

# PwC NextGen 2019

Connect. Learn. Lead.

Our commitment to young  
entrepreneurs and successors in  
family businesses around the globe







Be where you  
want to be

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# Introduction

We are living through a period of extraordinary transformation. Digital technology is disrupting whole industries. Sustainability is becoming central to the way business is conducted. And in the corporate and financial world, winning trust is more important than it has ever been. At such a time, we are convinced that family businesses – often built around strong values and with an aspirational purpose in mind – have a competitive advantage. However, the strategies that worked well in the past might not be sufficient to sustain their success in the future. This raises a key question: how can the next generation play a role in tackling digital disruption in particular, while also preserving the values of the business? The PwC NextGen offerings have been designed to support next-generation members around the globe as they acquire the knowledge, confidence and leadership skills they will need to rise to this challenge.

I am delighted to introduce you to PwC NextGen 2019 – our holistic approach to guiding young entrepreneurs and successors through their individual journeys to success.

## ***Be where you want to be***

With the launch of PwC NextGen Education in summer 2018, we introduced a training series for next-generation members between 16 and 36 years of age. This year, we are complementing our offering by providing support and clarity for young women in

family businesses through our Women Excellence Academy. Also, since no previous generation has faced such a rich blend of opportunities and constraints as today's rising cohort of future family business leaders, all our courses are conducted at renowned international business schools, enabling us to generate a perfect blend of academic knowledge, professional advice and peer networking. Through this unique approach, we will allow young entrepreneurs and successors to be where they want to be, by helping them to explore their individual strengths and interests, accelerate their knowledge and lead their way into the (family) business.

I look forward to seeing many of you join our 2019 program!



**Peter Englisch**  
Global Leader, Family Business



***“PwC NextGen is a great place where your brain is challenged to think big. Not only do you learn about family business, but you also become part of an incredible network.”***

Theodora Popa, Vice President, Transavia SA, Romania

# Connect. Learn. Lead.

## *The concept*

### Let us support you

... on your personal and entrepreneurial journey with our unique and holistic global NextGen offerings – at every point in your life and every stage of your career.



### **Connect. PwC NextGen Club**

Networking is an essential part of life. We connect with other people to share and exchange interests, pursue our career goals and build relationships. To help you do all this, you can become part of our global NextGen network and meet your peers from around the world. You will be inspired by iconic family business leaders, successful business practitioners, entrepreneurs and digital gurus. And we will help you connect with the people in our network you think will take you ahead of the game.



*“Be audacious and adaptable in pursuing opportunities. Have grit and integrity. And don’t be afraid of making the best use of all the resources available to you.”*

Christina Suriadjaja, Co-founder, Travelio.com, Indonesia



## **Learn.** **PwC NextGen Education**

Entrepreneurship is a mindset – meaning it cannot simply be taught in a classroom. This is why our NextGen Education is geared toward experiential learning, inspiration and personal development. You can learn first-hand from renowned academics, business practitioners and your peers from around the world in an environment that is both exclusive and inclusive. Let us work together to explore your strengths, accelerate your knowledge and help you navigate your way to individual success.




## **Lead.** **PwC NextGen Leader Experience**

Good leaders create good followers. So why should people follow you? To answer this question, develop your own personal brand and let us support you in shaping your vision for your own venture or building your family business legacy. Our unique NextGen Leader Experience series, mentoring programs and thought leadership are designed to leverage your personal strengths and talents. Let us guide and inspire you as you make your mark as a visionary leader. Together we can reimagine the possible.

**Connect.** Learn. Lead.







*PwC*  
*NextGen*  
*Club*

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## *PwC NextGen Club*

### Connecting the leaders of tomorrow



**Sarah Bartleet**  
NextGen Club Lead

Why not join the PwC NextGen Club, our international community of young entrepreneurs and successors in family businesses? The Club currently has more than 2,500 next-generation members from 26 different countries and regions, with many more launching their local clubs this year.

As a member you will be able to play an active role in shaping your own local and global ecosystem by connecting with other NextGen Club members. You will also have the opportunity to take advantage of exclusive educational, networking and mentoring offerings, both local and global, which will help you grow and evolve your own entrepreneurial venture, as well as your family business legacy.

The PwC NextGen Club is for next-generation family members typically between 25 and 40 years old. To make the most of what the Club has to offer, you should either have a role in the management, ownership or governance of your family business, or have set up your own entrepreneurial venture separate from the family business.

For more information about the club's membership requirements and offerings, please contact our NextGen Club Lead, Sarah Bartleet, at [sarah.bartleet@pwc.com](mailto:sarah.bartleet@pwc.com). To gain first-hand insights about activities in different locations, please connect with either our NextGen Club Leads listed on pages 11–13.

*“At the PwC NextGen Club I can address things I found difficult to talk about at home. It’s really good to share certain topics with others going through the same issues.”*

Francis Simisim, NextGen, Philippines

# Our NextGen commitment around the globe

## NextGen contacts and Club Leads



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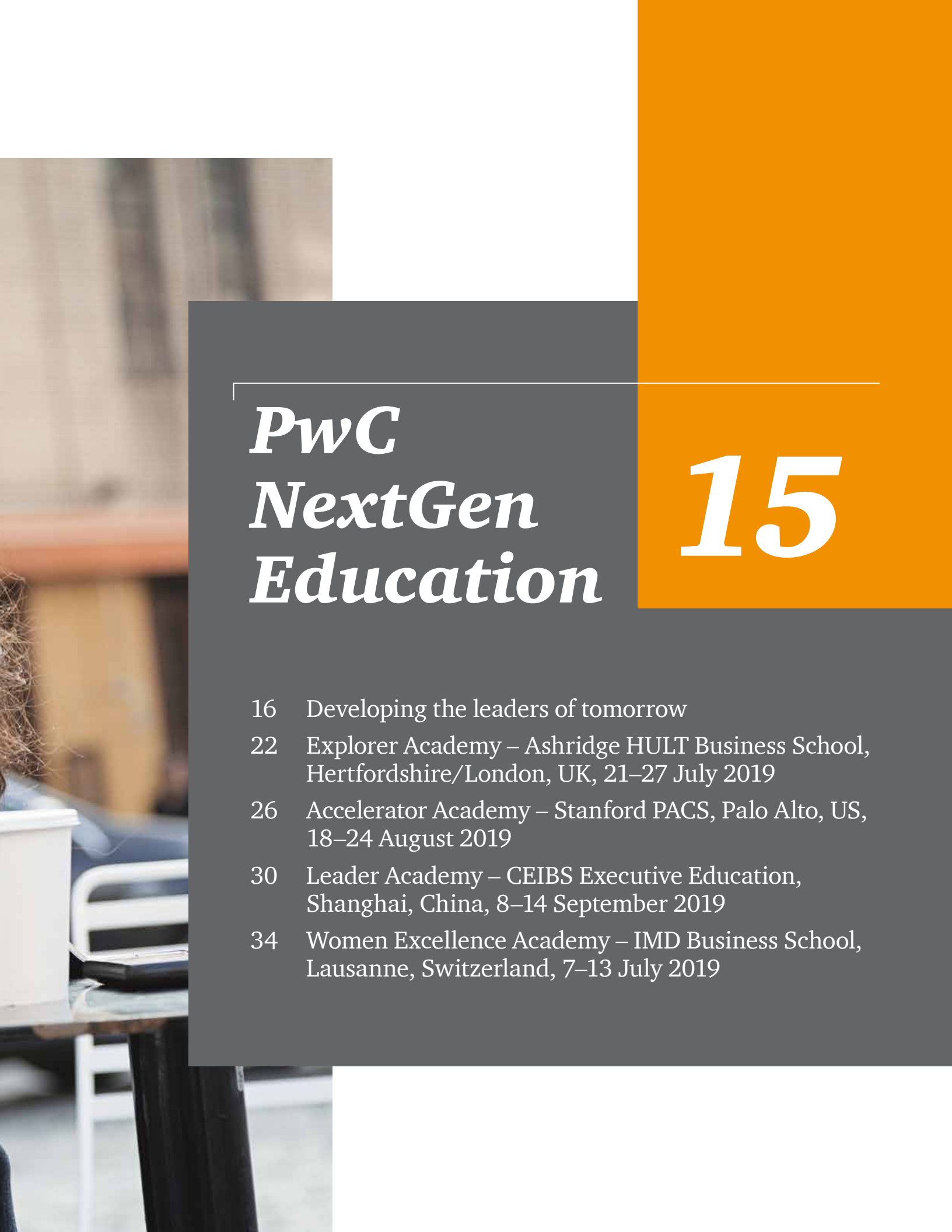
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# *PwC NextGen Education*

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- 34 Women Excellence Academy – IMD Business School, Lausanne, Switzerland, 7–13 July 2019



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## ***PwC NextGen Education***

### Developing the leaders of tomorrow

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Join our Academy series for next-generation members aged between 16 and 36 years:

