

PwC NextGen 2020

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Connect. Learn. Lead.

Committed to supporting your journey as an entrepreneur and successor in your family business – every step of the way







Fast-forward
to your future

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Introduction

As the effects from the COVID-19 pandemic continue to play out, PwC NextGen embodies our commitment to supporting your journey as an entrepreneur and successor in your family business through these extraordinary times and beyond.

In our Global NextGen Survey 2019, almost 1,000 NextGens in 69 territories across five continents and 11 industries shared how you see yourselves and what support you need to help you achieve success. Many of you are ready to drive change, especially around digital transformation. As society prepares for a “new normal” following the pandemic, this is a great time to bridge the generation gap and seize new opportunities. However, what is needed for you to earn your “license to operate” – and to drive real change that makes a tangible contribution to the future success of your family business?

Fast-forward to your future

We have an answer to that question. Our NextGen Academy training series for next-generation family members aged between 16 and 36 is still going strong. NextGen Academy applicants receive a wide range of support, including exclusive access to an array of virtual training, coaching and networking opportunities. We will also provide you with clear guidance on actions you can take to strengthen your leadership capabilities and increase your impact in the “new normal” following the pandemic. PwC can work and innovate with you to achieve these goals virtually, until we are able to meet in person for one of our multidisciplinary 2021 NextGen Academies at either INSEAD in Fontainebleau/Paris, ESMT in Berlin or MIT Sloan in Cambridge/Boston.

I look forward to meeting many of you virtually and at one of our 2021 NextGen events, and to helping to redefine your future – together!



A white handwritten signature of Peter Englisch on a dark background.

Peter Englisch
Global Leader, Family Business,
PwC Germany

“As an entrepreneur and mother of the seventh generation in our family businesses, I wish to thank you for this exceptional opportunity! Your investment in our next generation is unique and your footsteps are sustainable.”

Angelika Kölle, Pflanzen-Kölle, Germany

Connect. Learn. Lead.

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. Check our website pwc.com/nextgen for the most recent events and material.



Connect.

PwC NextGen Club
Connecting the leaders of tomorrow

Our NextGen Club currently has more than 2,500 next-generation members from 27 different countries and regions. Be part of this exclusive network and connect with your peers, iconic family business leaders, successful business practitioners, entrepreneurs and the people in our network you think will take you ahead of the game. 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.

