale. Whether you are launching a startup, driving innovation within your family business, investing in ventures, or looking to reignite the entrepreneurial spirit at home — this is your community.

Step into a vibrant network of changemakers! Participate in dynamic events, share your journey, learn from others, and be part of a powerful movement driving innovation, growth, and transformation in family enterprises.

Join the whatsapp community for all the latest updates:

<https://chat.whatsapp.com/GXXHgCYtFQtLtCQpi14Hml>



As family enterprises grow, transform, or diversify, they often shift into families in business — bringing fresh opportunities and challenges across both family and business fronts. The Family Office Community, led by **Mr. Gopal Srinivasan**, Chairman & MD of TVS Capital Funds Limited, is dedicated to helping families manage this evolution while preserving their entrepreneurial spirit and strengthening collective wealth.

The community supports families with insights into succession planning, next generation education, fostering cohesion, family governance, entrepreneurial growth, philanthropy, wealth management, asset diversification, impact investing, and integrating non-family talent into family offices.

Connect with peers navigating similar transitions. Share experiences, gain specialized insights, and collaborate to secure and grow your family's legacy across generations.

Join the community on whatsapp for all the latest updates:

<https://chat.whatsapp.com/KRvxcoa2RpoLSxf6PbcGJZ>

Community Focus



The Impact Community, led by **Ms. Riah Forbes**, Digital Initiatives & Strategic Investments at Forbes Marshall and **Ms. Mitali Zahaan Irani**, Director at K. K. Nag Private Limited, is committed to helping family businesses create positive, lasting change. By embedding sustainability, embracing impact investing, and advancing purposeful philanthropy, the community empowers families to build legacies that benefit both business and society.

Furthermore, the community aims to guide businesses in aligning their growth strategies with global sustainability goals through dedicated platforms and roadmaps. Our programs open pathways for impact investing, blending financial returns with social and environmental progress. The community also helps families scale philanthropic efforts strategically, creating greater community impact, while amplifying their stories globally to inspire broader action.

Connect with like-minded family businesses committed to building a better future.

Lead the way in making business a force for good. Join now on whatsapp

<https://chat.whatsapp.com/D8vOI0CxBTyIFzkgstOmO5>



The Now Gen Community is a dynamic platform for emerging leaders in family businesses, providing a space to learn, collaborate, and lead while honoring the legacy of their enterprises. These next-generation leaders are often accountable but not fully in power yet, striving to be servant leaders and role models within their families and businesses. This initiative helps them navigate the unique challenges of family-run ventures while embracing innovation and leadership excellence.

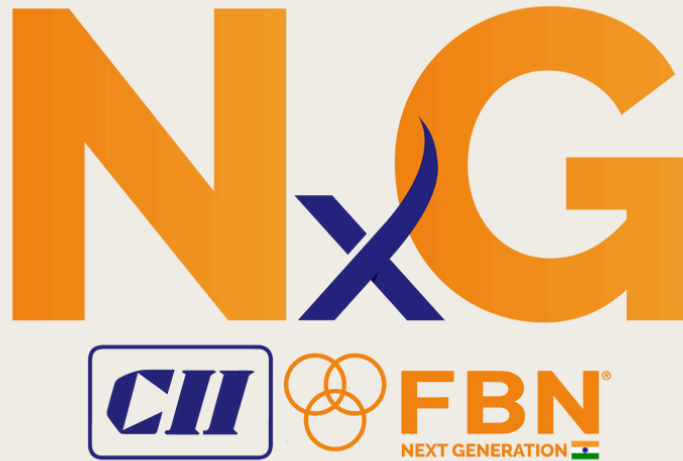
Led by **Mr. Ravi Shroff**, Managing Director at Excel Industries Ltd., the community brings together forward-thinking business leaders from diverse industries, creating a powerful network of innovators.

Joining the Now Gen Community provides access to exclusive resources, expert insights, and networking opportunities. It offers leadership development, succession planning strategies, and tailored events to help next-gen family business leaders shape their enterprise's future.

