

LOGIC

I N S I G H T S

**AN ADVISORY  
LENS ON FAMILY  
BUSINESSES**

From *Insight* to *Impact*

## Introducing LOGIC Family Business Advisory Unit - Building Family Success Today, Preserving Legacy for Tomorrow

We work alongside your family and business partners to grow value, preserve legacy, and ensure continuity across generations. With over 27 years of experience advising leading family enterprises across the region, we help you shape a future-ready legacy. Our approach supports families in growing the business, strengthening structures, preparing future leaders, and preserving family principles in family constitutions—ensuring your legacy endures.

### We Know the Landscape

#### 1 Family Businesses Power the Economy—Globally and Regionally

##### Global

**70%** of GDP is generated by family businesses

**60%** of the workforce is employed by family businesses

The

**500** largest family businesses generate US **\$8.8 trillion** exceeding the GDP of the world's third-largest economy

##### Middle East

**80%** of businesses are family-owned

**90%** of the private sector is family-owned

**60% & 80%** of GDP of employment are driven by family businesses

##### Egypt

**50–60%** of companies are family-owned

**80%** of gross national income is contributed by family businesses

**~70%** of the labor force is employed by family businesses

Top family conglomerates employ **178,000+** people



## We Understand the Underlying Dynamics

### 2 Succession Gaps, Wealth Strain, and the Pressure to Institutionalize



Additionally, given the scale of operations, generational transitions, and the growing challenge of wealth preservation, leading families are increasingly institutionalizing their structures—separating the legal framework for asset ownership from the strategic operating platform for decision-making.

## Trusts vs. Family Offices

### Two Distinct Roles, One Integrated Platform

#### Family Trusts

Family trusts are primarily used as long-term wealth preservation and protection vehicles, designed to ensure structured intergenerational transfer of assets. Governed by legally defined rules and trustees, they provide clarity on ownership, inheritance, and control, helping families protect wealth from fragmentation, disputes, or unintended dilution over successive generations. Their strength lies in stability, certainty, and the preservation of family wealth across time

#### Family Offices

Family offices, by contrast, function as operating platforms that centralize the management of family wealth. They professionalize decision-making across investments, governance, reporting, and administration, offering families greater flexibility to manage complex and diversified asset portfolios. As families grow in size and complexity, family offices enable more dynamic oversight, institutional-grade management, and alignment between wealth strategy and long-term family objectives

Together, trusts and family offices are increasingly used as **complementary tools** in multi-generational wealth preservation, reflecting a broader shift toward structured governance, professional management, and long-term sustainability in family enterprises



## We Understand the Structural Pressures Facing Family Businesses

### 3 When Strength Becomes Complexity

#### A.

##### Ownership Alignment & Wealth Expectations

As ownership expands, family businesses struggle to balance the expectations of active and passive shareholders. Misalignment around dividends, reinvestment, liquidity, and exit rights often escalates into principal-principal conflicts that affect capital allocation, risk appetite, leverage decisions, and long-term strategy. The absence of clear ownership, dividend, and exit frameworks exposes businesses to valuation disputes, liquidity shocks, and governance credibility risks.

#### B.

##### Institutional Governance Effectiveness

Many family enterprises maintain formal governance structures that lack true functionality. Ceremonial boards, limited independence, and unclear accountability weaken strategic oversight and amplify group-think. At the same time, investment decisions often lack a clear steward, resulting in unstructured deal flow, trend-driven allocations, and inconsistent risk management. Without institutional governance mechanisms, decision-making remains personality-driven rather than system-based.

#### C.

##### Leadership Continuity & Succession Readiness

Succession remains one of the most fragile points in family enterprises. Leadership pipelines are often informal, delayed, or undocumented, creating exposure to leadership gaps, talent flight, and strategic disruption. These risks are compounded by tensions between family and non-family leaders and resistance to innovation introduced by the next generation—particularly in digital transformation. Without continuous succession planning, transitions become destabilizing rather than renewing.

#### D.

##### Professionalization of Employment & Talent Systems

Employment practices frequently reflect family relationships rather than business needs. Preferential treatment, inconsistent performance evaluations, and reluctance to require external experience undermine fairness, credibility, and organizational performance. These practices erode trust among non-family professionals, weaken retention, and constrain access to high-caliber talent—ultimately limiting competitiveness and scalability.

#### E.

##### Boundary Management & Financial Discipline

Blurred boundaries between family, business, and personal finances create significant governance and reputational risks. Unstructured financial support, personal expenses routed through the business, unmanaged conflicts of interest, and kin-to-kin reporting relationships undermine transparency, fairness, and discipline. Without formal conflict-resolution mechanisms and financial oversight, minor frictions compound into systemic risks that erode trust, earnings quality, and long-term cohesion.



