



**OWNER MANAGED BUSINESS INSTITUTE**

*Family Business Advisory Services, Education and Research*

T.M.

*An International Consulting Firm &  
Education and Research Center  
for Family Businesses*



# Who is OMBI Consulting?

- Founded in 1989, the Owner Managed Business Institute (OMBI Consulting) is an international management consulting firm and an education and research center for family businesses.
- OMBI Consulting is dedicated to helping families in business and the leaders of family companies effectively manage the important, delicate and often complicated business, ownership and family issues they face.
- Over the past 20 years, OMBI Consulting's managing directors – John A. Davis, Henry Foley, Alan Heath, Marion McCollom Hampton and Andrew Hier – and its team of consultants have been thought leaders and experts in the field of family business. OMBI Consulting's founder, Professor John A. Davis, is the faculty chair of the *Families in Business* program at Harvard Business School, and along with Dr. Hampton is co-author of the book, *Generation to Generation: Life Cycles of the Family Business* as well as numerous other publications.



# OMBI Consulting's Goals

Through our consulting services, educational programs, research and writing, our goal is to help families in business achieve:

- High professional management standards and long term business success
- Exemplary stewardship (or a smart divestiture) of the family's enterprise
- Productive and harmonious work and shareholder relationships among family members
- World class governance of the business and the family
- Integrated financial planning for the family and the business
- Successful transitions of management and ownership to the new generation
- Sensible ownership and inheritance plans and policies
- Practices that attract and retain the best non-family management talent
- Benchmark processes for developing family management and ownership talent
- A healthy, harmonious and enterprising family



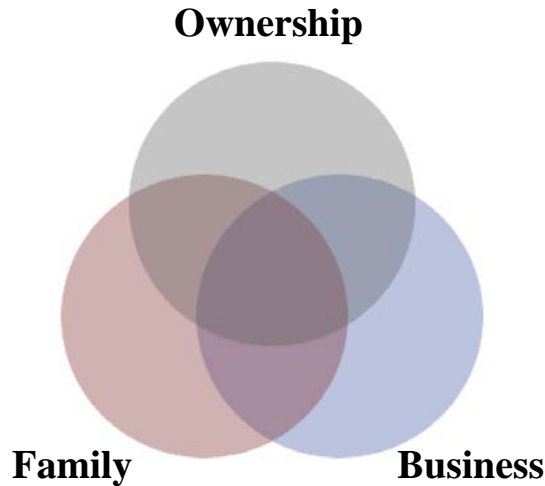
# Services, Clients and Consultants

- Since its founding, OMBI Consulting has provided *consulting services and educational programs* to hundreds of family businesses in the areas of family governance, corporate governance, succession and inheritance planning, strategic planning, career planning, conflict resolution, communication, family philanthropy, and family offices.
- Our *clients* include family-owned and family-controlled, public and private businesses on every continent, ranging in size from small companies to global conglomerates.
- OMBI Consulting's *team of consultants* brings a broad range of professional services as well as board and management experience to its work with families. Our unique approach integrates our expertise in various fields with our business experience to help provide families with pragmatic and objective advice.

# Understanding the Issues and Challenges Facing Family Businesses

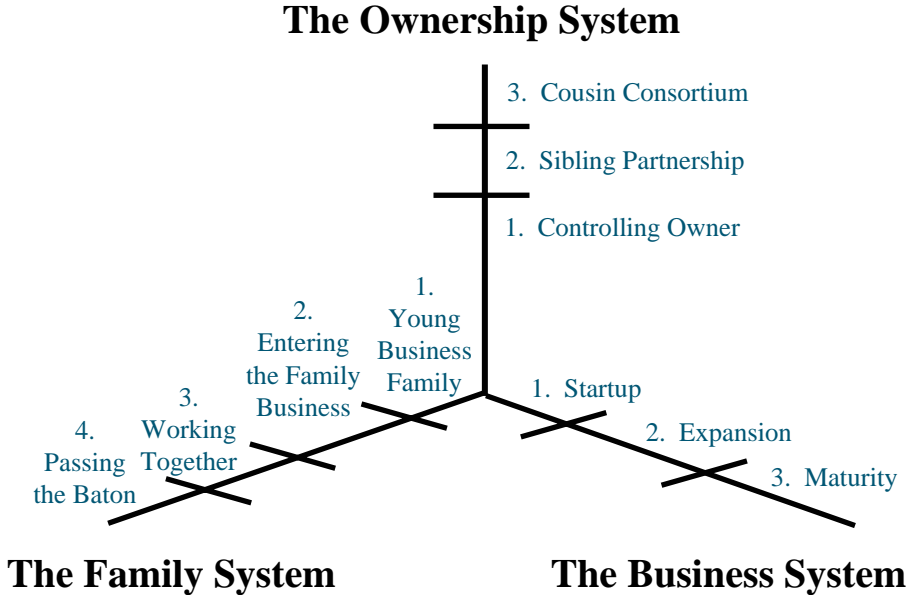
The “Three-Circle Model” and the “Three-Dimension Developmental Model,” have contributed to a much deeper understanding of the issues and challenges facing business-owning families.

