



ISB

Thomas Schmidheiny Centre
for Family Enterprise

Family Business: Managing Growth and Transformation

September 28 - 30, 2026





Programme Objective

Running a family business often brings in conflicts, at the interface of family and business, while exploring growth opportunities. You have to develop competitive strategies and at the same time, build internal capabilities to manage the challenges that come with adopting changes. It is not always easy for family-run businesses to transform themselves, because of lack of professionalisation and governance. Family Business: Managing Growth and Transformation is a programme that enables you to identify and understand the challenges that come with the transformation of a growing family business, and develop key skills for managing it.

Programme Outline

The programme will give you a holistic perspective of how to successfully manage family businesses in a competitive scenario. Specifically, you will learn about the following:

- Identifying the strategic levers of your business growth and how to use them to take your organisation to the next level
- Developing new insights into the challenges, processes and solutions to further professionalise your business
- Reflecting on your current family business governance structure to determine how it should change to align with growth needs
- Organisational transformation and institutionalisation: Strategies and processes for the journey

What you will Gain

This programme will sensitise the family business owner with issues related to this journey of transformation and growth. You will learn to apply tools and techniques for creating capabilities that will ensure sustained growth of the organisation.

Participant Profile

Family business owners of multiple generations looking to take their business to the next growth phase. We encourage nomination of more members from the same family business/group to ensure a greater learning experience. They often develop an action agenda during the course of the programme.

Programme Fee

- Nominee of ISB PGP MFAB students - As per ISB Policy
- Others - INR 1,50,000 plus 18% GST
- Fee includes food and accommodation at the ISB campus or at an equivalent facility based on availability

Programme Timings

- 9:00 am on September 28, 2026 to 5:00 pm September 30, 2026

How to Apply

[Register here to submit your application](#)



About the Programme Faculty

Professor Sougata Ray

Professor Sougata Ray is the former Thomas Schmidheiny Chair, Professor of Strategy and Entrepreneurship Practice, and former Executive Director of the Thomas Schmidheiny Centre for Family Enterprise at the ISB. He blends over three decades of experiences in diverse roles – international quality academic, research and institution building practice with hands on corporate managerial and governance experiences as an executive, member of the Board of Directors, co-founder of start ups, corporate advisor and executive coach. He has developed deep insight into strategy, innovation and intrapreneurship, strategic leadership and entrepreneurship, corporate governance and restructuring, international business, and digital transformation of firms and family business groups in high growth economies.

He has taught in scores of executive education programs; designed and conducted many workshops exclusively for Family Business Leaders, Owner-managers, Entrepreneurs and C-Level Executives and delivered key note addresses and participated in panel discussions at regional, global and company events both in India and abroad.



Professor Kavil Ramachandran

Professor Kavil Ramachandran (Ram) is one of the foremost authorities on family business, with over three decades of teaching, research, and consulting experience. His expertise lies in managing the challenges at the interface of governance, professionalisation, and strategy, particularly in rapidly-growing mid-size multi-generational family businesses. Professor Ram is a sought after consultant on transformation of family business. He has prepared several case studies, interacted with various well-known family business leaders and global experts, and has consulted on the transformation of family businesses. He is a frequent speaker to communities of family businesses in India and abroad, and writes for popular media regularly. He is former Professor of Entrepreneurship (Practice) and Senior Advisor, Thomas Schmidheiny Centre for Family Enterprise at ISB

His book, “The Ten Commandments for Family Business”, is extensively used by family business practitioners in India and outside.





ISB Overview

A Pioneer in Global Management Education

Our Vision

The Indian School of Business (ISB) was established with a vision to become an internationally top-ranked, research-driven, independent management institution that grooms future leaders for India and the world.

Shape the Future

At ISB, we empower business leaders with knowledge and character to shape tomorrow, today.

Partner Schools



About Thomas Schmidheiny Centre for Family Enterprise

The Thomas Schmidheiny Centre for Family Enterprise, at the Indian School of Business, has emerged as the foremost authority on family businesses in South Asia. It undertakes training, research and outreach activities covering all major topics on family business. The Centre collaborates with global academic institutions and leading family businesses in India and abroad, for the exchange of insights and knowledge among diverse stakeholders.

For details, write to us at gnvs_sushma@isb.edu (or) ed_tscfe@isb.edu
Call us on +91 40 23187189



Indian School of Business

Registered Office: Gachibowli, Hyderabad - 500 111, Telangana, India. Ph: +91 40 2300 7000

Mohali Campus: Knowledge City, Sector 81, SAS Nagar, Mohali - 140 306. Punjab, India. Ph: +91 172 459 0000

Corporate Identity Number: U80100TG1997NPL036631

✉ ed_tscfe@isb.edu

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Founding Associate Schools

Associate Schools

Accreditations



Disclaimer: ISB has not sought affiliation from any University in India or abroad for its programme nor has sought approval from AICTE for any of its programmes.