



KPMG Middle East Family Business Report 2026

A defining moment for family enterprise
and why it matters now.



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Foreword

Family businesses are the backbone of the Middle East economy, and they are operating through a period of profound change. Regional geopolitical conflict has reshaped economies, government priorities, and the social fabric, prompting a transformation, reconsolidation, and recalibration of economic interests. Security, resilience, supply chain integrity, and national transformation agendas now sit at the center of strategic thinking.

At the same time, the internal dynamics of family enterprises are shifting. Wealth and leadership are transferring to the next generation at an accelerating pace, often ahead of the structures needed to support it. Succession frequently proceeds without a formal framework, and

investment in developing future leaders remains limited. The next generation is increasingly drawn to transformation, M&A, and the prospect of public listings, yet it often remains under involved in setting strategy. Governance arrangements can be unclear, legal responsibilities overlap, and generational differences over priorities such as sustainability can slow progress.

Underpinning much of this is a more fundamental gap: the limited use of data to inform decisions and reporting. Understanding how family businesses are responding to these forces is essential to shaping the support they need. This is why we have increased the footprint of the Middle East in the annual KPMG global family business survey this year.

The result, this KPMG Middle East Family Business Report 2026, sets out to take the pulse of the sector, to learn how family enterprises are adapting, and to understand what their leaders believe the future holds. The survey was conducted by the independent research firm Meridian West and draws on the perspectives of 135 leaders across the region, including 71 from Saudi Arabia, 52 from the United Arab Emirates, and 12 from Bahrain.

It also complements the KPMG Global Family Business Survey 2026, which gathered the views of 1,927 leaders across 41 countries, and for the first time it allows us to view the region's family enterprises through both a local and a global lens. The findings reinforce the enduring strength of the family enterprise model. Family businesses in the region are strategically confident, closely aligned with their values, and clear about the direction they wish to take. That confidence sits alongside a candid recognition of the distance between where these enterprises stand today and the capabilities the coming decade will demand.

This report is intended to do more than describe the sector as it stands. It is designed to prompt practical conversations in the boardroom and among owners about governance, risk, technology, innovation, and investment, so that family enterprises can strengthen their resilience and

competitiveness through 2035 and beyond. Our aim is to turn insight into action, and to give boards, owners, and the next generation a clear and honest basis for the decisions ahead. I am grateful to every family business leader who gave their time and candor to this survey, and to the colleagues and research partners who brought it to life. Their openness has made this first regional report possible. As family enterprises across the Middle East shape the next chapter of their journey, KPMG is committed to standing alongside them, and to deepening our understanding of a sector so central to the prosperity of our markets.

Islam Al Bayaa
CEO
KPMG Middle East



Abdullah Akbar
Partner, Head of Private Enterprise
and Head of Board Leadership Center
KPMG Middle East



Highlights

*Percentages may not add up to 100 percent due to rounding.

01 Vision, strategy, and challenges Strategic confidence

85%

have a clear growth strategy

84%

expect to outpace their competitors over the next five to 10 years

Geographic ambition



rank expanding their geographic footprint among their top two growth priorities to 2035

02 Capital structure and operating model Structural transformation

Businesses that identify as 'family-run' will fall from

46% to 7%
by 2035

Professional management with family board oversight is expected to more than double. From:

12% to 27%

The family business advantage

Top value drivers



Shared values



Family reputation

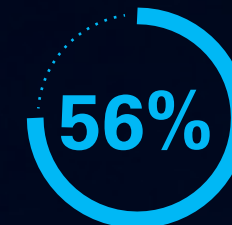


Family networks

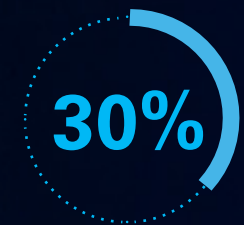
03 Cybersecurity, AI, and talent Talent and succession