## Three-Circle Model of the Family Business System



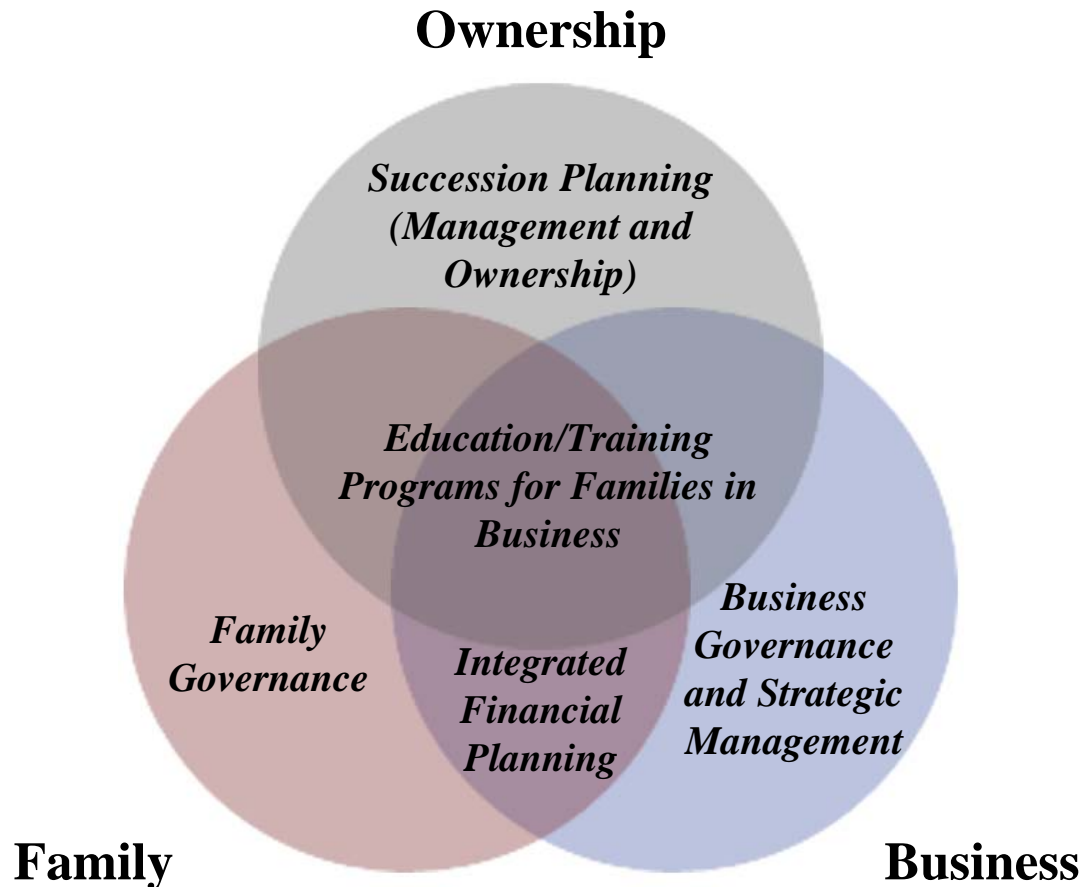
© Tagiuri and Davis, 1982

## Three-Dimension Developmental Model



© Gersick, Davis, Hampton, Lansberg, 1997

OMBI Consulting provides consulting services across a range of areas but with a focus on those areas where family, business and ownership issues tend to overlap.



