

2

Perceptions about the Extent of Succession Planning in Canadian Family Firms

Pramodita Sharma, Jess H Chua and James J Chrisman

Despite exhortations about the importance of succession planning for the family firm, many believe that family firms continue to leave succession planning to chance. This study shows that family members have different opinions about whether their family firms engaged in succession planning. The incumbents believe that they did while the other family members, including the successors, believe that they did not. We also present results showing that two factors with which the family business succession literature is most concerned – an incumbent ready to step aside and the presence of a competent successor – may influence the extent to which the Canadian family firm engages in succession planning.

Reprinted with permission of Administrative Sciences Association. © 2000, Administrative Sciences Association. All rights reserved. This article may not be photocopied or reproduced by any means without prior consent. Originally published as Sharma, P, J H Chua, and J J Chrisman, "Perceptions About the Extent of Succession Planning in Canadian Family Firms," *Canadian Journal of Administrative Sciences*, September 2000.

3

Planning the Transfer Process in Quebec SMEs

Louise St-Cyr and Francine Richer

Based on a survey taken by 115 directors of Quebec companies that have been successfully transferred at least once, this research attempts to determine how well the transfer of management process was planned, and to evaluate the conformity of the respondents' behaviour with "best practices." The aspects of planning examined are the establishment of criteria for the selection of a successor, the grooming of a successor, and the phasing out of the incumbent while developing a new role for him or her. Other factors that were considered are the presence of a board of directors and a family council.

This study, the first to be conducted with such a large number of subjects in Quebec, highlights not only the flexibility of business owners when planning the succession process, but also the importance of considering the context of the business when establishing "best practices."

4

A Study of Work-Family Conflict in American and Australian Family Businesses

*Kosmas X Smyrnios, Claudio A Romano, George A Tanewski,
Paul Karofsky, Robert Millen and Mustafa R Yilmaz*

This study examines causal pathways linking work strain to the experiencing of anxiety among Australian and American family business owners. To date, strain-based work-family conflict models have not been tested empirically on family businesses, nor have comparisons between Australian and American business owners been undertaken. This paper suggests a specific causal model and provides country-specific and comparative evidence for that model. Results show that the proposed model fits the data reasonably well, regardless of the type of firm and country.

Impact of the Family and the Business on Family Business Sustainability

*Patricia D Olson, Virginia S Zuiker, Sharon M Danes,
Kathryn Stafford, Ramona K Z Heck and Karen A Duncan*

The purpose was to identify strategies families might utilize to increase the success of both business and family based on analysis of the 1997 National Family Business Survey data (1997 NFBS). Both the family system and the responses to disruptions had significant effects on gross revenue and owner's perceived success. Reducing family tension, living in a two- or three-generation family, reallocating time from sleep to the business and hiring temporary help during hectic periods increased business revenue. Owners who perceived their businesses as more successful slept less and hired temporary help during hectic periods in the business more than owners who perceived their businesses as less successful. Business assets, age of the business, personnel management, owner's weekly hours in the business, family employees and hiring temporary help were positively associated with increased achievements for both the business and the family. The family had a greater effect on the business than the business had on the family.

Modified and reprinted with permission of Elsevier. Copyright © 2003, Elsevier. All rights reserved. This article may not be photocopied or reproduced by any means without prior consent. Originally published as Patricia D Olson, Virginia S Zuiker, Sharon M Danes, Kathryn Stafford, Ramona K Z, Heck and Karen A Duncan (2003) "The impact of the family and the business on family business sustainability" *Journal of Business Venturing*, 2003, vol. 18, issue 5, pages 639-666.

6

Regional Determinants of Family Firm Incidence in the US

*Erick P C Chang, James J Chrisman,
Jess H Chua and Franz W Kellermanns*

A family firm's existence, as well as its scale and scope, are likely to be influenced by the characteristics of its external environment. This study presents preliminary findings on the external conditions that allow family firms to flourish. Based on a sample of 6,100 firms aggregated at the state level, our exploratory results show that economic development, culture, and industry mix affect the incidence of family firms in the US. Specifically, the incidence of family firms is negatively affected by Gross State Product (GSP) per capita, the prevalence of retail businesses, and cultural diversity. Implications and research directions are provided.