Attracting external talent is now the **#1** people challenge

Cybersecurity remains an IT-only concern

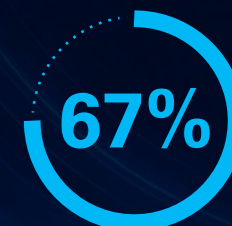


still treat cybersecurity primarily as an IT concern



manage cybersecurity it as a board-level resilience risk

AI governance gap



actively deploying AI



have established governance frameworks

01

**Vision, strategy,
and challenges**

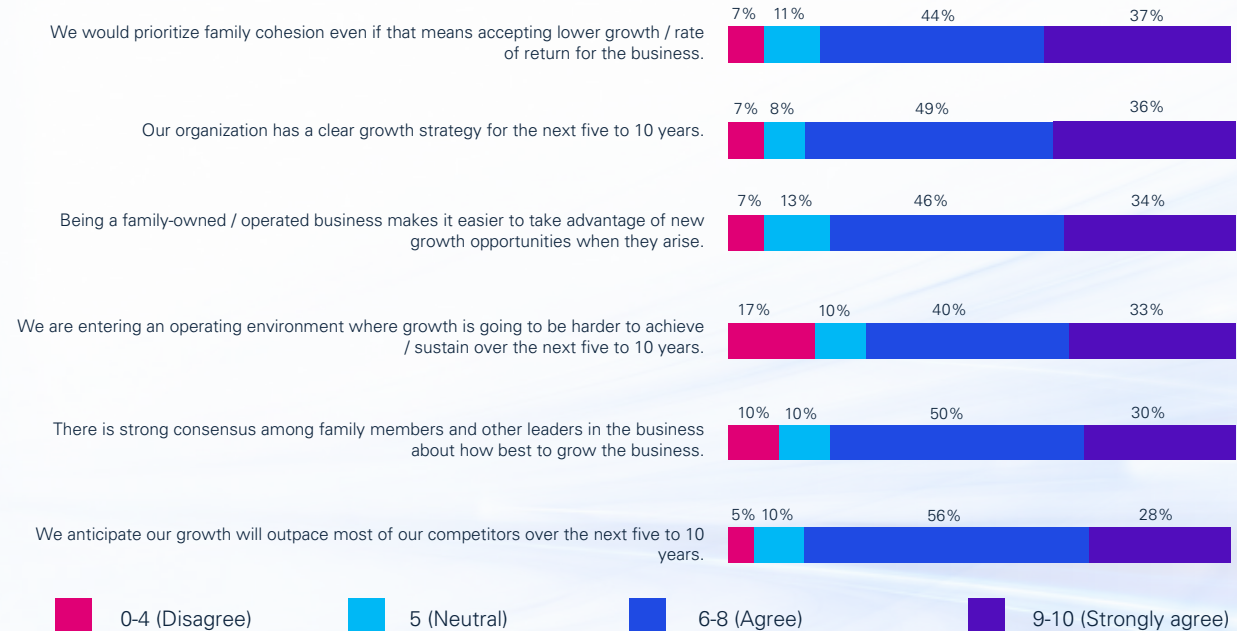


Strategic priorities

Asked to rate their agreement with six statements about their growth strategy, family business respondents in the Middle East present a picture of high conviction alongside a sense of pragmatism, borne of experience. Eighty-five percent of respondents have a clear growth strategy for the next five to ten years, and 80 percent report strong internal consensus among family members and other leaders about how best to grow the business.

This confidence extends to their competitive outlook. Eighty-four percent anticipate their growth will outpace most of their competitors over the next five to ten years, while 80 percent believe that being a family-owned and operated business makes it easier to seize new growth opportunities as they arise.

At the same time, nearly three in four (73 percent) simultaneously acknowledge that growth will be harder to achieve and sustain over the next decade, reflecting the rapid pace of change across the region's markets. However, with 17 percent of the survey respondents from the Middle East disagreeing that growth will become harder, a meaningful minority seem to remain confident in their ability to sustain momentum regardless of the operating environment.



How family businesses in the Middle East compare

Middle East family businesses share the global picture of high conviction – but with two distinctive regional signatures. They are markedly more cautious about the road ahead as 73 percent of family business leaders from the Middle East expect growth to be harder to achieve and sustain over the next decade, compared with 59 percent globally. A 14-point gap that points to a sharper awareness of the pace of change across the region's markets.

They also place greater weight on family cohesion: 81 percent of executives from the Middle East would prioritize cohesion even at the cost of lower returns, against 66 percent globally, underscoring how central family unity remains to how these businesses define success. Yet this caution sits alongside stronger competitive optimism: 84 percent expect to outpace their competitors, versus 72 percent globally. The regional story is one of businesses that are clear-eyed about the environment, anchored in family values, and confident in their own position within it.



The findings reflect a region that is both pragmatic and ambitious. Middle East family businesses recognize that sustaining growth will require new capabilities and greater agility, yet their enduring commitment to family unity and long-term stewardship gives them a unique foundation to outperform and create lasting value across generations.

Ismail Alani

Partner, Head of Clients and Markets; Head of Infrastructure, Government and Healthcare
KPMG Middle East



Growth priorities to 2035

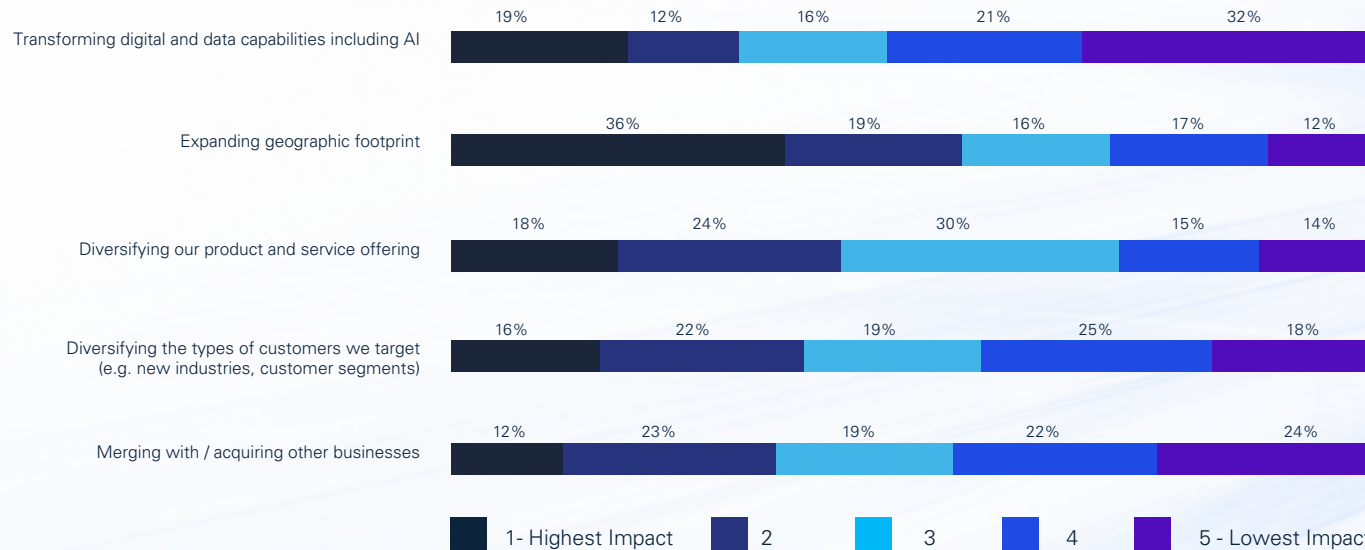
Respondents in the Middle East ranked five growth drivers by anticipated impact on business growth between now and 2035. Expanding their geographic footprint is by far the most frequently selected top driver, with 36 percent ranking it as the single highest-impact priority.