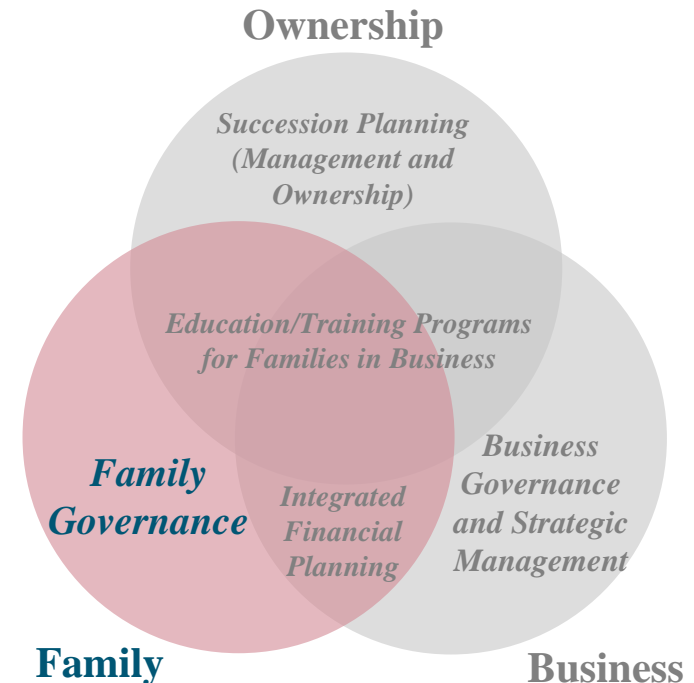
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# Principal Consulting Areas

OMBI has assisted hundreds of business-owning families worldwide in the following areas:

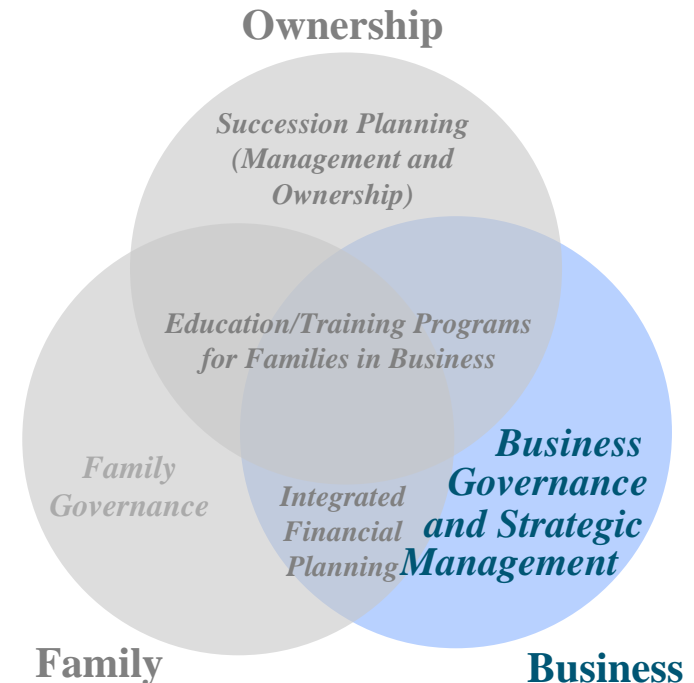
## Family Governance

- Design of a governance system for the Family Enterprise
- Family Mission and Family Strategic Plan
- Family Constitution (family's core values, vision and policies regarding the family's relationship to the business)
- Family Assembly – purpose, structure, facilitation and assessment
- Family Council – purpose, structure, facilitation, assessment and assistance with selecting and coaching members
- Understanding the objectives and aspirations of each member of the family
- Conflict resolution and teambuilding
- Education and training programs for family shareholders and others
- Psychometric Assessments



