
Fit for the Future

The Business Family House Annual Forum Report

16-17 January 2023
Jeddah, Saudi Arabia



THE
BUSINESS
FAMILY HOUSE



المركز الوطني
للمنشآت العائلية
National Center
For Family Businesses





Introduction

Fit for the future

In an era of global transitions, new opportunities and new challenges emerge for business families and their next generations. As family enterprises continue to navigate in an ever-changing business environment, transitions present a unique opportunity for NextGen leaders to step up and influence the future of their family enterprise through innovation, entrepreneurship, institutionalization, diversification, and much more. The task, however, is not without challenges. It can be difficult for NextGen members to acquire and legitimize a position in the family enterprise where they can employ their skills, create value, and lead the change.

The Business Family House (BFH) in affiliation with the National Centre for Family Businesses, jointly gathered and hosted many NextGen family members, Family Business Leaders, and Family Business Experts, to the two-day activity filled series of roundtable discussions centered on ensuring GCC family business sustainability and continuity, navigating through diverse challenges and potential solutions that family businesses may encounter.

Foreword

We are pleased to share the output of our Annual Forum held on 16-17 January 2023. This report outlines the main learning achieved and rich discussions that took place during the Annual Forum. This report is dedicated to the wider community as a contribution of the Business Family House to the Family Business Community in Saudi Arabia and the GCC.



What did we do?

2

Days of conversation

40

NextGen members form Saudi

12

Family Business Experts from around the world

4

Senior Family Business Leaders from the GCC

Day 1

On the first day of the forum, the NextGen participated in a roundtable discussion covering 4 key topics that business families face in times of transition: **communication, leadership, business strategy, and NextGen rights and duties.** Together with our experts, the NextGen participants were engaged into fruitful conversations navigating through the diverse challenges that may be encountered by the NextGen around these topics.

Day 2

On the second day, our family business experts and family business leaders engaged in an expert closed-circuit roundtable discussion to further discuss the NextGen concerns raised, and the senior generation perspective in return, to try and come up with some helpful suggestions. Topics discussed include the importance of family business sustainability, the challenges faced by NextGen family members in each topic, and recommendations of our family business experts and the family business leaders to overcome those challenges.

Contributors

Family Business Leaders

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Family Business Experts

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Acknowledgement



Lama Al Sulaiman
Founding Partner

We would like to extend our sincere gratitude to all of those who participated and contributed to our Annual Forum.

To the NextGen members who openly shared their views and perspective.

To the Family Business Leaders who shared their experience and valuable insights on our roundtable discussions.



Hanoof Abokhodair
Managing Partner

To the Family Business Experts from all parts of the world who tirelessly support our mission and contributed their expertise and insights in order to assist us in finding tailored solutions that suit our local requirements.

To the National Center for Family Businesses for their partnership and for their efforts in developing the family business ecosystem in Saudi Arabia and the GCC.

Thank you very much.

Leadership

The NextGen of leadership in a family business is a critical factor in the future success of the business. We often hear that NextGen leaders must have the right skills, knowledge, and experience to make sound decisions and lead the business in the right direction. However, they also must be accepted by family members and stakeholders as legitimate leaders, and have the right attitude and mindset to be able to work with the current leadership and build on the successes of the past.

What did we hear from the NextGen about Leadership?

The NextGen wondered what it means to be a leader, whether it is about having a vision, making decisions, being a role model, building teams, delegating tasks, protecting followers, or something else. It was not very clear to the NextGen **what it means to be a leader** in the family business. It was also not clear to them if it is leadership of the business, the family, or both.

In relation to the previous point, the positions that constitute “leadership” are not clear to the NextGen whether the **leadership position** is being a CEO, a Board Member, a Board Chair, a Family Council Head, and so on.

Participants also raised concerns about the **lack of clarity** in terms of the rules governing the route to leadership positions in the family business. For example, what are the requirements and experiences that would qualify a NextGen member to hold any of the leadership positions and how can they be considered for a position if they are interested. The NextGen were also concerned that leadership positions in family businesses might be based on **entitlement** or other family considerations rather than competence.