Whether you're an aspiring successor or a current leader looking to enhance your entrepreneurial skills, join the community at

<https://chat.whatsapp.com/JCUyzoaShjW4LbagMjroqO>

Community Focus



The Next Generation (NxG) Community, led by **Ms. Trisha Mandal**, Associate Director at Fox Mandal Global, is committed to empowering future leaders of family businesses.

Focused on building a connected, inclusive, and vibrant network, the community offers a trusted space for learning, sharing, and growth. With values like responsibility, accessibility, and fun at its core, NxG nurtures next-gen members through regionally inclusive engagement, exclusive leadership opportunities, and peer learning. Recent highlights include the **NxG Community Connect Call: Setting Intentions – The Year Ahead** on 23 April and participation in the **NxG International Summit**, held from 8–11 May in Istanbul. The aim is to create sustainable businesses and happier families by supporting NxGs in overcoming challenges and preparing for future leadership roles.

Click the link below to connect with a like-minded community:

https://chat.whatsapp.com/FtaZdib8ks2DElCkZY8qPY&sa=D&source=editors&ust=1744202806535281&usg=AOvVaw0GXSi2eWEWJD_RuLG4uZf9



Prof. Paolo Morosetti
Senior Lecturer, SDA Bocconi University

Legacy in Family Business: A Strategic Resource Across Generations

A fascinating concept in the family business field—widely adopted in business jargon—legacy is, first and foremost, a resource. It can help explain the enduring success or, conversely, the gradual decline of an organisation across generations. Recognising and understanding the nuanced distinctions among the various dimensions of legacy is essential not only for evaluating whether a legacy serves as a catalyst or constraint, but also for exploring its deep connection to continuity planning.

What Does Your Legacy Consist Of?

Legacy in family businesses unfolds across four interrelated dimensions: the founder's legacy, the family legacy, the business legacy, and the entrepreneurial legacy.

The founder's legacy encompasses the knowledge, insights, and values shaped through the founder's personal and professional journey. These are not limited to business acumen; they often include broader life lessons—on leadership, human relationships, resilience, and navigating complex socio-economic environments. In multigenerational firms, this legacy is frequently enriched by contributions from key figures in subsequent generations. These individuals, sometimes referred to as re-founders, reinterpret and expand upon the founder's original vision, maintaining continuity with the family's core values while ensuring alignment with a changing context in which the family enterprise must evolve.

The family legacy offers a complementary lens. It comprises the values, behaviours, traditions, routines, rituals, and symbolic artefacts that the family collectively recognises as its own. This dimension of legacy defines the family's shared identity and fosters emotional cohesion. It is a form of social capital—binding generations together, encouraging collaboration over rivalry, and contributing to the family's overall well-being.

A third, distinctive expression of legacy is found within the business organisation. The family business legacy includes the purpose, principles, values, and rules that guide the firm's ambitions and behaviours. It is expressed through the company's mission, vision, and culture. Over time, as the firm grows and adopts a more stakeholder-oriented approach, this legacy may partially diverge from that of the founder or the family. While the family's influence remains part of the business ethos, the legacy is often reframed over time to meet the demands of a broader organisational environment. Lastly, the entrepreneurial legacy carries particular significance in family enterprises. It reflects the drive, initiative, and innovative mindset that have enabled the family to build and renew its enterprise over time. This legacy is often passed down through storytelling—accounts of past ventures, including both their successes and failures. These narratives serve to inspire the next generation, reinforcing a culture of resilience and opportunity-seeking. The entrepreneurial legacy, in this sense, is not merely historical; it is aspirational. It encourages each generation to act as stewards of the family's entrepreneurial spirit, adapting and renewing it in response to emerging challenges and opportunities.

Why Transmit the Legacy? Why Receive It?

Legacy only exists when there is a transmission and a reception. It requires both a willing transmitter and a receptive successor.

