



# Family business protocol



### OUR VALUES

Proximity - Quality - Innovation - Professional ethics  
Multidisciplinary approach and expertise - We provide added value





## 360° approach

At present, the problems that companies have are complex, interconnected and global. Therefore, they need co-ordinated services which, with a 360°-degree vision, offer solutions with tangible added value.

Auren has always been committed to a multidisciplinary approach, and is therefore one of the few firms on the market capable of offering a 360° approach.

The partners that Auren chooses for co-ordinating these services have the holistic vision needed in order to keep a line of permanent direct dialogue open with each client, and to propose case-by-case solutions through the most suitable teams of professionals.





Multidisciplinary services from professionals specialising in family business in order to provide support in the preparation, implementation and interpretation of the Family Protocol.

The 360° approach of Auren is managed through a main interlocutor between Auren and the various participating professionals, in order to ensure maximum alignment with the interests of the families and the business.

### **Professionals involved**

- Legal advisors
- Tax advisors
- Labour advisors
- Human resource management consultants
- Business process consultants
- Financial-economic advisors

### **Family business protocol**

The Family Protocol is configured as a key instrument to ensure the best relationship between the owner family or families and the business. It establishes the specific key rules of the owner family or families to be observed in the event of any discrepancy between the members, as well as their responsibilities and commitments in respect of the business

The founders, at the appropriate time in their lives, must help provide a set of principles and rules which, in their absence, ensure the stability and future of the business created. The involvement of Auren professional facilitates the acceptance by the family members and executives of the solutions proposed, and avoids any possible misunderstandings and conflicts between the different branches of the family.



## Why a family protocol?

- Importance of differentiating between family and business.
- Space for dialogue and consensus of the family or families owning the business.
- It removes uncertainties by objectively regulating the main guidelines for the future management of the business and the family relationships.
- It offers employees and executives of the company security by planning the generational replacement sufficiently in advance.
- Transfer of ownership, management and governance from the company to the next generation has to be the subject of an in-depth analysis, being able to require some reorganization, if any, of the structure of the company to optimize taxation and management.
- Helps to achieve planning business, property and inheritance tax efficient.

## Service coverage

A main interlocutor will participate in the entire process, until the final successful implementation of the Family Protocol, and will co-ordinate the different specialists participating in the process. This ensures in-depth knowledge of the cultural features of the business and of the founders, so as to ensure that the Protocol meets their needs and wishes optimally.

- Specialised legal advice in the preparation of Family Protocols.
- Diagnosis of the current situation as family business, analysing the relationships, concerns and expectations of the family members.

- Clarification of the mission and values of the owner family or families and establishment of rules for interaction with the business as regards anything related to the management of human resources
- Advice on the contractual framework and labour relationships
- Individual coaching and mentoring services for senior or junior family members, respectively.
- Analysis, review and support in respect of the implementation of the Company Strategic Plan, both from a financial-economic and business process perspective.
- Analysis of and advice on full regulatory and risk compliance as regards the Business Continuity Plans, governance, corporate social responsibility and overall alignment with the sustainable development goals.
- Assessment of business in view of the potential departure of family shareholders.
- Advice on and involvement in the Liquidity Committees, and in financing policies for the Family Business and for family members.
- Professional assistance in financial restructuring processes and processes for the preparation of Viability Plans in crisis situations.
- Comprehensive tax advice, both to business level of the different businesses developed as in the implications that can occur at the members of the family, with special emphasis on taking advantage of tax benefits to the family business.



## Differentiating value



### Why Auren?

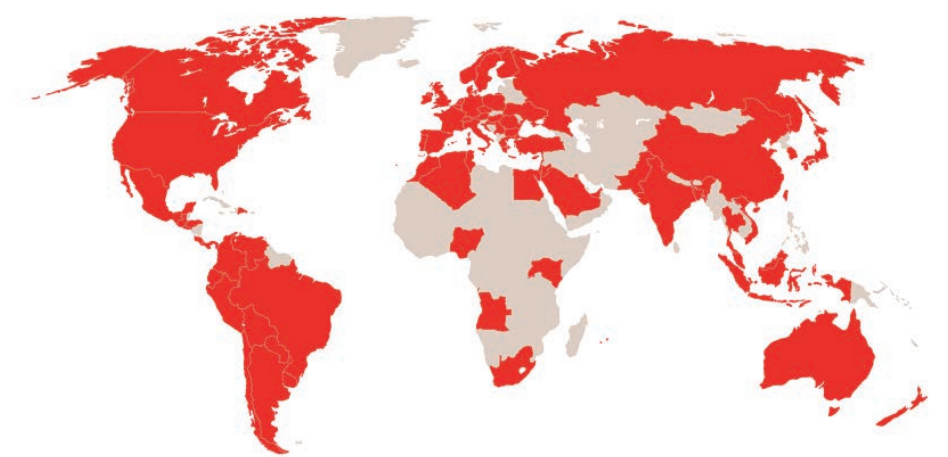
- We are a multidisciplinary professional service firm, aimed at creating value and contributing to the sustainable development.
- We have presence in 11 countries and 60 offices, and with our membership in Antea, with coverage in over 70 countries.
- We have our own proven methodology.
- We have a multidisciplinary team of specialists.
- Client proximity.
- We use a document digitisation system, providing clients with access.
- We have extensive proven experience and professional recognition.



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ASSOCIATES

**EUROPE:** Andorra , Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Finland, France, **Germany**, Greece, Hungary, Ireland, Italy, **Luxembourg**, Malta, Montenegro, Norway, Poland, **Portugal**, Romania, Russia, Serbia, **Spain**, Sweden, Switzerland, **The Netherlands**, Ukraine, United Kingdom.

**AMERICA:** **Argentina**, Bolivia, Brazil, Canada, **Chile**, **Colombia**, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, **Mexico**, Panama, Paraguay, Peru, **Uruguay**, USA, Venezuela.

**MIDDLE EAST AND AFRICA:** Algeria, Angola, Egypt, **Israel**, Jordan, Kenya, Kuwait, Lebanon, Mauricio, Morocco, Nigeria, Saudi Arabia, South Africa, Tunisia, Turkey, UAE, Uganda.

**ASIA-PACIFIC:** Australia, Bangladesh, China, India, Indonesia, Japan, Malaysia, New Zealand, Pakistan, Singapore, South Korea, Thailand, Vietnam.

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