Transforming digital and data capabilities, including AI, ranks next (19 percent), narrowly ahead of diversifying products and services (18 percent) and diversifying customer types (16 percent). Yet views on digital are notably divided, as it is also the driver most often ranked lowest impact, with 32 percent placing it last.

At the same time, it is not the case that family-owned businesses in the Middle East are keen to explore acquisitions as a means of generating growth. M&A ranks last as a top growth driver, with just 12 percent of respondents identifying it as the highest-impact lever and 24 percent ranking it as the lowest-impact of the five.

In a highly volatile world, where economic forecasts can change rapidly in response to tariffs and geopolitical events, there is a sense that regional leaders place greater trust in their capacity to generate organic growth – through new markets, new products, and new customer segments – rather than through transformative dealmaking.

Growth drivers



36% of the respondents rank expanding their geographic footprint as the single highest-impact driver of growth to 2035, more than any other priority.



The geopolitical and macroeconomic context

The survey was conducted in January and February 2026, during a period marked by tariffs and trade disputes, international conflict, inflationary pressure, regulatory change, climate events, and ongoing supply-chain disruption. These conditions provide context for the risk perceptions reflected in the results.



The findings highlight a new reality for family businesses: resilience can no longer rely on experience alone. In an era of geopolitical uncertainty and accelerating technology, strong governance and disciplined risk management will be critical to sustaining long-term growth.

Muhammad Tariq

Partner, Head of Audit
KPMG Middle East



Short-term business challenges

Business challenge	Global	Middle East (Saudi Arabia, UAE, Bahrain)	Saudi Arabia	UAE	Bahrain
AI adoption and governance	38%	37%	38%	31%	58%
Talent attraction and retention	36%	32%	34%	27%	42%
Cybersecurity	31%	32%	30%	40%	8%
Macroeconomic disruption and uncertainty	31%	30%	34%	31%	8%
Changing customer demand patterns	29%	24%	21%	27%	33%
Geopolitical trade and tariffs	25%	20%	20%	23%	8%
Regulatory complexity	24%	17%	13%	21%	25%
Governance and strategic decision-making	23%	19%	18%	15%	33%
Business succession and next-gen readiness	20%	29%	27%	31%	33%
Ownership structure and capital deployment	15%	24%	28%	15%	33%
Family cohesion and alignment	15%	22%	27%	17%	17%
ESG expectations and compliance	12%	14%	11%	21%	0%

Across the Middle East, the short-term challenge profile is led by AI adoption and governance (37 percent), closely in line with the global figure of 38 percent – confirming AI as the dominant near-term concern for family businesses regardless of geography. Cybersecurity and talent attraction follow closely, 32 percent each.

The picture shifts notably over the longer horizon. Looking ahead to 2035, business succession and next-generation readiness rises to become the single highest-ranked long-term concern in the region (34 percent, up from 29 percent in the near term). This exemplifies the ‘urgent vs important’ dynamic: succession is a strategic challenge with long lead times that tends to be deferred in favor of more immediate pressures, yet regional leaders clearly recognize it as the defining issue of the decade ahead. Two further structural shifts stand out. Governance and strategic decision-making shows the largest increase between the two horizons, climbing eight points from 19 percent in the short term to 27 percent long term – a sign that family businesses anticipate decision-making structures becoming more demanding as they grow and transition. Ownership structure and capital deployment rises similarly (24 to 29 percent).

By contrast, cybersecurity sees the sharpest decline in long-term emphasis, falling nine points from 32 percent to 23 percent, suggesting leaders view it as an acute present-day operational pressure rather than a defining long-term concern. AI adoption follows a similar, milder pattern, easing from 37 to 32 percent, framed more as an immediate transformation challenge than a 2035 question.

ESG expectations and compliance ranks lowest on the long-term horizon (10 percent). The low ranking may reflect ESG being seen as something implicit within their social contract already factored in rather than an expression of

indifference, but it may also reflect under-attention to the formalization and reporting requirements increasingly expected of businesses of scale, particularly as regional disclosure frameworks mature.

