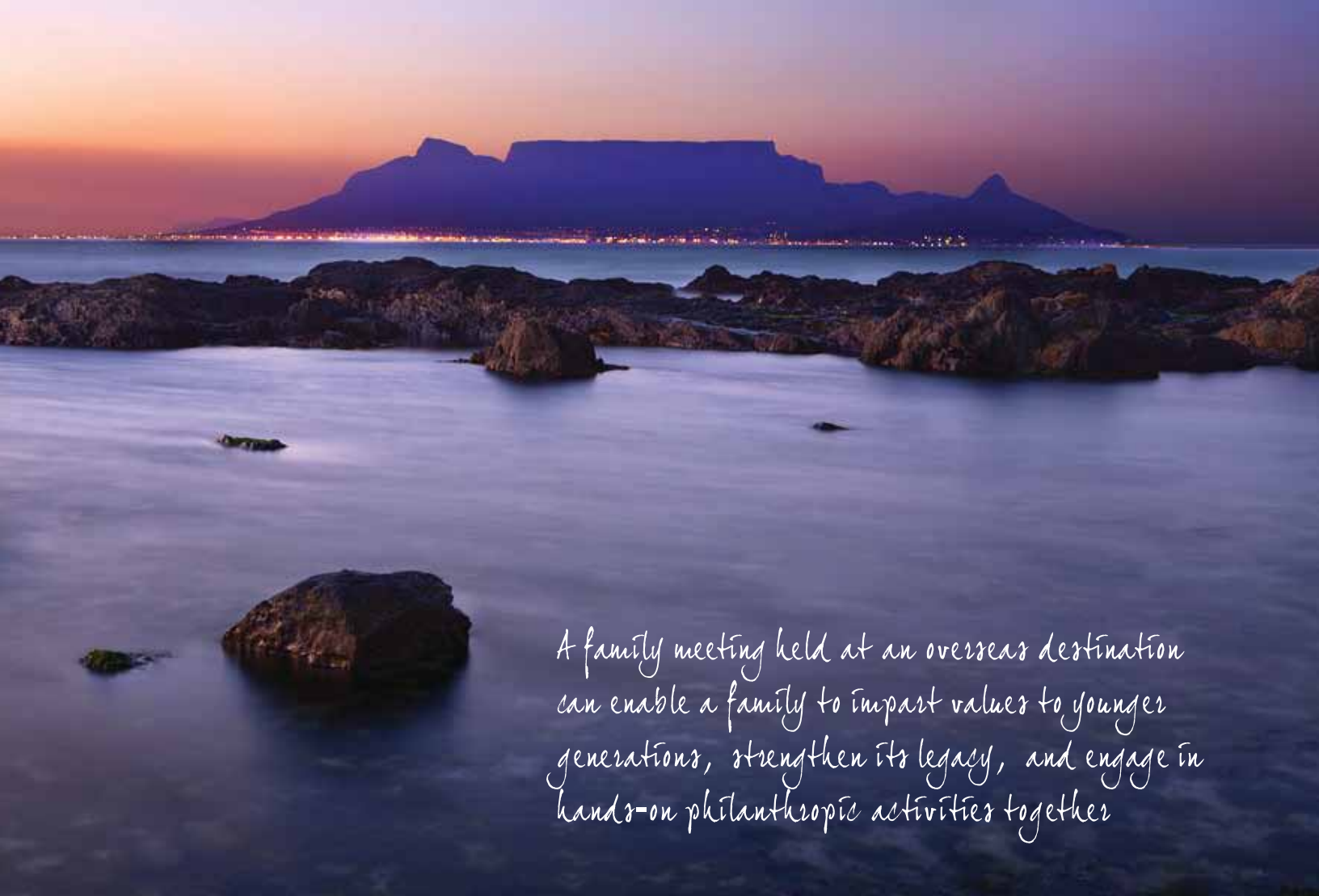


Holding a family meeting at an overseas destination



A family meeting held at an overseas destination can enable a family to impart values to younger generations, strengthen its legacy, and engage in hands-on philanthropic activities together

Cape Town

For many affluent families, the regular family meeting is an important cornerstone of the family's governance and dynamics. Families — either on their own or with the professional assistance of one of their advisors — will arrange and facilitate these family retreats on a periodic basis. The agenda of the meeting may include some combination of the following family concerns — communication, governance, education, legacy, values, and philanthropy. The objective of many affluent families is to create a cohesive and lasting legacy that survives multiple generations. Regular family meetings can enable a family to achieve this goal.

- **How can international travel improve the overall experience of a family meeting?**

The location chosen by the family can greatly influence the tone and atmosphere of the meeting. Family meetings are most often held at the parental home or office because this is the simplest and least costly option, and because more family members can get there with less travel. However, it's worth considering that these locations may discourage some family members from attending, and can cause those who do to revert to behavior patterns which are not conducive to a productive meeting. A neutral location where no one person appears to have an advantage, and where family members are comfortable, on an equal footing, and less likely to be distracted, may be a more suitable environment for an effective family meeting.