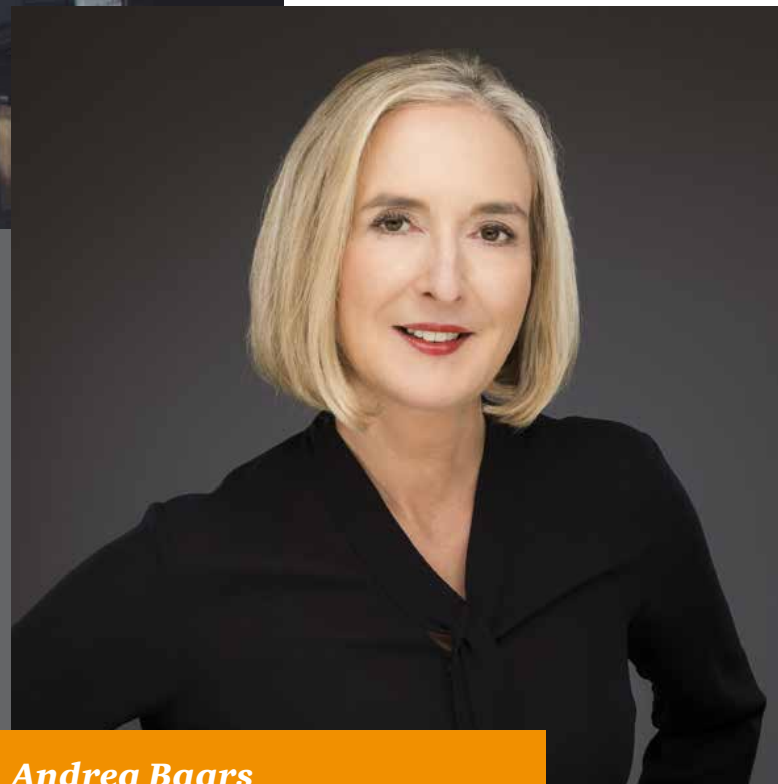
- Explorer
  - Accelerator
  - Leader
  - Women Excellence
- 

Entrepreneurship is a mindset. It cannot therefore be taught in a classroom. This is why our NextGen Education offerings are based on experiential learning, inspiration and personal development.

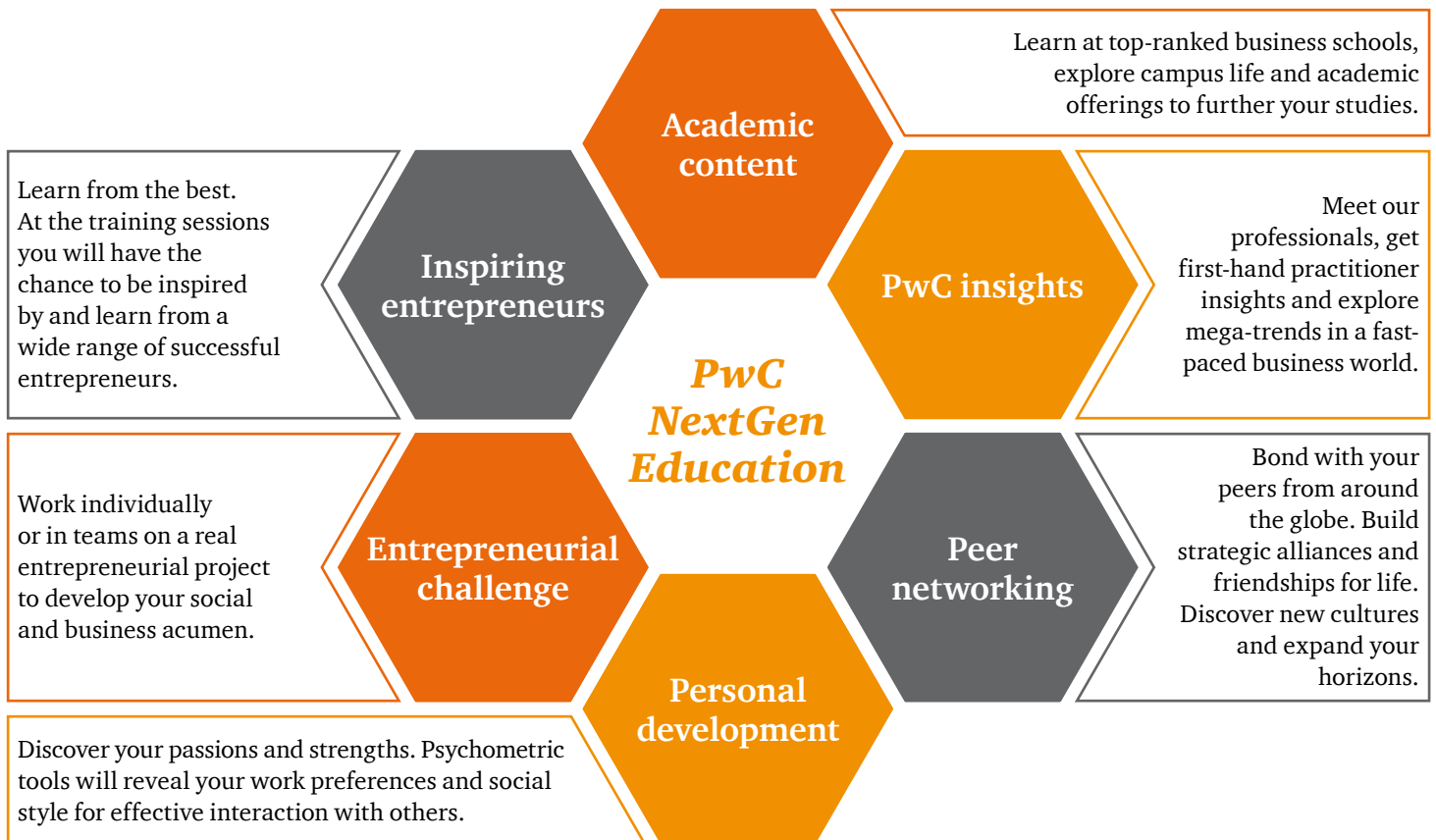
You can learn first-hand from renowned academics, business practitioners and successful entrepreneurs, as well as your peers from around the world, in an exclusive and inclusive environment. Let us work together to explore your strengths, accelerate your knowledge and lead you to individual success.



*“With PwC NextGen Education you are in very good hands. We have more than ten years’ experience of developing and mentoring young entrepreneurs and successors from across the globe. Our team has one aim: to create a life-changing experience for you. Don’t miss out!”*



**Andrea Baars**  
NextGen Education Lead



## PwC NextGen Education offerings

Our NextGen Education framework consists of three distinct and complementary learning opportunities, together with a leadership development program specifically designed for women.

You can select the right program to suit your own unique needs, based on your age and your personal and business experiences. You are also welcome to re-join any of the program stages as often as you wish, in order to explore different business schools, cultures and topics. Alumni are offered a reduced program fee.

### **Certificate and PwC NextGen Network**

At the end of the training week, participants receive a certificate of attendance and are invited to join our NextGen Education Alumni Network (PwC NextGen Network for short). This is a complimentary offering which supports networking with peers, academics, entrepreneurs and PwC professionals. It is also a gateway to the NextGen Club, which offers exclusive mentoring programs and invitation-only events as part of the NextGen Leader Experience series described on pages 40–41.

### **Application support**

Academy 2019 offerings, fees and methods of payment are described in detail on the next pages. An application form and online registration tool are available on our website at [pwc.com/nextgen/education](http://pwc.com/nextgen/education). If you have any questions about the application process, training curricula or NextGen Network, please email our NextGen Education team at [nextgen\\_education@de.pwc.com](mailto:nextgen_education@de.pwc.com).



**Explorer Academy**  
Young successors explore their individual potential and entrepreneurial skills

Recommended ages: 16–30 years

Learn your passion!

**PwC NextGen  
Network**



**Stanford PACS**  
Center on Philanthropy  
and Civil Society



### ***Accelerator Academy***

Leaders of tomorrow build on their knowledge and strengths

Recommended ages: 21–26 years

Learn your business!



### ***Leader Academy***

Successors and entrepreneurs transform their businesses and shape their family legacies

Recommended ages: 26–36 years

Learn how to lead!



### ***Women Excellence Academy***

Women in family businesses turbo-charge their talents for individual success

Recommended ages: 22–32 years

Be where you want to be!