Long and short-term business challenge outlook for Middle East family businesses

Business challenge	Long-term (until 2035)	Short-term	Movement in sentiment
AI adoption and governance	32%	37%	▼ 5%
Business succession and next-gen readiness	34%	29%	▲ 5%
Talent attraction and retention	27%	32%	▼ 5%
Macroeconomic disruption and uncertainty	30%	30%	-
Changing customer demand patterns	22%	24%	▼ 2%
Cybersecurity	23%	32%	▼ 9%
Governance and strategic decision-making	27%	19%	▲ 8%
Regulatory complexity	22%	17%	▲ 5%
Ownership structure and capital deployment	29%	24%	▲ 5%
Geopolitical trade and tariffs	20%	20%	-
Family cohesion and alignment	23%	22%	▲ 1%
ESG expectations and compliance	10%	14%	▼ 4%

02

**Capital structure and
operating model**



Value creation levers

Respondents rated how well their organizations leverage six intrinsic competitive advantages, and all value drivers received over 77 percent combined ‘successful’ and ‘highly successful’ ratings. Such broad confidence is rare and highlights family business leaders’ strong belief in their ownership.

Two specific patterns merit attention. First, family reputation and brand equity (93 percent) and shared values and purpose (89 percent) emerge as the region’s most powerful and well-utilized levers – a reflection of how deeply identity, legacy, and trust are embedded in the way family businesses operate across the Middle East.

Second, at the other end of the scale, individual family member skills and expertise (77 percent) and strong governance and decision-making processes (78 percent) are the lowest-rated drivers. This points to a real-world dynamic: as family businesses grow and become more complex across generations, ensuring that talent and governance structures keep pace becomes an increasing challenge.

Value driver	Not successful (0–4)	Neutral (5)	Successful (6–8)	Highly successful (9–10)
Shared values and purpose	4%	7%	50%	39%
Family reputation and brand equity	3%	4%	41%	52%
Financial capital and patient investment approach	6%	10%	44%	41%
Individual family member skills and expertise	7%	16%	39%	38%
Family networks and relationships	7%	6%	50%	38%
Strong governance and decision-making processes	10%	12%	46%	32%

Business structure: Today and 2035

A central structural finding in the 2026 survey is the projected change in operating model. Across the region, respondents anticipate a shift away from family-run operations toward professional management structures, with a projected decline of 39 percentage points, from 46 percent of businesses identifying as family-run today to 7 percent expecting that structure to continue through to 2035. The most striking counter-movement is the rise of professional management with family board oversight, which is expected to more than double, from 12 percent today to 27 percent by 2035.

The direction of travel is clear, but the drivers are more complex than assuming it is a function of a drive toward increased 'professionalization'. Several other factors are converging at this specific moment.

Firstly, with an increase in their broader experience, many next-generation family members are identifying more with governance roles than operational ones.

Secondly, managing the increasing complexity of multi-stakeholder enterprises in a more regulated environment can be a daunting task. There is a recognition that future growth and scale require professional management capability that family talent pools cannot always provide.

Lastly, we may be witnessing a natural structural evolution that comes with multi-generational ownership.

Changing the business structure: Now to 2035

Business structure	Middle East today
Family-run operating business	46%
Professional management with family board oversight	12%
Multiple operating businesses/holding company	8%
Operating business + diversified investment portfolio	19%
Primarily investment portfolio/family office model	10%
Not sure/still figuring it out	5%

Business structure	Middle East in 2035
Family-run operating business	7%
Professional management with family board oversight	27%
Multiple operating businesses/holding company	23%
Operating business + diversified investment portfolio	19%
Primarily investment portfolio/family office model	10%
Not sure/still figuring it out	4%

If not family run, what...

For family-run businesses, shifting toward a model focused on ownership and governance will require careful planning, greater emphasis on sourcing outside talent, and broader investment across multiple ventures. Survey results indicate that by 2035, the proportion of enterprises structured as

multiple operating businesses under a holding company is expected to rise from 8 percent to 23 percent. Dependent upon the preferred future model, the board of family-owned enterprises will need to re-engineer their agenda to support such a transition. Fundamentally, the strategic rationale and readiness for adoption of either model

need to be debated and the reasons for a shift in the model clearly understood and appreciated. The following table outlines some of the key issues that family run business boards will need to grapple with.

Professional management with family board oversight

What is the strategic rationale and how ready is the organization for a change in the business model?

How are the family management boundaries defined? Where does the board's authority end and management's begin?

What, if any, role do family members play in the operating business? Could they one day run the business again?

How does the business attract third-party professional management and how are they held accountable?

Multiple operating structures under a holding company

What is the driver behind a shift toward a holding company structure?

What is the right structural form and how does this flow through to ownership? How would the structure be affected by the ownership of globally diverse businesses and what are the legal, tax and regulatory implications in each jurisdiction?

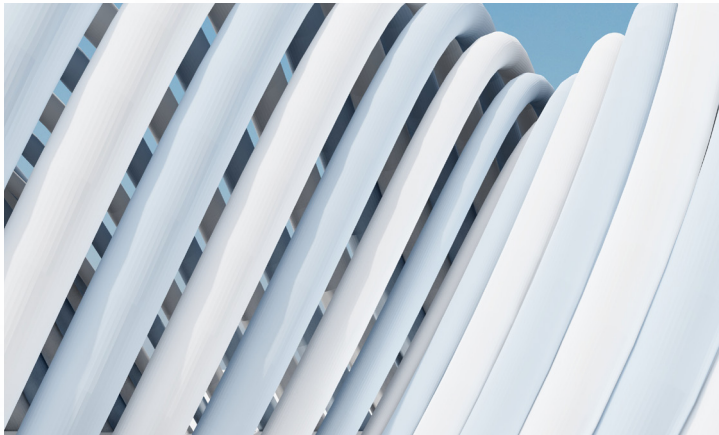
What are the responsibilities of the board of the holding company? How is autonomy delegated at a subsidiary level?