Some see legacy as a way to preserve identity and strengthen family cohesion. Others view it as a moral responsibility—an expression of gratitude toward predecessors and commitment to successors. For many, it reflects emotional attachment, serving as a compass for navigating identity and generational transition.

Beyond this, legacy has a generative function. It is not just a memory of the past—it is a platform for future-oriented action. This requires what we can call innovation through tradition: honouring the past while enabling evolution. The senior generation must define and communicate the legacy while remaining open to the dreams and contributions of the next generation. In turn, the next generation must receive it thoughtfully, adapt it, and act as responsible stewards.

How to Transmit Legacy?

In early years, legacy is transmitted through primary socialisation—by role modelling, parent-child dialogue, and shared experiences (e.g., company visits, travel, or family events with other business-owning families).

As children mature, structured learning becomes essential. This includes documenting family and business history, clarifying economic and non-economic values, aligning personal and shared goals, and introducing ownership and governance principles. Exposure to the company's culture and non-financial performance should also begin at this stage.

When next-generation members reach adulthood, they should be gradually integrated into family and business governance—areas where legacy is applied in decision-making. This transition demands clear governance structures and leadership processes to avoid intergenerational tensions and foster collaboration. Succession should be dialogical, not unidirectional. Spouses and long-term partners must also be included. Their role in shaping the next generation's mindset is significant. Excluding them in the name of “keeping the business in the family” often creates distance and undermines shared purpose.

Ultimately, a successful legacy transition depends on forward-looking leadership: individuals capable of respecting tradition while embracing change. They must discern which aspects of legacy to preserve—sometimes symbolically—and which to let go, ensuring the family remains cohesive and the business future-ready.

Good Legacy or Bad Legacy?

Legacy should be evaluated not only by its intent but by its impact over time. A good legacy provides a strong identity, attracts the next generation and other key stakeholders, supports longevity, and fuels innovation. It enables the family and the business to evolve without losing their core essence. A bad legacy is marked by rigidity: excessive reverence for the past, resistance to change, obsolete rituals, and outdated governance structures. It creates obstacles to adaptation and limits entrepreneurial energy.

In closing

Every business family has a duty to reflect periodically on its legacy. Is it supporting continuity, relevance, and future growth? Or is it holding the family and the business back? Legacy, when managed intentionally, is not a relic of the past. It is a living resource—capable of regenerating itself and shaping the future.



Bob Kohli
Sr. Advisor & Head of Middle East
Lansberg Gersick Advisors (LGA)
Dubai, UAE

Values Driven Governance in Families of Wealth

“Indian families are all about Values!”

During the CII-FBN Annual Convention in Hyderabad in December 2024, I had the privilege to present a session on the *7 Drivers of Family Enterprise Continuity*, an overview of seven fundamental pillars of a successful multigenerational family legacy. I was no more than a few minutes into discussing the first driver, *“Values and Purpose”*, when a member of the audience, comprising a group of family business leaders from across India, raised his hand and enthusiastically shared his view above.

Judging by the nods and subsequent comments, the audience seemed to largely agree with this sentiment, testifying to the long history of values-driven conduct by India’s political, spiritual, and business leaders, and on the importance of faith and values in everyday family lives. Interestingly, at the end of the presentation, the audience was polled about which of the seven drivers their families needed to work on the most. Anyone want to guess which driver was at the top? You got it- *“Values and Purpose!”*

There is a contradiction here, of course – if our families are so value-driven, why do we need to focus on family values? To understand this, one must first note the difference between the family’s shared values and the individual family member’s values. A family’s shared value system stems from a combination of spiritual traditions, socio-cultural and ethnic norms, and the family’s history as told in their stories. Individual value systems come from each person’s experience, both within and outside the family. While the shared value system is an anchor for the family, it is also greatly influenced by the evolution of individual members, who may study and live abroad or find life partners with their own unique value system.

