



**FBN**<sup>®</sup>  
INDIA

# QUARTERLY NEWSLETTER

— Jul-Sep 2025 —

*Happy Diwali*

## WHAT'S INSIDE?

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**CII- FBN India Chapter wishes all its members and families a very happy and prosperous Diwali!**

As the chapter moves through this dynamic quarter, we are delighted to share moments, and reflections that capture the energy of our community. The past few months have been filled with activities that strengthened connections, celebrated achievements, and set the stage for exciting opportunities ahead.

From knowledge-sharing articles that broaden perspectives to member experiences that highlight collaboration and innovation, this edition is designed to capture the richness of voices within our network. Each piece adds depth to the larger picture of how we continue to learn, grow, and strengthen connections together.

The third quarter of the year also reminds us that we are entering the final stretch of 2025, making it a meaningful time to reflect on progress and prepare for what lies ahead. With renewed enthusiasm, we invite you to explore these pages and relive the spirit of Jul-Sep 2025 while looking forward to closing the year on a strong note.



*By Dr. Lakshyaraj Singh Mewar  
CII-FBN India Member, &  
Chairman and Managing Director, The Lake Palace Hotels & Motels Pvt. Ltd.  
The Palace, Udaipur, Rajasthan*

## **Our Heritage, our Values are our Equity**

Greetings for the readers of FBN India Quarterly Newsletter and Members of the CII-FBN! It is the season of festivities in India and I am only too delighted to be wishing you all truly happy, healthy and productive times ahead.

Our association with FBN India has grown over the last decade: I can certainly recall the series of conferences and workshops I attended in Goa, New Delhi, Udaipur, London and Sweden. The focus on good governance, insights for the Members have been relevant, intense and packed with important lessons pertaining to trust, credibility, rational and emotional decision-making. Of course, it was always a pleasure to meet CII FBN Members from all over India and overseas, sharing ideas and experiences during sessions and beyond it too.

On the subject of heritage and value systems of the House of Mewar, I have often been questioned on how we, as a Family, are able to take forward these time-honoured principles, generation after generation. The House of Mewar, which is also featured in a Harvard Business School Publishing case study titled “India’s Mewar Dynasty: Upholding 76 Generations of Service and Custodianship,” is the world’s longest-serving dynasty with roots tracing back to 8th-century pre-modern India. And that’s a long time ago!

Yes, heritage management is quite a challenge. What is important to realize is that our heritage and value systems are our identity. These are the pillars on which our Family and our Businesses are built upon. I often refer to it even in financial terms by stating: it is our equity. We can say it with pride and honour that we bring our centuries-old heritage and values to the table. With time, equity needs to grow; it cannot be diluted. We can invite other like-minded individuals and organisations to contribute to this equity; we are open-minded about this invitation.

As the 77th Custodian of the House of Mewar, I am building on the platforms built by my illustrious Grandfather His late Highness Maharana Bhagwat Singh Mewar and my father His late Highness Maharana Arvind Singh Mewar over the last seven decades. Our focus on heritage preservation & promotion, hospitality, philanthropy, education and environmental protection is steadfast. In each of these domains there are new opportunities and challenges; it adds to the excitement of making our commercial and non-commercial enterprises grow.

I have always believed that we need to GROW through Life, and not just GO through it! Our worlds today are volatile and chaotic. All the more reason for us to remain focused on building on our strengths and remaining committed to our core principles of being independent, self-reliant and working towards the betterment of all humanity. Ultimately, it is about service and doing the best we can for the greatest good of the greatest number.

Since 2024 it has been a singular honour and privilege for me to be the Brand Ambassador for the Taj Group of Hotels. It is a responsibility I have taken upon myself for it provides new avenues for personal growth and learning with a highly-respected, ethical global corporate like the Taj Group. In the years ahead I will share more learnings through FBN India for the benefit of its members. Thank you and best wishes, once again!



**By 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.

# Quarter at a Glance!

The quarter witnessed a dynamic lineup of initiatives under the CII-FBN India Chapter, reflecting the network's commitment to continuous learning, collaboration, and leadership development among family businesses.

The quarter began with the **CII-FBN India Entrepreneurship Exchange 2025: Navigating Opportunities & Volatility**, held on 18 July in Coimbatore, which provided a thought-provoking platform for members to discuss entrepreneurial agility, innovation, and resilience in uncertain times. This was followed by the **Sensitization Session** on 29 July in Aurangabad, aimed at engaging regional members and fostering deeper understanding of the FBN platform and its offerings.

The **6th NxG India Annual Summit: Legacy to Purpose**, held on 6-7 August at The Leela Palace, Bengaluru, emerged as the highlight of the quarter, bringing together next-generation leaders for insightful discussions on leadership, succession, and purpose-driven growth. Continuing the learning journey, the **Governance Workshop** by Prof. Paolo Morosetti from SDA Bocconi University, organized on 8 August at the Taj Mahal Palace, Mumbai, offered a deep dive into effective governance practices for sustainable family enterprises.