How is capital allocated across subsidiary interests? What is the dividend and distribution policy that is congruent with family demands and business imperatives?

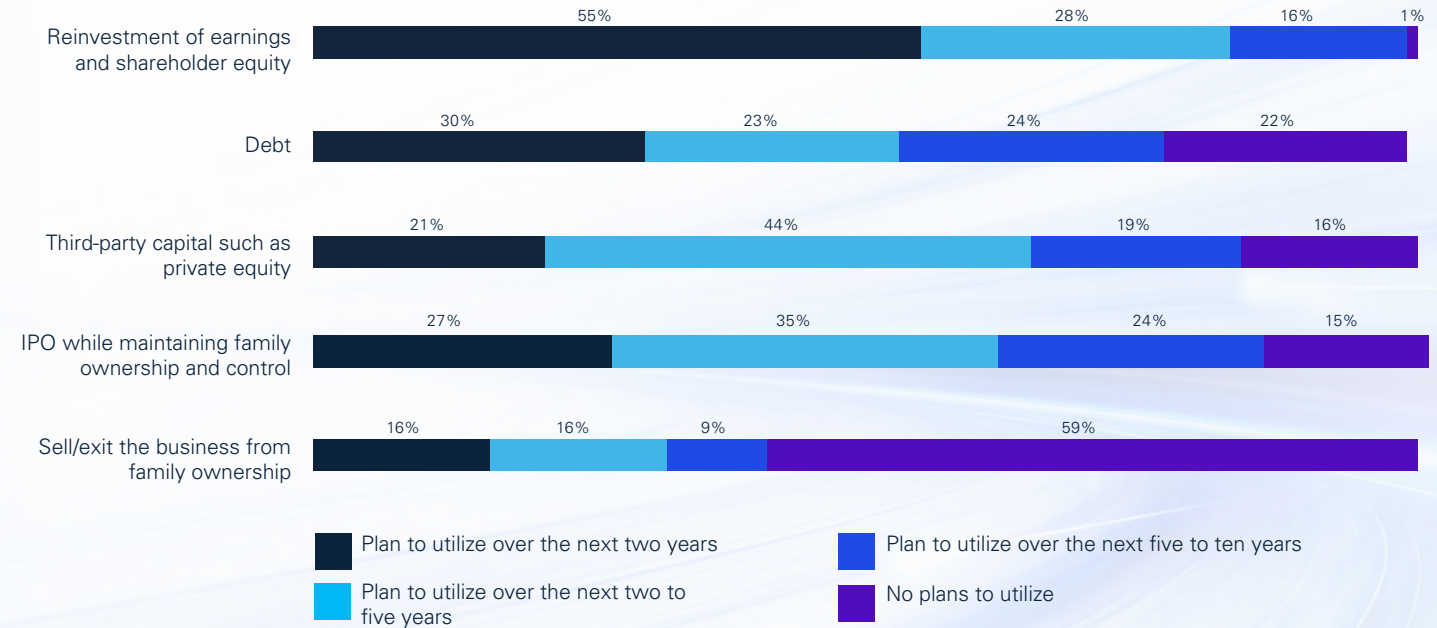
How does the culture, values and legacy of the family and its business cascade?

Funding growth: Plans over the next ten years

Reinvestment of earnings remains the dominant near-term funding strategy, consistent with the patient capital ethos of family enterprise. There is an appetite for considering a role for external capital. However, caution should be exercised around the impact of dilution and a reassessment of the governance implications of external capital in an uncertain macroeconomic environment.



How are you planning to fund the growth of your business over the next ten years?



03

Cybersecurity, AI,
and talent



Cybersecurity: A board issue, not an IT issue

We found that 18 percent of family businesses in the Middle East experienced a cybersecurity incident in the past twelve months. According to the KPMG tech report 2026, 77 percent of private companies reported planning increased cybersecurity investment in the coming year, and 36 percent pointed to better cybersecurity management as the single most expected benefit of achieving their technology goals, ranking it above revenue growth.

Putting aside this contrast between data sources, when leaders rate security benefits higher than growth benefits from their technology programs, cybersecurity has crossed from an operational concern to a strategic priority.

A point underlined by 44 percent of family-owned enterprises confirming that their approach to cybersecurity was seen as both a strategic and operational risk issue. However, for many, the issue remains siloed within their IT function.

Fifty-six percent of respondents regarded cybersecurity primarily as an IT concern. This represents the most consequential governance maturity gap.

While IT, security and risk teams operate in silos this creates what the KPMG Tech Report 2026 describes as an 'uncontrolled environment' that becomes redundant and costly as vendors multiply. For family businesses, where these functions are often smaller and less specialized than in large public enterprises, the imperative to break down these silos is more pressing, not less.