In our experience of working with families with deeply ingrained value systems, family leaders often struggle to strike the right balance between instituting a family-centric honor code while also creating an environment that nurtures individual journeys. This is further complicated by the context of growing wealth, with most family leaders taking a hard stance on the corrupting influence of money. Many in the audience have not yet found this balance in their families, thus the results of the poll.

However, they need not look far for inspiration. There are many families around the world that have found their own unique balance. They have invested themselves in designing and practicing values-centric governance, and through this, enhanced their internal unity and conduct around deeply held principles. They have articulated to each family member the link between the family’s past, present, and future. They have also leveraged their value systems in the leadership of both family and business, and incorporated wealth as an important tool in this purposeful journey. One message I am sure they would all have conveyed to the audience in the room – every family has values; a successful family legacy learns how to nurture their values into a unique identity and a unified purpose.

ANNUAL ACTIVITY PLANNER 2025

January

Interactive Session on Family Business

8 January, Kolkata

Webinar on Family Business at the Forefront

Leading the Way to Dignity for Informal Workers

9 January

Webinar on Conflict Resolution and Mitigation

16 January

CII-FBN India-FBCG Learning Journey to Saudi Arabia

28-30 January, Riyadh, Jeddah

February

March

FBN Now Gen International Forum + Learning Journey

3-9 March, Main Forum: Delhi

LJ: Bengaluru, Kochi, Jaipur

Kerala Family Business Conclave 2025

4 March, Kochi

Interaction with Family Business Members

12 March, Kochi

Induction Meet for New Members

18 March, Virtual

April

NxG Community Connect Call

Setting Intentions: The Year Ahead

23 April

Webinar on Driving Sustainable Impact Through Business Transformation

29 April

May

NxG International Summit

8-11 May, Istanbul

Large Families International Forum

26-27 May, Bilbao, Spain

June

CII-FBN India – Egon Zehnder Workshop on Role of Independent Directors on Boards of Family Businesses

4 June, Taj West End, Bengaluru

Webinar on Purpose-Led Philanthropy: From Intention to Impact

17 June

Networking Evening with Family Businesses

23 June, The Residency Towers, Coimbatore

Session on Navigating the New Investment Landscape of Family Enterprises

26 June, Kerala

Mysuru Family Business Conclave

27-28 June, Mysuru

Workshop on Family Business Professionalization by Bob Kohli

30 June, Le Meridien, Delhi

Members' Meet & Greet (North)

30 June, Delhi

July

**Session on Securing Family Legacy
Strategic Wealth Preservation &
Succession Planning**
4 July, Jamshedpur

**CII-FBN India Entrepreneurship
Exchange 2025: *Navigating
Opportunities & Volatility***
18 July, The Residency Towers,
Coimbatore

Induction Meet for New Members
25 July

Sensitization Session (West)
29 July, Aurangabad

August

**6th NxG India Annual Summit:
*Legacy to Purpose***
6-7August, The Leela Palace,
Bengaluru

**Governance Workshop by Prof. Paolo
Morosetti, Senior Lecturer, SDA
Bocconi University**
8 August, The Taj Mahal Palace,
Mumbai

