



Press Kit

IMD-LOMBARD ODIER

GLOBAL FAMILY BUSINESS AWARD

Excellence in Family Business

Press Release

IMD and Lombard Odier recognize BAVARIA for resilience, adaptability and innovation

16 October 2015 – Bavaria, one of the oldest privately held and run companies in the Netherlands, was awarded the 20th annual IMD-Lombard Odier Global Family Business Award at the 26th Summit of the Family Business Network International (FBN-I) in Montreux, Switzerland.

Awarded by IMD, a top-ranked global business school, and by Lombard Odier, one of the main private banks in Europe, this prize is regarded by many as the most prestigious for successful family businesses. It recognizes the way in which such firms unite family interests with those of the business and combine tradition and innovation while demonstrating a clear commitment to their local community. This year, the Award is celebrating its 20th anniversary and pays tribute to a long list of prestigious recipients. It renews its commitment to recognizing and documenting exceptional family business performance, enhancing its role as a platform for family businesses to exchange best practices, analyze the economic situation and learn from each other. Previous winners include world-class companies such as LEGO, Ayala Corporation, S.C. Johnson, Hermès, Barilla, Yazaki Corporation, Merck, Firmenich and Bel Group.

This year's winner is Bavaria, the second largest brewery in The Netherlands which was founded before 1680 and has been owned and run by the Swinkels family since 1764. A global brewer with roots in local ground, the company is in its seventh generation of family ownership and leadership. It had revenues of \$503.9 million in 2014, operates in more than 120 countries and employs approximately 1000 people.

This year's winner is unique in finding solutions as a mid-sized company that has been operating in the fiercely competitive beverages industry. The Swinkels family has demonstrated an extraordinary capacity to be resilient and innovative in finding solutions to adapt their business model to changing industry and market structures. Their visionary family leadership included not only the business dimension but has identified ways to solve the classic family business dilemmas and be flexible in defining structures that would strengthen the family business identity over time and invest into preparing the next generations for getting involved. " *The task of each generation is to find out what's happening in society and adapt to it. It is a matter of staying 'fresh,'*" explained J.-R. Swinkels (7th generation, CEO). Today, a team of 7th generation cousins' is leading the operative business and has developed original marketing strategies and successful niche market strategies to compete with global multibillion dollar competitors – at national and international level. Outstanding product and process innovation management

capabilities have been combined to pursue ambitious growth activities in emerging and frontier markets, blended with a strong commitment to sustainability and corporate social responsibility.

Thierry Lombard, former Managing Partner of Lombard Odier, a seventh-generation family firm, and former Chairman of the FBN-I, said: "For the last 20 years, it has been our responsibility with this award to recognize and congratulate the laureates for having shown, by their outstanding contribution, the role of families and family businesses in our economies. Celebrating the 20th anniversary of the IMD-Lombard Odier Global Family Business Award, we are particularly delighted how well this is symbolized by the firm Bavaria and to be able to honor this family and all previous winners and families, who will recognize themselves in the personality, strengths and qualities of Bavaria."

IMD President Dominique Turpin said: "As a global leader in family business research and education, IMD understands the challenges of running a family business for over 240 years. It takes not only innovative thinking but also adaptability and a strong generational vision to lead the business over generations. Bavaria is clearly a flagbearer for family business excellence. It operates in fiercely competitive markets and has successfully challenged multibillion dollar multinationals, in its home market as well as globally. As a product brand, it has capitalized on its ability to emotionally connect to its consumers. Bavaria also leveraged its heritage and authenticity to set new standards on sustainability, creating a true legacy in the world of fast moving consumer goods. For all these reasons, it truly deserves to be recognized as the winner of this year's IMD-Lombard Odier Global Family Business Award."

The family business is the oldest and most widespread business model throughout the world. A major source of revenue, jobs and tax contributions, family businesses are key players in the economic system and often serve as models for long-term growth, profitability, stability and survival through periods of crisis.

