**Sample Family Business Protocol**

Kindly find below an example of Family Business Protocol

**The Carvajal Group Family Protocol**

Excerpts from [IFC Family Business Governance Handbook](http://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc%2Bcg/resources/toolkits%2Band%2Bmanuals/corporate%2Bgovernance%2Bscorecards)

The Carvajal Group is a leading privately-owned Colombian multinational company with businesses in 19 countries, primarily in Latin America. The Carvajal Group operates in 12 different sectors, the largest of which are: paper manufacturing and conversion; school and office supplies; telephone directories; publishing and editing; and plastic and paper packaging. The Carvajal Group was founded in 1904 in Cali, Colombia, by Manuel Carvajal Valencia who established a printing company called La Imprenta Comercial. Over time, the company expanded into other businesses and regions to become one of Latin America’s most respected multinational firms. IFC’s two investments in the Carvajal Group, in 2004 and 2006, had a purpose of supporting the Group in its strategic and modernization plans. The most recent IFC investment in the Carvajal Group is related to the revamping and modernization of the Group’s information systems. IFC has also provided advice to the Carvajal Group in the area of corporate governance.

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Adapted and summarized from the 2002 version of the Family Protocol of The Carvajal Group.

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