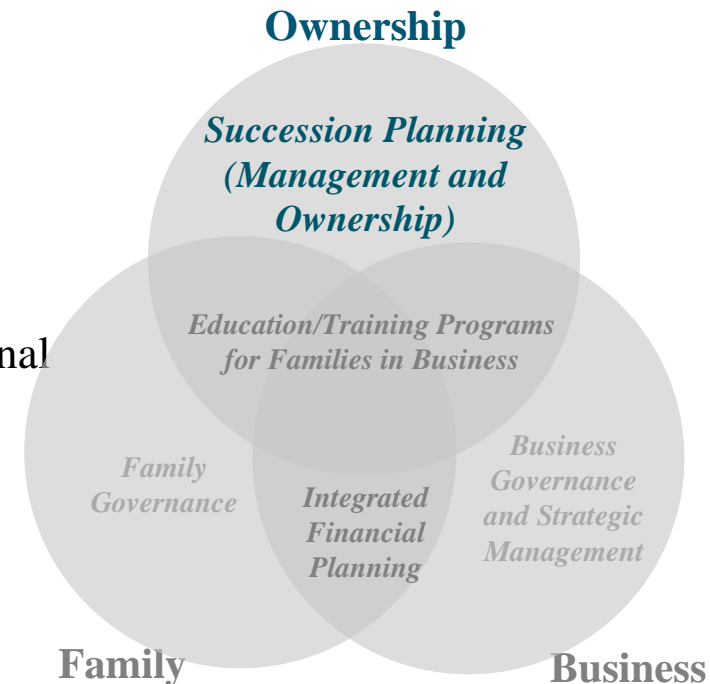
## Business Governance and Strategic Planning

- Overall strategy and direction of the business(es)
- Boards of Directors – assessments, design, structuring and staffing
- Career planning and compensation policies and systems for family members employed in the business
- Advice on organization and management structure of the business(es)
- Psychometric Assessments



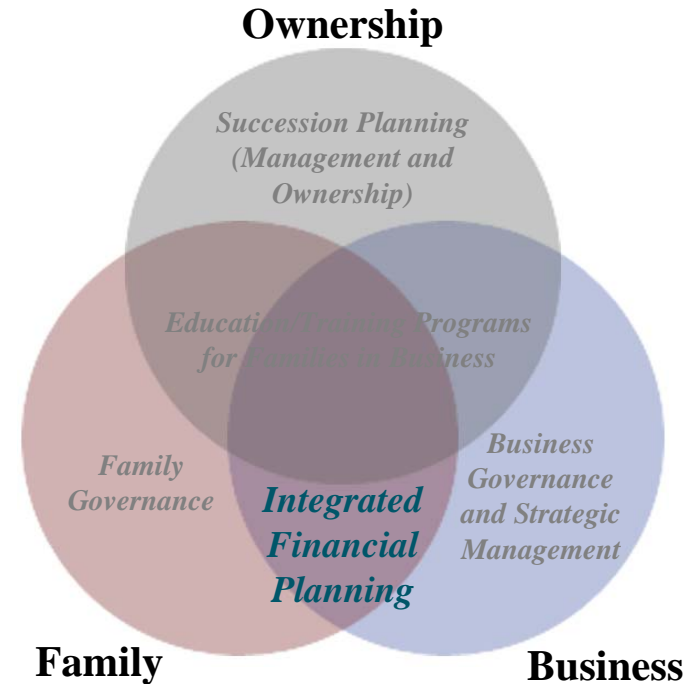
## Succession Planning

- Understanding and anticipating management needs of the business(es)
- Assessment and advice on management transitions and supporting changes to organization structure
- Selection and education/training programs for successors
- Ownership structures and planning for liquidity and control issues (including internal capital markets)
- Design of performance measurement and performance appraisal systems, executive assessments and management development planning for family and non-family executives
- Identifying and training family leaders



## Integrated Financial Planning

- Review, analysis and support in understanding and managing the family's demands for financial and other resources
- Financial analysis of the company's ability to meet family cash needs while investing for growth (investment requirements, debt capacity, capital structure)
- Options for reconciling family and business cash demands
- Options for creating liquidity for family members (reserve fund, internal capital market, etc.)
- Design of dividend and cash distribution policies and mechanisms



## Education/Training Programs for Families in Business

- Harvard Business School's executive education program, *Families in Business: From Generation to Generation*
- Family Business Academy – customized programs exploring issues and addressing the particular needs of individual family business systems
- Family Shareholder Academy - customized programs instructing family members on basic skills and knowledge needed by shareholders
- Specialized educational programs on topics such as next generation leadership, family and business governance and shareholder relationships





OMBI has advised hundreds of small, medium and large, private and public family businesses in a wide range of industries and from all parts of the world.