pwc.com/nextgen/club

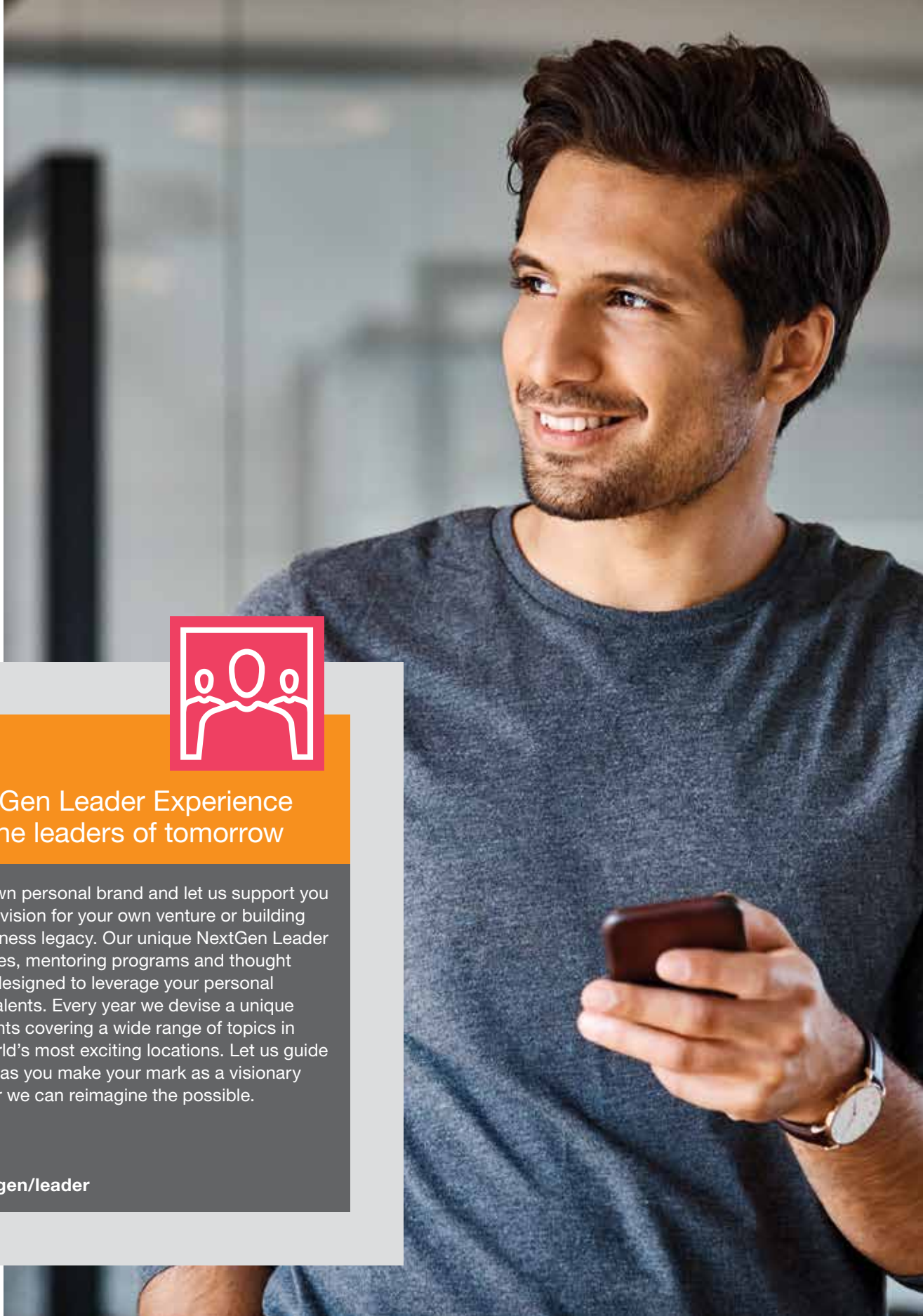


Learn.

PwC NextGen Education
Developing the leaders of tomorrow

Entrepreneurship is a mindset – meaning it goes beyond what is taught in a classroom. This is why our NextGen Academy 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 in one of our Academies to explore your strengths, accelerate your knowledge and help you navigate your way to individual success.

pwc.com/nextgen/education



Lead.

PwC NextGen Leader Experience Inspiring the leaders of tomorrow

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. Every year we devise a unique calendar of events covering a wide range of topics in some of the world's most exciting locations. Let us guide and inspire you as you make your mark as a visionary leader. Together we can reimagine the possible.

pwc.com/nextgen/leader

PwC NextGen Academy



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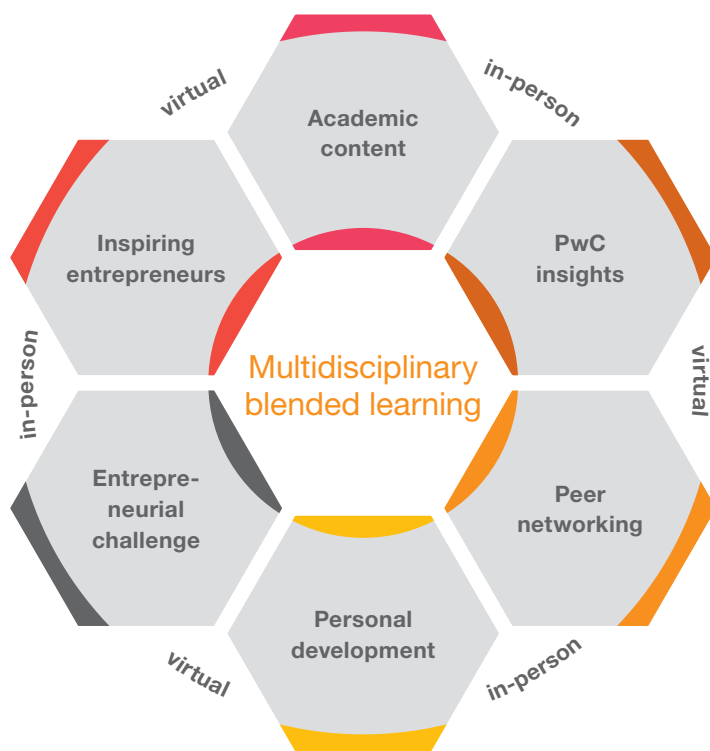
www.pwc.com/nextgen

**PwC NextGen
Education**
Developing the
leaders of
tomorrow



Developing the leaders of tomorrow

Entrepreneurship is a mindset – meaning it goes beyond what is taught in a classroom. This is why our NextGen Academy 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 in one of our Academies to explore your strengths, accelerate your knowledge and help you navigate your way to individual success.



“ With PwC NextGen Education you are in very good hands. Within the past twelve years our team has developed and mentored more than 800 next-generation members from 80 different countries and regions. Our aim is to create a unique experience for you. Don't miss out! ”

Andrea Baars, NextGen Education Lead, PwC Germany

Virtual learning and networking

Paris



Explorer – Learn your passion!