Additionally, the NexGen were not clear what the **leadership model** is or should be, whether it a patriarchal (single leaders, one man shows), or team leadership where a more participative leadership style is adopted.

When asked about the challenges they faced in being leaders in their family businesses, NexGen expressed their concerns of elder generation’s reluctance to change or **step down and transfer leadership** to the NextGen. They also were worried about the absence of a clear and communicated **succession plan** for the leadership of the family business. If a senior generation agree to transfer leadership to the NextGen, the process by which it can be transferred is also not something they feel they understand well.



What do our family business experts and the family business leaders suggest?

In our observation, family businesses in the region are mostly transitioning from a hierarchical leadership style historically led by a patriarchal father/uncle to a more **participative leadership** where a group of siblings or cousins work together. Going forwards, it helps to define what leadership means for the family based on the family's values, culture, and objectives for the family enterprise.

It is equally important to **define the positions** that constitute leadership in the family business system and the rules that govern each. Building such clarity would assist interested NextGen members to plan for their involvement and prepare themselves to qualify for the leadership positions of interest. This would also help the senior generation identify high performers in the NextGen, help them in making decisions about succession and ensure a smooth transfer of leadership to the NextGen.

It is important that the rules to qualify and be considered for leadership positions are perceived as fair by the NextGen and are aligned with the objectives of the family business. One of the processes that families adopt as part of their **succession plans** is to support the leadership development of those who qualify as future leaders.

Depending on the family succession objectives, it is important to decide about the leadership model to adapt moving forward: one chosen and accepted leader, a group of leaders, or moving away from family leadership model and assigning a non-family CEO.

A decision about leadership succession is **important to communicate** to the NextGen. It is also critical to prepare the next leader(s) on the skills and competencies they need to success in their leadership roles. For example, if a participative leadership is the way forward, it is important to develop team leadership in the NextGen through, for example, team building interventions.

Succession in leadership is a **two-way process**. While the NextGen leaders are trained and prepared to assume leadership role in the future, the senior generation should **also prepare to hand over** and plan for their future after leading the family business. It is very helpful to work on a succession plan that would include details of the steps and processes needed to be taken in order to achieve a smooth leadership transition.

Questions to consider about Leadership

- Do we have a clear understanding about what leadership means in our family?
- Are our leadership roles and their rules defined and communicated to our NextGen?
- Do we have agreed rules that govern leadership positions of our family business system?
- Do we have leaderships succession plan which includes the steps we need to take to achieve a smooth leadership transition to the NextGen?

Communication

An effective communication is an essential part of a functioning team and family businesses are no exception. It is the **foundation of a strong working relationship** between family members. Communication **includes sharing information appropriately** and providing opportunity to gather family members' views, concerns, aspirations, and ideas. It helps in creating a sense of trust and understanding between family members, and avoiding any assumptions or perceptions that may not be correct. Without effective communication, family businesses can quickly become dysfunctional and unproductive.

What did we hear from the NextGen about communication?

NextGen family members expressed their concerns about **not being able to communicate** their business ideas, point of view, and worries with the senior generation. They struggle in striking a balance between having an open and honest communication with the older generation, where they can request information and share ideas, without being regarded as disrespectful.

There is also **lack of time and place** allocated to foster communication hence, conversations relating to business happens at family social gatherings which is not ideal as it could potentially spoil the family's informal time together.

As the result of the **lack of opportunity for dialogue** between two generations, the NextGen members are not sure if they have the right to express their point of view or be informed about business decisions, or whether they should be involved in the business decisions.

On the question of whether the NextGen initiates a dialogue or not, their **fear** is that by not speaking up, they may come across as being uninterested, which may be disappointing to the senior generation. At the same time, if they speak up, they may seem to be acting out of "entitlement" while their motive is the wish to be active stewards of the family business and legacy. Related to the previous point, the NextGen is also not clear about the **different roles** in the family and the business, the potential roles open to them (if any), and what the rules to join any role are.