The award trophy is fashioned out of crystal and bears the shape of a tree – a symbol of family businesses. It was generously donated by the Scheufele family from Chopard and was crafted in Geneva – a further example of a successful family business in the global arena.

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About the Winner

Bavaria, a global brewer with roots in local ground

Bavaria brewery is one of the oldest family businesses in the Netherlands. It has approximately 1,000 members of staff, at home and abroad. Managed by the Swinkels family, the Bavaria brewery in the south of the country has been brewing beer according to a unique family recipe for seven generations now. This has enabled them to safeguard the best quality since 1719. Pure ingredients form the basis for quality, and that is why Bavaria is brewed from naturally pure mineral water from its own wells, while the company malts its own barley.

Seven generations of brewing industry

As an independent family business Bavaria still has a special position in the international beer market. The Swinkels family has run the business for seven generations. Entrepreneurship runs in the family blood. Where Johannes Swinkels sold ten barrels of beer in 1884, the brothers Jan, Piet and Frans had expanded the business to over 40,000 hectolitres in 1947. In 1981 the sixth generation achieved the 1 million hectolitre milestone and the entrepreneurial spirit of the seventh generation ensures that now Bavaria exports 6 million hectolitres of beer to over 120 countries.

Innovation through the years

Where increasingly small scale breweries have been closing their doors, the Swinkels family has remained successful through the years by consistently anticipating changes in the market. As originator of the sole genuinely zero alcohol beer Bavaria has built a strong position in the Netherlands as well as in other parts of the world. In 1978 Bavaria exported the first zero alcohol beer to the Middle East and today its unique brewing method helps Bavaria to maintaining a top position in the zero alcohol segment in several markets.

Investing in sustainable business processes

As the Swinkels family sees it, each generation has the brewery on loan from the next generation. Continuity is the key driver. Bavaria's motivator is to hand over the business to the children and grand children in optimum condition. This requires innovative power and means investing in sustainable business processes, in assets that the next generations can build on. Bavaria is the world's first brewery to operate under ISO 26.000 standards assuring a completely sustainable overall operation in terms of water consumption, energy, chain management and man & environment.

About the Award

IMD-Lombard Odier Global Family Business Award

The IMD-Lombard Odier Global Family Business Award was created in 1996. The aim of the award, which provides a unique platform for sharing best practices and analyzing the economic backdrop, is to promote family businesses by highlighting the exceptionally high standards they are capable of and the many forms they may take.

Former winners

Past award recipients have been selected for their outstanding success. They provide inspiration to their peers through their exemplary governance, the involvement of several generations and a clear, long-term social commitment.

2014 Ayala Corporation, Philippines	2005 The Votorantim Group, Brazil
2013 J. M. Huber, USA	2004 The Barilla Group, Italy
2012 Bel Group, France	2003 The Bonnier Group, Sweden
2011 Firmenich, Switzerland	2002 The S.C. Johnson Family Enterprises, USA
2010 The Odebrecht Organization, Brazil	2001 The Murugappa Group, India
2009 The Merck Group, Germany	2000 The Zegna Group, Italy
2008 Roca Corporacion Empresarial, Spain	1999 The Henkel Group, Germany
2007 Yazaki Corporation, Japan	1998 Corporacion Puig, Spain
2006 The Lopez Group Foundation, Philippines	1997 Hermes SA, France
2006 The Ivey Foundation, Canada	1996 The Lego Group, Denmark
2006 The Fundacio Lluís Carulla, Brazil	

About the Award Jury

The Award Jury consists of an independent panel of authorities with extensive international backgrounds and expertise in family business.