Young successors explore their own potential and entrepreneurial skills

Recommended ages:
16–20 years

Berlin



Accelerator – Learn your business!

Leaders of tomorrow build on their knowledge and strengths

Recommended ages:
20–26 years

Boston



Leader – Learn how to lead!

Successors and entrepreneurs transform their businesses and shape their family legacies

Recommended ages:
26–36 years

PwC NextGen Network

Our NextGen Academy framework consists of three distinct and complementary learning opportunities. 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 rejoin any of the program stages as often as you wish, in order to explore different business schools, cultures and topics. In addition, as a NextGen Academy applicant you will have access to an array of virtual training and networking opportunities.

Certificate and Global NextGen Network

At the end of your training week, you will not only receive a certificate of attendance from the respective business school, but will also be invited to join our NextGen Academy

Alumni Network (PwC NextGen Network for short). This is an exclusive and complimentary offering for you to enhance your professional and personal networking with peers, family business leaders, entrepreneurs, academics and PwC subject matter specialists. Sounds exciting? Then check pages 32–33 to see what you're missing out on by not being a member.

How you can apply

Academy 2020 offerings, fees and methods of payment are set out for you in detail on the following pages. Applying for your favorite Academy is easy. Simply reach out to your local PwC contact or email us at de_nextgen@pwc.com. We look forward to hearing from you!

Join us now for
the new dates!

25–31 July
2021

Explorer

~~26 July–1 August 2020~~, in cooperation
with INSEAD, Fontainebleau, France



Learn your passion!

Are you between 16 and 20 years old, and eager to explore your true strengths, passion and entrepreneurial skills? Then our Explorer Academy should be on your list of events.

It is said that a set of special skills and attitudes are needed to run a business. Given this, you may be wondering what the perfect skill-set looks like and how to acquire it. You may also be asking yourself whether you should follow your dreams by creating a venture of your own or follow your parents' path into the family business.

You are in a world full of opportunities – and our Explorer Academy provides you with guidance related to the next steps on your journey. As a participant you will work in diverse groups throughout the week to accomplish an entrepreneurial task. Your work will be supported by academic insights as well as professional frameworks and proven leading practices. 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.



Paris

While the Château de Versailles is very familiar to many travelers, a destination that's less well known is the Château de Fontainebleau with its vast ancient forest, located 45 miles south of Paris. INSEAD's Europe Campus nestles in the forest of Fontainebleau, and is spread across eight hectares. During your stay at the Explorer Academy you will have the opportunity to discover and enjoy the scenic surroundings as well as the modern architecture of the campus. We have also scheduled an entrepreneurial discovery tour of Paris. The French capital has been one of Europe's major centers of finance, diplomacy, commerce, fashion, science, and the arts since the 17th century. If you haven't seen it yet, this is your chance!



Your week in Fontainebleau and Paris (tentative)

Sunday, 25 July Campus

- Individual arrival
- Welcome and introduction
- Team forming

Monday, 26 July Campus

- Entrepreneurial task introduction
- International project management
- Project work
- NERIS Type Explorer®
- Storytelling

Tuesday, 27 July Campus

- Build the business model for value creation
- Leadership in organizations
- Engage stakeholders through values, vision and mission statements
- The perfect pitch

Wednesday, 28 July Campus

- Family business frameworks and tools applied
- Shareholder roles, responsibilities and key data
- Project work
- Experiential learning: Fontainebleau forest adventure

About INSEAD

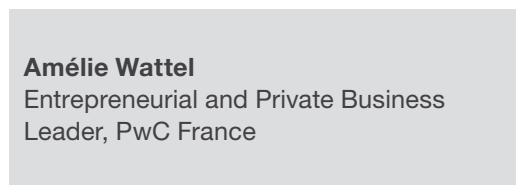
INSEAD offers participants a truly global educational experience. With campuses in Europe (France), Asia (Singapore), the Middle East (Abu Dhabi) and North America (San Francisco), and alliances with top institutions, INSEAD's business education and research spans the globe. The 165 renowned faculty members from 41 countries inspire more than 1,300 students in the degree and PhD programs. In addition, more than 11,000 executive participants in INSEAD's executive education programs each year.

INSEAD's innovation and education programs are recognized internationally as world-leading. The business school is ranked number four globally and number one in France and Singapore according to the Financial Times Global MBA Ranking 2020.¹

Teaching faculty and selected speaker



Antoine Duvauchelle
Adjunct Professor of Entrepreneurship
and Family Enterprise



Amélie Wattel
Entrepreneurial and Private Business
Leader, PwC France



Program week project: New Economy of the Sea

The seas have always been one of mankind's biggest and most important natural resources. In the past, primarily for food, shipbuilding, transport; more recently for oil and gas, and tourism; and now, increasingly, for 'blue' biotechnology, robotics, and renewable energy.