How family businesses currently approach cybersecurity

Capability gap	Family business survey %	Strategic implications
Primarily as a technology IT concern managed by IT function	56%	Treating the issue as primarily a concern of the IT function leaves board accountability undefined.
As both a strategic business risk and an operational/technology issue	44%	Adopting a dual-lens approach helps to reinforce effective governance protocols.
As a board-level business continuity and resilience risk	30%	While this is a leading practice, only 30 percent have reached this level.
Outsourced to third-party providers	28%	Effective if properly governed and contractually structured. However, ensuring there is appropriate accountability at a board level is key.
Not sure how best to approach/not a significant concern	9%	This posture can indicate limited visibility of exposure. Few enterprises are truly unexposed, so it may be important to validate assumptions through basic risk assessment and reporting.

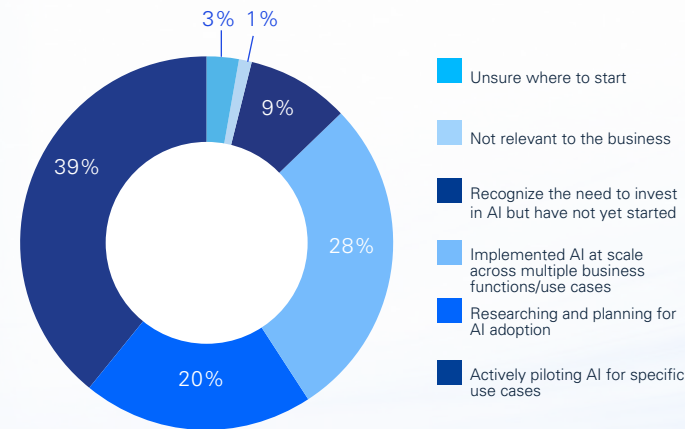
AI adoption: Accelerating faster than governance

Survey results show 67 percent of family businesses are actively deploying AI, but governance maturity lags. Moving from pilots to scale without clear oversight can increase operational and reputational exposure and compound the 'intelligence debt' created by poorly understood, weakly controlled AI use.

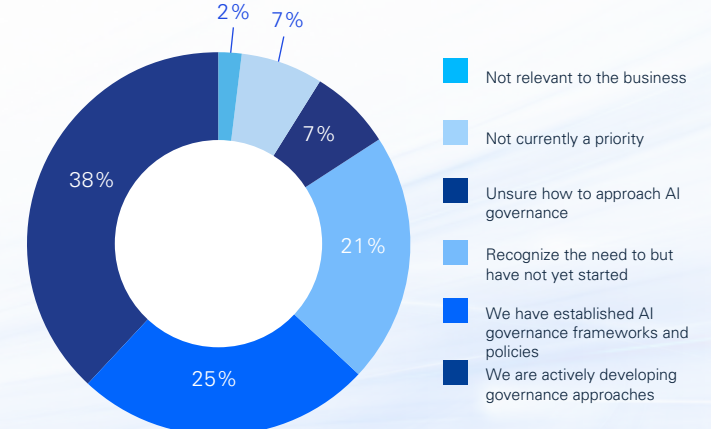
The data offers a note of caution. With only 28 percent of family businesses having implemented AI at scale and 9 percent not yet started, the family business segment appears to be operating as 'fast followers', keeping pace with the advances in AI but struggling to adjust to the governance imperatives.

Adoption is material: 39 percent are piloting use cases and 28 percent have implemented AI at scale, but governance is uneven. However, only 25 percent have established AI governance frameworks, indicating that oversight, controls, and decision rights are not yet aligned to the pace of deployment.

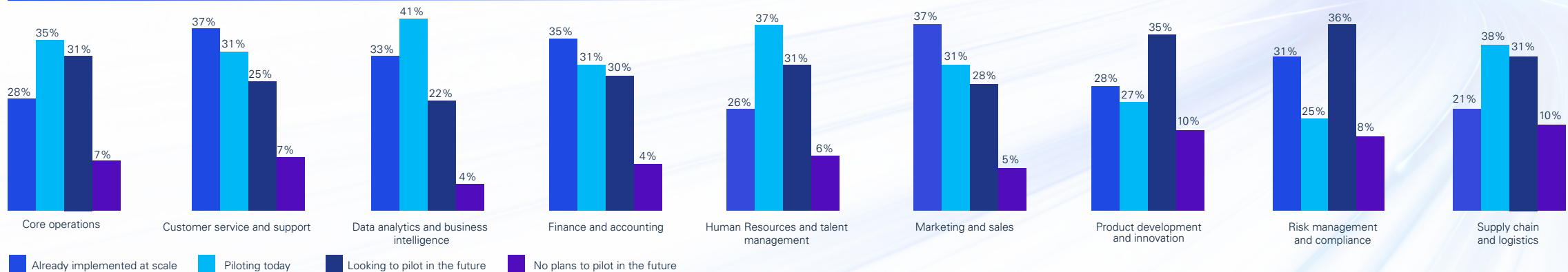
AI adoption



AI governance



In which business functions are you implementing or planning to implement AI?



Talent: Attracting and building the AI-era workforce

The talent challenge facing family businesses has shifted structurally in 2026. Attracting high-quality external talent to a family-owned business is among the top people challenges in the Middle East. As family-run operating businesses give way to professional management structures, the ability to attract, develop, and retain professionals who are not family members becomes foundational to business performance.