Voting Members:

- Thomas G. Bata, Swiss/Canadian - Chairman Bata Shoe Company and 3rd generation member of the Bata family
- Philipp Baumhauer, German – Founder of Baumhauer Gesellschaft von Architekten and 12th generation member of the Merck family
- Fabian Bonnier, Swedish - CTO of SF Anytime and 7th generation member of the Bonnier family
- John Elkann, Italian - Chairman and Chief Executive Officer of EXOR, Chairman of Fiat S.p.A and 5th generation member of the Agnelli family
- Judy Green, American - President of the Family Firm Institute (FFI)
- Marie-Christine Jaeger-Firmenich, Swiss - President, Firmenich Family Assembly and 3rd generation member of the Firmenich family
- Maria Lilja, Swedish – Former co-chairwoman of the J.M. Huber Corporation Board of Directors
- Marcelo Bahia Odebrecht, Brazilian - Chief Executive Officer of Odebrecht S.A. and 4th generation member of the Odebrecht family
- John L. Ward, American - Clinical Professor of Family Enterprise and co-director of the Center for Family Enterprises at Kellogg School of Management.

Non-voting Members:

- Dominique Turpin, IMD
- Thierry Lombard, Lombard Odier
- Benoît Leleux, IMD

Criteria of Excellence

In selecting the award winner, a panel of independent jury experts examines different aspects of the family business. Careful consideration is given to the personalities and values of the people who run the business, the way in which they unite their family and business interests and combine tradition and innovation while demonstrating a clear commitment to their local communities. The award is based on excellence in the following areas:

Family values

- Adherence to shared vision across generations.
- Active collaboration across generations.
- Faithfulness to values and the transfer of heritage.
- Reinforcement of core family and business values.
- Loyalty to employees, shareholders, clients, suppliers, and the community.
- Company owned and managed by the family for at least three generations.

Business values

- Excellence in performance standards.
- Dominance of family values.
- Growing and profitable company.
- International presence.
- Clarity of the communication strategy.
- Personal, hands-on involvement of the family.
- Minimum annual revenues of USD 500 mn.

Succession

- Excellence in governance – selection, development, independence, consolidation of family relations.
- Expertise passed on within the family.
- Ability to adapt over time and through the generations.
- Preparation, engagement, education of the next generation.

About the Award Partners

IMD business school and Lombard Odier jointly developed the highly acclaimed and prestigious Global Family Business Award – initiated in 1996 – to annually recognize an outstanding company that has successfully blended family and business interests. In 1999, the Scheufele Family from Chopard joined forces with IMD and Lombard Odier, and has since contributed the beautifully crafted trophy.

Lombard Odier

Lombard Odier provides its private clients with a full range of bespoke services such as succession planning, discretionary and advisory portfolio management, tax reporting and custody services. With a view to remaining close to its clients' needs, the Group is able to harness expertise and technology to provide innovative wealth management solutions across the globe. Lombard Odier has developed significant private banking operations in Europe, Switzerland and emerging economies.

The Lombard Odier Group has a presence in the world's main financial centres and offers its clients a global perspective through its network of 26 offices in 19 jurisdictions. The Group employs about 2,150 people.

The Partners represent the seventh generation of bankers running the firm. As both owners and managers, they are involved with leading the firm's strategy and management as well as serving clients. Since its founding in 1796, the Firm has stayed true to its primary vocation of preserving and nurturing the assets entrusted to it and helping to hand them to future generations.

A fruitful dialogue with families and family businesses over generations has notably helped Lombard Odier create several books dedicated to the complex and powerful interactions between individuals, their families, and their wealth. The indispensable WWW series showcase the expertise of international specialists, and provide readers with Lombard Odier's valuable experience – accrued over two centuries – in addressing the challenges of family business. As members of the seventh generation of the founding families, its Partners are pleased to support the IMD – Lombard Odier Global Family Business Award.

IMD

IMD is the top-ranked business school, recognized as the expert in developing global leaders through high-impact executive education. The school is 100% focused on real-world executive development; offers Swiss excellence with a global perspective; and has a flexible, customized and effective approach. IMD is based in Lausanne (Switzerland) and has an Executive Learning Center in Singapore.

