

The Owners Forum  
Middle East 2011  
*Muscat, Oman*  
*22-24 October 2011*

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The Owners Forum Middle East 2011 | Muscat, Oman

المؤتمر العربي الأمانى  
للمؤسسات العائلية



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# *Message of Greeting*

## **Dear Sir or Madam,**

Now in its fourth year, our annual gathering where family businesses come together for inspiring exchange in the Middle East has become a tradition. We are delighted to continue this initiative by welcoming you to The Owners Forum Middle East 2011 in the Sultanate of Oman.

Since 2008, the International Institute for Family Enterprises has hosted three family business summits in Egypt, Bahrain, and Jordan. Building on the success of these meetings, we are pleased to present The Owners Forum Middle East 2011, which takes the Arab-German Family Business Summits one step further. The Owners Forum strives to continuously develop its role as a pioneer in

the exchange between family businesses by connecting stakeholders who share common goals and are dedicated to responsible investment and sustainable growth. The Owners Forum Middle East 2011 will foster an exchange of ideas between leaders of family businesses, academia, and members of the long-term investor community such as family offices, sovereign wealth funds, and other institutional and private investors.

The theme of this year's Forum »Ownership & Responsibility: Investing in Future Generations« reflects a commitment to shared values of all participants. It is our belief that thinking across generational lines and

dedicating a company's vision to sustainable growth and social responsibility is the key to making a difference in today's globalized world. We are certain that this dialogue will also open new perspectives for closer economic cooperation, which can make a considerable contribution to peace and understanding.

With this in mind, we are delighted to welcome you to the Al Bustan Palace in Muscat and wish you valuable discussions in a spirit of cooperation and responsibility.

With kindest regards,

**CO-CHAIRS OF THE OWNERS FORUM 2011:**

**H.E. KHALIL BIN ABDULLAH AL KHONJI** | *Chairman of the Oman Chamber of Commerce and Industry*

**DR. SIMONE BAGEL-TRAH** | *Chairwoman of the Supervisory Board of Henkel AG & Co. KGaA*

**THOMAS DONALDSON, PH.D.** | *Director of the Zicklin Center for Business Ethics Research*

**SAMIH O. SAWIRIS** | *CEO and Chairman of the Board of Orascom Development Holding*

**PARTNERS OF THE OWNERS FORUM 2011:**

**PAUL DIETZE** | *Co-Founder of The Owners Forum*

**STEFAN HEIDBREDER** | *Managing Director of the Stiftung Familienunternehmen*

**DR. TOM A. RÜSEN** | *Managing Director of the Witten Institute for Family Business*

**TIMM TILLER** | *Co-Founder of The Owners Forum*

## Co-Chairs



*H.E. Khalil Bin Abdullah Al Khonji  
Oman Chamber of Commerce  
and Industry (OCCI)*

H.E. Khalil Al Khonji is an Industrial Management graduate from the University of Northern Colorado, USA. In 2002, he was elected as one of the directors of Ominvest (Oman International Development and Investment Company). He was also Chairman of the Al Khonji Group – one of Oman’s leading family businesses with a diverse portfolio in trading, real estate, manufacturing, services, and commercial investments. Currently, he is second Vice-President of the Federation of Gulf Cooperation Council Chambers (FGCCC) and has been facilitating numerous large-scale trade agreements between Europe and the GCC. In 2007, he was appointed Chairman of the Board of the Oman Chamber of Commerce & Industry (OCCI) by His Majesty. In this position, he initiated numerous successful projects – including the modernisation of the chamber itself and the establishment of various programmes for young and qualified professionals.



*Dr. Simone Bagel-Trah  
Henkel AG & Co. KGaA*

Dr. Simone Bagel-Trah received her Doctoral Degree in Microbiology from the University of Bonn, Germany. After working as a consultant for the Association of Applied Microbiology and the Pharmaceutical Microbiology Department of the University of Bonn, she became a member of the Supervisory Board of Henkel. She also served as a member of the Shareholders Committee for Henkel. In 2008, she then became Vice-Chairwoman of the Shareholder Committee and the Supervisory Board of Henkel Management AG. Today, she is Chairwoman of the Supervisory Board – the first woman in this position at a DAX-Company (Germany’s leading 30 listed companies). Henkel had a turnover of USD 22.3 billion in 2010 and is internationally renowned for brands such as Persil and Schwarzkopf. She is also a founding member of the Board of the Heinrich Heine University in Düsseldorf, Germany and a member of the Central Advisory Board of the Commerzbank AG.