A second challenge is next-generation readiness and capability development (34 percent). As ownership and leadership pass to a new generation, the question is no longer just who inherits but whether they are equipped to lead increasingly professionalized, technology-driven businesses, making structured development of the next generation a strategic priority rather than a matter of succession alone.

What are the most significant talent-related challenges? Select all that apply



The capability gap

AI strategy and deployment is the largest capability gap identified by family businesses (38 percent). This is a direct consequence of accelerating AI deployment into organizations where the workforce has not been prepared to work alongside, manage, or govern AI systems. The entire organization's 'AIQ' (artificial intelligence quotient) may need to be developed across the enterprise, not just within a small technology team.

Next-generation leaders should be AI-fluent

As ownership and governance responsibilities shift to the next generation, AI fluency becomes a governance requirement. Development programs should explicitly include AI risk, data governance, and technology strategy so future owners and directors can provide informed oversight.

For family businesses appointing professional CEOs, CFOs, or operational leaders from outside the family, AI fluency and demonstrated capability in governing technology-driven change should be explicit selection criteria alongside traditional leadership competencies.

Top capability gaps in family businesses

Capability gap	Family business survey %	Strategic implications
AI strategy and deployment	38%	A highly urgent gap, required for both competitive adoption and responsible governance. If left unaddressed, this gap can contribute to entropy and competitive underperformance.
Developing strategy/entrepreneurial mindset	36%	In an environment where the family becomes owners rather than managers, developing a family member's higher-level strategic thinking and entrepreneurship can be harnessed for future growth.
People leadership	30%	Critical as professionalization accelerates and leadership transitions multiply.
New product development	29%	Constrained by AI and technology strategy gaps upstream. New product development and marketing will rely heavily on technology and AI.
Technology strategy (non-AI)	28%	Digital infrastructure underlies AI deployment and cannot be skipped.
Driving execution and operational excellence	27%	Foundational capability. Technology investments require execution capability to deliver returns.
Cybersecurity	23%	Directly compounds the AI governance gap as the two deficits reinforce each other and need to be seen as closely connected to protect inherited intellectual property (IP).



For Middle East family businesses, preparing the next generation is no longer just about preserving legacy, it is about building the capabilities to lead through technological change. As AI reshapes decision-making and value creation, AI fluency must become a core governance and leadership requirement for both family and non-family executives.

Abdullah Akbar

Partner, Head of Private Enterprise and
Head of Board Leadership Center
KPMG Middle East



04

Conclusion and recommendations



Recommendations for family business leaders

The following five recommendations are designed to be actionable without external support, though KPMG stands ready to assist where internal capability gaps require external capabilities.

01

Close the governance gap

Independent board composition, structured family councils, clear family constitutions, and explicit separation of ownership, governance, and operational management roles are the infrastructure of durable family enterprise.

The data shows this gap is widening. For family businesses of all sizes, the governance gap carries compounding risk: it can limit AI adoption, constrain talent attraction, and create succession vulnerability simultaneously.

With strong governance and decision-making processes rated one of the lowest-utilized value driver in the region (78 percent), professionalizing governance early is what separates enterprises built to endure.



Risk management has now become part of how a business decides what it's willing to grow into.

Craig Wright

Partner, Head of Enterprise Risk Services
KPMG Middle East

**02**

Build AI governance

Technology investment without accountability structures can create reputational, regulatory, and operational risk that is disproportionately damaging for family businesses whose brand equity is a core competitive asset. **With 67 percent of family businesses already deploying AI but only 25 percent having established governance frameworks, the gap between adoption and oversight is the region's most pressing AI risk.**

For family businesses, particularly those that are family-run and reputation-sensitive, the ethical dimension of AI carries weight.

Before expanding AI deployment, establish a clear AI policy statement; define roles and accountability for AI oversight; develop an ethics and risk review process for new AI applications; and establish a monitoring mechanism for AI performance against defined parameters. Businesses that govern AI well are often better positioned to adopt it faster, not slower, than those that must retrofit governance retrospectively under regulatory pressure.

03

Treat succession as a program

Begin formal next-generation capability assessment and development at least a decade before any planned transition. Require external work experience before entry to senior family roles. Establish formal mentoring structures. Create a family employment policy that sets clear criteria for family member involvement in the business. Build the family council as the governance forum for alignment on ownership, values, and strategy, not just succession.

With business succession rising to become the region's number one long-term concern by 2035 (34 percent), treating it as a long-term program rather than a deferred event is what builds continuity.



The family businesses that get AI right won't only be the ones that move fastest but also the ones that put governance in place before the pressure to keep up forces their hand.

Mazhar Hussain

Partner, Digital Foundation
KPMG Middle East



04

Redesign the talent proposition

The family business model can offer a fast-moving entrepreneurial environment where younger workers can take on responsibilities earlier than their peers in larger corporations. These possibilities should be broadcast to potential recruits as part of the brand proposition. Long-term career trajectories, ownership participation pathways for key executives, culture and purpose alignment, and meritocratic advancement are all features that can help differentiate family businesses as employers of choice.

With 36 percent naming attracting external talent as their top people challenge, the imperative is to make these advantages visible and credible in talent markets that are highly competitive for the exact professional profiles family businesses now need.

