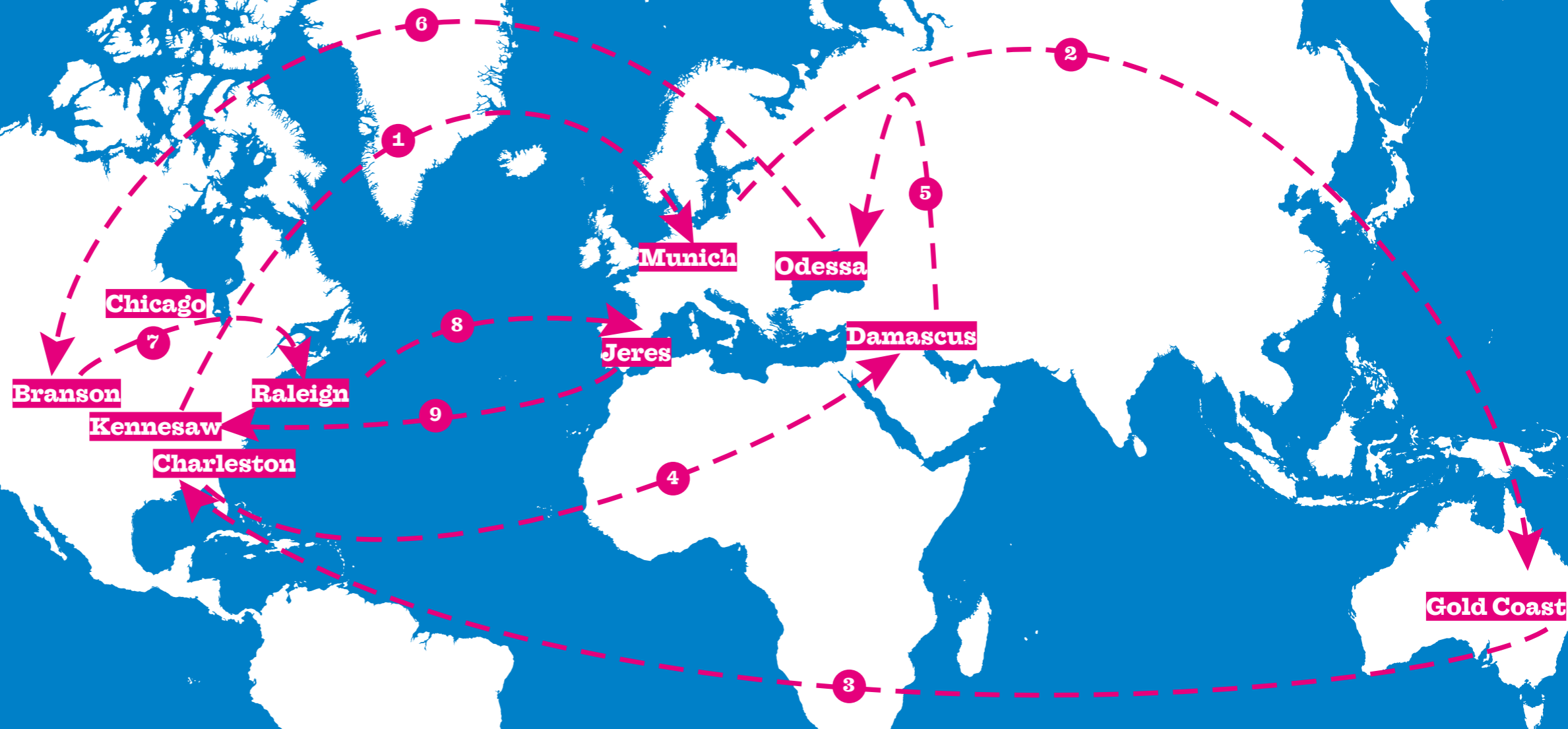


FB EMBA:

A Course in Effective Ownership
of a Family Business

Order of flights to the
Family Business EMBA course



THE PRESIDENT OF EUROPRODUCT (NOW THE REDHEAD FAMILY CORPORATION) FINISHED HIS EDUCATION FOR MANAGING OWNERS OF FAMILY COMPANIES THROUGH KENNESAW UNIVERSITY (USA). IT IS CERTAIN THAT THIS UNIQUE EDUCATIONAL PROGRAMME AND THE EMBA DEGREE WILL INTRODUCE NEW MODELS OF MANAGEMENT TO OUR CORPORATION. VLADISLAV BURDA TELLS ABOUT THE FIRST RESULTS OF THE FAMILY BUSINESS EMBA COURSE HE COMPLETED.