*Thomas Donaldson, Ph.D.*  
*Wharton School*

Thomas Donaldson received his B.S. in Business and his Ph.D. in Philosophy from the University of Kansas. From 1984 to 1996, he was a professor at the University of Chicago, Darden Graduate School of Business, and Georgetown University. He is a founding member and past President of the Society for Business Ethics. Next to being an editorial board member of various journals, he also has written articles for publications such as the Academy of Management Review and the Harvard Business Review. He has also served as a consultant at many organizations, including Goldman Sachs, Walt Disney, the United Nations, and Microsoft. He was named the most influential “thought leader” in Ethisphere Magazine’s 2007 ranking of the 100 Most Influential People in Business Ethics. Today, he is the Mark O. Winkelman Professor and Director of the Zicklin Center for Business Ethics Research at the Wharton School of the University of Pennsylvania.



*Samih O. Sawiris*  
*Orascom Development Holding*

Samih Sawiris received his Diploma in Economic Engineering from the Technical University of Berlin in 1980. After graduating, he founded his first company, the National Marine Boat Factory. In 1996, he then established Orascom Projects for Touristic Development followed by the Orascom Hotel Holdings in 1997. The two companies later merged to form Orascom Hotels & Development SAE, one of the world’s leading developers for tourism resorts and residential developments. Today, he is CEO and Chairman of the Board and has led many pioneering investments such as a more than USD 1.5 billion project for a luxury resort in Andermatt, Switzerland. The company now operates in Egypt, Oman, the United Arab Emirates, Switzerland, Jordan, Mauritius, and Morocco and has plans for further expansion.



*The Arab-German Family Business Summit 2009 in Bahrain*

# The Programme

## SATURDAY, 22 OCTOBER 2011 | *The Owners Day*

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08:30 hrs	Welcome and Registration
09:00 hrs	Opening Ceremony
09:30 hrs	Opening Plenary Session
10:30 hrs	Networking Break
11:00 hrs	Interactive Workshops & Panels   Session A
12:30 hrs	Buffet Lunch
14:00 hrs	Interactive Workshops & Panels   Session B
15:30 hrs	Tea Time
16:30 hrs	Keynote
17:00 hrs	Plenary Session
18:00 hrs	Evening Break
19:30 hrs	Dinner Reception
20:00 hrs	Dinner   Keynote

### *General Dresscode | Smart Casual*

*The Owners Day is exclusively inviting family members and non-family executives of family businesses. For more information about the programme of The Owners Day, kindly refer to page 12.*

## SUNDAY, 23 OCTOBER 2011 | *The Responsible Investors Day*

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09:00 hrs	Opening Keynote
09:15 hrs	Opening Plenary Session
10:15 hrs	Networking Break
10:30 hrs	Interactive Workshops & Panels   Session C
12:00 hrs	Buffet Lunch
13:30 hrs	Presentation Labs
15:30 hrs	Tea Time
16:00 hrs	Interactive Workshops & Panels   Session D
17:30 hrs	Networking Break
17:45 hrs	Plenary Session
18:45 hrs	Evening Break
19:30 hrs	Departure   Boat Ride to Jebel Sifah
20:30 hrs	Beach Barbeque in Jebel Sifah by invitation of Samih Sawiris

### *General Dresscode | Smart Casual*

*The Responsible Investors Day invites family businesses, family offices, and long-term institutional and private investors. For more information about the programme of The Responsible Investors Day, kindly refer to page 14.*

## MONDAY, 24 OCTOBER 2011 | *The Cultural Day*

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08:30 hrs	Departure
09:00 hrs	Sultan Qaboos Grand Mosque
12:00 hrs	Nakhal Fort
14:00 hrs	Lunch
17:00 hrs	Old Muscat
18:00 hrs	Return to Al Bustan Palace
19:00 hrs	Light Meal