# Connect. Learn. Lead.

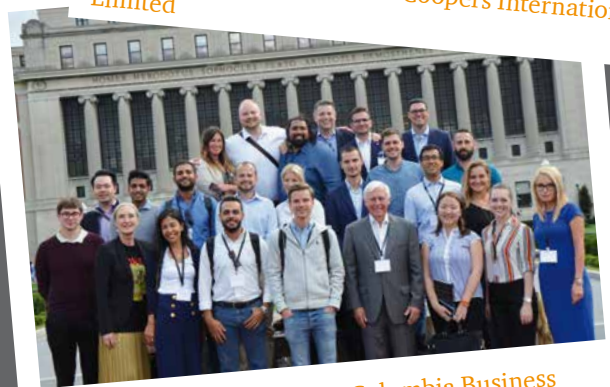
## PwC NextGen Education 2018 highlights

*“I was blown away by the diversity of the group and the quality of the content. I really learned so much from this program, which has been amazing for my personal development and my understanding of how a family business should be run.”*

Cindy Karim, NextGen, Singapore



Leader Academy New York: Robert E. Moritz, Chairman, PricewaterhouseCoopers International Limited



Leader Academy New York: Columbia Business School group



Leader Academy New York: Victoria B. Mars, Member, Board of Directors, Mars, Inc.

*“I’m coming back home from the program with fresh strategies, perspectives and opportunities: things that will make my business viable 5, 10, 20 years down the road. It’s well worth investing the time in it.”*

Julian De Gasperis, NextGen, Canada

*“You should free up your time to join this program. You will never meet again such a diverse and focused group of people supporting you in solving your problems and bringing your family business forward.”*

Anantshree Chaturvedi, NextGen, India



Accelerator Academy Singapore: INSEAD Business School team work





Follow us on Instagram @pwcnextgen

*“PwC NextGen Education exceeded all my expectations. I had a great time and would definitely like to repeat the experience. It was clearly my best week of the year.”*

Diogo Costa Luis Cardoso, NextGen, Portugal



Accelerator Academy Singapore: cooking together as a team

*“The curriculum was highly impactful and packed with useful information. The diversity of faculty and lecturers meant that the sessions never felt overwhelming or repetitive. I feel truly inspired, and am starting the month full of new knowledge and excitement.”*

Hristo Hristov, NextGen, Bulgaria

## Selected speakers 2018



**Robert E. Moritz**

Chairman, PricewaterhouseCoopers International Limited



**Victoria B. Mars**

Board of Directors, Mars, Inc.



**Richard Eu**

Chairman, Eu Yan Sang International



**Christina Suriadjaja**

Co-founder, Travelio.com



**Nina Tandon**

CEO and Co-founder, EpiBone, Inc.

# Connect. Learn. Lead.



## *Explorer Academy*

Ashridge HULT Business School,  
Hertfordshire/London, UK, 21–27 July 2019

### *Learn your passion!*

A set of special skills and attitudes are needed to run a business, regardless of its ownership structure. Young next-generation members, however, are often unsure about their true strengths, talents and passion. And when it comes to following their parents' path into the family business, things get even more complicated.

In a world full of opportunities, our Explorer Academy is providing guidance for the next generation aged between 16 and 20 years old who want to explore their individual talents and entrepreneurial skills.

As a participant, you will be asked to work in diverse groups throughout the week to accomplish an entrepreneurial goal. Your work will be supported by academic insights, as well as professional frameworks and leading practice. Various reflective techniques will be used at both individual and group level, so you can start building your own vision of the future. In addition, challenging tasks will be introduced to generate new experiences and encourage you to move out of your comfort zone.

## About Ashridge Hult Business School

Ashridge Business School, founded by a group of business leaders in 1959, was one of the first schools to offer executive education programs tailored to the specific needs of organizations and their people.

Today, Ashridge is regarded as one of the world's leading international business schools. In 2017 it was ranked by the *Financial Times* as offering the 30<sup>th</sup> best executive education programs worldwide. It was also rated by *Bloomberg Businessweek* as providing the seventh best customer programs globally for executive education in 2013.

Ashridge is a registered charitable trust and financially self-sufficient, funding its activities through the income it generates from clients. The school works with over 1,000 clients and 9,000 managers a year. Its clients are drawn from over 40 countries and programs, including degree programs, open-enrollment programs, customized programs, organization consulting, academic accreditation services, virtual learning and applied research.

In terms of subject areas, Ashridge focuses on leadership, strategy, change and organizational development. Its learning approach is pragmatic, application-focused, learner-centered, participative, challenging and engaging. Ashridge's leadership in the business school world is strengthened by the fact that its faculty has real business experience underpinning its academic credentials, enabling it to tailor content and link participants' learning to today's most important organizational priorities.

[ashridgehouse.org.uk](http://ashridgehouse.org.uk)

# Your week in London

## Sunday, 21 July

- Individual arrival
- Welcome and introduction
- Team forming

## Monday, 22 July

- PwC Experience Center London
- About PwC
- Entrepreneurial challenge facilitated by Ferruccio Lamborghini
- A visit to a city of the future: immersive virtual reality experience
- Team storming
- Storytelling

## Tuesday, 23 July

- Project management
- Team norming
- Project work
- Strength Development Inventory
- Experiential learning

## Wednesday, 24 July

- Family business quiz
- Family business essentials and frameworks
- Project work
- Team challenge

## Thursday, 25 July

- Presentation skills
- Elevator pitch
- Rehearsal
- Team performing
- Future self

## Friday, 26 July

- PwC Experience Center London
- Team pitch
- Feedback and awarding
- Free time in London
- Farewell dinner

## Saturday, 27 July

- Feedback center
- Networking lunch
- Family workshop
- Farewell ceremony



## *Selected speaker*

Ferruccio Lamborghini, Vice-President,  
Tonino Lamborghini S.p.A.



Ferruccio Lamborghini, together with his four sisters, belongs to the third generation of the well-known Lamborghini family from Italy. His father Tonino founded Tonino Lamborghini S.p.A. in 1981. Today the company's headquarters are located in the magnificent Palazzo del Vignola, a Renaissance villa just outside Bologna's city walls. Tonino Lamborghini has taken inspiration from his family heritage and his vast experience in mechanical and automotive engineering to develop a lifestyle experience brand with a wide range of luxury design products, including watches, eyewear, smartphones, perfumes, furniture, clothing, sports accessories, signature beverages, five-star boutique hotels, lounges and restaurants. For more than 30 years, Tonino Lamborghini has been a byword for the "Made in Italy" lifestyle. By staying true to the tradition and story of the Lamborghini family, the Tonino Lamborghini company seeks to promote distinctive Italian style and taste.

Ferruccio was involved in the family business from a very young age and officially joined the marketing department of the business in 2015. One year later he was promoted to Vice-President. In this role he is involved in all the company's operational and strategic activities, ranging from the product concept to the related marketing activities as well as new business projects. In 2017, Ferruccio was responsible for the re-launch of Townlife and ISO, two Italian automotive brands owned by the Lamborghini family, launching his first electric scooter. In 2018, he was nominated to be a board member of TL International Inc. – a joint venture between Tonino Lamborghini S.p.A. and Dasan Network, a global technology leader based in South Korea – which aims to create Tonino Lamborghini-branded premium technology devices. During his youth, Ferruccio was also a successful motorbike racer, counting many international successes under his belt and one Italian Championship.

You can meet Ferruccio in person at the NextGen Explorer Academy, to be held at PwC's offices in London. Together with Tonino Lamborghini S.p.A.'s Digital Marketing and Communication Director, Rita D'Andrea, he will facilitate the project challenge for participants to complete in their teams and present to a specially-convened jury.

[lamborghini.it](http://lamborghini.it)





# Organizational Details

## How to apply

NextGen Explorer Academy is tailored especially for young individuals and successors in family businesses who are between 16 and 20 years old at the time of the event. An application form and online registration tool are available on our website at [pwc.com/nextgen/education](http://pwc.com/nextgen/education). Applications will be accepted until 15 April 2019 and dealt with on receipt, on a strictly first-come, first-served basis. In the case of applicants who are below 18 years old at the date of registration, their legal guardians must provide permission for them to take part in all the activities in the program by signing at the bottom of the application form. To maximize the personal nature of the event, the number of participants is limited to 28.

Program details such as training curriculum, list of participants, excursions and logistics are shared with participants and their parents only after confirmation of registration. PwC NextGen Education is an once-in-a-lifetime opportunity, and we expect participants to contribute actively and to stay with the group for the entire duration of the event.

## Family session

We invite family members to join us on the farewell day of the Explorer Academy for a joint presentation, networking, experiential learning and working session. This is a unique opportunity for participants and their families alike to exchange thoughts on their individual continuity plans. Private one-to-one sessions can also be arranged with our experienced trainer for individual feedback on a participant's progress during the week. Even if their family members cannot join on the farewell day, participants are still expected to stay until the end of the program.

### Family agenda on 27 July 2019

- 12:00 – Networking lunch
- 13:00 – Week recap presentations and certificates
- 14:30 – Experiential family session
- 16:00 – Farewell reception



## Fees and methods of payment

€4,900 net of tax (VAT) for new applicants  
€4,600 net of tax (VAT) for Academy alumni

The fee is payable upon receipt of the invoice (in May) and covers

- Seven days of training
- Six days of single-room accommodation on campus at Ashridge House, set in 190 acres of gardens (details at [ashridgehouse.org.uk](http://ashridgehouse.org.uk))
- Daily breakfast, coffee breaks, lunch and dinner
- Strength Development Inventory online assessment
- Training materials
- Excursions
- Family participation on the farewell day

The fee does not include travel and personal expenses or family accommodation.