NextGen family members also raised their concern about either not **having information** about the business shared with them, or, in any cases there is, the information is in a complicated format that is not easy to read or understand. Not getting information about the business makes them feel excluded, especially those who are not active in the business.



Karin May
Germany
+20 years of
experience

"What seems particularly important to me: open and clear communication between the generations, in which wishes and expectations may be formulated by all sides. Only on this basis can the DNA of family and company be formulated and thus the common future shaped in these particularly complex times. Only on this basis can each generation find its role in the end. Accordingly, my greatest concern is that - without this kind of communication - the NextGen will withdraw in disappointment due to a lack of perspective and a lot of good potential for family businesses will be lost."

What do our family business experts and the family business leaders suggest?

We encourage the senior generation, being the leaders of the family and the business, to consider their NextGen as important stakeholders. It helps to signal to the NextGen that they are allowed to **share their views and concerns** within the parameters that suit the family and its culture. At the same time, the NextGen as stakeholders are encouraged to build the skills and capability of effectively managing their senior family members just as they need to manage a non-family manager in a professional firm. Mastering the skill of influence without authority is an important skill that most professionals need to acquire, being in a family business or not. It could be useful for the NextGen to find **effective ways to communicate** their views while respecting and appreciating the long experience of the senior generation.

Create a structure for communication between the NextGen members and current leaders in the family and the business, where business related topics are discussed. For example, setting a Family Council or a NextGen committee can be very helpful.

It is helpful if the senior generation could clearly **define the different roles** in the family business and the conditions and boundaries to the NextGen. It is also useful to communicate the senior generation's expectations for each role as it provides clarity to the NextGen on whether they can assume any roles in the business and what is expected from them to get there. It also aids to clarify the future of each role and the benefits, KPI, career growth, etc. to help the NextGen plan for their career and make their decision.

When roles overlap, for example, a NextGen becomes an owner along with senior generation members, it could help to depersonalize conversations about the topic of overlap (ownership in this example) where the senior generation recognizes and accepts the business role the NextGen holds and not their position in the family being NextGen.

We encourage families to set a clear **communication policy** which clarifies what information to communicate to family member holding which roles in the family business. Unifying what is communicated to the members holding the same roles helps in delivering the same information to everyone in a similar position. Such a policy would by nature include the NextGen who are holding particular roles to keep them informed about the business as suitable.

Questions to consider about Communication

- Do we have a culture that fosters effective communication in our family?
- Are roles in the family business defined and clarified to our NextGen?
- Do we have clear rules for the different roles in our family business which clarify the mechanism for joining, progressing, or leaving the different roles?
- Do we have rules of interaction that guide our family members when their roles overlap?

Business Strategy

As the number of family members grows, family business should be able to accommodate the additional members and their needs, or family members need to change their expectations and lifestyle. At the same time, family businesses need to continue and grow in markets that often change at a fast speed, catering to consumers that shift preferences frequently. Therefore, it is essential to revisit the business strategy during times of industry shifts, markets changes, or generational transition, to ensure that the business strategy is in alignment with the family objectives and the market realities.

What did we hear from the NextGen about Business Strategy?

NextGen raised concerns regarding their role in the family business strategy as they **perceived a mindset gap** between themselves and the older generation. Some described their family business strategy as “old fashioned” with the older generation attached to certain ways of doing business, or to certain legacy businesses.

Convincing their seniors of the necessity of transformation or of prioritizing investment in new growth industries was seen as their key challenge. Where NextGen led new businesses, some participants felt it was hard to be **appreciated as leaders** if the family’s legacy businesses were far more substantial than the new ventures they were building.

The NextGen participants were unsure how to overcome this obstacle (and sometimes not confident in their ability) and wondered how they could help transform the family business strategy to be aligned with the future. They felt that the country is undergoing a massive transformation in accordance with Vision 2030 and they hoped to make a **valuable contribution** to their family business and to the country.

What do our family business experts and the family business leaders suggest?

