

# Some additional ideas on how to make your family business ready for longevity



Prof. Dr. Fabian Bernhard



**HERMÈS**  
PARIS

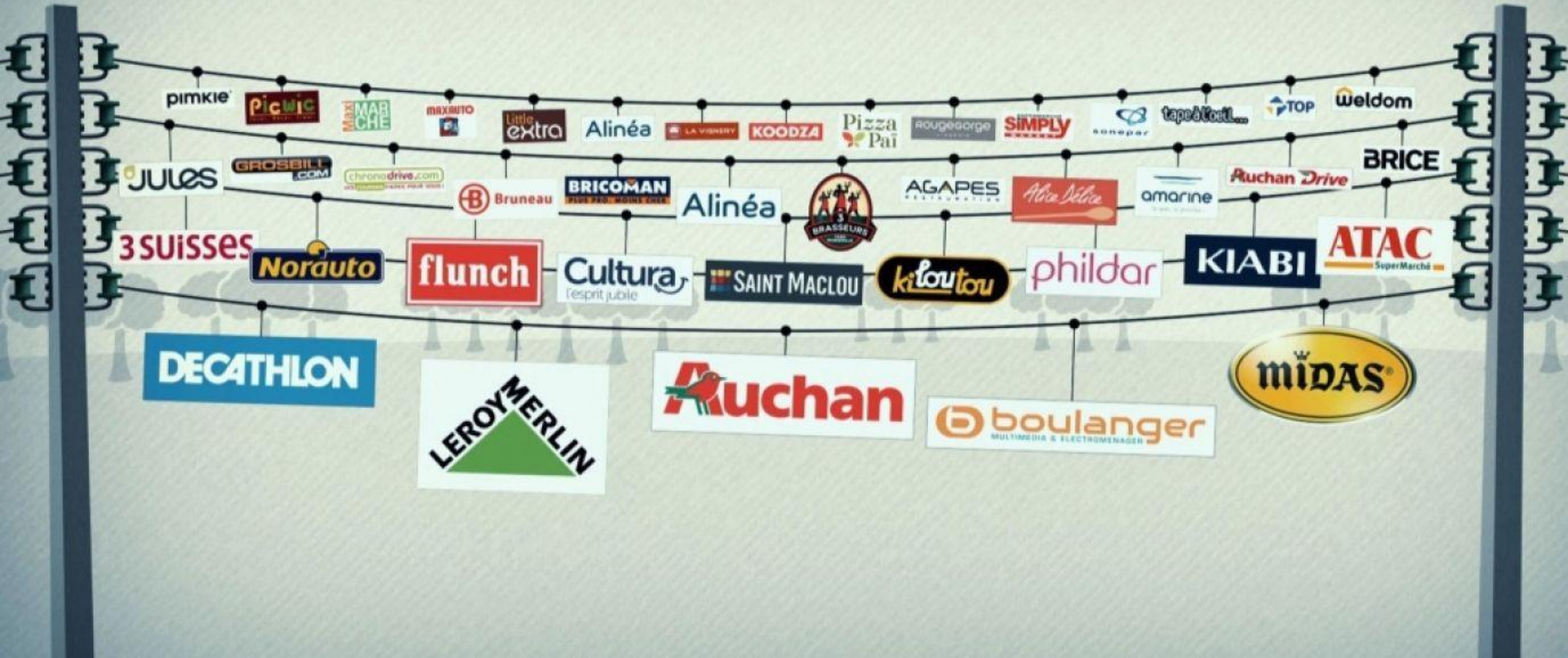
**LVMH**



Hermès CEO Patrick Thomas



LVMH President Bernard Arnault

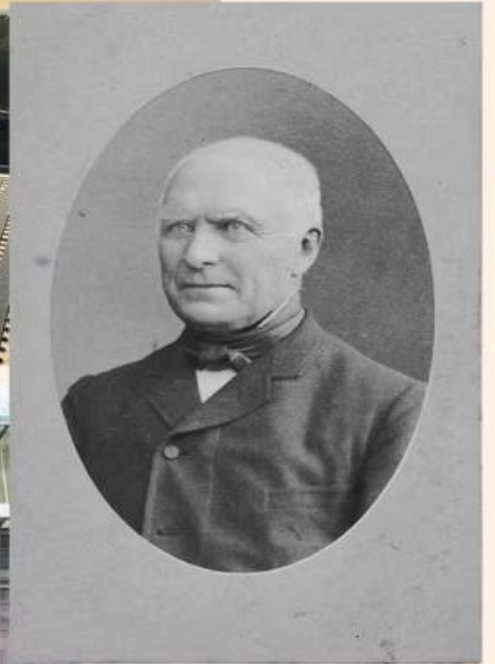


Family Mulliez (AFM)