### *General Dresscode | Leisure Attire*

*The Cultural Day offers participants, speakers, and their accompanying persons the chance to unwind and conclude The Owners Forum Middle East 2011 with an unforgettable experience. For more information about The Cultural Day, kindly refer to page 20.*





# The Responsible Investors Day | Family Businesses, Family Offices & Long-Term Investors

SUNDAY, 23 OCTOBER 2011

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09:00 hrs Opening Keynote  
**The Results of Short-Term Business Behaviour**

09:15 hrs Opening Plenary Session  
**Investing in Future Generations**

10:15 hrs Networking Break | *Face-To-Face Business Talks*

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10:30 hrs **Interactive Workshops & Panels**

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**C01 The Psychology of Decision Making**

*How does the human brain make decisions in situations involving time pressure, complexity, and high risks? What are the roles of intuition and logic and how can leaders avoid common mental mistakes that lead to bad decisions?*

**C02 Stress-Test for Your Investment Strategy**

*How reliable is our judgement when it comes to investment risk perception? When is a portfolio well-structured to cope with unpredicted external shocks and how can we better balance portfolio risks and expected returns?*

**C03 Strategies of Asset Allocation in the Middle East**

*Which are the most dynamic asset classes in the Middle East? How do institutional investors from the region assess risks and structure their investment portfolios and what can family offices and other investors learn from them?*

**C04 Private Equity & Family Businesses**

*Are private equity firms and family businesses too different to be partners? Can short-term investments create long-term value? What are the most common fears regarding conflicting goals and loss of control and how can an external investor encourage new thinking and help companies grow?*

12:00 hrs Buffet Lunch | *Face-To-Face Business Talks*

13:30 hrs **Presentation Labs**

*During these sessions, family business owners and investors from a range of growth industries will personally share their latest projects, investment opportunities, and technological innovations.*

**New Technology Pitches**

**Investment Opportunity Pitches**

**Joint Venture Pitches**

15:30 hrs Tea Time | *Face-To-Face Business Talks*

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16:00 hrs **Interactive Workshops & Panels**

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**D01 The Role of Emotions in Negotiations**

*What is the impact of emotions in negotiations? Are there proven techniques and best practices that improve our ability to negotiate? How do we build and recover trust, preserve long-term relationships, and develop value-focused conversations?*