**Workshop on *Building a Winning
Cross Generational Culture***
26 August, Pune

Sensitization Session (West)
Indore

Sensitization Session (East)
Guwahati

September

**Entrepreneurship Day in partnership
with Ahmedabad University**
5 September, Ahmedabad

Impact International Forum
18-19 September, Singapore

NxG Golf Tournament & Session
Mumbai

**Workshop on Succession Planning
with XLRI**
TBD, Jamshedpur

Eastern Region Summit
18 September

Session on Family Office
TBD

October

**CII-FBN India – TAIDER Learning
Journey**
6-10 October, Turkey

**Workshop on Family Gravity with
Egon Zehnder**
29 October, Chennai

**NxG Virtual Fireside / Peer-Led Case
Session**
***Learning from Failures: Family
Business Stories***
Virtual

Sensitization Session (South)
Mahabalipuram

Induction Meet for New Members
Virtual

November

FBN Global Summit 2025
11-14 November, Miami

Masterclass on Family Office
Ludhiana

Sensitization Session (North)
Jaipur

NxG CII-FBN-Yi Session
India

Sensitization Session (East)
Jharkhand

Session on Family Office
TBD

December

**24th Edition of CII-FBN India Chapter
Annual Convention**
4-5 December, Kochi

**NxG Community Circle / Book Club /
Townhall**
***What's On Your Mind: Open
Conversations***
Virtual

**Session on New Generation Huddle
*Navigating Your Ways into the
Family Businesses***
TBD, Jamshedpur

Induction Meet for New Members
Virtual

Activities of Quarter April-June 2025

From April to June, the CII-FBN India Chapter hosted a series of impactful initiatives that brought together family business leaders, next-generation members, and global experts to learn, connect, and collaborate.



In April, the NxG Community Connect Call: Setting Intentions – The Year Ahead (23 April) encouraged Next Generation members to reflect on and share their aspirations for the year. Later that month, the Webinar on Driving Sustainable Impact Through Business Transformation (29 April) explored how businesses can align their strategies with sustainability goals.

May featured significant international engagements, with members participating in the NxG International Summit in Istanbul (8–11 May) and the Large Families International Forum in Bilbao (26–27 May), where they exchanged insights on leadership, legacy, and family business dynamics at a global level.

June was marked by several thought-provoking events. The month began with the CII-FBN India – Egon Zehnder Workshop on Role of Independent Directors (4 June, Bengaluru), followed by the Webinar on Purpose-Led Philanthropy: From Intention to Impact (17 June), and the Session on Navigating the New Investment Landscape of Family Enterprises (26 June, Kerala). The Mysuru Family Business Conclave (27–28 June), the Workshop on Family Business Professionalization by Bob Kohli (30 June, Delhi), and the Members' Meet & Greet (North) (30 June, Delhi) offered opportunities for deeper engagement, learning, and networking.

These activities demonstrate the community's dedication to supporting family businesses in building sustainable, innovative, and impactful legacies.

Looking ahead: events you don't want to miss!

Upcoming Event



ENTREPRENEURSHIP EXCHANGE 2025

■ Navigating Opportunities and Volatility ■

Join us for a powerful day of insights, inspiration, and real-world exposure as we bring together aspiring entrepreneurs, industry leaders and innovators

SAVE THE DATE

18 July 2025
Friday

The Residency Towers, Coimbatore, India
9:30 am to 7:30 pm - followed by dinner

Exclusive Behind-the-Scenes Experiences

Visits to LMW Limited & Emerald Jewellery

Go behind the scenes for an exclusive, close-knit interaction at two of Coimbatore's iconic family-run enterprises. Discover how they are preserving legacy while driving innovation and operational excellence through visionary leadership.

* Learning journeys are for 20 people only. First come, first serve basis



SANJAY JAYAVARTHANAVELU
Chairman & MD
LMW Limited



K. SRINIVASAN
Chairman & MD
Emerald Group

KEYNOTE SESSIONS & PANEL DISCUSSIONS

Insights from successful founders and thought leaders on navigating today's business challenges and opportunities.



PAVAN RANGA
Director
N.Ranga Rao & Sons Pvt. Ltd.



SUNIL CHORDIA
Chairman & MD
Rajaguru Global Infra



INDRANEEL CHITALE
Managing Partner
Chitale Bandhu



ARJUN CHOWDHURY
Executive Director
Chowdhury & Co.



SHANKAR VANAVARAYAR
President
Kumaraguru Institutions



KANISHKA ARUMUGAM
Co-CEO
EKU Water Technologies & Deccan Pumps Pvt. Ltd.