## Cancellation fees

60% of the fee is retained by PwC in the case of cancellation by the participant between 12 and 8 weeks before the start of the program. 100% of the fee is retained if cancellation takes place less than 8 weeks before the start date.



Connect. **Learn.** Lead.



## *Accelerator Academy*

Stanford PACS, Palo Alto, US,  
18–24 August 2019

### *Learn your business!*

Entrepreneurial talent and technical business skills are important. But they are not enough on their own. To build on family business values effectively, the next generation must not only master business challenges but also develop interpersonal skills.

In our Accelerator Academy, young leaders of tomorrow aged between 21 to 26 years old can learn how to build on their individual knowledge, talents and strengths by combining personal ideas and insights with a winning attitude.

As a participant, you will already have acquired a sound knowledge of your field of study, and created a vision for yourself. The program will introduce you to practical entrepreneurial ideas and the challenges involved in balancing precision, excellence and relevance. It will also highlight and stress the importance of passion and tenacity in shaping your entrepreneurial spirit, as well as the power of interpersonal relationships. Case studies and individual tasks will be set to foster effective cooperation and equip you to apply the new insights learned to your own family business.



## About Stanford University

In establishing Stanford University in 1891, Jane and Leland Stanford aimed for this institution to produce cultured and useful graduates, and to teach both the traditional liberal arts and also the technology and engineering skills that were already changing America.

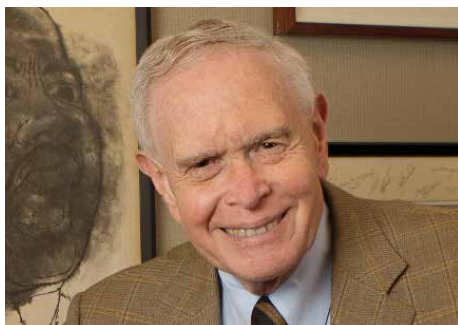
In the years since its founding, the university has become one of the world's premier centers of teaching and research. Today, Stanford is comprised of seven schools and 18 interdisciplinary institutes, with more than 16,000 undergraduate and graduate students and 1,800 postdoctoral scholars from all 50 states in the United States and 91 other countries. The University is organized into seven schools: Earth, Energy and Environmental Sciences; Education; Engineering; the Graduate School of Business; Humanities and Sciences; Law; and Medicine. In addition, there are more than 30 interdisciplinary centers, programs, and research laboratories. Stanford's faculty, which numbers more than 2,100, is one of the most distinguished in the world. Yet beyond its array of honors, what truly distinguishes the Stanford faculty is its members' commitment to sharing knowledge with their students.

[stanford.edu](http://stanford.edu)

## About Stanford Center on Philanthropy and Civil Society (PACS)

Stanford PACS is a research center at Stanford University in the School of Humanities and Sciences. It develops and shares knowledge to improve philanthropy, strengthen civil society, and effect social change. Connecting scholars, practitioners and global leaders, Stanford PACS supports research and public programming, and publishes the preeminent journal Stanford Social Innovation Review (SSIR). SSIR is an award-winning magazine and website that covers cross-sector solutions to global problems. It is written for and by leaders of social change in the nonprofit, business and government sectors, who view collaboration as key to solving environmental, social and economic justice issues.

[pacscenter.stanford.edu](http://pacscenter.stanford.edu)



**Professor Paul Brest**  
Academic Director

# Your week in Silicon Valley

## Sunday, 18 August

- Individual arrival
- Welcome reception

## Monday, 19 August

- Campus tour
- Welcome and introduction
- Family business challenges and Owner's Agenda
- Teambuilding afternoon: San Francisco Bay adventure
- Opening dinner

## Tuesday, 20 August

- Frameworks for strategic philanthropy and organizational effectiveness
- Impact investing and investing for impact

## Wednesday, 21 August

- Leadership innovation and entrepreneurship
- Negotiation and persuasion

## Thursday, 22 August

- Family business frameworks and tools applied
- Owner strategy and family governance
- Governance case study
- Business model innovation
- Networking dinner

## Friday, 23 August

- Family business digitalization strategies
- Company visit
- Free time in San Francisco
- Farewell dinner

## Saturday, 24 August

- Week recap presentations
- Future self
- Feedback
- Farewell ceremony

# Connect. Learn. Lead.



## Selected speaker

### Michael Pachmajer and Carsten Hentrich

Michael Pachmajer and Carsten Hentrich are digital transformation professionals who focus particularly on family businesses. They are co-authors of *d.quarks – The Path to Digital Business*, which won the Management Book of the Year Award 2016 and the getAbstract International Book Award 2017.

Michael's mission is to lead the way for family businesses to join, succeed and thrive in the digital age. As an experienced change manager, technology expert and business model designer, he combines cultural with technology change in all his work. Carsten, by contrast, is a technologist to the core, bringing agile architectural visions to life in the digital space. He holds a PhD in Business Information Management from Westminster Business School in London, and has more than 18 years' experience of working in his field of expertise.

You can learn more about digital transformation and business model innovation from Michael and Carsten, as well experiencing Silicon Valley entrepreneurship at first hand through a number of company visits.

## Selected speaker

### Rui Li, Co-founder and CEO of Robby Technologies

Robby Technologies, a Silicon Valley-based company that is building self-driving delivery robots to transform how goods move around between people and places. Rui gained his PhD from Massachusetts Institute of Technology (MIT) in 2015 at the Computer Science and Artificial Intelligence Laboratory (CSAIL). His research work was in the areas of computer vision, machine learning and robotics, and was reported in *The Washington Post*, *TechCrunch* and other media. In 2011, Rui founded the MIT-China Innovation and Entrepreneurship Forum (MIT-CHIEF), one of the earliest and largest such forums in United States universities. He then served as MIT-CHIEF's co-president for its first two years. He was also a co-president of the MIT Chinese Students and Scholars Association (CSSA).

Meet Rui and his robot Robby at our Accelerator Academy at Stanford PACS.

[robbio.io](http://robbio.io)





# Organizational Details

## How to apply

NextGen Accelerator Academy is tailored especially for young entrepreneurs and successors in family businesses who are between 21 and 26 years old at the time of the event. An application form and online registration tool are available on our website at [pwc.com/nextgen/education](http://pwc.com/nextgen/education). Applications will be accepted until 30 April 2019 and dealt with on receipt, on a strictly first-come, first-served basis. To maximize the personal nature of the event, the number of participants is limited to 24.

Program details such as the training curriculum, list of participants, excursions and logistics will be shared with the participants only after their registration has been confirmed. PwC NextGen Education is an once-in-a-lifetime opportunity, and we expect participants to contribute actively and to stay with the group for the entire duration of the event.



## Fees and methods of payment

€6,900 net of tax (VAT) for new applicants  
€6,600 net of tax (VAT) for Academy alumni

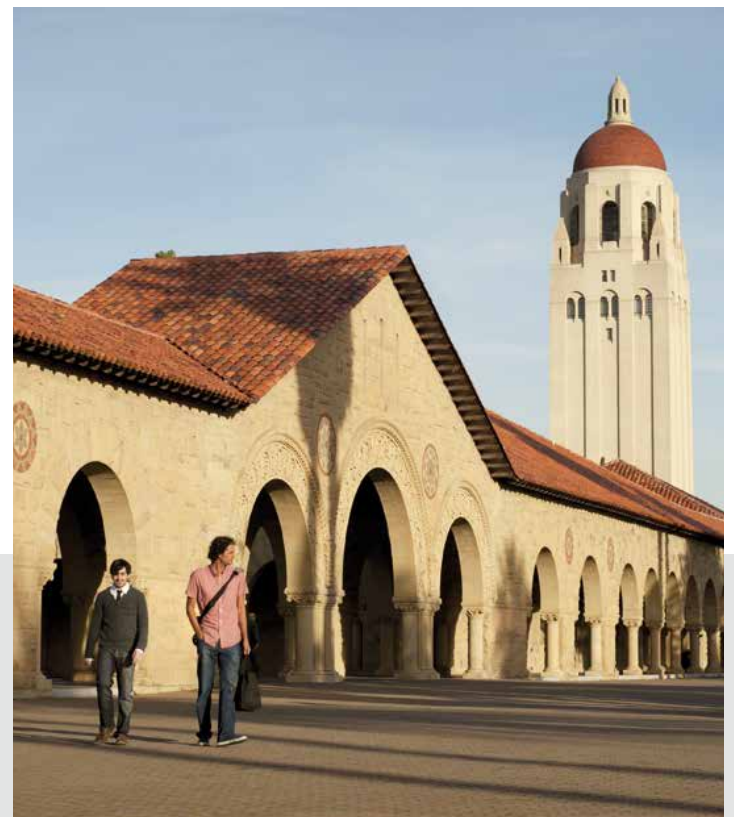
The participation fee for the NextGen Accelerator Academy is payable upon receipt of the invoice (in May) and covers

- Six days of training
- Six days of single-room accommodation at the Sheraton Palo Alto Hotel, located next to downtown Palo Alto and Stanford campus (details at [marriott.com](http://marriott.com))
- Daily breakfast, coffee breaks and lunch, and three dinners
- Training materials
- Excursions

The fee does not include travel or personal expenses.