Going forward, optimizing the use and stewardship of the seas will be vital to the future of mankind and the planet. During your program week, you will work in diverse teams to develop an integrated solution for the world's oceans that ensures an appropriate balance between business, society and the environment. The best and most innovative contributions will be published in PwC's global Economy of the Sea Barometer. As a next-generation member, this exercise brings you a unique opportunity for make your voice heard and play a tangible and impactful role in helping to create a more sustainable world.

¹ rankings.ft.com/businessschoolrankings/global-mba-ranking-2020

Thursday, 29 July Campus

- Effective presentations in a business setting
- Elevator pitch training
- Project work
- Team rehearsals, recording and feedback
- Future self

Friday, 30 July PwC Paris

- Welcome by Amélie Wattel, Entrepreneurial and Private Business Leader, PwC France
- Challenges and economic outlook for private businesses
- Entrepreneurial task team presentations
- Feedback and awarding
- Free time in Paris
- Seine cruise dinner

Saturday, 31 July Campus

- Feedback
- Networking lunch
- Week recap presentations
- Certificates
- Family session
- Farewell reception





How you can apply

Are you a member of a business-owning family, aged between 16 and 20 years old, and eager to explore your own entrepreneurial skills? Then join us for this exciting entrepreneurial training camp in Fontainebleau and Paris where you can not only meet your peers from around the world but also make new friends. To request an application form, simply reach out to your local PwC contact or email us at de_nextgen@pwc.com.

To ensure the event is as personal as possible, the number of participants is limited to 24. **Your application will secure your place on the program and provide you with access to the virtual offerings designed for your program week.** You can cancel your participation at the physical event at any time up to three months before the start date (25 July 2021) without any penalty. So – in uncertain times – you can keep your plans for next year flexible, while also guaranteeing your place in our face-to-face training and staying connected until then.

Program details such as the training curriculum, list of participants, speaker profiles, pre-work and logistics will be shared with you after we have received your final confirmation three months before the start date.

Bring your family

We invite your family members to join us on the farewell day of the Explorer Academy for a networking lunch, joint presentation and working session. This is a unique opportunity for you and your families to exchange thoughts on your individual continuity plans. Private one-to-one sessions can also be arranged with our experienced trainer for individual feedback on your progress during the week. Please note that we still expect you to stay until the end of the program even if your family members cannot join on the farewell day. If, however, your family is interested in visiting Paris while you're attending the Explorer Academy, we recommend reaching out to your local PwC contact for potential family side-programs.

Family agenda on 31 July 2021

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

Fees and methods of payment

€5,300 net of tax (VAT) for new applicants
€5,000 net of tax (VAT) for Academy alumni and new applicants in 2020

The participation fee for the NextGen Explorer Academy is payable upon receipt of the invoice in April 2021 and covers:

- Seven days of training
- Six days of single-room accommodation on campus
- Daily breakfast, coffee breaks, lunch and dinner
- Training materials
- Excursions

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.

Accommodations

Hotel Ermitage is a recently renovated four-star property, conveniently located in the heart of the INSEAD campus.

Hotel Ermitage
Route de l'Ermitage
77300 Fontainebleau
insead.edu/hotels-europe/ermitage





Explorer Academy 2019 highlights

Ashridge/HULT, Hertfordshire/London, UK

This entrepreneurial training camp week took place on a castle-like campus and in the stunning Experience Center – “The Frontier” – in PwC’s More London offices. Among other lectures and experiential exercises, the group worked on an authentic entrepreneurial task set by Ferruccio Lamborghini, a member of the third generation of the famous Italian Lamborghini family.



“I was unsure of what to expect, but was definitely positively surprised by the program material. I especially enjoyed the challenge of working effectively with a diverse group of people who I’d never met before.”

William Irving, NextGen, Canada



“At the NextGen Academy I discovered more about myself, my passion and how much I am capable of.”

Zach Schumacher, NextGen, US



“The training week made me realize how important family businesses are and how others in my situation feel about their roles and future. In addition, it had a great impact on me that I was encouraged to practice skills that I never thought I could master.”

Kata Korponay, NextGen, Romania



Join us now for
the new dates!

22–28 August
2021

Accelerator

~~23–29 August 2020~~, in cooperation with
ESMT European School of Management
and Technology, Berlin, Germany

Learn your business!

Are you between 20 and 26 years old, and aiming to become either a responsible owner, competent board member or new leader in your family business? Or maybe you are looking to set up your own venture? Whichever of these situations applies, our Accelerator Academy is the place for you.

You have probably already acquired a sound knowledge of your field of study and created a vision of your own future. Having taken these steps successfully, you may now be wondering how to turn a focus on sustainability goals and use of smart technologies into competitive new business models for your family business or own venture.