Association Familiale Mulliez (AFM), is co-owned by **more than 1,000** family members, 600 of which are all millionaires



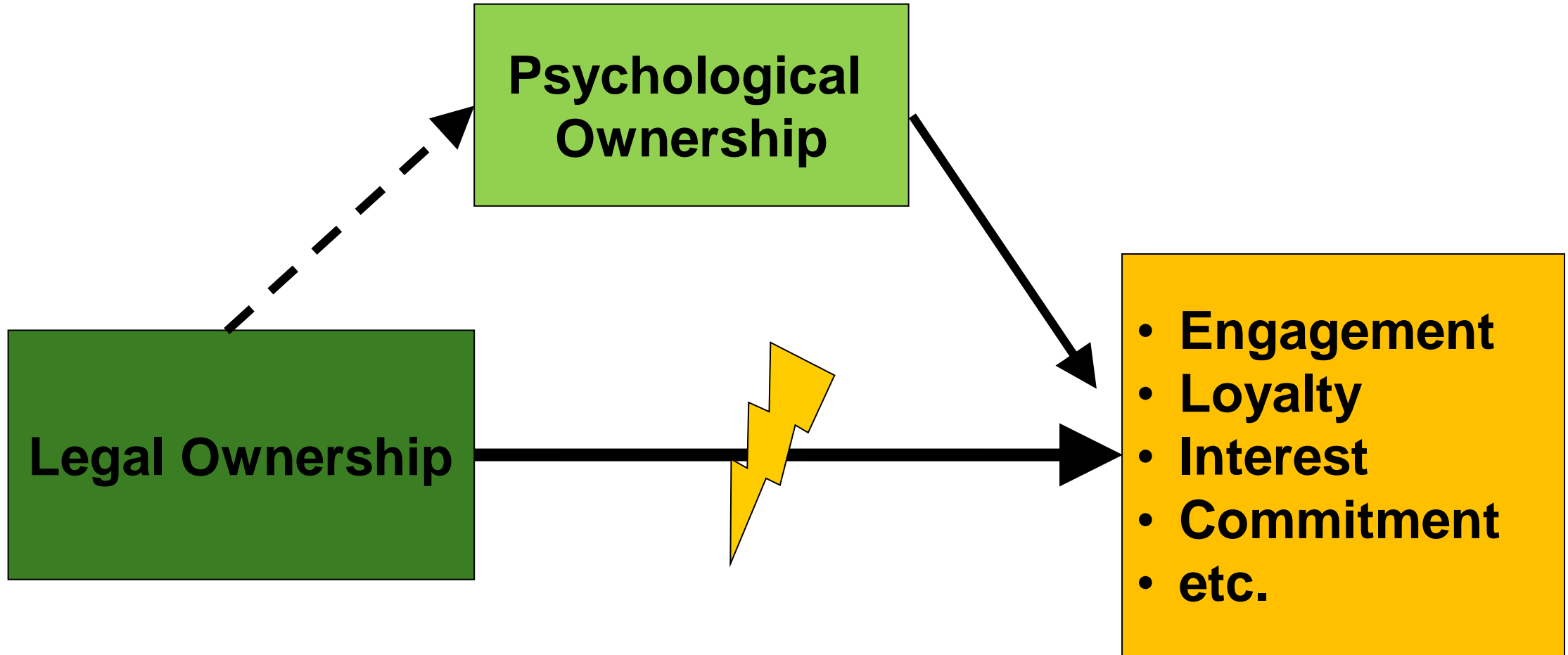


Brenninkmeijer, 12 family branches and **500 members**



Raventós Codorníu wineries (generations 14th-18th)





# Psychological Ownership

**1. Perceived Control**



**2. Know**

**3. Invest oneself**



- Engagement
- Loyalty
- Interest
- Commitment
- etc.

Thank you!



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