## Cancellation fees

60% of the fee is retained by PwC in the case of cancellation by the participant between 12 and 8 weeks before the start of the program. 100% of the fee is retained if cancellation takes place less than 8 weeks before the start date.



# Connect. Learn. Lead.



## *Leader Academy*

CEIBS Executive Education, Shanghai,  
China, 8–14 September 2019

### *Learn to lead!*

Leading teams and family members, and staying in control while doing so, are not easy – especially in times of personal and business transition.

Our Leader Academy is designed for successors and entrepreneurs aged around 26 to 36 years old who want to create a leap in value for their businesses and build their own legacy.

As a participant, you will be able to take advantage not only of academic and PwC professional insights but also of your own peer network, by reflecting on your personal and business aspirations with the group. Through a facilitated open exchange of ideas and experience, you will gain new and inspiring insights that will encourage you to formulate a vision and commit to next steps. As a member of the Leader Academy, you will also be invited to join our NextGen@Slush event to build on your progress to date and expand your business network at the world's largest start-up convention.

## About CEIBS

China Europe International Business School (CEIBS), a joint-venture for management education, was co-founded by the Chinese government and European Union (EU) in 1994, with Shanghai Jiao Tong University and Brussels-based EFMD serving as its executive partners.

CEIBS offers MBA, EMBA, Global EMBA, Finance MBA, Executive Education and PhD programs. Renowned for its academic rigor, CEIBS is the first business school on the Chinese mainland to have been accredited by the both European Quality Improvement System (EQUIS) and American Association to Advance Collegiate Schools of Business (AACSB). It is also the only business school in Asia to have been ranked in the *Financial Times*' top 30 list of MBA, EMBA and Executive Education programs.

CEIBS has campuses in Shanghai, Beijing, Shenzhen, Accra in Ghana, and Zurich in Switzerland. Since its inception, it has built up a global community of more than 20,000 alumni from over 80 countries, and has provided a broad range of management programs for more than 130,000 executives both at home and abroad.

The school's research, which is rated in the top tier of authoritative rankings, combines the latest theory with practical knowledge. Its research centers keep abreast of ever-changing business practices in vital areas such as the globalization of Chinese enterprises, innovation and entrepreneurship, and advances in FinTech.

Over the past two decades, CEIBS has grown in tandem with the Chinese economy. In the years ahead, the School will continue to emphasize innovation, transformation, and globalization of the Chinese economy in order to facilitate global economic cooperation.

[ceibs.edu](http://ceibs.edu)



**Professor Jeff Sampler**  
Academic Director

### Sunday, 8 September

- Individual arrival
- Welcome reception

### Monday, 9 September

- PwC Innovation Center
- Meet Raymund Chao
- Family business challenges and Owner's Agenda
- Personal and business brand presentations
- Teambuilding afternoon: Shanghai adventure
- Opening dinner

### Tuesday, 10 September

- CEIBS campus tour
- Technology disruption and digitalization

### Wednesday, 11 September

- Entrepreneurship and innovation in emerging markets

### Thursday, 12 September

- Leadership wheel
- The rise of the Chinese unicorns
- Start-up ecosystem in China
- Market disrupter panel
- Meet David Wei
- Networking dinner

### Friday, 13 September

- Family business tools and frameworks applied
- Family governance and case studies
- Trends and leading practices in wealth management and philanthropy
- Free time in Shanghai
- Farewell dinner

### Saturday, 14 September

- Week recap
- Transformation fair
- Future self
- Feedback
- Farewell ceremony



# Connect. Learn. Lead.



## **Selected speaker**

**David Wei, Chairman and Founding Partner at Vision Knight Capital**

David Wei has more than 20 years' experience in investment management and operations in China. Prior to founding Vision Knight Capital, he spent five years as CEO of Alibaba, a world-leading eCommerce company. David's role there included successfully leading the listing of Alibaba Limited on the Hong Kong Stock Exchange in 2007. Before joining Alibaba, David worked from 2000 to 2006 with Kingfisher plc, a leading home improvement retailer in Europe and Asia. He was the chief representative for Kingfisher's Asia sourcing office, as well as being the CFO and then CEO of B&Q China, a Kingfisher subsidiary. Under David's leadership, B&Q China grew to become China's largest home improvement retailer. David has also been Vice President of the China Chain Store & Franchise Association, and is a Director of PCCW Limited. FinanceAsia magazine ranked David one of China's Best CEOs in 2010.

Learn more about David's exciting entrepreneurial journey at first hand in our NextGen Leader Academy.

## **Selected speaker**

**Raymund Chao, PwC Asia Pacific and Greater China Chairman**

*“According to our latest Family Business Survey, some 84% of family businesses globally expect their revenues to continue growing – a statistic that underlines their importance to economies and societies worldwide. It is with much excitement and honour that we remain committed to helping the next generation achieve their goals as visionary leaders, and support them as they grow their businesses and take them forward.”*





# Organizational Details

## How to apply

NextGen Leader Academy is tailored especially for entrepreneurs and successors in family businesses who are between 26 and 36 years old at the time of the event. An application form and online registration tool are available on our website at [pwc.com/nextgen/education](http://pwc.com/nextgen/education). Applications will be accepted until 15 May 2019 and dealt with on receipt, on a strictly first-come, first-served basis. To maximize the personal nature of the event, the number of participants is limited to 22.

Program details such as the training curriculum, list of participants, excursions and logistics will be shared with the participants only after their registration has been confirmed. PwC NextGen Education is an once-in-a-lifetime opportunity, and we expect participants to contribute actively and to stay with the group for the entire duration of the event.



## Fees and methods of payment

€6,900 net of tax (VAT) for new applicants  
€6,600 net of tax (VAT) for Academy alumni

The participation fee for the NextGen Leader Academy is payable upon receipt of the invoice (in May) and covers

- Six days of training
- Six days of single-room accommodation at the five-star hotel Andaz Xintiandi, Shanghai (details at [hyatt.com](http://hyatt.com))
- Daily breakfast, coffee breaks and lunch, and three dinners
- Training materials
- Excursions
- Invitation to NextGen@Slush, Helsinki 2019

The fee does not include travel or personal expenses.

## Cancellation fees

60% of the fee is retained by PwC in the case of cancellation by the participant between 12 and 8 weeks before the start of the program. 100% of the fee is retained if cancellation takes place less than 8 weeks before the start date.



# Connect. Learn. Lead.



## *Women Excellence Academy*

IMD Business School, Lausanne,  
Switzerland, 7–13 July 2019

### *Be where you want to be!*

Women play a multifaceted and increasingly pivotal role in the ownership, management and personal dynamics of family businesses. No previous generation has faced such a rich blend of opportunities and constraints as today's rising cohort of future female family business leaders. And while "work-life choice" seems to have become a buzzword for many young women in family business, this does not make it any less daunting.

Through our Women Excellence Academy, we aim to provide support and clarity for young women in family businesses aged between 22 and 32 years old, helping them to map out their journey to individual success by maximizing their talents.

In a private, inclusive and inspirational setting, participants can discuss and capitalize on the latest thinking in areas such as leadership development, family business governance and gender-specific topics. The goal of the training week is to identify personal and business pathways, whether geared toward a career within the family business or elsewhere. Participants will leave the program having formulated a clear vision of their preferred future and concrete actions to turn it into reality.



## About IMD Business School

International Institute for Management Development (IMD) is an independent business school, with Swiss roots and global reach, expert in developing leaders and transforming organizations to create ongoing impact.

For the last seven consecutive years, IMD has been ranked in the top three in executive education worldwide and first in open programs (*Financial Times* 2012–2018) by designing and delivering interventions that achieve high individual and organizational impact. This is achieved by blending three interdependent elements:

- Rigorous, insightful and actionable thought leadership
- Understanding your needs and context
- State-of-the-art teaching

IMD's approach leverages thought leadership to create innovative and unforgettable learning experiences in the service of clear business objectives. IMD is expert in developing leaders, transforming organizations and creating positive impact – both in the immediate and long term – and strives to ensure this impact is felt by the individual, the team, the entire organization and beyond.

Real-world learning only has value when coupled with real impact in the workplace: exemplifying the effectiveness of learning and transfer of knowledge. IMD's world-class faculty work closely with organizations, their CEOs and learning and development leaders to design learning solutions that address the evolving needs of executives and organizations at all times.