ASHUTOSH BISHNOI
Director,
Multi Act Trade & Investments

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LEGACY to Purpose

DAY 1

6TH - 7TH AUGUST

HOTEL LEELA PALACE, BENGALURU

WORKSHOP

UNDERSTANDING FAMILY OFFICES

Lead by: TVS CAPITAL

IN-CONVERSATION WITH

Rishad Premji
EXECUTIVE CHAIRMAN OF WIPRO

GENERATIONAL CHANGE, AI & THE FUTURE OF TECH

PANEL DISCUSSION

MODERATOR: Shankar Vanavarayar
PRESIDENT, KUMARAGURU COLLEGE OF TECHNOLOGY

PANELISTS: Darius Forbes
RESIDENT DIRECTOR ASEAN, FORBES MARSHALL

Pavitra Shankar
MANAGING DIRECTOR, BRIGADE GROUP

Akshat Saraf
DIRECTOR, SACHA SHELTERS

Nupur Goenka
EXECUTIVE DIRECTOR, VALLEY SOLUTIONS

EVOLUTION OF LEADERSHIP IN FAMILY BUSINESS

LEGACY to Purpose

Paolo Morosetti
SCHOOL OF MANAGEMENT

CASE STUDY ZAMBIA: MURDOCH PAPAPACHAN GROUP (INDIA)

* BOLD GROUP (ITALY)

HIGHLIGHT SESSION

CLICK HERE TO REGISTER

DAY 2

IN-CONVERSATION WITH

Sandeep Maini
CHAIRMAN, MAIN GROUP

FAMILY GOVERNANCE & VALUES

PANEL DISCUSSION

THE DAUGHTER DIALOGUE

MODERATOR: Dr Krishnan

PANELISTS: Nitesh Jain
MANAGING DIRECTOR, BIST GROUP

Saanya Jain
FOUNDER, CEO, CAREN SMITH

Ritum Jain
CEO, SHANNAN CATERING

Devanganna Jain
STUDENT

WORKSHOP

PHILANTHROPY & IMPACT

Nimish Shah
MANAGING DIRECTOR, LGT WEALTH INDIA

Supriya Balakrishnan
SINCE DIRECTOR, LGT WEALTH INDIA

WORKSHOP

BUILDING CROSS-GENERATIONAL CULTURE IN FAMILY BUSINESSES

Lead by: EGON ZEHNDER
SONNY KOBAL
VIKRAM J.S. ARORA

Membership Value Proposition

The **CII-FBN India Chapter** is the premier platform dedicated to supporting Indian family businesses in their journey toward long-term success and generational continuity. By addressing the unique challenges of family ownership, the chapter empowers families to sustain their legacy while embracing growth and transformation.

The chapter membership provides access to a wealth of resources and benefits designed to ensure the long-term success and sustainability of family businesses.

1. Member of Global Community

Membership of CII-FBN India chapter entitles the business family to be a member of FBN International, an international community of 4500 business families and over 20,000 individuals across 65 countries.

2. Unique Global Brand

Membership of an international community of business owning families, by families, for families.

3. Being Relevant to Indian Business Families through:

- Community of Communities
- Peer-to-Peer Learning and Sharing
- Safe Learning Environment
- Generational Transition Support
- Conventions and Sensitization Sessions
- Tailored Educational Programs and Workshops
- Regional and Global Best Practices
- Global Perspectives with Local Relevance providing not only Cross-Cultural Insights, but also Localized Solutions

Through various initiatives, CII-FBN India continues to help family businesses thrive in the present as well as build impactful, sustainable legacies that endure for generations. By supporting families through their most critical transitions, the chapter enables businesses to remain resilient in an evolving global and local landscape.

Explore us more on our social media handles:

Twitter: https://x.com/cii_family

Facebook: <https://www.facebook.com/profile.php?id=100083141566851>

LinkedIn: <https://www.linkedin.com/company/cii-family-business-network/>

Instagram: <https://www.instagram.com/ciifamilybusinessnetworkindia/>

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