At the Accelerator Academy we will provide you with an opportunity to build on your individual knowledge, talents and strengths while also learning from legacy Family Business Leaders, Unicorn Founders, Impact Investors and other NextGens. Why should you seize this opportunity? Because while entrepreneurial talent and technical business skills are important, they are not enough on their own. To build on your family business values effectively, you must not only master business challenges but also develop the right interpersonal skills.

During the week, a combination of live case studies, team challenges, a 360° assessment and individual tasks will foster effective cooperation and equip you with new insights to apply to your own family business or venture.



Berlin

The capital of Germany is one of the most visited cities in Europe and home to 44 theaters and stages, 128 museums and more than 400 art galleries. A population of about 3.7 million people makes Berlin the second most populous city in the European Union behind London. You may know that the Berlin wall was a guarded concrete barrier that separated East and West Berlin both physically and ideologically from 1961 to 1989. During your program week you will get the chance not only to visit some of the city's historic sites but also to become part of one of the world's most vibrant startup scenes. Explore how new ideas, disruptive technologies and a focus on purpose and impact can sustain the entrepreneurial spirit in private businesses and keep the family legacy fit for the future.



Your week in Berlin (tentative)

Sunday, 22 August Hotel de Rome

- Individual arrival
- Welcome reception

Monday, 23 August Campus

- Program opening
- Family business in times of uncertainty and disruption
- Define your week objectives: meet Niklas Adalberth and Christian Miele
- Teambuilding afternoon: explore Berlin
- Opening dinner

Tuesday, 24 August Campus

- From ideas to business models
- Value proposition canvas for a value-driven and purpose-led family business
- Business model canvas
- Pitching and selling ideas

Wednesday, 25 August Campus

- Family business frameworks and tools applied
- Family business dynamics and governance
- The Owner's Agenda
- TRACOM Social Style®: the value of interpersonal effectiveness
- Networking dinner

About ESMT

ESMT European School of Management and Technology in Berlin, which has a branch office in Shanghai, was founded in 2002 by 25 leading global companies and institutions.

The international private business school focuses on three main topics – leadership, innovation, and analytics – and is accredited by the German state, Association to Advance Collegiate Schools of Business (AACSB), Association of MBAs (AMBA), European Quality Improvement System (EQUIS), and Foundation for International Business Administration Accreditation (FIBAA).

ESMT provides an interdisciplinary platform for discourse between politics, business, and academia, and is placed number 10 globally in the 2020 Financial Times combined ranking of open enrollment and customized executive education programs.²

Teaching faculty and selected speakers



Gianluca Carnabuci
Associate Professor of Organizational Behavior and Associate Dean of Executive Education and Associate, ESMT



Niklas Adalberth
Co-Founder of Klarna, Founder and Executive Chairman of Norrsken Foundation, Europe's largest impact tech co-working hub and impact-tech focused VC fund



Dr. Brigitte Mohn
Member of the Executive Board Bertelsmann Stiftung

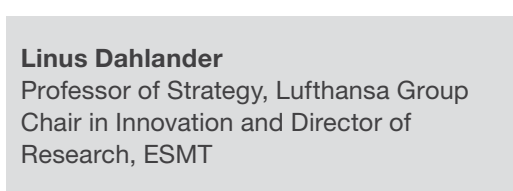
© Jan Voth, Bad Salzflun



Christian Miele
Partner at global Venture Capital fund e.ventures and President of the German Startup Association



Dr. Andreas Rickert
CEO and Founder PHINEO gAG, member of the European Commission Expert Group on the social business initiative and the G7 Social Impact Investment Taskforce



Linus Dahlander
Professor of Strategy, Lufthansa Group Chair in Innovation and Director of Research, ESMT



Harald Kayser
PwC Europe Chairman and Senior Partner



² <https://www.ft.com/content/36c1e468-8f2b-11ea-9e12-0d4655dbd44f>

Thursday, 26 August Campus

- How to succeed as a leader: operational and strategic networks
- Building a compelling leadership vision
- Peer coaching
- Visualize and evaluate your leadership network
- Personal network report

Friday, 27 August PwC

- Welcome by Harald Kayser, PwC Europe Chairman
- Economic outlook for private businesses in Europe
- Family social impact: meet Dr. Brigitte Mohn and Dr. Andreas Rickert
- Free time in Berlin
- Farewell dinner

Saturday, 28 August Campus

- Week recap
- Case presentations
- Certificates
- Future self
- Feedback
- Farewell





How you can apply

Are you an entrepreneur or successor in a family business aged between 20 and 26 years old, and interested in joining us for this exciting event in Berlin? Then simply reach out to your local PwC contact or email us at de_nextgen@pwc.com to request an application form.