[imd.org](http://imd.org)



**Professor Peter Vogel**  
Academic Director

# Your week in Lausanne and Geneva

## Sunday, 7 July

- Individual arrival
- Welcome reception

## Monday, 8 July

- IMD campus tour
- Program opening
- Family business challenges and the role of female leaders
- Personal and business brand presentations
- Teambuilding afternoon: Lausanne adventure
- Opening dinner

## Tuesday, 9 July

- The Family Enterprise system
- Fundamentals of family, business and ownership governance
- Family business transformation and digitalization strategies

## Wednesday, 10 July

- Fundamental concepts of secure base and playing to win leadership
- Essentials of negotiation and leading difficult conversations
- Networking dinner

## Thursday, 11 July

- Recreation workshop: focus for success
- Multi-generational wealth strategies
- Women NextGen entrepreneurs and philanthropists
- What to bring back to my family business

## Friday, 12 July

- About PwC
- A visit to a city of the future: immersive virtual reality experience
- Next Level: connect with the start-up ecosystem
- Meet Marie Barbier-Mueller
- Free time in Geneva
- Farewell dinner

## Saturday, 13 July

- Week recap
- Transformation fair
- Future self
- Feedback
- Farewell ceremony

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## *Selected speaker*

### Marie Barbier-Mueller, Head of Strategy at SPG-Rytz and Co-founder of Les Muses BM

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Marie Barbier-Mueller is an inspiring next-generation female leader who's passionate about her family, her business, and enabling a smooth succession between the generations.

Marie studied economics and management at the Bocconi University in Milan, and then supplemented her Bachelor's degree with a Master's degree in sustainable development at King's College, London. In 2014 she joined the Solar Impulse team alongside Bertrand Piccard and André Borschberg. She began working as a commercial real estate consultant in Zurich in 2016, and became at the same time increasingly involved in her family's business, the SPG-Rytz real estate group. In 2017 she joined the SPG-Rytz head office in Geneva, and she is currently leading the company's corporate strategy department. In 2017, working in collaboration with her cousins and sisters, she founded a jewelry brand – Les Muses BM – inspired by unique ethnic pieces in the Barbier-Mueller collection, the largest private collection of primitive art in the world, started by Marie's great-grandfather at the beginning of the 20th century. Marie has always taken a strong interest in succession issues within family companies, and in 2014 she co-founded the Swiss chapter of the Family Business Network, in which she heads the NxG Committee.

Meet Marie at the Barbier-Mueller museum in Geneva, and learn how she is combining her family's legacy and values with her entrepreneurial passion.

[lesmusesbm.com](http://lesmusesbm.com)





# Organizational Details

## How to apply

NextGen Women Excellence Academy is tailored especially for female entrepreneurs and successors in family businesses who are between 22 and 32 years old at the time of the event. An application form and online registration tool are available on our website at [pwc.com/nextgen/education](http://pwc.com/nextgen/education). Applications will be accepted until 31 March 2019 and dealt with on receipt, on a strictly first-come, first-served basis. To maximize the personal nature of the event, the number of participants is limited to 24.

Program details such as the training curriculum, list of participants, excursions and logistics will be shared with the participants only after their registration has been confirmed. PwC NextGen Education is an once-in-a-lifetime opportunity, and we expect participants to contribute actively and to stay with the group for the entire duration of the event.



## Fees and methods of payment

€6,900 net of tax (VAT) for new applicants  
€6,600 net of tax (VAT) for Academy alumni

The participation fee for the NextGen Women Excellence Academy is payable upon receipt of the invoice (in May) and covers

- Six days of training
- Six days of single-room accommodation at the Angletterre & Résidence Lausanne, located next to IMD and Lake Geneva (details at [angletterre-residence.ch](http://angletterre-residence.ch))
- Daily breakfast, coffee breaks and lunch, and three dinners
- Training materials
- Excursions

The fee does not include travel or personal expenses.


## Cancellation fees

60% of the fee is retained by PwC in the case of cancellation by the participant between 12 and 8 weeks before the start of the program. 100% of the fee is retained if cancellation takes place less than 8 weeks before the start date.



Connect. Learn. **Lead.**





# *PwC NextGen Leader Experience*

39

- 40 Inspiring the leaders of tomorrow
- 40 Key programs and insights at a glance



# Connect. Learn. Lead.

## *PwC NextGen Leader Experience* Inspiring the leaders of tomorrow

### *New connections and learning*

We will help you prepare to lead – your way!

Whether you aspire to lead your family business and continue its legacy into the future, or wish to embark on your own entrepreneurial or philanthropic journey, our NextGen Leader Experience offerings will provide you with insights, tools and inspiration to help you excel.

The PwC NextGen Leader Experience series consists of training and networking events exclusively designed for our NextGen Club members and NextGen Education alumni. Every year we

devise a unique calendar of events covering a wide range of topics and following a variety of formats in some of the world's most exciting locations. While they are all different, what they have in common, however, is a unique line-up of professionals to guide and inspire you as you make your mark as a visionary leader. Together, we will reimagine the possible!

**Attendance at PwC NextGen Leader Experience events is by invitation only.**

## Key programs and insights at a glance

### *NextGen@Slush*

Slush philosophy is simple: to help the next generation of great, world-conquering companies move forward. NextGen@Slush is a VIP experience at Slush Helsinki, the world's leading start-up event. NextGen attendees will have access to the entire Slush conference in November 2019, private NextGen Labs, one-to-one matchmaking meetings and networking events.

For more information and registration requirements please contact your local NextGen Club Lead listed on pages 11–13, or Cydnee Griffin, NextGen and Family Business Client Programs, at [cydnee.griffin@pwc.com](mailto:cydnee.griffin@pwc.com).

### *NextGen U: Moving from Next to Now*

PwC NextGen U is a multi-year, global leadership development program for family members that have been identified as the future leaders of their family enterprise. It is designed specifically to immerse future leaders into today's dynamic business issues, provide key leadership development, and connect them to a global community that will support their continued growth.

NextGen U 2019 takes place in Chicago, 10–13 September, focusing on the art of storytelling in the age of communication disruption. To submit an application, send us an email at [us\\_nexttonow@pwc.com](mailto:us_nexttonow@pwc.com).



## Family Business Roundtable

The Family Business Roundtable provides family business owners and their next-generation members involved in the business with a unique opportunity to benefit from facilitated peer-to-peer learning as part of an exclusive and private gathering. The two-day event offers a wealth of learning, sharing and networking opportunities in a relaxed setting, and draws on the collective experience of the participants along with insights from PwC and the designated host.

For more information and the 2019 schedule, please contact Francesca Ambrosini, Family Business Client Program Lead, at [francesca.ambrosini@pwc.com](mailto:francesca.ambrosini@pwc.com).

## NextGen mentoring

We offer not only a range of specially crafted experiences and training programs for families but mentoring and advice for our NextGen Club members as well as NextGen Education Alumni. Your local NextGen Club Lead listed on pages 11–13 will help you to identify and specify your personal needs in pursuing your career and connect you with the people in our network that you think will take you ahead of the game.

## NextGen Study

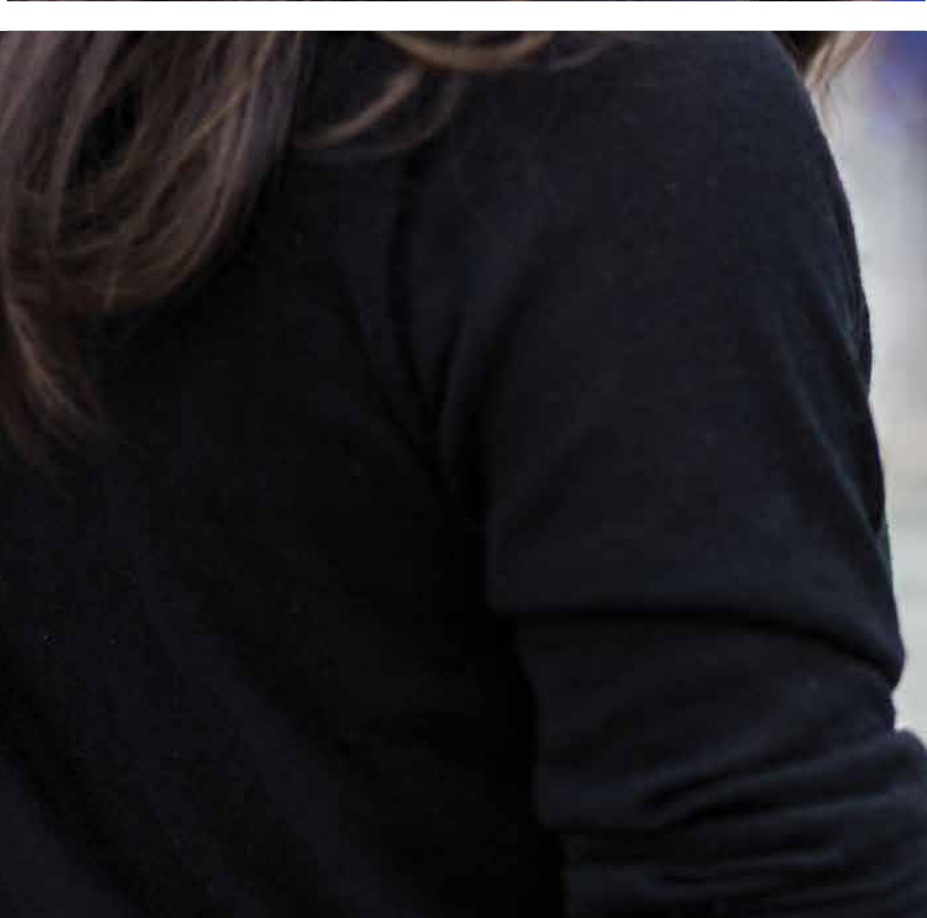
In 2016, we published *Great Expectations: The Next Generation of Family Business Leaders*, in which we heard from the next generation about their ambitions, the challenges they face, and how they see the future – for themselves and for their businesses. In 2017, we dug deeper into these issues to understand how next-generation members are ensuring success by tackling key issues around digital, innovation, social impact and professionalization.