# Directory of Speakers



H.E. KHALIL AL KHONJI  
Chamber of Commerce & Industry  
OMAN



HASSAN BAALBAKI  
Baalbaki LLC  
SYRIA



MUTASSEM DAABOUL  
Daaboul Industrial Group  
SYRIA



KHALID RASHID AL ZAYANI  
Al Zayani Investments Group  
BAHRAIN



DR. SIMONE BAGEL-TRAH  
Henkel AG & Co. KGaA  
GERMANY



JOHN DAVIS, PH.D.  
Harvard Business School  
UNITED STATES OF AMERICA



LUAY ABU-GHAZALEH  
Talal Abu-Ghazaleh Organization  
JORDAN



AHMED BOUZGUENDA  
Société Bouzguenda Frères  
TUNISIA



THOMAS DONALDSON, PH.D.  
Wharton School  
UNITED STATES OF AMERICA



JOSE MARIA FIGUERES  
IJ Partners  
SWITZERLAND



KELIN E. GERSICK, PH.D.  
Yale University  
UNITED STATES OF AMERICA



PROF. DR. MARTIN HILB  
University of St. Gallen  
SWITZERLAND



DR. JÜRGEN FRIEDRICH  
Germany Trade & Invest  
GERMANY



DR. ZAKARIA HEJRES  
Gulf Investment Corporation  
BAHRAIN



MISHAL HAMED KANOO  
Yusuf Bin Ahmed Kanoo Group  
UNITED ARAB EMIRATES



ANIL GABA, PH.D.  
Insead  
SINGAPORE



STEFFEN HERTOG, PH.D.  
London School of Economics  
UNITED KINGDOM



PANKAJ KHIMJI  
Khimji Ramdas Group  
OMAN

# Directory of Speakers



ISABEL KNAUF  
Knauf A.S. Türkiye  
TURKEY



GHASSAN NUQUL  
Nuqul Group  
JORDAN



PROF. DR. ARIST VON SCHLIPPE  
Witten/Herdecke University  
GERMANY



PROF. DR. HERMUT KORMANN  
Zeppelin University  
GERMANY



DR. STEFFEN OPPENLÄNDER  
Hengeler Mueller  
GERMANY



DR. JÜRGEN TANNEBERGER  
Egon Zehnder International  
GERMANY



FRIEDRICH MERZ  
Mayer Brown LLP &  
WEPA Industrieholding SE  
GERMANY



JACQUES DE SAUSSURE  
Pictet & Cie  
SWITZERLAND



DR. HANS-JÖRG ZIEGENHAIN  
Hengeler Mueller  
GERMANY



EDUEN MOBAYED  
Egon Zehnder International  
UNITED ARAB EMIRATES



SAMIH O. SAWIRIS  
Orascom Development Holding  
EGYPT

*Northern Courtyard of the Sultan Qaboos Grand Mosque | Muscat, Sultanate of Oman*



# The Cultural Day

## & Side Programme for Accompanying Persons

**Cultural Day** | We believe that cultural understanding is a central component of successful cross-cultural business relationships. Therefore, after the two Forum days, we will offer a cultural day for all participants. On this day, we will visit three important sites, Sultan Qaboos Grand Mosque, Nakhal Fort and Old Muscat, where the Sultan's magnificent palace is located. This all-day excursion will finish with a light meal in the evening.

**Side Programme** | For accompanying persons who do not wish to participate in the Forum programme, we offer a unique side programme. The two-day programme includes a visit to the city of Nizwa, Jabrin Castle, Bait Al Zubair Museum, and Muttrah Souq at the corniche.

**The Grand Mosque** | The Sultan Qaboos Grand Mosque is the main Mosque in the Sultanate of Oman. It was inaugurated by the Sultan in 2001 and can accommodate up to 20,000 worshippers. The mosque is an outstanding example of the new Islamic architecture. A major feature of the interior design is the hand-woven prayer carpet which covers the floor of the prayer hall. It is the second largest single piece carpet in the world.

**Nizwa** | Nizwa is one of the oldest cities in Oman and it was once a center of trade, religion, education, and art. It was the capital of Oman in the 6th and 7th centuries AD. With its deep connection to the roots of Islam, Nizwa possesses a number of renowned mosques. The city is also famous for its traditional arts and crafts including pottery, jewellery, and the khanjars, which are still traded on the various souqs.

**Jabrin** | Jabrin is a small town in northeastern Oman. The town is known for its impressive castle. Jabrin Fort was built by Imam Sultan bin Saif Al Ya'arubi in 1670 as a defensive stronghold and as living accommodation for the Imam. The Castle is famous for its rooms and ceilings decorated with fine carvings. Jabrin Fort has been inscribed as an UNESCO World Heritage Site.

**Bait Al Zubair** | Bait Al Zubair, a showcase for traditional Omani crafts and culture, is located within the winding streets of Old Muscat. The museum houses one of Oman's finest and most comprehensive collections of artifacts from all over the Sultanate. Its displays include traditional Omani weaponry, jewellery, costume, and domestic utensils.

**Corniche / Muttrah Souq** | The corniche undoubtedly is the most scenic location in Muscat. This beautiful 3km long beach promenade is located at the heart of Muttrah. The old souq, which is still the source of many Omani families' daily household needs, a Portuguese fort and few watch towers, Sultan Qaboos port and the colorful Lawati Mosque are amongst the attractions of this interesting neighborhood.

**Old Muscat** | Centre of the historical Old Muscat is Qasr Al Alam, the Palace of His Majesty, Sultan Qaboos bin Said. The blue-golden shimmering Palace, which was designed by an Indian Architect, was completed in 1974. The Palace is encompassed by two impressive Portuguese forts, built in the 16th century. Today, many new government buildings surround this area, but some old trading houses still exist, which makes the atmosphere of this neighborhood so unique.

**Nakhal Fort** | Nakhal is an oasis at the foot of the Hajar mountains. The impressive Nakhal Fort is located in the middle of the Oasis. It was originally built in the 9th century, extended in the 16th century, and received its today size in 1834. Nakhal Fort is one of the few forts whose rooms are equipped with traditional fittings.