To ensure the event is as personal as possible, the number of participants is limited to 24. **Your application will secure your place on the program and provide you with access to the virtual offerings designed for your program week.** You can cancel your participation at the physical event at any time up to three months before the start date (22 August 2021) without any penalty. So – in uncertain times – you can keep your plans for next year flexible, while also guaranteeing your place in our face-to-face training and staying connected until then.

Program details such as the training curriculum, list of participants, speaker profiles, pre-work and logistics will be shared with you after we have received your final confirmation three months before the start date.

Fees and methods of payment

€6,300 net of tax (VAT) for new applicants
€6,000 net of tax (VAT) for Academy alumni and new applicants in 2020

The participation fee for the NextGen Accelerator Academy is payable upon receipt of the invoice in April 2021 and covers:

- Six days of training
- Six days of single-room accommodation
- Daily breakfast, coffee breaks and lunch, and three dinners
- Training materials
- Excursions
- Invitation to the NextGen Network Reunion 2021

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.

Accommodations

Hotel de Rome
Behrenstrasse 37
10117 Berlin
roccoforthotels.com

Hotel de Rome is part of the “Leading Hotels of the World” group. The hotel’s roof terrace offers fantastic views over the city, making it an ideal hideaway in Berlin’s Mitte district. With only 145 rooms and suites, and a unique location at the historic Bebelplatz, the hotel is an architectural gem in the heart of Berlin.





Accelerator Academy 2019 highlights

Stanford PACS, Palo Alto, US

This program took place at the world's number one Global MBA business school as ranked by the Financial Times in 2019.³ Sessions on family business, digitalization transformation and leadership development were presented by a combination of Stanford faculty members and PwC subject matter experts. The Academy also featured a range of exciting site visits including teambuilding sailing in San Francisco Bay, a Facebook visit and presentations in Menlo Park. Additionally, the participants contributed to our 2019 NextGen Survey by presenting their recommendations for how the next generation can become agents of change in their family businesses.



"A very well-structured and informative experience with an emotional touch that made me grow and feeling better prepared for starting something new."

Yinmeng Liu, NextGen, China

"I have learned more here in a week than what I learned in the past six months at university!"

Antonia Hartwall, NextGen, Finland



"The Accelerator Academy exceeded all my expectations. It has been a remarkable turning point in my career path because I learned not only more about family business frameworks, but myself. We spent a lot of time on our strengths, interests, and how we can positively impact our businesses, and even the world. I now have more tools to assist me in going forward, a clear idea of my goals and also an international network of friends."

Sylvette Jacobs, NextGen, South Africa



³ rankings.ft.com/businessschoolrankings/global-mba-ranking-2019

Join us now for
the new dates!

8–14 August
2021

Leader

~~9–15 August 2020~~, in cooperation with MIT
Sloan School of Management, Cambridge, US

Learn how to lead!

Are you between 26 and 36 years old, and eager to drive a surge in value for your (family) business while also building your own legacy? Then you should put our Leader Academy at the top of your private and business agenda.

We know that when it comes to your family business, it's never just about business. It's personal. Whether the company bears your name or not, leading it is both a privilege and a responsibility. The likelihood is that you are a capable, committed and ambitious agent of change for the digital world. However, leading teams and family members while staying firmly in control is not easy, especially in times of generational and business transition.

At the Leader Academy you'll gain access to leading academics and business professionals who are dedicated to helping you manage ownership and growth to build trust, earn your license to operate and strengthen your family business' future. By reflecting on your personal and business aspirations with the group, you will gain new and inspiring insights that will encourage you to formulate a vision and commit to next steps by the end of the program week. We'll embrace an interactive learning experience that encompasses a 360° assessment, a personal and business presentation, and the introduction of new concepts and frameworks that are brought to life through immediate application and discussion via group exercises, simulations, and real-life case examples.



Boston

Boston, the largest city in New England, is located on a hilly peninsula in the Massachusetts Bay area. The region had been inhabited since at least 2400 B.C. by the Massachusetts tribe of Native Americans. Part of what makes Boston so distinctive is the diversity of the many districts that make up the city. When not on the MIT campus in Cambridge to the north of Boston, you will be located in Boston's vibrant Seaport District, overlooking the harbor backed by beautiful city and water views. You may also enjoy a visit to Kendall Square in Cambridge, which is one of the most innovative square miles on this planet.