The location chosen for the family meeting — whether a hotel, resort, club, or even a private island — should afford the family the requisite privacy in which to conduct the business of the meeting — especially if the agenda includes confidential, proprietary, or financial information. There may also be sessions of the meeting devoted to family governance or intra-family relations which can be very sensitive. There are many appropriate venues that will give the family the total privacy they need from venue staff and other guests.

- **Can the cost of holding a family meeting overseas be justified?**

Quite obviously, holding a family meeting at a destination to which all those attending will have to travel, and once there will need to be housed, fed, and entertained, will entail considerable expense. But using the family's resources to hold such a special family meeting sends a message of how important the family and its legacy are. It's a demonstration of the family's commitment to building its governance, leadership, and legacy. All involved will have a greater respect for the event.

We all have travel experiences which are among our most vivid and important memories. Combining travel with a family meeting can turn the event into an important benchmark in the lives of everyone in the family, and create the kind of shared memory that will cement bonds between family members, and provide a critical foundation for the future growth of the family.

- **How can travel strengthen a family's values and its legacy?**

Every family has a history, and every generation wonders where its family came from. For financially successful fami-



lies, the question is broader: What is it about our family that has allowed us to succeed?

A family increases the chances of sustaining its legacy if the next generation knows where the family came from, and understands the family's story. There's no better way to bring that history to life than taking the family to the place or country to which its roots can be traced. By uncovering and exploring the lessons and examples in the family's history, the family increases the likelihood that subsequent generations will sustain the family's legacy of accomplishment.

Holding a family meeting in the place or country to which its history can be traced allows the family to include in its agenda both the family's story and the lessons of that story. It enables the older generation to convey to the youngest: this is where we began, this is where we come from, this is who we are, and this is the place to which we can trace the family values which have sustained us.

- **Can travel be used to make a family meeting educational for all?**

It's axiomatic that travel to another land is always a learning experience. By holding a family meeting in another country, and incorporating a focused learning program into the agenda, the family meeting can become an important educational experience for all involved.

As mentioned in response to the previous question, the family meeting can be the place to learn the family's history. It can also be an opportunity to understand and appreciate the family's religious history. A meeting at a location which is meaningful to the family's religious heritage could be important on a number of levels.

Being together as a family in another country is a chance — not just for the younger generation, but for all generations — to experience first-hand another culture, as well as the history and politics of a country which may be very different from those of the family's country. It's also a unique oppor-



Ashford Castle

tunity to immerse the family in the art, dance, music, language, and food of another country, and to create a passion for a country's culture that the family can share long after the family meeting and the trip are over.

It may prove instructive to visit a company in another country that is in a business similar to the family's business at home, and to meet the family which owns and runs that business.

In a changing world where China, India, and Brazil are playing larger roles in the global economy, a family may wish to hold its family meeting in one of these countries, and include on its agenda a prominent economist who can get the family engaged in a discussion of how the family business should adapt to the challenges these emerging economies present. Or a family meeting in Greece or Spain could serve as an opportunity to learn how an economic crisis in the eurozone could impact the family business back home.

The family business may be adapting to a more challenging environment, while the next generation of children is growing up at a time when they, like the family business, will need to learn how to be globally competitive. A family meeting which introduces the children to that more challenging world could be a turning point in the evolution of the family and its legacy.

- **Can international travel provide opportunities for family philanthropy?**

Some families with philanthropic goals look for ways to engage all generations in meaningful, hands-on charitable activities. The opportunities for families to do so together while traveling for a family meeting are endless. And doing so doesn't require traveling to a dangerous or undeveloped part of the world.

Cape Town is a popular destination for ultraluxury travel. It's a gorgeous city with beaches, mountains, and vineyards. You can sail, surf, and golf. It offers museums, art, and a mix

of cultures. And it has an infrastructure of top hotels, villas, and restaurants. Everything that a family would need for an ultraluxury vacation combined with the facilities for an effective family meeting can be found in Cape Town.

But on Cape Town's doorstep is a legacy of apartheid that has created desperate need. There are opportunities to help people with housing, food, medical needs, and education. There are opportunities for families to put their values to work helping people with many needs on a face-to-face basis in ways that can change the lives of every member of the family.

By making a commitment to travel while holding periodic family meetings, a family can enrich itself in many ways while fulfilling its philanthropic goals, educating its children, and sustaining its values and legacy.

- **Is there anything else we should consider as a family in deciding whether to hold a family meeting overseas?**

There is a large element of pleasure in traveling as a family. All of the things that we enjoy about travel can be made an important part of a family meeting in a distant land. It's a chance to have fun together, to spend time with family members that you don't see often, and to share the pleasures that you have in common — whether it's food or golf or shopping or just being together in a place that you never thought you would ever visit.