## We Turn Complexity into Continuity

### 4 Structuring Family Success for Multi-Generational Sustainability

#### Enabling Insight-Driven Decision-Making

We provide families with objective, data-driven insights to support informed and forward-looking decisions. LOGIC offers a suite of proprietary diagnostic tools that assess readiness, alignment, and resilience across the family, business, and governance system, including the LOGIC Family Business Sustainability Index (LSI), Board Evaluation & Governance Audit, and Family Health Check.

#### Aligning Family Governance and Values

We help families align values, vision, and governance through structured family governance solutions. This includes facilitating family constitutions, leading family vision workshops, establishing family councils, and supporting succession planning—ensuring clarity in roles, rights, responsibilities, and decision-making across generations.

#### Designing Ownership and Structural Frameworks

We advise families on designing ownership and structural frameworks that support long-term stability and growth. This includes defining ownership structures that separate ownership from management and clarify decision rights, supporting the establishment of single or multi-family offices in collaboration with trusted partners, and developing tailored investment strategies aligned with the family's vision, values, and risk appetite—balancing preservation, growth, diversification, and impact.

#### Strengthening Governance and Decision-Making Structures

We support families in designing and institutionalizing robust governance frameworks that clearly separate ownership, board oversight, and executive management. This includes enabling boards to play an active strategic and risk-oversight role, while ensuring transparency, accountability, and disciplined decision-making that endures beyond individuals.

#### Preparing Leaders Across Generations

We guide families in preparing both family and non-family leaders through structured succession and leadership development approaches. Leadership readiness is grounded in capability, experience, and merit—supported by clear criteria and development pathways. By separating ownership from management roles and deliberately preparing future leaders, families ensure smoother transitions and stronger leadership pipelines.

#### Institutionalizing Family Cohesion

We assist families in structuring how family-related matters are addressed—clarifying policies on family support, expenses, and engagement, and establishing formal mechanisms for resolving disagreements before they escalate. By institutionalizing these interactions, families reduce friction, preserve trust, and ensure governance supports long-term unity alongside business success.



## We Have the Right Partners

### 5 Selected Profiles of Trusted Advisors Behind Generational Success



#### AMR OSMAN

##### Founder & Chairman

25+ years shaping the region's largest family enterprises. Designing succession, ownership, and board models that align strategy, capital allocation, and family vision into one operating rhythm.

#### MAHA MAALOUF

##### Senior Partner | Managing Partner - EGYPT

30+ years driving governance transformation across leading regional families. Crafting constitutions, charters, and succession architectures that secure unity, prevent conflict, and ensure continuity.



#### AMR ABDELWAHAB

##### Senior Partner | Managing Partner - JEDDAH

21+ years institutionalizing family-owned enterprises for scale and capital-market readiness. Building governance, strategy execution, board structures, and IPO-readiness programs that convert family values into investor-grade discipline.

#### AMIRA EL DEEB

##### Senior Partner | Managing Partner - LTS KSA

32+ years of expertise in organizational transformation, restructuring, and family business advisory. She helps multi-generational businesses balance legacy with growth, guiding succession, strategy, and leadership development. Certified in executive coaching and psychometrics by UK insitiutions, she helps leaders align, evolve, and thrive.





## We Deliver Impact

### 6 Trusted by Families. Proven Across Generations.

**27**

Years of Experience

Trusted by  
**500+**  
Leading Family Businesses

Proven Impact Across

**20+**

Family Business Sectors

Our Impact Spans Across

**5**

Markets in the Middle East

**20**

Family Constitutions Developed  
(Securing Legacy up to the 5<sup>th</sup> Generation)



## Voices of Trust

### 7 What Families Say About Working with LOGIC



ENG. NEHAD RAGAB  
Chairman- SIAC Construction

“ We worked with LOGIC on many diverse consulting assignments, related to our holding group, our operational companies as well as our family constitution. They added great value to us in our strategy, regional expansion and corporate governance. Also, their work with us on family governance strengthened our family alignment and discipline in managing the group. We have a strong lifelong relationship with LOGIC and consider them an essential business partner.”



Mohamed Barr  
Chairman - Egypt Foods

“The relationship between Egypt Foods and LOGIC Consulting began many years ago, during which numerous consulting projects were delivered, including governance, strategy, the family constitution, and other important initiatives. What stood out to me was the strength of LOGIC’s team and the advanced methodologies they apply in their work. I was also particularly impressed by their strong commitment to delivering genuine added value and their clear focus on the best interests of Egypt Foods. This is a long-standing partnership between the two companies, one that is highly valued by me and by all executives at Egypt Foods. I wish them continued success and prosperity.”