05

The transition as opportunity

The shift from family-run to professionally managed does not necessarily mean losing family identity. **With the share of family-run businesses projected to fall from 46 percent to 7 percent by 2035, this transition is the defining structural shift facing the region's enterprises.**

Some of the most enduring family businesses use structural transition as an opportunity to embed values more deeply into institutional processes, governance documents, and leadership culture, helping to ensure that what made the business distinctive survives the departure of any individual family member.



The instinct that built a family business doesn't automatically translate into the ability to attract or grow talent from outside it. That's not something you inherit, it's something you have to build on purpose.

Marketa Simkova
Partner, Head of People
KPMG Middle East



Methodology

The KPMG Middle East Family Business Report 2026 is based on a survey conducted by independent research firm Meridian West. Fieldwork took place in January and February 2026, a period marked by tariffs and trade disputes, international conflict, inflationary pressure, regulatory change, climate events, and ongoing supply-chain disruption. These conditions provide important context for the risk perceptions reflected throughout this report.

The survey gathered responses from 135 family business leaders across the Middle East:

71

From Saudi
Arabia

52

From
UAE

12

From
Bahrain

Respondents were asked about growth strategy, operating models, governance, technology and AI adoption, talent, risk, and succession planning through to 2035.



How KPMG can help

KPMG helps owners, boards and management teams address the gaps identified in the report. By moving from diagnosis and prioritization to design and delivery, through focused workstreams, our clients enjoy measurable outcomes that help them remain competitive and relevant through times of change and transition.

Priority action	What should be done	KPMG's service capabilities
Strengthen governance and decision-making discipline	Review board effectiveness and clarify governance roles, decision rights, and information flows to enable more focused oversight, enhanced decision-making, and stronger accountability as structures become more formalized.	KPMG Board Advisory/Private Enterprise: KPMG can support board reviews, governance design, role clarity, and decision-rights frameworks to strengthen oversight and accountability.
Stabilize operating model and capital structure	Assess current operating and group structures to support the transition from family-run to family-owned, helping to improve scalability, clarity, and performance discipline across the business.	KPMG Private Enterprise/Deal Advisory: KPMG can assess operating and group structures, identify options for transition, and help align performance management with future ownership models.
Elevate cybersecurity to a business priority	Conduct cyber risk and maturity assessments and define board-level oversight so cybersecurity is treated as a core enterprise risk rather than only an IT issue.	KPMG Cyber Security Services/Risk Consulting: KPMG can perform cyber maturity assessments, define governance models, and help embed cyber risk into board and enterprise risk discussions.
Set a clear, governed AI direction	Define priority AI use cases, assess data readiness, and establish initial governance guardrails so AI investments are targeted, measurable, and responsibly deployed.	KPMG Connected Enterprise/Trusted AI: KPMG can help identify high-value AI use cases, assess data readiness, and design governance guardrails for responsible adoption.
Address critical talent and capability gaps	Develop workforce strategies focused on priority skills, including digital and AI, so the organization can support ongoing transformation and professionalization.	KPMG People and Change/Private Enterprise: KPMG can help define workforce priorities, assess capability gaps, and shape talent strategies to support transformation and future leadership needs.
Assess enterprise risk and regulatory readiness	Evaluate ERM maturity and control environments to enhance visibility of enterprise risks and strengthen decision-making in a more complex environment.	KPMG Risk Consulting/Internal Audit, Risk & Compliance: KPMG can evaluate ERM maturity, strengthen control environments, and build practical risk frameworks suited to family business complexity.

Priority action	What should be done	KPMG's service capabilities
Embed governance and align ownership structures	Operationalize governance models and formalize family governance frameworks to help strengthen alignment, reduce conflict risk, and ensure governance actively drives business performance.	KPMG Private Enterprise/Family Business Advisory: KPMG can help design family governance frameworks, clarify ownership structures, and operationalize governance so it supports both alignment and performance.
Advance group structure and performance management	Refine holding company structures, reporting, and key performance indicator (KPI) frameworks to enhance transparency, strengthen control environments, and enable more effective oversight across the organization.	KPMG Private Enterprise/Deal Advisory: KPMG can refine group structures, reporting frameworks, and KPI design to help improve transparency, control, and strategic oversight.
Build cyber resilience and incident readiness	Strengthen identity, data protection, and response capabilities to protect critical operations and help improve preparedness for cyber incidents.	KPMG Cyber Security Services: KPMG can help strengthen cyber resilience through identity and data protection reviews, incident readiness planning, and response capability uplift.
Scale AI with trusted governance	Move from pilots to enterprise-wide AI adoption by embedding governance, controls and change management to deliver sustainable value and close governance gaps.	KPMG Trusted AI/Connected Enterprise: KPMG can support enterprise AI scaling through governance design, control frameworks, change management, and implementation support.
Strengthen leadership continuity and succession planning	Advance CEO and Chair transition plans and prepare next-generation leaders to help reduce leadership risk and build confidence in long-term continuity.	KPMG Private Enterprise/People and Change: KPMG can help structure succession planning, assess leadership readiness, and support transition planning for key family and executive roles.
Integrate risk, ESG, and regulatory priorities into strategy	Embed risk, ESG, and regulatory considerations into planning, capital allocation, and reporting to enhance resilience and meet evolving stakeholder expectations.	KPMG ESG Advisory/Risk Consulting: KPMG can help integrate risk, ESG, and regulatory priorities into strategy, reporting, and governance to help improve resilience and stakeholder confidence.



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