## USA / Canada

- Most states and provinces

## Australia

- New South Wales
- Western Australia

## Asia / Indian Subcontinent

- Hong Kong
- India
- Indonesia
- Malaysia
- Philippines
- Singapore
- Thailand

## Europe

- Austria
- Belgium
- France
- Germany
- Greece
- Ireland
- Italy
- The Netherlands
- Scandinavia
- Scotland
- Spain
- Switzerland
- UK

## Latin America

- Argentina
- Brazil
- Chile
- Columbia
- Costa Rica
- Guatemala
- Mexico
- Panama
- Venezuela

## Middle East

- Israel
- Kuwait
- Qatar
- Saudi Arabia
- United Arab Emirates



# OMBI Managing Directors



## John A. Davis, DBA

### *Partner/Founder and Vice Chairman*

John A. Davis is the Founder and Vice Chairman of the Owner Managed Business Institute, an international organization that advises and educates business-owning families, and conducts leading edge research in the family business field. Trained in business management, psychology, and economics, Professor Davis consults to family companies and speaks globally on the topics of dynastic success, corporate and family governance, working with relatives, shareholder relationships, strategic and succession planning, developing the next generation, and professionalizing the family business. He has also been recognized as one of America's leading wealth advisors.

A faculty member at Harvard Business School (HBS) since 1996, Professor Davis teaches the MBA course *Management of the Family Business*, and is co-founder and faculty chair of the executive education program *Families in Business: From Generation to Generation*. He also teaches in the *Owner/President Management* program and other executive programs at HBS. Professor Davis is a fellow of the Family Firm Institute and of the Business Family Foundation, and a member of the Academy of Management, the Family Business Network, and the International Family Enterprise Research Academy. He has served on the faculty of the Graduate School of Business at the University of Southern California, and has lectured on family business management at Stanford University, IMD (Switzerland), INCAE (Costa Rica), Universidad Adolfo Ibanez (Chile), and Universidad de los Andes (Chile).

Co-author of *Generation to Generation: Life Cycles of the Family Business* published by Harvard Business School Press, Professor Davis has also authored journal articles and HBS cases, readings and multimedia tools on a wide range of family business topics. He is completing a book describing the best practices of successful family business dynasties and another on the governance of family companies. Professor Davis serves on the editorial board of *Family Business Review*, the leading journal in the field. His theories and observations have been cited by the *Wall Street Journal*, *New York Times*, *Financial Times*, *The Economist*, *Fortune*, *Business Week*, *Exame (Brazil)* and *Family Business* magazine, and many other publications.

Professor Davis earned his Doctorate in Business Administration from Harvard Business School (1982), his Master of Arts in Economics from the University of Wisconsin (1974), and his Bachelor of Arts in Economics from Kenyon College (1973).



## Henry E. Foley

### *Partner/President and Managing Director, Consulting*

Henry Foley is Partner, President and Managing Director of Consulting with the Owner Managed Business Institute. Over the course of his career, Mr. Foley has had extensive consulting experience with major domestic and international service and industrial companies, public sector organizations and family-owned and controlled businesses. He has assisted clients with corporate and family governance, leadership and ownership succession, family work relationships and conflict resolution, and business strategy formulation and implementation.

Since 1977, he has worked with a large number of business-owning/controlling families and their businesses, helping them restructure governance and work together more effectively, redefine their vision, strategies, service and operating concepts, and manage succession and transition. Using analytical tools Mr. Foley has developed in his consulting career, he has assisted top and senior management groups in family businesses develop the driving concepts behind their businesses, map and model their businesses and identify key processes that drive customer satisfaction.

Mr. Foley has taught at Harvard and at MIT. His article, “Organizational Passages: The Seven Predictable Management Crises of Growing Companies – and How Successful Companies Solve Them,” was first published in 1984. He also was a contributor to Rosabeth Moss Kanter’s book, *The Change Masters*, and is currently working on a book on Family and Family Business governance with Dr. John A. Davis and Alan Heath.