Owner families differ in their objectives of owning a business. What is important for one family might not be for another. Therefore, a business strategy of a family business should start with **defining the owner strategy** which includes the objectives of the owner family, their financial and non-financial goals, and how they wish to balance both, in addition to other important decisions. A well-developed owner strategy would reflect the aligned views and perspectives of current and future owners, including the NextGen.



Marleen
Dieleman
Singapore
+15 years of
experience

“Business families need to avoid getting stuck with an old-fashioned legacy business that gradually loses the potential to grow. Next generations can play a crucial role in addressing this problem, for instance by championing innovations or starting new lines of business. If multi-generational families can constructively manage the tension between maintaining the current success formula while initiating innovations that will only pay off in the future, they are well positioned for long term success.”

Building or revisiting the corporate (portfolio) strategy is important to ensure continuity. Industries go through life cycles and what may have been a growth industry a decade ago may not be one today. The process of developing a business strategy should reflect shareholders' priorities in the strategic choices made for the business. For example, if the owners wish to balance between the financial and non-financial goals, the business strategy would reflect that in decisions related to new high growth investments versus maintaining traditional "legacy" businesses to which the family is attached.

If there is a need to invest in new growth industries, these new activities are initially often smaller, less profitable, and riskier. Without a dedicated portfolio strategy, the new activities may be overshadowed by the larger legacy business(es). Learning from the idea of ambidextrous organizations, families need to carefully balance the old and the new and manage these differently while pursuing both stability and long-term growth. Simultaneously, the next generation can play a valuable role in ensuring that investments in growth industries of the future succeed.

Obtaining **shareholders' support** for a business strategy is very important because it is the shareholders who decide on the relative importance of dividend pay-outs or investments in new growth activities.

It would be very helpful to get outsider's views and insights about market trends and new investments opportunities, through independent board members, as an example. An outside view could be very valuable for helping family members identify and evaluate opportunities of growth. Including **NextGen representatives** in the board could also be a helpful way to address their concerns related to business strategy. NextGen representatives in the board could provide fresh perspectives on the business strategy. Moreover, they could act as ambassadors of the board and its work on strategy among the NextGen.

While there are different approaches that the senior generation could adopt to address the NextGen concerns about the business strategy, there are also some **duties** for the NextGen to perform in return for their participation in this critical space. Having a **voice** in the business strategy means that the NextGen should ensure they have the necessary skills and experience to be an effective participant. For example, they should ensure that they understand their markets, can read and interpret business financials, market trends, and understand investments. The NextGen may also need to take sufficient time to appreciate and accumulate the deep **reservoirs of knowledge** present in the senior generation, which often comes in the form of "tacit knowledge", i.e., valuable insights derived from years of experience that are implicit and that take more time to transfer. It is also crucial that the NextGen understands and respect the confidentiality of the sensitive information shared about the business and its strategy

Questions to consider about Business Strategy

- Do we have an agreed owner strategy that guides our portfolio and business strategies?
- Do we have an updated portfolio strategy which balances our priorities and exploits new market opportunities?
- Do we have an effective structure and process in place for monitoring our performance objectives and updating our portfolio strategy in times of transition?
- Do we have the right mix of talent and perspectives to support our process of making strategic business choices?

Rights and Duties

The rights and duties of the next generation can be a tricky subject in the family business context since each family business has its own dynamics and structure. What works for one family business might not work for another. For example, some family businesses require family members to work in the business and others prefer family members to be involved in the family business as shareholders and board members only.

What did we hear from the NextGen about Rights and Duties?

We learned from the discussion with the NextGen that there are assumption and perceptions among the next generation members when it comes to understanding of one's right and duties related to the family business. Some NextGen family members feel **entitled** to certain rights such as the right to work in the business. On the other hand, the senior generation (current shareholders) feels that NextGen has certain duties to uphold such as developing an understanding of the family businesses and contributing to the family business as employees and board members.

NextGen identified a number of rights and duties they believe they have in their family businesses.