# *Hotel, Travel Information & Registration*

**Hotel Information** | This year's Forum will take place at the Al Bustan Palace in Muscat, Oman. The hotel is set against a dramatic mountain backdrop on 200 acres of private beach and lush green gardens. It provides 200 rooms and 50 suites, which are designed to reflect both local traditions and art deco influences to exude the richness of Oman's culture.

We have reserved an exclusive block of rooms at special rates for the participants of the Forum. In order to obtain these rates, we will provide you with a hotel booking form during the registration process. In addition, a shuttle service from Muscat International Airport can also be reserved through the hotel booking form.

In case you need any assistance concerning hotel accommodation, please do not hesitate to contact the Owners Forum Team.

## **Al Bustan Palace**

**Tel: +968 24 799 666**

**Fax: +968 24 799 600**

**E-mail: [group-c@albustanpalace.com](mailto:group-c@albustanpalace.com)**

**Website: [www.albustanpalace.com](http://www.albustanpalace.com)**

**Flights** | British Airways (London), Emirates (Middle East destinations), KLM (Amsterdam), Lufthansa (Frankfurt), Oman Air (Frankfurt, London, Munich, Paris), Swiss (Zürich), and other international carriers offer several direct flights each day to Muscat International Airport (MCT) in Oman. The airport is located approximately 30 minutes from the venue.

**Visa Information** | Tourist visas are valid for one month and are available for OMR 20 (about \$52 or €36) at the Muscat International Airport for citizens of most countries of the European Union, USA, Canada, and the Arab World.

**Airport Shuttle** | The Forum venue can easily be reached by a shuttle service provided by the hotel or an airport taxi. Kindly book your transportation between the airport and hotel individually on the hotel booking form along with your hotel reservation.

**Registration** | In order to register for the Owners Forum Middle East 2011, please complete the preregistration form at the end of this brochure and submit it to us via fax or e-mail. Please preregister only Forum participants with the form included in this brochure.

Non-participating accompanying persons will be registered separately during the online registration process. After reviewing your preregistration information, we will establish your personal Online Network Account with which you can complete the online registration. During the online registration process, you will be asked to provide information about yourself and your accompanying person(s) as well as a short profile of your company.

Please keep in mind that the number of participants is limited. You may register up to four individuals from your family as well as non-family executives.

# The Owners Forum

## **Vision – The Premier Network for Family Enterprises**

The vision of The Owners Forum is to become the premier global networking resource for the advancement of responsible family enterprise practices.

## **Principles – Promoting Cross-Cultural Exchange, Prosperity & Development**

The Owners Forum acts as a catalyst for the cross-cultural exchange, prosperity, and development of family enterprises around the world by pioneering a shared sense of values regarding ownership and responsibility. The Forum pursues this mission by creating a community consisting of family enterprises, long-term investors, academia, and strategic partners.

## **Regional Outreach - Convening the World's Leading Family Enterprises in Emerging Markets**

The Owners Forum unites owners of family enterprises and global long-term investors under a shared sense of responsible and sustainable ownership. To further develop this mission, The Owners Forum strives to become a broader initiative, providing diverse regional outreach while connecting family

businesses to their peers from key growth regions via other annual Owners Forums in addition to the Middle East (e.g. The Owners Forum Asia and The Owners Forum Latin America). The Owners Forum has a global focus on promoting cross-cultural exchange while facilitating the exploration of new business opportunities, executive education, and management development.

**Membership of The Owners Forum** | In continuing the mission to promote development and prosperity amongst family businesses, academia, and the global long-term investor community, The Owners Forum has evolved into a membership community which offers value-adding benefits to its members. In developing the membership, the focus was not to simply create a common place family business club. Rather, we endeavored to build an exceptional, invite-only network offering tangible benefits that produce applicable results with respect to growing family businesses sustainably and maintaining a position at the forefront of knowledge and life-long education.

The membership believes in the synergy between collaboration, internal investment, and sustainable growth. Benefits are tailored to provide Owners Forum members with the means by which to maximize long-term family and business success. In contemplation of both current and future generations, Forum membership focuses on four fundamental concepts made accessible for the owning family, top-level executives, future leaders, and members of the global long-term investor community: community building, cutting-edge knowledge and education, future leader development, and business matchmaking.