Prior to joining the Owner Managed Business Institute in 1998, Mr. Foley was President and CEO of Gray Judson Howard, a strategy consulting firm, for 21 years. He is currently the Lead Family Facilitator in Harvard Business School’s *Families in Business: From Generation to Generation* executive education program, which examines pivotal issues facing family businesses.

Mr. Foley earned his Bachelor of Arts (cum laude), a Masters degree in Administration, Planning, Social Policy and Psychology from Harvard University.



# OMBI Managing Directors (continued)



## Alan F. Heath

### *Partner/Managing Director, Strategic Alliances*

Alan Heath is Partner and Managing Director with the Owner Managed Business Institute. He has been working with families in business, CEOs, and top management teams for nearly thirty years as both a consultant and an executive. He consults internationally to family businesses on issues of governance, family conflict, organizational development, succession, exit strategies, internal capital markets, family offices, and strategic growth planning. He is also a family facilitator and guest lecturer at Harvard Business School's executive education program, *Families in Business: From Generation to Generation*, which examines pivotal issues facing family businesses. Alan regularly works with families in Latin America, and is practice leader for the Owner Managed Business Institute in Mexico and Central America.

In addition to his current consulting activities, Mr. Heath has extensive years of practical international management experience across a wide range of industries and executive offices. He has held roles ranging from president and member of the board of directors at a world-leading, Japanese-owned beverage and confectionery vending machine manufacturer to vice-president of marketing for Tetra Pak, Inc. (now Tetra Laval), a wholly owned subsidiary of an \$8.8B Swedish food and beverage machinery and packaging manufacturer. Mr. Heath has also served as a senior executive, board member, and general counsel at a large, regional soft drink bottling and beverage franchise operation, as well as chairman of a soft-drink franchise company in Mexico. Immediately after leaving the practice of law, he served as president of a contract airline operating multi-engine aircraft in the Pacific Rim. Mr. Heath has frequently acted as an interim officer in companies to which he has consulted, holding positions such as COO, senior managing director, vice-president, and board member.

In addition to his work with OMBI, Mr. Heath serves as a family advisor and perpetual lead trustee for several large, multi-family trusts—formerly in association with Rockefeller Trust Company and currently with the trust company of a large, European-based wealth management and banking institution. In this role, he advises beneficiaries on broad wealth management issues, advises the next generation regarding wealth responsibility and management, and applies modern portfolio theory, asset allocation and investment strategy.

Mr. Heath received his Bachelor of Arts degree in Political Science and Economics from Kalamazoo College and his Juris Doctor from the University of Colorado School of Law. He did post-graduate work in finance at Western Michigan University and has completed the Corporate Boards course at Harvard. Mr. Heath also serves on the Alumni Board of the University of Colorado School of Law, is active in the Family Firm Institute, and is a member of the Collaboration for Family Flourishing.



# OMBI Managing Directors (continued)



## **Marion McCollom Hampton, Ph.D.** *Partner/Managing Director, Research and Education*

Marion McCollom Hampton is Partner and Managing Director for Research and Education with the Owner Managed Business Institute in Cambridge, MA. She has been active in the family business field for 20 years, and has been named a Fellow in the Family Firm Institute. She is co-author of a foundational work in the family business field, *Generation to Generation: Life Cycles of the Family Business* (with Kelin Gersick, John Davis, and Ivan Lansberg, Harvard Business School Press, 1997).

Dr. Hampton maintains an active consulting practice in the family business field, focused on helping families address relationship and governance issues to achieve business continuity from generation to generation. She has designed and run workshops for families in business in Latin America, Europe, and the Middle East, as well as in the United States. Through the Owner Managed Business Institute, she has worked closely with numerous families seeking to design strategies and structures to pass a private enterprise and a legacy of wealth stewardship from generation to generation.

Dr. Hampton was on the Organizational Behavior faculty of Boston University's School of Management from 1986 to 1997. She taught in the executive, MBA, doctoral, and undergraduate programs at the school and served for three years as Faculty Director of the MBA Program, responsible for launching the school's new MBA curriculum. She also served on the core faculties of Boston University's Executive MBA and Leadership Institute executive programs. She was faculty director of the Leadership Institute in 1996 and 1997 and taught a successful undergraduate family business course.