Duties identified by Next Gen included:

- Being committed to the success and sustainability of the family business and being responsible about its continuity and prosperity as owners.
- Developing ownership and leadership knowledge and skills through education and experience.
- Maintaining healthy family relationships
- Being positive examples to employees and in the community.

Rights identified by NextGen included:

- Receiving information about the family businesses.
- Participating as owners in making certain key decisions.
- Having access to information available to the Board of Directors.
- Setting dividend policies and receiving dividend distributions if the business is meeting performance targets.



What do our family business experts and the family business leaders suggest?

Since each family is different, NextGen identification of their rights and duties involve **different levels** depending on the nature and level of development of a specific family business. If we take “information” for example, the right to be heard and duty of patience is at the lowest level, the right to ask questions and get answers is the next level, and the right to get the whole process of discussing and developing a family constitution is at the highest level. Moreover, the differences between family businesses are evident in **NextGen perception** of what is considered a right and what is considered a duty. For example, some NextGen believe they have the right to work in the family business, others have the duty to do so, and a third group are in family businesses where shareholders are not allowed to work in the family business.

Indeed, the rights and duties of the NextGen in a family business vary depending on the situation. Therefore, rights and duties of the NextGen should be **discussed and agreed** upon by all parties involved. It is important to ensure that everyone is on the same page and that the rights and duties of the NextGen are clearly defined. This will help in clarifying any doubts and ensuring the success of the family business and the NextGen contribute to this success.

Questions to consider about Right and Duties

- Are the rights and duties of our current and future shareholders agreed and defined?
- Did we discuss and agree on the rights and duties of other members in our family apart from shareholders?
- Are the rights of our NextGen and the duties expected we expect them to perform clearly communicated to them?



Sabine Rau
Germany
+20 years of
experience

“It is the Next Generation that will have to put in practice what is planned for KSA. The country and its economy are changing rapidly, with all opportunities and risks. The Next Gens will have to manage the rising competition coming with opening the country for international companies, on the other hand, it is them who can build and re-build Saudi family firms to become a producing rather than a consuming country.”

Conclusion

This report highlights the main discussions that took place in our first Annual Forum 2023. We identified four of the most critical topics for NextGen in family businesses, namely: leadership, communication, business strategy, and rights and duties. Our experts engaged with and learned from the NextGen views in these topics throughout the first day of the forum, and all learnings were then deeper analyzed in closed roundtable discussions in the second day.

We hope that this report will help the senior generation in understanding the most pressing issues that next NextGen face in their family businesses, and that our analysis and expert views will provide clarity on how to tackle these issues.

The questions we post in each topic are critical in evaluating your family business status. We encourage all business families to reflect on these questions, and if you have any concerns regarding any of the questions, we at the Business Family House (BFH) are here to assist you in bringing your family business to its highest potential.

More about the Business Family House



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About the Business Family House

The Business Family House is a boutique advisory firm specialized in supporting business families through providing value-added solutions to the most pressing matters that families face.

Our philosophy is to bring you top experts of family business from the Kingdom, together with the most renowned global experts in the field to support you achieve your objectives, grow, prosper, and sustain.

Our mission is help business families achieve their fullest potential to realize their aspirations for the family and the business.

Our vision become the leading boutique firm specialized in family businesses in our region by providing trusted advice and value-added services.

What makes us unique?

● We bring the best experts of family business from Saudi Arabia, who understand the national culture, local values, and speak the language. Our local experts team up with international family business experts who provide the latest advancements and best practices to support our clients in their journey.