**For more information about the membership of The Owners Forum, kindly contact us at: [members@ownersforum.de](mailto:members@ownersforum.de)**

# *The International Institute for Family Enterprises*

## **The Start – Connecting Europe and the Middle East**

The International Institute for Family Enterprises (IIFE) was established in 2008 at Witten/Herdecke University in Germany as the international unit of the renowned Witten Institute for Family Business (WIFU). Since its creation, the IIFE has developed into a premier resource for owners of European and Middle Eastern family enterprises. The Institute has held three annual Arab-German Family Business Summits in Egypt, Bahrain, and Jordan and established itself as a pioneer in Middle Eastern family business exchange, research, and executive education.

## **The Future – A Knowledge Leader for Family Businesses in Growth Regions |**

The IIFE has gradually expanded its research activities beyond the Middle East and will broaden them to other key regions of the world. The institute's future mandate will be to promote research, generate new knowledge, and encourage exchange between family enterprises and members of academia in the growth regions of the world, including the Middle East, Latin America, Asia, and Africa.

The key motivation behind building a global research organization is the founders' conviction that an exchange of experience and comprehensive knowledge amongst family businesses originating from culturally diverse regions is of immense value. We face complex challenges in promoting international understanding and in creating first-hand knowledge across borders.

The IIFE's mission is to globally connect the leading minds in family business research to build a life-long case library of family businesses with exceptional histories. On this basis, the IIFE aims to establish itself as the premier family business resource for networking, research, and professional development in the growth regions of the world.

## **Family Business Research Programme Middle East**

Family businesses continue to be the dominant form of enterprise in all regions of the world, comprising by most estimates between 80% and 90% of all business organizations, and even higher percentages in developing economies. The challenges that Middle Eastern family

businesses face have been the subject of much talk in the region in recent years. But despite a few events and extensive press coverage, little substantial knowledge has been generated about their history, structure, social context, and managerial evolution.

The Family Business Research Programme Middle East is an institution promoting inter-disciplinary research on historical, social, and managerial issues related to Middle Eastern family businesses. It will play host to visiting fellows on an annual basis, organize research events, build a database on Middle Eastern business enterprises, organize open competitions for research grants and doctoral scholarships, and conduct its own research projects under a set of research themes.



# Forum Preregistration

## Participation Fees

Participation fee per person  
EUR 2.290,-

Participation fee per accompanying person  
(Side-programme during the forum)  
EUR 690,-

Participation fee per person for the cultural day  
EUR 340,-

## Preregistration | *The Owners Forum Middle East 2011*

Please provide the contact details of all participants on the form below. The final registration will be carried out online, where you will also have to register all accompanying persons and sign up for the cultural day. After we have reviewed your preregistration information we will send you the personal login data for the online registration by e-mail.

Company -----

Participant 1 -----  
Mr./Mrs. | Title | First Name | Last Name

-----  
Position

E-mail

Participant 2 -----  
Mr./Mrs. | Title | First Name | Last Name

-----  
Position

E-mail

Participant 3 -----  
Mr./Mrs. | Title | First Name | Last Name

-----  
Position

E-mail

Participant 4 -----  
Mr./Mrs. | Title | First Name | Last Name

-----  
Position

E-mail

Please do not hesitate to contact us for further information:  
Ms. Alexandra Leemann | Telephone: + 49 30 609 89 55 50 | Mobile: +49 172 133 76 50 | E-mail: [a@ownersforum.de](mailto:a@ownersforum.de)



# *Imprint*

## **The Owners Forum Middle East 2011**

Organizer:

The Owners Forum GmbH  
Friedrichstraße 58  
10117 Berlin | Germany

Phone: + 49 30 609 89 55 50

Fax: + 49 30 609 89 55 59

E-mail: [info@ownersforum.de](mailto:info@ownersforum.de)

Website: [www.ownersforum.de](http://www.ownersforum.de)

Design: [www.msvk.de](http://www.msvk.de)

The Owners Forum  
Friedrichstraße 58  
10117 Berlin | Germany

Phone: +49 30 609 89 55 50  
Fax: +49 30 609 89 55 59

E-mail: [info@ownersforum.de](mailto:info@ownersforum.de)  
Website: [www.ownersforum.de](http://www.ownersforum.de)