



WashU Olin Business School

The Strategic Family Enterprise

Owner and Executive Immersion for the Family Enterprise

An MSCI and Washington University Collaboration

Overall Program Description

MSCI and Olin Business School are proud to announce a newly created executive education immersion focused on serving the needs of senior leaders and executives of the closely held business. “The Strategic Family Enterprise” brings together a cohort of these individuals in the metals industry on a journey toward more strategic, intentional ownership of their family enterprise.

This program includes classroom learning, coaching/networking sessions with industry leaders, and a project in which company owners/leaders work together to comprehensively map a long-term ownership pathway for their company.

The program is directed by Peter Boumgarden, the Koch Professor of Practice in Family Enterprise and Director of the Koch Center for Family Enterprise, while also leveraging professors from across the school in content delivery. Intersession coaching and project support will be enabled by a robust network of executives to coach the participant teams in their work.

Why Strategic Ownership?

Beyond building tools for effective management, business owners must be intentional in being strategic as long-term holders of the asset that is the company. This requires focus on the end goal, attention, and creativity along the way.

This program addresses issues faced by owners and senior leaders of multi-generational family businesses seeking to build strategic ownership competence and capability.

Topics we will explore include:

- How can you build a unique vision for purpose and performance, and then put in place the structures to sustain it over time?

- Given this long-term strategic horizon, how should you think about managing, growing, and exiting the assets within the business to deliver upon the purpose? How should the time horizon of ownership be crafted to allow for this purpose?
- What strategic orientation best aligns with the outlined ownership objectives, and what is the best way to balance rigorous accountability with the unique possibilities of closely held companies to focus on long-term and patient value creation?
- How is governance of both the business and the family set up to ensure a strategic and long-term approach?

Program Composition

The cohort experience comprises 6-12 companies (15-30 individuals), ideally with 2-3 individuals from the same firm. For a given company, an ideal mix is a combination of individuals representing company ownership, senior leadership, and, potentially, a thoughtful board member. For example, one company might send a second-generation owner, a third-generation rising owner, and a non-family CEO. Another group might send an owner, a senior executive, and a board member. Companies are capped at three per cohort.

Program Outcomes

“The Strategic Family Enterprise” program will empower cohort participants to map the next steps in their ownership journey. Drawing from class sessions led by leading business school faculty and coaching sessions delivered by industry experts who have navigated similar challenges, each company will work during and between its sessions to build a final project that addresses a pressing strategic challenge. Potential challenges include:

- Articulation of the company’s purpose & link to a set of strategic objectives for growth
- Intentional design for the development of family and organization governance
- Planning for the succession of either management or ownership
- Capital allocation strategy over an extended time horizon
- Growth through acquisition and developing a portfolio that matches the ownership objectives.

Within the first session, companies will be provided with a framework for working through problem formulation, ensuring they have the right approach to thinking about the relevant problem for the duration of the program.

Program Pre-Work

In advance of the program start, your group will be asked to:

- Assess your company using the Olin Ownership Survey – a proprietary tool built on the academic work on what makes for successful private enterprises
- Identify a core strategic challenge your enterprise is wrestling with over the next 5-10 years (e.g., growth strategy, partnering with outside investors, owner and leadership succession, etc.)

Program Outline

SESSION DATE & LOCATION	SESSION FOCUS & TOPICS COVERED
Module 1 - 2.5 Day September 29 – October 1, 2026 (On-Site WashU)	<ul style="list-style-type: none"> • Introducing the Concept of Strategic Ownership (Peter Boumgarden) • Strategic Problem Formulation & Project Definition (Markus Baer) • Purpose for the Family Enterprise and Long-Horizon Strategy (Anjan Thakor) • Strategic Performance of the Private Enterprise (Mike Mazzeo) • Company Site Visit
Intersession Coaching (Virtual)	<ul style="list-style-type: none"> • One-on-one (company to coach) call with current and former executives and owners who have addressed similar challenges.
Module 2 - 2.5 Day October 27 - 29, 2026 (On-Site WashU)	<ul style="list-style-type: none"> • Lessons from the Discipline of the Private Investor (Ryan McDevitt) • The Financial Discipline of High-Performing Private Enterprise (Margarita Tsoutsoura) • The Strategic Discipline of High-Performing Private Enterprise (Seth Carnahan) • Company Site Visit
Intersession Coaching (Virtual)	<ul style="list-style-type: none"> • One-on-one (company to coach) call with current and former executives and owners who have addressed similar challenges.
Module 3 - 2.5 Day January 12-14, 2027 (On-Site WashU)	<ul style="list-style-type: none"> • The Strategic Discipline of High-Performing Private Enterprise, Continued (Seth Carnahan) • Thoughtful Governance Design of Family and Firm (Peter Boumgarden) • A Path Toward Learning and Evolution Set for the Long Term (Peter Boumgarden)