The final learning module of the FB EMBA, February 2011. Jerez, Spain



Andrew Keyt and Joseph Astrachan

The past 18 months have probably been the most complicated stage in my life for the last 15 years. Although I had a lot of experience with studies in various programmes, courses and trainings, I understood for the first time what receiving a degree in the American educational system means. The level of knowledge and approaches to teaching students turned out to be completely different, and I would like to tell about the main advantages of studies in the EMBA system.



Julia Hieber

During my studies I built firm, friendly relations with twelve students from seven countries. **These are owners and co owners of large family companies, some of them in the second generation, some in the fifth or even the sixth.** Three students in my group turned out to be FBN activists: Andrew Keyt, director of FBN USA; Julia Hieber, director of the programme for social entrepreneurship, and me, the director of the Ukrainian division of FBN. The level of training and the intensity of the programme were so high that only 11 of the 15 students who entered were able to graduate.



Joseph Astrachan

Professor Joseph Astrachan had one important goal in creating the Family Business MBA programme: to show owners how managing a family company is different from any other kind of management.

As the number one researcher who has dealt with an enormous number of family companies, Joseph makes it his goal to show owners that their family and their family business are authentic, and that it is extremely important to understand its roots.



George Manners

That is why the course started with each of us constructing a family genogram, a family tree through the third generation. This enabled us to see the models which brought our families and businesses to the state they are in now.

At first glance, this assignment seemed very simple. However, it consisted of more than listing the birth dates of relatives. The most important thing turned out to be describing all the types of relationships which existed in the family. Tracing models had begun even at the stage of constructing genograms. When making a detailed analysis later, I was amazed by the number of models in my family and by how deeply and subconsciously a family works as a system, based on its models and beliefs. By understanding and tracing the models of your own family you can literally predict changes occurring in the family and in the family business.

Joseph worked together with George Manners, the FB EMBA programme's finance professor. George is the creator of the 6 levels of financial knowledge system. During my studies I came to understand its power, and **I believe that the implementation of this knowledge, which we are working on, can be just as effective for us as the Adizes system,** which we implemented first in Ukraine in 2003-2004.

The EMBA was also interesting to me because all nine of the residencies took place in different countries and in different families, and all this time the professors were with us.





Vladislav Burda and Henrik Bjornberg, ex-owner of the Myllykoski paper factory (Finland). Near a water mill in Damascus, Syria



Near a stand showing the joint achievements of the Burda publishing house and the Myllykoski factory. Munich, Germany

We studied a lot of theoretical and lecture material, and theory was always closely interwoven with practice. We visited family factories, print shops, and wineries, and what is especially important is that we were invited to homes, and often lived there, giving us a unique opportunity to study family traditions. I don't know of a single program like this where we could have interacted so closely with families and learned about them from the inside. We felt like members of one family; we were received like the closest of relatives.

We saw completely different formats of family business and enterprises with various financial, managerial and development potentials.

I can say with confidence that after 18 months of intensive study, I have come to understand the financial system, approaches to family business and family business itself much more deeply.

Over the course of the entire period of study, we had to write five large papers, similar to term papers, connected to strategies: general corporate strategy, business unit strategy, product strategy, corporate management strategy and the strategy of owning a family business. These papers required a fairly large amount of concentration, as the task was to articulate things which had either never been articulated before, or which existed in the form of thoughts and had never been put down on paper. I noted a great many things which made up the foundation of the sixth and final document, the general plan. I was able to do what I hadn't done before: imagine the development of the company, even down to financial figures, over the next 10 years. Of course, it will be very interesting to compare the plan that was created with the real development of our company.

A very important event was when FB EMBA participants came to Odessa and met my family, and also that all my fellow students became part of the Ukrainian FBN.





Damascus, Syria



FB EMBA participants in head office of Europroduct (Odessa)



This was beneficial for everyone; I got several recommendations from Andrew Keyt.

But perhaps the main result for me is that this summer Joseph Astrachan will become a member of our Board of Directors. And I am very glad that through my commitment and study I was able to win his trust. ■