7

Australia's Dennis Family Corporation Professionalizes

Justin B Craig and Ken J Moores

This paper details how the Australia Dennis family has been able to professionalize their family business while still retaining their family values and realizing the founders' vision. We detail how Bert and Dawn Dennis and their four adult offspring decided to amalgamate their associated businesses with the parent company and take on the challenge of professionalizing this new entity. We highlight that, although the four siblings had learnt business, they had to now learn their family business. In addition, the CEO, Grant Dennis, had to learn to lead the business. As well, the Dennis family had to learn to give up some control to professional management. Bert, as a founder of the business, also had to learn to let go. Comments from family members and key stakeholders are included.



Organizational Life Cycle Stage and Controls in Australian Family Firms

Ken J Moores and Joseph Mula

Despite their numerical and economic significance to Australia, family businesses have not been extensively researched. This paper reports results from a nation-wide study of Australian family owned businesses that sought to ascertain and understand their management and control practices. In particular, we assess the organizational transitions of these firms in terms of their dominant controls. Controls are evaluated according to Ouchi's classification of market, bureaucratic, and clan controls. The salience of these different controls serves to identify distinctive patterns that define periods of organizational passage (life cycles).

The purpose of this paper is to ascertain and understand the management and control practices of Australian family owned firms. In particular, we explore whether there is a dominance of market, bureaucratic, or clan controls that coincide with various stages of development of family firms. This isolates those controls that facilitate the development of family firms in their successful management of key organizational transitions.

Modified and reprinted with permission of Blackwell Publishing. © 2000, Blackwell Publishing. All rights reserved. This article may not be photocopied or reproduced by any means without prior consent. Originally published as Ken Moores and J M Mula (2000). *The Salience of Market, Bureaucratic and Clan Controls in the management of family firm transitions: Some tentative Australian evidence.* Family Business Review, June pp. 91-106.

9

Entrepreneurial Development in a Second-Generation Family Firm

Denise Fletcher

Although there has been some attention to how notions of entrepreneurship and family intersect in the life of family businesses, analysis of these issues in relation to inter-generational and organisational emergence in small family firms is underdeveloped. In order to redress this imbalance, it is important to undertake analysis of entrepreneurial issues alongside those of family, ownership, management and inter-generational emergence. A fourth entrepreneurial axis is added to the developmental life cycle framework to facilitate this. This framework is utilised to undertake interpretivist analysis of two second generation owner-managers and sons-in-law of the original founders of a small manufacturing company in the UK. The notion of 'interpreneurship' whereby family members are interacting and creating new possibilities for themselves, their lives, their organizations whilst drawing upon past events, happenings, experiences and conversations that have gone before, is also considered.

Modified and reprinted with permission of Emerald. © 2004, Emerald. All rights reserved. This article may not be photocopied or reproduced by any means without prior consent. Originally published as Fletcher D (2004). "Interpreneurship Organisational (re)emergence and entrepreneurial development in a second-generation family firm" *International Journal of Entrepreneurial Behaviour and Research*, Volume 10, Numbers 1-2, January 2004, pp. 34-48 (15).

The Adoption of Information Technology in a Mature British Family Firm

Emmanuel Ogbonna and Lloyd C Harris

Through a longitudinal study, this paper (i) investigates, describes and analyses the reasons for the delayed adoption of information technology in a mature family business and (ii) identifies and elucidates the key factors that impede the utilization of the adopted information technology within this relatively successful company. In this regard, the objective is to identify, clarify and analyses a range of important but previously omitted variables in order to aid the task of theory development regarding both (i) the adoption and (ii) the use of information technology concordant with the explication of the dynamics of information technology in family businesses.



Considering “Familiness” in Market Orientations and Success: A Resource-Based View

John Tokarczyk, Eric Hansen, Mark Green and Jon Down

Today the difficulty of remaining competitive in increasingly dynamic and difficult markets is tremendous. Nonetheless, many family firms are not only competitive but also prosper through successive generations. Through analysis and evaluation in context of the resource based view there are a number of explanations for the success of these firms. Towards this end, one avenue employed by family firms in developing competitive advantages is effective execution of a market orientation. The relative success many family firms enjoy in executing this business strategy raises the question as to whether or not familiness under the resource based view is related to successful creation of a market orientation.