Your week in Boston and Cambridge (tentative)

Sunday, 8 August Seaport Hotel

- Individual arrival
- Welcome reception

Monday, 9 August PwC Boston

- Program opening
- Family business in times of uncertainty and disruption
- The Owner's Agenda
- Personal and business brand presentations
- Teambuilding afternoon: Boston adventure
- Opening dinner

Tuesday, 10 August MIT Cambridge

- The owner's mindset and new models of owner-driven value creation
- Technology, innovation and disruptive forces of change
- The rise and fall of family wealth and how families regenerate their success over generations
- Family social impact

Wednesday, 11 August MIT Cambridge

- Leading organizational change
- The entrepreneurial mindset that leads to value creation
- The new model of leadership in family business
- Group report-outs
- Networking dinner



About Sloan School of Management, Massachusetts Institute of Technology

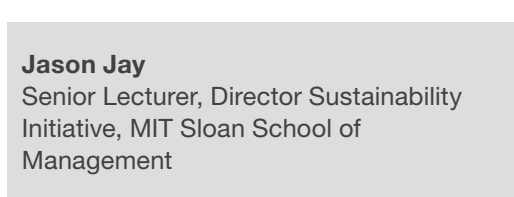
The MIT Sloan School of Management, based in Cambridge, Massachusetts, is one of the world's leading business schools. MIT Sloan is devoted to its stated mission: to develop principled, innovative leaders who improve the world, and to generate ideas that advance management practice. The School strives to bring knowledge to bear on the world's great challenges. In all of its work and learning, it follows MIT's motto of "Mens et Manus", or "Mind and Hand", as it seeks practical solutions to real problems. Learning by doing is at the core of MIT Sloan's teaching philosophy.

Working at the intersection of management and technology, MIT Sloan is uniquely positioned to help family enterprises transform the present and envision the future that is being shaped by technological disruption and innovation.

MIT teaching faculty



John A. Davis
 Senior Lecturer, Family Enterprise Executive Programs, MIT Sloan School of Management



Jason Jay
 Senior Lecturer, Director Sustainability Initiative, MIT Sloan School of Management



Selected speakers

Danielle Valkner
 Family Office Leader, PwC United States



Experiential learning exercise: Second City Works

The iconic comedy institution "The Second City" opened in December 1959 and grew from a small cabaret theatre into an influential and prolific comedy powerhouse. Its alumni include Bill Murray, Tina Fey and Steve Carell.

Second City Works uses the improv methods pioneered on The Second City's stages to help you improve your performance in business. Two of the professional performers from their legendary shows will provide you with the tools and techniques needed to find and express your voice as visionary leader. You'll learn how to stand out in the boardroom, read a room and improve your communication, collaboration, and innovation – all while going outside your comfort zone to embrace risk, change and new perspectives.

Thursday, 12 August PwC Boston

- TRACOM Social Style®: the value of interpersonal effectiveness
- Standing out in the boardroom: empowerment through the art of improv by "The Second City" stage performers

Friday, 13 August PwC Boston

- Technology trends for family offices
- Portfolio management and investment strategies for family businesses
- Transformation fair preparation
- Free time in Boston
- Farewell dinner

Saturday, 14 August PwC Boston

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





How you can apply

Are you a member of a business-owning family, aged between 26 and 36, and eager to mark your way as visionary leader? Then join us for this exclusive training event in Boston and Cambridge, Massachusetts, to come up with an individual five-step action plan to move your businesses forward. To request an application form, simply reach out to your local PwC contact or email us at de_nextgen@pwc.com.

To ensure the event is as personal as possible, the number of participants is limited to 24. **Your application will secure your place on the program and provide you with access to the virtual offerings designed for your program week.** You can cancel your participation at the physical event at any time up to three months before the start date (8 August 2021) without any penalty. So – in uncertain times – you can keep your plans for next year flexible, while also guaranteeing your place in our face-to-face training and staying connected until then.

Program details such as the training curriculum, list of participants, speaker profiles, pre-work and logistics will be shared with you after we have received your final confirmation three month before the start date.

Fees and methods of payment

€7,300 net of tax (VAT) for new applicants
€7,000 net of tax (VAT) for Academy alumni and new applicants in 2020

The participation fee for the NextGen Leader Academy is payable upon receipt of the invoice in April 2021 and covers:

- Six days of training
- Six days of single-room accommodation
- Daily breakfast, coffee breaks and lunch, and three dinners
- Training materials
- Excursions
- Invitation to the NextGen Network Reunion 2021

The fee does not include travel and 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.

Accommodations

Seaport Hotel® Boston
One Seaport Lane
Boston, Massachusetts 02210
seaportboston.com

The award-winning Seaport Hotel® Boston is a refuge in the heart of the city with easy access to Logan Airport, the Financial District and all major Boston attractions. During your stay, the hotel will provide you with complimentary access to one of the city's finest health clubs.