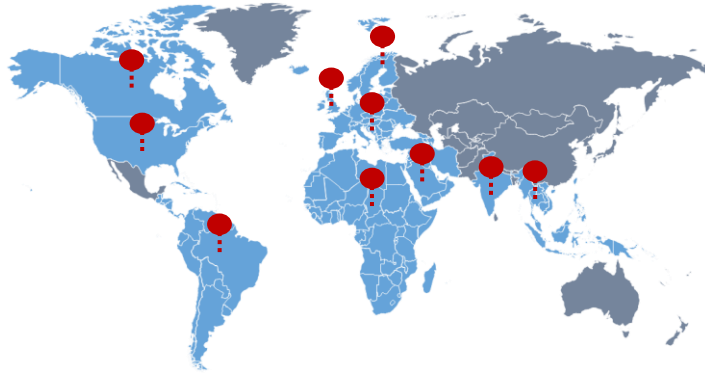
● The work we do with each family is tailored to their own requirements and challenges, and we remain dynamic in our approaches to adapt to the situations we are dealing with as they develop.

● We focus on the deeper dynamics by helping business families understand the root causes and implications of their decisions while creating the right structures and policies that address the family's patterns and history, as well as family members relationships and emotions.

"Dr. Abokhodair successfully completed an advisory engagement for HAACO during 2020, the assignment was conducted with great care, diligence and attention to detail resulting in a successful strategic outcome for our family business. I have no hesitation in recommending working with Dr. Abokhodair, an advisor of the highest standard."

Mr. Mohamed Ali Alireza,
CEO, Haji Abdullah Alireza &
Co. Ltd.

Our Experience



Our experts bring **decades of experience** in advising business families around the world. We pride ourselves for the wide base of business families that our experts have supported globally, including renowned families in the Middle East, Europe, Africa, South East Asia, as well as the Americas, and India.

Our experts are **highly qualified advisors** with strong experience in family business dynamics, owner and corporate strategy, family business governance, succession processes, and next generation development. Their work included families across a **wide range of generations**, from founder based to families beyond their 10th generation.

Many of our experts **come from business families** and have spent substantial time conducting research and contributing to thought leadership locally and globally.

Many of us serve as **board members** in diverse family businesses and non-family organizations around the world.

Our experts regularly **publish in top academic and practical journals** such as Administrative Science Quarterly, Family Business Review, Strategic Management Journal, Entrepreneurship, Theory & Practice, Journal of Management, Cambridge and Oxford University Press, Economist, Financial Times, Tharwat Magazine, and the International Journal of Entrepreneurial Behavior & Research.

Many of us have also **taught in prestigious universities** around the world including *King's College London, IMD, INSEAD, Harvard, MIT, Université de Luxembourg, American University of Sharjah, Princess Nourah bint Abdulrahman University, IMT School for Advanced Studies, University of Witten, University of Edinburgh, University of Ottawa, and NUS Business School in Singapore.*

Our Experts



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+10 years of
experience



Alfredo De Massis
Italy
20+ ears of
experience



Christine Blondel
France
+20 years of
experience



Karin May
Germany
+20 years of
experience



Henry Foley
USA
+30 years of
experience



Khaled AlFahim
UAE
+20 years of
experience



Samuel Bruehl
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+10 years of
experience



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Christiane Scholderer
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+15 years of
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Our Areas of Support

Our services are tailored to the needs and challenges that business families face, especially at the intersection of the family, ownership, and the family enterprise. Our work helps business families in many ways.

Diagnosis of your Family Enterprise System

Through our Diagnosis process, we help your family in identifying the main risks that you are likely going to face in the future, and the unique strengths that your family could build on for achieving continuity.

Common questions that business families face:

Are we aware of future opportunities and challenges that are specific to our family and businesses? Are we aligned in our interests and priorities for the family enterprise? How can we mitigate future risks of conflicts? What needs to be done to have a smooth transition to the next generation?

Owner Strategy and Governance

We assist your family in making tough but important strategic decisions as a family in business and identify your main objectives as an owner group. This work also supports you in designing your ownership and corporate governance structures in ways that align with your objectives and values, and also find ways to keep the growing family together and qualify the next generation of responsible owners.

Common questions that business families face:

Why are we in business together? Should we remain in business together? If needed, how can family members exit the business? What roles should family members play in the governance of the business? Who becomes an owner and who becomes a board member? Who makes which decisions?

