25TH EDITION OF
CII FBN INDIA ANNUAL CONVENTION

THE UNSPOKEN

TURNING FAMILY DYNAMICS INTO BUSINESS STRENGTH



RETROSPECT

19-21 AUGUST 2026 I MUMBAI



Twenty-five years of conversations that shape families and firms

For its 25th edition, CII-FBN India brought family business owners, next-generation leaders and advisors to the Taj Mahal Palace, Mumbai, to explore what often remains unspoken within family enterprises. The Unspoken opened two days of conversations around family dynamics, succession, governance and growth, alongside a Learning Journey with the Godrej family that offered a closer look at legacy, leadership and continuity across generations.

DAY 0

THE LEARNING JOURNEY



On 19 August 2026, the **CII–FBN India Learning Journey** began at **Godrej One** in **Vikhroli**, where participants engaged in a conversation with **Mr. Nadir Godrej**, Chairperson, Godrej Industries Group, and his son, **Mr. Burjis Godrej**, Chairperson, Godrej Agrovet, gaining insights into family, legacy and leadership across generations. The experience was further enriched by listening to Mr. Nadir Godrej's **poetry**, before the group visited the **Godrej Mangroves**, a significant mangrove ecosystem in Vikhroli, offering a glimpse into the family's commitment to environmental conservation and stewardship





DAY 1

SURFACING THE UNSPOKEN



The convention opened with "**From Stewardship to the Unspoken: The Next Chapter,**" bringing together **Arjun Chowgule**, Co-Chair, CII-FBN India and Managing Director, Chowgule Group; **Paolo Morosetti**, Bocconi University, Italy; and **Bob Kohli**, Principal, Lansberg Gersick Advisors, Dubai. The session invited participants to look beyond what families define explicitly and reflect on the expectations, relationships and decisions that often remain unsaid setting the tone for two days of deeper conversations around family enterprise.



The **Ratnamani Metals and Tubes** family business case explored how unspoken expectations, relationships and roles influence key business decisions and transitions. **Prakash Sanghvi,** Chairman & Managing Director; **Manoj Sanghvi,** Whole Time Director & CEO; and **Prashant Sanghvi**, Whole Time Director, shared their family enterprise experience in a conversation moderated by **Meher Pudumjee,** Chairperson, Thermax Ltd.

In his keynote, **Paolo Morosetti,** Bocconi University, Italy, explored how communication, trust and inclusive practices strengthen family relationships and sustain family enterprises across generations





The panel brought together diverse family-business perspectives on building alignment, trust and cohesion through growth and transition. **Kulin Lalbhai,** Vice Chairman, Arvind Ltd; **Gauri Kirloskar**, Managing Director, Kirloskar Oil Engines Ltd; and **Vikram Golcha**, Chairman, Associated Soapstone, shared their experiences, with **Arjun Chowgule**, Co-Chair, CII-FBN India and Managing Director, Chowgule Group, moderating the conversation.

DAY 1

SURFACING THE UNSPOKEN

BREAKOUT SESSIONS

The Family Constitution: From Principles to Practice Moderated by **Bob Kohli**, Principal, Lansberg Gersick Advisors, Dubai, the session explored how family constitutions can translate implicit expectations into clear principles, values and governance structures, strengthening alignment and accountability.





Across Generations: A Dialogue on the Unspoken Moderated by **Paolo Morosetti**, Bocconi University, Italy, the session explored differences in expectations and communication across generations, using guided dialogue to build trust, alignment and continuity

Unspeakable: How the Next Gen is Breaking the Silence on Taboo Topics in the Indian Landscape Led by **Trisha Mandal**, Chair, CII-FBN India NextGen, the conversation brought taboo topics such as succession, wealth, retirement and failure into the open, with **Priyavrata Mafatlal**, Vice Chairman, Mafatlal Group, and **Darius Forbes**, Resident Director-ASEAN, Forbes Marshall, sharing Next Gen perspectives.





Family Ownership in India: The Unspoken Advantage in a Changing World
Janmejay Sinha, Chairman, Boston Consulting Group, explored the evolving role of family businesses in India, followed by perspectives from **Aasiya Tejani** (NowGen), Finance Director, GITS Food Products Pvt. Ltd., and **Vaishnavi Kannur** (NxG), Assistant Manager, Product Management Group, Ace Designers Ltd., in a discussion moderated by **Farhad Forbes**, Chairman, CII-FBN India and Co-Chairman, Forbes Marshall.

CLOSING DAY I :WHAT DID WE HEAR TODAY?

DAY 2

FROM INSIGHT TO ACTION



Welcome to Day 2: From Reflection to Action

Day 2 began by reconnecting participants with the conversations and insights from the previous day.
set the tone for moving beyond discussion, encouraging participants to carry the learnings of Day 1 into the conversations, decisions and actions that shape their family enterprises.



Architects of Continuity: How Continuous Learning Secures the Family Legacy

The plenary brought together **R Dinesh**, Executive Chairman, TVS Supply Chain Solutions; **Paolo Morosetti,** Bocconi University, Italy; **Alexis du Roy de Blicquy**, CEO, Family Business Network (FBN); and **Ranjan Banerjee**, Vice Chancellor, Nayanta University, moderated by **Farhad Forbes,** Chairman, CII-FBN India and Co-Chairman, Forbes Marshall. The session highlighted how continuous learning helps build responsible owners, capable leaders and long-term family stewards

The Unspoken Asset: Leading with Family at the Centre

In his keynote, **Bob Kohli**, Principal, Lansberg Gersick Advisors, Dubai, explored family as an often-overlooked asset, highlighting how trust, cohesion, shared values and relational capital can strengthen family enterprises.



BREAKOUT SESSIONS

Family Governance: Structuring Dialogue and Decision-Making

Moderated by **Paolo Morosetti**, Bocconi University, Italy, the workshop explored how family governance can strengthen alignment, communication and continuity through more intentional structures for dialogue and decision-making.





Parenting Next Gen in the Context of Wealth and Future Succession

Moderated by **A L Shah,** Managing Director, Fastenex Pvt Ltd, and **Bob Kohli,** Principal, Lansberg Gersick Advisors, Dubai, the discussion explored parenting the next generation around purpose, resilience, wealth, succession and family relationships.

DAY 2

FROM INSIGHT TO ACTION



From Insight to Action: One Step Forward

The closing session turned reflection into action, inviting participants to identify one conversation to initiate and one concrete step to strengthen alignment, communication or governance within their families. **DAY 2**

Moving Forward with Intent

Led by **Arjun Chowgule**, Co-Chair, CII-FBN India and Managing Director, Chowgule Group, the closing reinforced the importance of carrying the conversations forward and turning reflection into purposeful action



CLOSING DAY 2 :MOVING FORWARD WITH INTENT?

ABOUT CII-FBN INDIA

CII FBN India, a member association of FBN International, provides Indian family businesses a platform to connect, exchange knowledge and share best practices. Its vision is to build an institution of excellence by and for business families in India, enabling their continuity across generations with pride in nation-building. Its mission is to foster a safe space for learning and collaboration, highlight the contribution of family businesses to the Indian economy and society, and promote a long-term approach centred on continuity rather than profit maximisation.

For more Details - visit our website - https://ciifbnindia.org

