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## **Family Owned Media Companies in the Nordic Countries A Portrait of Structures and Characteristics of 25 Firms**

*Panagiota Koulouvari*

*This paper presents results of a study of a small-scale survey of executives in family-owned media firms in the Nordic countries. It lays the foundation for even further investigation into the importance of family media to society, the issues and problems faced by families that own media companies, and managerial and policy solutions to those challenges.*

## **Immigrant Family Businesses in Marginalized Business Fields: A Study in Denmark**

*Shahamak Rezaei and Marco Goli*

*Most immigrant businesses in Denmark are tiny self-employment units. They occupy mainly traditional small firm dominated business lines, which the majority population tend to abandon anyway, and some new ethnic ones. However, some well-educated first and second generation immigrant groups have the potential to start and run more advanced and profitable businesses outside the traditional ethnic business lines and outside minority dominated inner city areas. Key determinants in this process seem to be owner qualifications, network patterns, financial resources and cross border business relations. Such businesses may “normalise” by integrating into the mainstream economy. They may also seek to exploit their cultural competencies and international outlook to create “two-culture” or perhaps even “multi-culture” businesses which may be more efficient than competing majority owned firms in capturing international trends and operating across borders.*

# **Transfer of Entrepreneurship in the Finnish Small Family Business Succession Context**

*Pasi Malinen and Pekka Stenholm*

*Family business research has gained increased attention during the past years. Small family business succession has been one of the main areas of research within the family business research stream. Various researchers have studied the issue from an individual or process perspective. However, research concentrating on the transfer of entrepreneurship in the succession context is rare. The purpose of this study is to find out whether two generations of a certain family business have similar opinions on and attitudes towards entrepreneurship, entrepreneurial career, and business succession. A total of 156 persons (77 incumbents, 79 successors) involved in a succession process were examined. The analysis shows that there is not much difference between the two generations evaluated as far as opinions on entrepreneurship is concerned. The saying "Like father like son" suits well in a small family business succession context.*

## Analyzing Finnish Family Business Performance

*Pasi Malinen, Pakka Stenholm, Johanna Harju and Jarna Heinonen*

*This chapter presents an analysis of a sample of Finnish SME database constructed using telephone interviews in two parts. In Part A, Pasi Malinen and Pekka Stenholm develop a model, which shows that family businesses do not differ much from other types of businesses in their growth orientation. Family business growth orientation is bound to values and aims. Family ties and ownership did not seem to prevent the growth of the family firm. In Part B, Johanna Harju and Jarna Heinonen explore the data further, looking at financial performance as well as growth orientation. They find that family businesses perform slightly better than other businesses, that the performance is linked to the 'harmonious' family, and that the family aspect may vary according to the situation.*

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## **The Social Construction of the Disabled and Unfashionable Family Business**

*Bengt Johannisson*

*In public discourse, high growth firms are associated with rational conduct while family business are considered to be handicapped as agents on the market due to a heavy emotional overload. High growth firms presumably use unique core resources to pro-actively approach the market while family businesses usually rely on the owner-managers personal networking. High growth firms practice systematic planning while spontaneity and improvisation guide the family business. High growth is presumably conditioned by privileged access to financial capital but family businesses limit external financing in order to preserve their autonomy. Based on a survey of the 553 Swedish firms, in 2002, these images are challenged. The findings show that these features of family businesses are true, but instead of causing severe drawbacks, they are associated with high growth firms. What is more, family business Gazelles are more able than professionally run high growth firms to accommodate and take advantage of the growth-generating challenges. Thus business leaders in owner-managed firms are more able than professional leaders in high growth firms to enact visions also in turbulent times.*

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## **‘Family into Business’ Model in Norway: Modernization and Reinvention?**

*Åge Mariussen, Jane Wheelock and Susan Baines*

*We study family fishing businesses in Norway, and compare them with micro businesses operating in the business service sector in Britain. This is used to challenge the conventional focus of business research on the entrepreneurial individual and his (more recently, also her) responses to risk. This study arose from our interests in the impact of economic restructuring on households and families. The family proved to be an important part of business behavior and organization. Once the significance of the family for embedding (Granovetter, 1984) business is understood, it is not enough to consider the ways in which business owners handle risk family responses to the insecurity of household livelihoods must also be taken into account. The comparison with British family businesses allows us to reexamine concepts of risk and insecurity, as we draw out contradictory outcomes of modernization.*

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# **The Stage Model of Knowledge Transfer for Succession in Finnish Small Family Business**

*Elina Varamäki, Timo Pihkala and Vesa Routamaa*

*This article focuses on knowledge transfer between the older generation and the younger generation. We suggest that the introduction of the second generation in a family business involves the transfer of both explicit and intrinsic knowledge, i.e. tacit knowledge. An interesting question is: what are the routes to acquire these different types of knowledge and what role does single-loop and double-loop learning have in family business succession? A case study shows how difficult it is to depict the moment when a succession process has been completed. The central issues in succession, i.e. the transfer of knowledge, capabilities, responsibility and power, are linked to each other in a sequential manner, thus bringing out the process of learning. The stages of transferring knowledge can be divided into 1. getting to know the field (growing into entrepreneurship), 2 familiarization (actual stage of transferring knowledge), and 3 the stage of the independent development of the business (creating new explicit and tacit knowledge).*

## **Inter-firm Cooperation Capability Model – A Joint Venture of Five Finnish Furniture Family Businesses**

Tarja Niemelä

*This paper explores the inter-firm cooperation capability in the context of networking family firms by focusing on the role of power. Power combines both the socio-psychological and economical dimensions combining legal, economic and behavioural approaches of individuals and firms. The owner-managers base their power on the control of activities and resources. Thus, the structure of the network acts as a control mechanism of the development process of inter-firm co-operation. The personal and institutional power are intertwined and interconnected to the leadership of individual, family firm and network. Empirically the study suggests that the owner-managers need to have capabilities, such as knowledge and skills, motivation and volition (will-power) and 'affection', in how to use their personal and institutional power, as it affects the model of inter-firm cooperation capability.*

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## **G ended D ivision of Labour on Finnish Farms**

*Tiina Silvasti*

*The son as a successor is a strong cultural model. It is intertwined with the script of gendered division of labour. If there is a son in the family, daughters are usually brought up according to these two traditional models. Daughters seldom obtain the skills needed to take over the farm, since the management of the farm is 'men's work'.*

*Even if the everyday life of farmers is organised through the traditional scripts, attitudes of farmers are now transforming. More often parents hand a farm down to the daughter. Post-succession women usually work as independent farmers. In this way women break away from the traditional script of gendered division of labour. In this article changing position of woman is studied by analysing two exceptional autobiographies.*



# Management Style in Start-up Family Businesses in Finland

Hannu Lattunen

*This study seeks to clarify which factors associated with the start-up and critical operational phase of family and non-family firms influence the ability of those firms to survive over the critical first three years of their existence. The findings revealed marked differences in individuals' motives for founding a business: for family business owners, the presence of negative situational factors were the more important motivating and precipitating factors in creating of a new business. With respect to style of management, in a typical family enterprise, ownership, management, and family are combined in a single entity. In the surviving nonfamily firms, entrepreneurial teams were found to be important in bringing the skills needed for the strategy-development process. Finally, family firms were most commonly located in the capital area, although some were also found in rural areas, whereas nonfamily were most commonly in service center regions.*

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