Dr. Hampton has also taught in university executive leadership programs at Dartmouth's Tuck School and the Wharton School, as well as in private corporate programs for Carrier, General Electric, Caterpillar, Grant Thornton LLP, and JP Morgan Chase Private Bank. She has consulted to a variety of publicly traded, public sector, and not-for-profit organizations, primarily on improving working relationships, cultivating leadership skills, and developing effective organizational structure and decision-making. Dr. Hampton has published a number of articles on the structure and dynamics of family-owned business, one of which was selected for inclusion in *The Best of the Family Business Review*, in addition to several cases, a number of scholarly articles on organizational culture, and two books dealing with organizational issues.

Dr. Hampton received an AB magna cum laude from Harvard University, an MPPM (masters of management) from the Yale School of Management, and a Ph.D. in organizational behavior, with distinction, from Yale University. She has served on the boards of the Appalachian Mountain Club, Northfield Mt. Hermon School, and the Upper Valley Land Trust. She is a member

of the Kaw/Kanza tribe of Oklahoma.



# OMBI Managing Directors (continued)



## **Andrew P. Hier**

### ***Partner/Managing Director, Administration***

Andrew Hier is a Partner and Managing Director for Administration with the Owner Managed Business Institute, specializing in family and business governance, shareholder relations and succession issues. He is a facilitator at the Harvard Business School's *Families in Business* executive education program, which examines key issues and challenges facing family businesses.

Mr. Hier maintains an active practice of family business consulting within the United States and with families in South America, Asia and Europe. He is also active in the Family Firm Institute, is a trustee of the Boston-Strasbourg Sister City Association and serves as an overseer for the DeCordova Museum.

Before advising family owned businesses, Mr. Hier was for 14 years the CEO of Bennett and Company, then one of the largest privately held intimate apparel companies in the world, with offices in four countries and wholly owned or joint venture manufacturing facilities in Asia. Mr. Hier practiced law for the previous 15 years, most recently as a partner of Gaston, Snow, Ely, Bartlett in Boston advising clients on general business matters and litigation including corporate governance, contracts and joint ventures, employer-employee relations and shareholder disputes in privately held companies. Mr. Hier was also a law clerk in the United States District Court, Massachusetts and spent a number of years as an Assistant District Attorney specializing in economic crimes in the Suffolk County and Middlesex County, Massachusetts District Attorney's offices.

Mr. Hier earned his A.B. Degree from Harvard College and his Juris Doctor Degree from Harvard Law School.



# OMBI Chairman



## Renato Tagiuri, Ph.D.

### *Chairman*

Chairman of the Owner Managed Business Institute, Renato Tagiuri has been a member of the faculty at Harvard University since 1952. Dr. Tagiuri is professor of Social Sciences in Business Administration, emeritus, at the Graduate School of Business Administration. He has also taught and consulted in various parts of the world in the fields of management of human resources and the management of family owned companies.

Professor Tagiuri has taught in Harvard's *Advanced Management Program*, the *Senior Managers Program*, *Families in Business* and the *Owner President Management Program*. He is the recipient of the Harvard Business School Distinguished Service Award and the Family Firm Institute Richard Beckhard Practice Award. Professor Tagiuri served as Faculty Chairman of the Seminar on Management in Industrial Research of the Industrial Research Institute from 1973 to 1986. Additionally, he served as a member of the Board of Directors of CORCOM, a high technology company and as a member of the Advisory Board of GeoCenters Corporation.

Professor Tagiuri earned his Ph.D. from Harvard University and his B.Sc. and M.Sc. from McGill University.



# OMBI Consultants

Our consultants have achieved global recognition through their consulting, teaching and advanced research. Each of our consultants has years of experience working with family firms of all sizes and generations.

**Dr. David Ager** ■ Senior Consultant specializing in leadership development, talent and change management, team building and succession planning ■ Lecturer in the Sociology Department at Harvard University ■ Author of over two dozen case studies ■ Faculty member and Family Facilitator in Harvard Business School's *Families in Business* program ■ Ph.D. in Organizational Behavior from Harvard University and M.B.A. from the Richard Ivey School of Business, University of Western Ontario.