Next Generation Development

We help your family in defining the role you wish for the next generation to play in the family enterprise in the future, and assess the state of readiness of your next generation. From there, we assist you setting your objectives for developing the NextGen and in charting a development plan.

Common questions that business families face:

What roles do we wish for our NextGen to hold in the family enterprise in the future? Should we support the development of our NextGen? Towards what ends and how? Is our NextGen interested in taking over the family enterprise and continuing the family mission one day?



Our Areas of Support

Generational Transition

Our work on generational transition helps your family decide when and how to transfer ownership to the next generation and organize the process of working together after the transfer takes place. We also help you identify and prepare the next generation of leaders, find a fair process for electing the next ones, and decide whether only family members should be considered for leadership positions.

Common questions that business families face:

What is a fair share distribution when ownership is passed to the NextGen? Who will lead the family enterprise going forward? Do we have willing and able family leaders to take over the business? How can we avoid conflicts around ownership and leadership when they are passed to the NextGen?

Alignment and Communication

We support your family in understanding the sources and nature of the misalignments you are facing. We also support you in understanding the ways in which your family's rooted patterns influence effective communication and interaction between family members, and identify the best ways to deal with differences to ensure that neither the business nor the family is affected negatively.

Common questions that business families face:

Are we aligned in our interests and priorities about the family and the business? How can we tell? How can we build alignment between family owners / leaders? Are our communication norms and processes effective in sustaining our family enterprise? How can we minimize potential conflict?

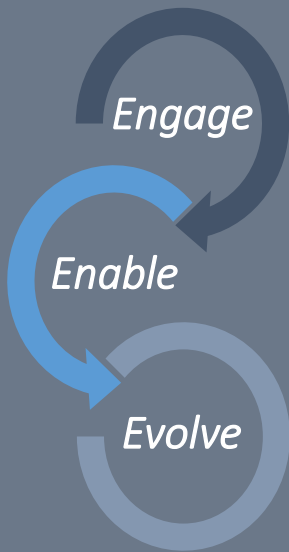
Expert Support

Our work providing our experts' support helps your family members in navigating the day-to-day challenges they are facing, whether in performing a newly assigned role, activating and implementing a newly designed structure or policy, preparing for future ownership, performing current leadership roles, or in navigating difficult intergenerational dynamics, to name a few.

Common questions that business families face:

How can we activate our board of directors and general assembly? How can we implement our family employment policy in an effective independent way? How can we initiate the family committees we created as part of our governance of the family enterprise?

Our Approach



We engage with your family and business in a long learning journey that allows us to build deep understanding of your family and business. We listen, involve the main contributors in the discussion, and give voice to everyone concerned.

We utilize our deep understanding of your situation, combined with our knowledge of research and successful practices, to equip you with the knowledge, skills, and experiences that enable you to find the best solutions for your own challenges, and achieve your objectives long after we are gone.

We help in implementing the solutions we co-created with you to ensure that your family and business evolve as a result of our work with you.

Client Testimonies

“Working with the Business Family House, Dr. Sabine and Dr. Hanoof has proved that mixing local knowledge with international expertise is the best way for us as a family to move forward.

Their knowledge and attention to details made the process smooth and exciting. Not to mention their friendly personalities that allowed the whole family to open up and be part of the process. Today we are stating the 3rd quarter of 2022 with a whole new vision and strategy set by the values Dr. Sabine and Dr. Hanoof helped shape with us.”

Mr. Motasim Hajaj, Chairman, Hajaj and Associates


“The team at The Business Family House got involved with the National Family Business Center twice in the center’s short history. Dr. Abokhodair and Dr. Alrubaishi had finalized a research on family businesses in Saudi Arabia that was commissioned by the Center. A couple of years later, Dr. Abokhodair provided advisory services on several projects in the center and worked closely with the Center’s staff and executives. In both cases the Business Family House team showed excellent knowledge about family businesses and great professionalism. I would not hesitate to highly recommend them for any work in this space.”

Dr. Ghassan Alsulaiman, Chairman, The National Centre for Family Businesses



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