

**OCBC BANK
SINGAPORE**



Lee Kong Chian

OCBC is the handiwork of two illustrious families in Singapore, with Fujian-born Lee Kong Chian orchestrating a merger that makes up the bank today. He was aided by the son of an OCBC general manager, Tan Chin Tuan, who also broadened OCBC's investments into non-banking assets. Though he was not family, Mr Tan later took over as chairman from Mr Lee. A tussle between the two families over Straits Trading suggests ties have cooled. Notwithstanding this, the Lee family – still a key shareholder of the bank – has left the operations to non-family staff, in keeping with the bank's heritage.



Tan Chin Tuan

**CHEUNG KONG HOLDINGS
HONG KONG**



Li Ka-shing

Victor Li, the elder of two brothers, has been publicly anointed as the chosen one by his father, but not without a difficult path towards succession. Before e-mail was invented, the younger Li would sleep with a fax machine by his bed, ready to receive instructions in the wee hours of the morning from the elder, and still restless, Li. There is also public perception that the heir, though more educated and detail-oriented than his father, can't build relationships that take businesses forward. Then, there's that small detail: the octogenarian, known as 'Superman' in Hong Kong, has made no plans to step down.

**ROCKEFELLER & Co
USA**



John D Rockefeller

There's a rite of passage for all Rockefellers: at age 21, they introduce themselves at a family gathering as a formal invitation into the six-generation powerhouse that made their fortune from oil, but are mostly devoted to social causes. Credited for creating the first family office, the Rockefellers are said to be living in harmony today because they have nothing to divide, with the break-up of Standard Oil. The family holds under one per cent of ExxonMobil – created out of Standard Oil – which became a problem when, as Exxon's oldest shareholder, they wanted it to pay more attention to renewable energy.

**LOUIS-DREYFUS
HOLDINGS
EUROPE**



Margarita Louis-Dreyfus

Margarita Louis-Dreyfus stands among the rare in-laws who run the family business. She took over the commodities giant from her husband, who had died from leukemia, but not before ensuring that his wife would inherit his share. This has ruffled feathers: she no longer has regular lunches with the rest of the family, seeing them only at company meetings. The mother of twins has been educating her children on the family business. She took them on tours of plantations and juice factories owned by Louis Dreyfus in Brazil, and sent them off to a boarding school in Singapore for a year to introduce new ways of thinking.

ODE TO MY FAMILY

Family businesses have begun to set their houses in order for the years ahead with governance structures – a sensitive topic that touches on in-laws, cousins, and children who have left to find themselves (and thus, may return). And to untangle the complexities, families have turned to consultants and bankers, who roll up their sleeves, and play mediator and confidant.