The quarter concluded with **Entrepreneurship Day**, hosted in partnership with Ahmedabad University on 5 September, celebrating the spirit of entrepreneurship and innovation within the family business community.

Collectively, these sessions reinforced the Chapter's mission to empower members through meaningful knowledge exchange, peer learning, and global best practices.



# From Luxembourg to India: A Journey of Family Business Bonds



CII-FBN India had the pleasure of hosting **Mr. Eduardo Eischen**, a **Next Gen Committee Member** of **FBN Luxembourg**, and a **third-generation** member of his family business, **La Provençale**, who visited Delhi and Jaipur in October.

Founded in 1969, **La Provençale** is Luxembourg's leading wholesale food distributor, serving professionals across the Grand Duchy, Belgium, France and Germany. With 1,700 employees and an offering exceeding 35,000 product references, the company supplies fresh, frozen, and dry goods to the HORECA sector, retailers, and institutions.

**Eduardo** joined the family business in 2023, after completing a BBA at ESCP Europe, and an MSc in Impact Entrepreneurship and Innovation at Nova SBE. He has a strong background in SME finance.

His visit was an enriching exchange that reflected the shared purpose of the FBN community – learning from diverse experiences while celebrating the common values that unite family businesses worldwide.

His interactions with our family business members in **Jaipur and Delhi**, helped him gain firsthand exposure to India's diverse business landscape and entrepreneurial energy. Each interaction opened new perspectives – from the traditions and values driving legacy Indian family enterprises to the innovative strategies shaping their next-generation transitions. The engaging discussions not only highlighted the vibrancy of India's family business ecosystem but also created avenues for future collaborations and mutual learning between members of both chapters.

This visit was more than just an exchange of ideas; it was a celebration of FBN's spirit of **trust, openness, and continuous learning**. It reaffirmed the importance of creating global connections that transcend borders and unite family business communities worldwide through shared experiences.

Mark your calendar



24<sup>th</sup> Edition of  
CII-FBN INDIA CHAPTER  
ANNUAL CONVENTION

3-5 December 2025, Taj Vivanta, Kochi

# Family Business Stewardship: When Legacy Meets Innovation

## Learning Journeys

3 DECEMBER 2025, 02:00 PM onwards

### • Synthite Industries

A global leader in value-added spices and natural ingredients, established in 1972. Pioneering the oleoresin industry in India, the company serves across 75+ countries.

### • Sreedhareeyam Ayurvedic Eye Hospital

Founded and based in Koothattukulam, Kerala, Sreedhareeyam is the largest NABH-accredited Ayurvedic eye hospital in the world and a global beacon for traditional eye care rooted in Ayurveda.

\*Each learning journey is limited to 15 participants only, on first come, first served basis. Delegate fee includes transfers between the hotel and the site.

## Panels, Case Studies and Role Plays

4-5 DECEMBER 2025, 09:00 AM onwards

- The Stewardship Journey
- Long-Term Mindset in a Short-Term World
- Roots and Wings – Passing on Legacy, Empowering the Future
- Building a Legacy | Navigating Family Decisions
- Perspectives from NxG
- Venturing Across Generations
- The Future-Proof Family Enterprise
- Legacy Meets Innovation – Bringing Conversations to Life



Learning Journey  
Registration

Hosted Dinners:  
Synthite Group  
Muthoot Pappachan Group



Annual Convention  
Registration

## Leading your Family Business (LFB)

The longest-running family business program in the world.



**Dates:**  
11 Feb - 13 Feb 2026



**Venue:**  
Chennai

### Faculty

[Marleen Dieleman](#)

Professor of Family Business and Peter Lorange Chair in Family Business, [IMD](#)

### What will you experience?

- Identify and address your current challenges and develop strategies to resolve them
- An in-depth look at family and business governance, succession and strategy, communication and dynamics and best practices in each
- Full immersion with other families for peer-to-peer exchange
- Possibility to work on your challenges in family groups
- Hands-on interactive approach resulting in practical and tangible outputs

### Insights from Past Participants



The best program I have ever been on. Truly transformative not just from a business point of view but from a personal one as well.



There has already been significant changes seen in everyone who attended, and it is exciting to see what more will be changed and implemented because of this. Best thing that could have happened to our business.



### About IMD Global Family Business Center

We are dedicated to the real issues facing family businesses, family offices and family foundations. We will help you ensure the sustainable success of your business and family, whether large or small. IMD was the birthplace of family business education in 1988. Today, we operate from our campuses in Lausanne and Singapore and deliver off-site programs worldwide.

### About CII-FBN India Chapter

CII along with FBN (International) formed CII-FBN (India) Chapter in the year 2005 with the aim of creating a nationally representative body of members of families owning & managing Family-owned Businesses. The CII-FBN India Chapter aims to offer family businesses a safe space to grow, learn from each other's experiences, facilitate relationships within the family, raise awareness around issues surrounding family businesses, and more.



### Participation fee:

Rs 3,50,000/- plus GST for a single participant

Rs 3,00,000/- plus GST each for two participants

Rs 2,75,000/- plus GST each for three or more participants

**Please contact Pooja to register:**

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