Leader Academy 2019 highlights

CEIBS, Shanghai, China

For last year's Leader Academy we partnered with CEIBS Shanghai, ranked by the Financial Times as the world's number five Global MBA business school in 2019.⁴ The exclusive program included David Wei, former CEO of Alibaba, and Raymund Chao, PwC's Asia Pacific and Greater China Chairman, as well as a range of site visits to destinations such as NIO House, the HEMA/Alibaba food market, and a tai chi masterclass. Key topics presented and discussed ranged from family governance and owner strategy development, business model innovation, value creation to China's unicorns and emerging tech business applications.



"Great Academy. Impressive, very educative and enlightening."

Oyindun Jolayemi, NextGen, Nigeria



"At the Leader Academy I discovered new cultures, other businesses and new ways of looking at our ownership role."

Nina Østergaard Borris, NextGen, Denmark



"One of the best events I have ever attended. Great people, great staff, great topics."

Anas Saeed, NextGen, Yemen



⁴ rankings.ft.com/businessschoolrankings/global-mba-ranking-2019

PwC NextGen global highlights



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Network Reunion 2019

At the end of your Academy week you will be invited to join our NextGen Academy Alumni Network (PwC NextGen Network for short). This is an exclusive and complimentary offering for you to enhance your professional and personal networking with peers, family business leaders, entrepreneurs, academics and PwC professionals. Sounds exciting? Then see the advantages of membership ...

Coming next:

Network Reunion 2021

Vienna, 15–16 April



Monaco Yacht Club



Your learning path



Monte Carlo

Insights and Club activities

To find out more about how you, as the next generation, see yourselves now and in the future, we surveyed almost 1,000 people – the largest PwC survey of NextGens to date – from 69 countries and regions across five continents and 11 industries. We wanted to understand the biggest challenges you face today and your priorities going forward. And, even more importantly, we wanted to understand what support you need from the previous generation.

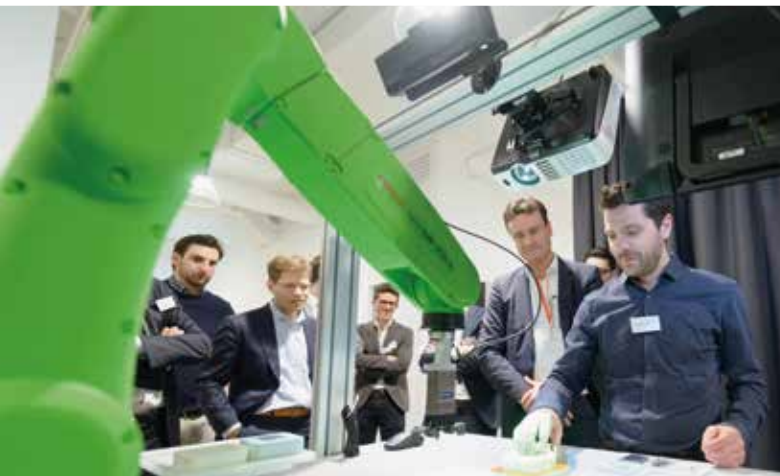
As part of our PwC NextGen Accelerator Academy at the Stanford Center on Philanthropy and Civil Society in 2019, we asked NextGens from around the world to come up with recommendations for the current and next generation on how to become an agent of change. Finally, we interviewed the current family business leaders to capture their perspective on the challenges NextGens face.

You can find the report online at pwc.com/nextgensurvey





Connect.



Learn.



Lead.

Club Leads and contacts

Let's connect! We are committed to supporting your journey as an entrepreneur and successor in your family business – every step of the way



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Terms and conditions

PwC NextGen Education 2020–2021

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 2020” (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 2020 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.

For programs conducted in the United States of America, Business Schools are required by law to conduct a scan of relevant restrictions on transactions with international persons (e.g. check if the participant or their business is listed on the sanction list of the Office of Foreign Asset Control, “OFAC”).

The participant or their legal guardian are responsible for making themselves familiar with such restrictions and for assessing whether those restrictions apply to them.

They are also responsible for – and accordingly bear the risk of – being rejected by the Business School in the event that they do not pass the scan.

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 2020“ (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 2020 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 schuldhaft Pflichtenverletzungen 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.

Für Programme, die in den Vereinigten Staaten von Amerika durchgeführt werden, sind die Business Schools gesetzlich dazu verpflichtet, eine Überprüfung auf eventuell bestehende relevanten Beschränkungen für Transaktionen mit internationalen Personen durchzuführen, wie z. B. Personen oder Unternehmen, die auf der Sanktionsliste des Office of Foreign Asset Control „OFAC“ aufgeführt sind. Der Teilnehmer bzw. dessen gesetzliche Vertreter sind dazu verpflichtet, sich über etwaige Einschränkungen zu informieren und das Risiko einer möglichen Ablehnung durch die Business School zu tragen.

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 Vertreter und sind daher rechtlich nicht bindend.

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