— True Latitudes

PRIVATE AVIATION

- **While flying to the family meeting with children, how can parents make a flight more enjoyable?**

Safety will be any parent's primary concern on a flight. Use a rear-facing child seat for children weighing less than twenty pounds (nine kilograms) and a forward-facing system for larger children. Be mindful of the system's approved weight limit, and do not exceed it. Keep children properly restrained, not just during takeoff and landing, but also during flight as unexpected air turbulence can cause a plane to move suddenly resulting in a fall or injury. Confirm that the aircraft has enough emergency oxygen masks onboard for each child, that you know where each mask is located, and that you know how to help your child use one.

A long flight — even in a private jet — can tire any of us. Maximizing the time that children sleep, and keeping them entertained when they're awake, will make the flight more enjoyable for everyone.

On board the aircraft, there should be enough blankets and pillows for all of the children, as well as any comforters or toys which will help a child fall asleep. Keep children properly hydrated as this will reduce both irritability and jet lag. Make sure that there are child-friendly foods, drinks, dishes, and utensils on board. Selecting an aircraft with an in-flight entertainment system that includes games and movies appropriate for children will pay dividends if they keep the children occupied. These should be supplemented with the children's own toys, and anything parents use to calm children.

— RYL Jets

MEDICAL CARE

• In preparing for the trip to the family meeting, what steps should we take to protect our family's health?

At least two months before leaving for a family meeting in another country, it's prudent — as with any global travel — to see a doctor who specializes in travel medicine. This is particularly true for young children, the elderly, and family members with special needs. Travelers with chronic medical conditions and those with new symptoms should also see their regular physician. Ask your doctor to provide you with a medical summary that can be taken with you of any complicated conditions that you may have.

The health and medical needs of family members should be taken into account when selecting the destination for the family meeting. You will want to consider the effect that the destination and its environment may have on the health of family members, as well as whether its health care options and medical infrastructure are appropriate given your family's needs.

Even at some of the world's best hotels and resorts, there are no staff trained in first aid and CPR. Assemble and take with you a basic first aid kit. Include a sampling of over-the-counter medications that you use regularly. Depending on your destination, waterproof bandages, simple antibiotic ointments, blister dressings, burn creams, and insect bite ointments can be very handy. Take extra prescription medications, and copies of your prescriptions, in case your return home is delayed or you misplace some of your medication.

The guidelines for giving CPR have changed recently. It's prudent to learn CPR in the event these skills are needed during your trip. Even if you have been trained, it's a good idea to take a refresher course so that you understand the latest guidelines.

— Black Bag

PERSONAL SECURITY

• How should we plan for our family's security while we attend a family meeting at a foreign destination?

By definition, a family meeting brings every member of the family together in one place, and most members will have to travel to get there. This may heighten concerns that the family already has regarding the risks involved when a number of family members travel together. In the context of a family meeting at a foreign destination, security should be handled professionally and in a manner which enables the family to feel comfortable and safe throughout. Feeling secure and protected will allow each member to be totally engaged in each element of the family meeting.

To give the family peace of mind, the patriarch, matriarch, and other key family members should be given a detailed description of the security program that has been designed for the retreat, and a full review of the destination, including insights obtained from government agencies, local officials, and intelligence agencies on the security environment at the destination as well as at key junctures en route and at sites to be visited while at the destination. This destination review should address country-specific issues related to local customs and practices that could impact security and safety issues, and should specifically address any concerns relevant to visitors to the destination who are foreigners, women, or families of means.

Demonstrating that the family's security team has full knowledge of any potential risks and has developed a comprehensive plan that incorporates security, safety, and emergency preparedness into every phase of the trip will allow the family to relax and focus on the important business of the family meeting.

— Hillard Heintze

Points to remember when planning a family meeting at a foreign destination

Travel Holding a family meeting at an overseas destination can demonstrate the importance of the meeting to the family and its legacy. Travel can turn an ordinary meeting into an important benchmark and create memories that will sustain the family. It can also enable the family to impart values, strengthen its legacy, educate the next generation, and engage in hands-on philanthropic activities as a family.

Jets Ensure that the aircraft you charter satisfies all FAA safety requirements. Utilize child restraint systems when needed, and secure your children during the entire flight. Keeping children hydrated, entertained, and well rested will help minimize jet lag and irritability.

Medicine See a travel medicine specialist before traveling overseas with your family. Take with you a first aid kit, over-the-counter medications you frequently use, extra prescription medications, and copies of your prescriptions.

Security Incorporate security, safety, and emergency preparedness into all aspects of an overseas trip for a family meeting. Give the family a detailed report on any potential risks they might face while traveling and while at their destination as well as a comprehensive plan to deal with each of these risks.

For the first time, the key elements of ultraluxury travel have been brought together in a seamless service designed for the most discerning travelers and their families. TJMS Partners is a carefully-selected team of companies with unparalleled expertise in ultraluxury travel, private aviation, global emergency medicine, and personal security with the shared goal of delivering an incomparable travel experience.

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