IMD has worked with leading families in business for over a generation. As a center of excellence, the IMD Global Family Business Center encompasses ongoing, highly relevant research and a wide range of educational offerings that bring cutting-edge research to practicing families in business. *Leading the Family Business*, the cornerstone of IMD's family business programs, was launched in 1988 and is the longest-running family business program in the world. It has become world-renowned for providing advanced fundamentals and practice-driven solutions for family businesses and is a "must" for all members of business-owning families. Since 2013 IMD offers the *Leading the Family Office* program which is dedicated to the management of family private wealth and in 2014 *The Next Generation* program has been introduced. It addresses the needs of young people who will lead and ensure the success of their families and family businesses in the future by preparing them to take on a senior role in any part of the governance system – ownership, business or family.

The next up-coming family business programs are: "[Leading the Family Business](#)" in Lausanne, from Oct 25-29, 2015; "[Leading the Family Business](#)" as part of IMD's *Orchestrating Winning Performance* Program in Singapore, from Nov 16-20, 2015; "[The Next Generation](#)" Program in Singapore, from March 7 - 17, 2016; and "[Leading the Family Office](#)" in Lausanne, from May 9-11, 2016.

Chopard

Similar to fine watches and jewelry, successful synergies represent a whole worth more than the sum of the parts. In 1963, Karl Scheufele III met Paul-André Chopard to explore the purchase of the Swiss firm. Within minutes, the two men sensed the powerful potential offered by converging the destinies of their respective companies and a new era began for both. This was not just a business deal. It was about meshing core values, independence, tradition, creativity and daring, that traced back to the founders of each enterprise. Louis-Ulysse Chopard was born in 1836 in Sonvilier in the cradle of Swiss watchmaking in the Jura Mountains. In 1860, at age of 24, he opened his own manufacture d'horlogerie and this year is considered as the founding year of the company Chopard. Louis-Ulysse Chopard wanted to realize his entrepreneurial vision to integrate and promote the talents of the local craftspeople among whom he lived. Karl Scheufele I, born in 1877 in Pforzheim, learned watchmaking in the orphanage where he grew up and leveraged his skills and keen sense of the market into a flourishing business selling his first watch collection named ESZEHA, a proud reference to the three first letters of his family name.

Today, Chopard's success relies on maintaining and cultivating those core values. As a family enterprise, it has defended its independence, for instance, by expanding its Boutique and distribution network throughout the world, or

pursuing vertical integration of its watchmaking by developing in-house movements. Chopard has built its reputation on iconic collections such as “Happy Diamonds”, “Happy Sport” and “Mille Miglia”. The firm is also highly recognized for its High Jewellery creations and fine watchmaking and manufacture expertise, expressed in the L.U.C collection. The collections may be playful, sophisticated, luxurious, or elegant, but they are always designed with a passion for excellence. Quality is ensured by sustaining the rich tradition of watchmaking and jewellery associated with the Chopard name. Around thirty different crafts are performed under the company roof, from polishing and gold casting, complications watchmaking and gem setting. If the past is recalled by naming the movements and a collection after Louis-Ulysse Chopard, the future is nurtured in collaborations with Geneva’s watchmaking school, the EHG, where young watchmakers receive training. Family-run enterprises like Chopard have a special quality. Sustainability is a personal matter and extends to the product as well as to all those who work daily for the success of the enterprise.

Family-run enterprises like Chopard have a special quality. Sustainability is a personal matter and extends to the product as well as to all those who work daily for the success of the enterprise. The collaboration with the IMD - Lombard Odier Global Family Business Award, is perfectly natural, since both partners share a deep commitment to independence, to family businesses and long-term stability. The award itself was manufactured by Chopard for the first time in 1999. This tree of aluminium between two glass plates symbolizes the family itself as it evolves in time, growing, giving and changing with each generation, yet remaining firmly rooted in the earth in which it was born.

About Family Businesses

Family businesses are the oldest and most widespread business model throughout the world. A major source of revenue, employment and tax contributions, they form the backbone of our economic system.

With their long-term perspective and stakeholder orientation, family-owned businesses represent capitalism with a human face – combining social responsibility with a commitment to economic success. Particularly in hard times they benefit from their competitive advantages. Recent studies show that excellent family-owned companies around the globe outperform public companies in terms of long-term growth, profitability, and stability.