Eng. Ahmed Nawara  
CEO - Al Manar

“ Before LOGIC, I was a CEO. After LOGIC, I became a different kind of CEO.”  
In 2017, after more than two decades of leading organizations through organic growth, I believed I had seen most of what business leadership could offer. Everything shifted when LOGIC came in. Their impact was immediate and structured. At the surface level, LOGIC brought the fundamentals: a clarified vision and mission, restructured departments, clear job descriptions, updated policies, and governance frameworks. The organization moved from a scattered operational flow to a cohesive, accountable model. Our EXCOM was realigned, and for the first time, we operated with KPIs that mattered and a PMO that delivered measurable results. What makes LOGIC different is not just what they deliver, it's how they think, and how they inspire you to think. As a CEO, my day-to-day mindset evolved. I began to approach problem-solving differently, lead my team with more clarity and intention, and manage through KPIs rather than instinct alone. Meetings with stakeholders became more disciplined, action plans more structured, and follow-up became part of the culture. LOGIC didn't just upgrade our systems, they recalibrated the way I think about strategy, crises, go-to-market execution, and organizational sustainability. Their methodologies didn't stay with them when they left, I learned them, adopted them, and now use them to run my business every day. LOGIC's presence was a turning point, it was a vital engine that re-energized our marketing, finance, quality, and every core function across the business.”



**Arafat Sakr**  
Chairman - ACROW

“ My engagement with LOGIC is one of the best professional decisions I made in my life. LOGIC transformed my group from a conventional family business to a well institutionalized, leading global player in Formwork, coupled with much higher growth rates post LOGIC transformation engagements. It’s a partnership I highly value and appreciate.”



**Eng. Tarek El Gammal**  
Chairman - REDCON

“ LOGIC worked with us on putting a clear strategy and direction for our group many years ago. We did follow their recommendation, and it did generate great results and the positioning of our business and our brand. They always appeared as smart and professional as well as true believers of their mission of creating value to their clients. LOGIC also has many networking communities which provides good exposure and experience sharing between the business community. Finally, they always offer us the latest consulting knowledge that keeps us globally competitive, like their latest AI company for example.”



**Dr. Mahmoud Khattab**  
Chairman - B.TECH

“ For almost 25 years we have been enjoying the partnership with LOGIC since they helped us in one of the most important milestone / decisions taken in B.TECH history: rebranding the company back in 2001. From this moment till today they are always our trusted consultants and reliable business partners. Strategic alliance is how I can describe the relation. They never failed to help us become a better company.”



**Eng. Amr Helmy**  
Chairman - Amr Helmy Designs

“ LOGIC team brought in a mix of technicality and innovation resulting in high impact that we are feeling today.”



**Eng. Mohamed El Sewedy**  
Chairman - Zaky El Sewedy Group  
President, Egyptian Industrial Union

“ LOGIC Consulting demonstrated skills and knowledge in all business operations aspects they worked on. They helped us achieve our potential.”



**Medhat Khalil**  
Chairman - Raya Holding

“All the people I have spoken to who have worked with LOGIC, whether in Raya or elsewhere, were highly satisfied with the results.”



**Eng. Abdel Hamid Mohasseb**  
Former CEO & Vice Chairman - Ahram Security

“With LOGIC, governance moved from theory to transformation.”  
I've worked with many companies throughout my career, but what LOGIC brings is rare. Our most meaningful collaboration was during my time as CEO of a family-owned group, where they led the transformation from a traditional family business into a structured corporate entity. There are three key reasons I believe in LOGIC's impact.

1. Methodology, LOGIC doesn't just offer frameworks, they bring a hands-on, tailored process that directly addresses the biggest challenge in family businesses: separating ownership from management. They guide leaders through governance not as a restriction, but as a path to continuity and growth.
2. Execution, LOGIC doesn't stop at advice, they walk the journey with you. They don't just hand you a playbook, they train your people, track progress, and build internal capability that lasts long after they're gone. They embed governance by participating, coaching, and ensuring it becomes a living part of the organization.
3. The team, from junior consultants to senior partners, everyone I met at LOGIC demonstrated professionalism, humility, and deep expertise. They genuinely care about the success of the organizations they work with.

One of the most transformative tools they introduced was the Family Constitution. I had never seen anything like it before. LOGIC helped us craft a clear, codified document that outlined how family members enter, exit, and operate within the business. It unified generations, clarified expectations, and created a powerful reference point that we still use today. LOGIC turned vision into structure and structure into a culture of trust, performance, and alignment. What they do isn't easy, but they do it with precision, integrity, and lasting impact.”



**Samir Aref**  
Chairman - Ahram Security

“It is not easy to get an entire staff together on the same page, but LOGIC was able to accomplish this.”

### Cairo Office

+20 127 350 5023

SODIC West, Block 1, Zone 4B

### Riyadh Office

+966 53 662 0650

3888 Anas Ibn Malik, Al Malqa

### Jeddah Office

+966 53 661 8642

1004 Jameel Square Building. Tahlia St.

### Dubai Office

+971 52 499 2567

Business Bay, Parklane Tower, Office 1102

### Bahrain Office

Park Place Building. Seef Area  
office 9001/ 9th Floor- Bahrain