**Dr. Dwight Crane** ■ Senior Consultant specializing in financial management and corporate governance ■ Professor at Harvard Business School and formerly Chair of the Owner/President Management Program ■ Published several books, research articles and case studies ■ Taught in *Families in Business* program and in the *Directors of Private Companies* executive program ■ Ph.D. in Economics from Carnegie Mellon University and M.B.A. from the University of Michigan.

**Dr. Amy Edmondson** ■ Senior Consultant specializing in family team effectiveness and organizational learning ■ Professor at Harvard Business School ■ Author of over 60 academic papers ■ Faculty member in Harvard Business School's *Families in Business* program ■ Ph.D. in Organizational Behavior and Masters in Psychology from Harvard University.

**Katherine Heath** ■ Associate Consultant and Research Associate specializing in family business education, coaching the next generation, and strategic alliances ■ Researching family offices and family foundations ■ Administers and interprets diagnostic tools and assessments for the firm ■ B.F.A. from the San Francisco Art Institute and postgraduate coursework in Conflict Resolution, personality and behavioral assessments, and the Spanish language.

**Kelly Mulderry** ■ Senior Consultant specializing in strategic planning and family governance for the family businesses ■ Research Associate at Harvard Business School ■ Guest lecturer and Family Facilitator in Harvard Business School's *Families in Business* program ■ M.B.A. from Harvard Business School.



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**Dr. Jonathan Pellegrin** ■ Senior Consultant specializing in boards of directors, strategic change and selling the family business ■ 26-year career in his own family's publishing company ■ Guest lecturer and Family Facilitator in Harvard Business School's *Families in Business* program ■ Former Professor at the University of Wisconsin–Madison ■ D.B.A. from Business School Lausanne.

**Dr. Imanol Belausteguigoitia Ruis** ■ Senior Consultant specializing in strategic planning for family businesses ■ Educator, researcher, speaker and radio contributor for Reflections on Family Firms ■ Author of *Empresas Familiares: Su Dinamica, Equilibrio y Consolidacion* ■ Director of the Family Business Center at Instituto Tecnológico Autonomo de México (ITAM) ■ Ph.D. in Management from Universidad Nacional Autónoma de México (UNAM).

**Courtney Sampson** ■ Associate Consultant specializing in family governance, education of business families, career development of business family members and late generation family business systems ■ Research Associate at Harvard Business School ■ Family Facilitator in Harvard Business School's *Families in Business* program ■ B.A. in Sociology from the University of California, Santa Barbara and studied at the University of Cambridge, UK.

**Dana Telford** ■ Senior Consultant specializing in family governance and family offices ■ Guest lecturer and Family Facilitator in Harvard Business School's *Families in Business* program ■ Co-author of *The Integrity Advantage: How Taking the High Road Creates a Competitive Advantage in Business* and *Integrity Works* ■ M.B.A. from Harvard Business School.



# OWNER MANAGED BUSINESS INSTITUTE

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## Headquarters

101 Main Street, 17th Floor  
Cambridge, Massachusetts 02142 USA

Tel +1 617 871 2740 ■ Fax +1 617 871 2741  
email: ombi@ombiconsulting.com

[www.ombiconsulting.com](http://www.ombiconsulting.com)

### **Dr. John A. Davis**

*Partner/Founder and  
Vice Chairman*

+1 617 871 2740

[jdavis@ombiconsulting.com](mailto:jdavis@ombiconsulting.com)

### **Henry E. Foley**

*Partner/President and  
Managing Director*

+1 508 636 7308

[hfoley@ombiconsulting.com](mailto:hfoley@ombiconsulting.com)

### **Alan F. Heath**

*Partner/Managing Director*

+1 617 880 4903

[aheath@ombiconsulting.com](mailto:aheath@ombiconsulting.com)

### **Dr. Marion McCollom Hampton**

*Partner/Managing Director*

+1 603 738 9945

[mmhampton@ombiconsulting.com](mailto:mmhampton@ombiconsulting.com)

### **Andrew P. Hier**

*Partner/Managing Director*

+1 617 880 4913

[ahier@ombiconsulting.com](mailto:ahier@ombiconsulting.com)