You can access our 2017 report at [pwc.com/nextgenstudy](http://pwc.com/nextgenstudy). The 2019 NextGen Study will be launched in the winter.

## Family Business Survey

The release of our ninth PwC Family Business Survey comes at a time of extraordinary transformation. Digital technology is disrupting whole industries. Sustainability is becoming central to the conduct of business; and millennials represent an enduring demographic change. For the 2018 report, we surveyed 2,953 companies in 53 territories, covering a wide range of sectors, from agriculture to technology.

The values effect. Discover how family businesses build a lasting competitive advantage through values and purpose in a digital age by accessing [pwc.com/fambizsurvey2018](http://pwc.com/fambizsurvey2018).







“The core responsibility that most of us inherit is to bring our family business forward. Why not learn from the vast library of knowledge and networks that are out there?”

Anantshree Chaturvedi, Director, Uflex Industries, India



# Terms and conditions

## PwC NextGen Education 2019

### 1. General

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Friedrich-Ebert-Anlage 35–37, 60327 Frankfurt am Main, Germany (organizer), offers young people in family businesses (participants) the chance to participate in “PwC NextGen Education 2019” (program). By registering, the participant – as well as their legal guardian in the case of minors (i.e. participants younger than 18 on the first day of the program) – accepts the following terms and conditions:

### 2. Scope of services offered by the program

The scope of services is described in the PwC NextGen 2019 brochure.

The participant or their legal guardian is aware that the program also includes external events. The organizer may employ third parties to carry out some of these activities.

The participation fee does not include any special requests on the part of the participant. If the organizer accommodates special requests, these are billed separately.

The organizer reserves the right to modify the program or individual services of the program, or to cancel these completely, in the event of unforeseen circumstances (e.g., sickness or accident on the part of third parties, weather, safety risks, measures by the authorities or force majeure). Every effort is taken to offer equivalent replacement services. No claims may be made against the organizer on account of changes to the program or cancellation of services.

### 3. Registration

Participation in the program is binding upon receipt of written registration via fax or email. In the case of participants below the age of 18 years on the date of registration, their legal guardians must provide permission for them to take part in all activities of the program by signing at the bottom of the registration form.

### 4. Liability of the organizer

The organizer is liable for gross negligence or intent, as well as culpable injury to life, limb or health, according to the law.

In all other cases the organizer’s liability for culpable breach of duties is limited to three times the participant’s fee. This will not affect compulsory statutory liability.

The above limitations on liability also apply to the personal liability of employees, representatives, bodies and agents of the organizer.

The organizer is liable within the limits described above for diligently choosing and preparing the services, but not for impairments of the performance of such contractual or non-contractual relationships which can be identified by the participant as external services conveyed by the organizer (e.g. sport events, excursions). The organizer assumes no liability for breach of duty by third parties that are not agents of the organizer.

### 5. Insurance and additional duties of the participant or his legal guardian

The participant is not insured via the organizer. Participants should therefore arrange their own suitable insurance policies and protection. With their registration, the participant or their legal guardian certifies the participant’s coverage by adequate:

- accident insurance
- health insurance covering medical costs abroad as well as assistance/repatriation
- personal liability and property damage insurance.

The services offered by the organizer may include sporting activities and might take place in outdoor settings. The participant or their legal guardian is aware of the associated risks and confirms that they participate in the suggested activities voluntarily and at their own risk. The participant or their legal guardian is entitled to refuse participation in individual activities at any time, even if this is at short notice on location.

The risk of accident cannot be fully excluded, even though activities are conducted by expert and relevantly trained third parties.

Participants take part in these activities at their own risk. The participant or their legal guardian affirms that the participant is in good mental and physical health. They undertake to inform the organizer of health problems before the program commences.

Moreover, the participant or their legal guardian is responsible for their individual travel arrangements and any applicable visa requirements necessary to join the program on time.

### 6. Code of conduct and exclusion

During the program, the participant is unconditionally obliged to follow the instructions of the organizer and any of its authorized third parties. Participants can be excluded from the program at any time if they fail to behave appropriately, continually disturb the running of the program, do not follow the instructions of the organizer or its authorized third parties, or jeopardize the safety of other participants. All costs incurred because of the exclusion from the program are borne by the participant. The participation fee will not be reimbursed.

### 7. Payment terms

The participation fee is payable upon receipt of invoice by either the participant or their legal guardian. The organizer reserves the right to deny participation in the program or in specific services offered by the program in the event of default on payment, as well as to give the place to a third party.

### 8. Cancellation by the organizer

The program will only take place if there are sufficient participants. If the minimum number of participants is not met, the organizer reserves the right to cancel the program no later than one month before it is due to commence. In this event, any payments already made toward the participation fee will be reimbursed to the participant or legal guardian. If there are too many registrations, the organizer reserves the right to refuse some of them, thereby preventing the participation of certain individuals.

### 9. Cancellation by the participant

In the event of cancellation on behalf of the participant, the organizer reserves the right to demand the following cancellation fees to cover the costs incurred:

- 60% of the fee between 12 and 8 weeks before the start of the program
- 100% of the fee less than 8 weeks before the start of the program.

Cancellation must be in writing. Cancellation fees will be calculated based on the postage date. Should the participant leave the program prematurely, they would have no claim to reimbursement of the participation fee. Any additional costs incurred or to be incurred are borne by the participant.

### 10. Rights to pictures

The participant or their legal guardian consents to the non-remunerable use of their image and voice in all present and future media, i.e. photographs and recordings (image and sound) taken and made by the organizer or its authorized third parties relating to the program. The consent of the participant or their legal guardian extends to the duplication and general and appropriate use of image or voice recordings of the participant. Both section 23 (2) of the KunstUrhG (Kunsturhebergesetz: German Artistic Creations Act) and specific data protection regulations remain unaffected. If the participant does not wish that the organizer publishes photographs and recordings of the participant, the participant will inform the photographer/film team during the program accordingly. The photographers/film team will be instructed by the organizer to obey such requests.

### 11. Applicable law and court of competent jurisdiction

German law is applicable to this agreement. The sole court of competent jurisdiction is Frankfurt am Main.

### 12. Miscellaneous

Should one or several provisions in these terms and conditions prove to be partly or wholly invalid, void or otherwise unenforceable, there is no infringement on the validity of all other provisions.

Only the German wording of these terms and conditions will be deemed legally binding. Any translations of the terms and conditions into a language other than German serve only to facilitate communication between the organizer and the participants and their legal guardians, and are therefore not legally binding.

## 1. Allgemeines

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Friedrich-Ebert-Anlage 35–37, 60327 Frankfurt am Main, Deutschland, (nachfolgend „der Veranstalter“) bietet Jugendlichen und jungen Erwachsenen aus Familienunternehmen (nachfolgend „die Teilnehmer“) das Programm „PwC NextGen Education 2019“ (nachfolgend „das Programm“) an. Mit seiner Anmeldung akzeptiert der Teilnehmer selbst, sowie im Fall seiner Minderjährigkeit (d. h. jünger als 18 Jahre am ersten Tag des Programms) dessen gesetzliche Vertreter, folgende Teilnahmebedingungen:

## 2. Leistungsumfang des Programms

Der Leistungsumfang ist in der Broschüre PwC NextGen 2019 beschrieben. Der Teilnehmer bzw. dessen gesetzliche Vertreter sind sich bewusst, dass im Rahmen des Programms externe Anlässe stattfinden können. Der Veranstalter kann sich zur Durchführung einzelner Aktivitäten auch Dritter bedienen.

Sonderwünsche des Teilnehmers sind in der Teilnahmegebühr nicht enthalten. Sofern der Veranstalter Sonderwünsche erfüllt, werden diese gesondert in Rechnung gestellt.

Der Veranstalter behält sich vor, das Programm oder einzelne Leistungen des Programms zu ändern oder gänzlich zu streichen, wenn dies unvorhergesehene Umstände erfordern (z. B. Krankheit oder Unfall von Drittanbietern, Wetter, Sicherheitsrisiko, behördliche Maßnahmen, höhere Gewalt etc.). Er ist bemüht, gleichwertige Ersatzleistungen anzubieten. Wegen Programmänderungen oder der Streichung von Leistungen können keinerlei Ansprüche gegen den Veranstalter geltend gemacht werden.

## 3. Anmeldung zur Teilnahme am Programm

Die Teilnahme am Programm wird mit der schriftlichen Anmeldung per Telefax oder E-Mail verbindlich. Sofern der Teilnehmer im Zeitpunkt der Anmeldung das 18. Lebensjahr noch nicht vollendet haben sollte, erteilen seine gesetzlichen Vertreter mit Unterschrift unter das Anmeldeformular ihre Zustimmung zur Teilnahme des Minderjährigen an sämtlichen Aktivitäten des Programms.

## 4. Haftung des Veranstalters

Der Veranstalter haftet für vorsätzliches und grob fahrlässiges Handeln, sowie im Falle der schuldhaften Verletzung von Leben, Körper und Gesundheit nach den gesetzlichen Vorschriften.

In allen anderen Fällen ist die Haftung des Veranstalters für schuldhafte Pflichtverletzungen auf die dreifache Teilnahmegebühr beschränkt. Eine gesetzlich zwingende Haftung bleibt davon unberührt.

Die vorstehende Haftungsbeschränkung gilt auch für die persönliche Haftung der Mitarbeiter, Vertreter, Organe und Erfüllungsgehilfen des Veranstalters.

Der Veranstalter haftet im oben genannten Umfang für die gewissenhafte Vorbereitung und sorgfältige Auswahl der Leistungen, nicht aber für Leistungsstörungen in von ihm für den Teilnehmer erkennbar als Fremdleistungen vermittelten Leistungsverhältnissen (z. B. Sportveranstaltungen/-events, Ausflüge). Jegliche Haftung des Veranstalters für Pflichtverletzungen durch Dritte, die keine Erfüllungsgehilfen des Veranstalters sind, ist ausgeschlossen.

## 5. Versicherung und zusätzliche Verantwortung des Teilnehmers bzw. dessen gesetzlichen Vertreter

Der Teilnehmer ist durch den Veranstalter nicht versichert. Er hat daher eigenständig für entsprechenden Versicherungsschutz Sorge zu tragen. Mit der Anmeldung bestätigt der Teilnehmer bzw. dessen gesetzliche Vertreter, dass der Teilnehmer ausreichenden Versicherungsschutz abgeschlossen hat für:

- Unfallversicherung
- Krankenversicherung inklusiver Übernahme von Behandlungskosten und Rückführung im Ausland
- Private Haftpflichtversicherung

Die vom Veranstalter angebotenen Leistungen beinhalten sportliche Aktivitäten, die teilweise in der freien Natur stattfinden können. Der Teilnehmer bzw. dessen gesetzliche Vertreter sind sich der damit verbundenen Risiken bewusst und erklären, dass der Teilnehmer freiwillig und auf eigene Gefahr an den vorgeschlagenen Aktivitäten teilnimmt. Die Teilnahme an einzelnen Aktivitäten kann jederzeit, auch noch kurzfristig vor Ort, von dem Teilnehmer selbst und im Falle von Minderjährigkeit auch von dessen gesetzlichen Vertretern verweigert werden.

Selbst bei Durchführung der Aktivitäten durch fachkundige und entsprechend geschulte Dritte können Unfälle nicht ausgeschlossen werden.

Der Teilnehmer bzw. dessen gesetzliche Vertreter versichern, dass der Teilnehmer psychisch und physisch gesund ist. Sie verpflichten sich, den Veranstalter auf gesundheitliche Probleme vor Beginn des Programms hinzuweisen.

Ferner ist der Teilnehmer bzw. dessen gesetzlicher Vertreter für die individuelle Anreise sowie etwaige Visum-Voraussetzungen verantwortlich, die für eine pünktliche Teilnahme am Programm erforderlich sind.

## 6. Verhaltensvorschriften und Ausschluss

Der Teilnehmer verpflichtet sich, während des Programms den Anweisungen des Veranstalters und der von diesem autorisierten Dritten unbedingt Folge zu leisten. Teilnehmer, welche sich nicht ordentlich verhalten, die ordnungsgemäße Durchführung des Programms stören, den Anweisungen des Veranstalters oder der von diesem autorisierten Dritten keine Folge leisten oder die Sicherheit der übrigen Teilnehmer gefährden, können jederzeit vom Programm ausgeschlossen werden. Sämtliche sich aufgrund eines Ausschlusses entstehenden Kosten trägt der Teilnehmer. Ein Anspruch auf Rückerstattung der Teilnahmegebühr besteht nicht.

## 7. Zahlungsbedingungen

Die Teilnahmegebühr wird mit Zugang der Rechnung beim Teilnehmer bzw. dessen gesetzlichen Vertreter fällig. Der Veranstalter behält sich vor, bei Zahlungsverzug die Teilnahme an dem Programm bzw. an einzelnen Leistungen des Programms zu verweigern bzw. an Dritte weiterzugeben.

## 8. Absage durch den Veranstalter

Die Durchführung des Programms ist von einer Mindestteilnehmerzahl abhängig. Wird diese nicht erreicht, behält sich der Veranstalter vor, das Programm bis spätestens einen Monat vor dessen Beginn abzusagen. Bereits geleistete Zahlungen der Teilnahmegebühr werden in diesem Fall dem Teilnehmer bzw. dessen gesetzlichen Vertreter erstattet. Bei Eingang zu vieler Anmeldungen behält sich der Veranstalter vor, nach eigenem Ermessen einzelne Anmeldungen abzulehnen und damit die Teilnahme einzelner Jugendlicher oder junger Erwachsener an dem Programm zu versagen.

## 9. Absage durch den Teilnehmer

Im Falle der Absage durch den Teilnehmer ist der Veranstalter – zur Deckung der ihm entstandenen Kosten und Aufwendungen – berechtigt, folgende Stornierungskosten zu verlangen:

- 60 % der Teilnahmegebühr zwischen 12 und 8 Wochen vor Programmbeginn
- 100 % der Teilnahmegebühr ab 8 Wochen vor Programmbeginn

Die Absage muss schriftlich erfolgen. Maßgebend für die Berechnung der Stornierungskosten ist das Datum des Poststempels. Bricht der Teilnehmer das Programm vorzeitig ab, hat er keinen Anspruch auf Rückerstattung der Teilnahmegebühr. Gegebenenfalls angefallene und anfallende Zusatzkosten trägt der Teilnehmer.

## 10. Recht am eigenen Bild

Der Teilnehmer bzw. sein gesetzlicher Vertreter willigt mit der Anmeldung für alle gegenwärtigen und zukünftigen Medien in die unentgeltliche Verwendung seines Bildes und seiner Stimme für Fotografien und Aufzeichnungen von Bild und Ton, die vom Veranstalter oder von diesem autorisierten Dritten im Zusammenhang mit dem Programm erstellt werden, ein. Die Einwilligung des Teilnehmers bzw. dessen gesetzlichen Vertreters erstreckt sich auf die Vervielfältigung und Benutzung seines Bildes oder seiner Stimme in üblicher und angemessener Weise. § 23 Abs. 2 KunstUrhG sowie die gesonderten Regelungen zum Datenschutz bleiben unberührt. Sollte der Teilnehmer nicht wünschen, dass der Veranstalter Foto- und Tonaufnahmen von ihm veröffentlicht, wird er das dem Fotografen/Filmteam vor Ort mitteilen. Die Fotografen sind angewiesen, solchen Wünschen selbstverständlich Folge zu leisten.

## 11. Anwendbares Recht und Gerichtsstand

Auf dieses Vertragsverhältnis ist deutsches Recht anwendbar. Ausschließlicher Gerichtsstand ist Frankfurt am Main.

## 12. Schlussbestimmungen

Sollte einzelne oder mehrere Bestimmungen dieser Teilnahmebedingungen teilweise oder vollständig unwirksam, nichtig oder in sonstiger Weise undurchführbar sein, so berührt dies die Wirksamkeit der übrigen Bestimmungen nicht.

Ausschließlich den in deutscher Sprache abgefassten Teilnahmebedingungen kommt eine rechtsverbindliche Wirkung zu. Etwaige Übersetzungen der Teilnahmebedingungen in eine andere als die deutsche Sprache dienen nur zur Vereinfachung der Kommunikation zwischen dem Veranstalter und den Teilnehmern sowie deren rechtlichen Vertretern und sind daher rechtlich nicht bindend.



# Contact

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