Universidad Americana

Empresas Familiares

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Destaques

- Empresa familiar y multifamiliar;
- Sucesión;
- Gestión Estratégica;
- Sumario de Estudios Empíricos
- Crecimiento y Desempeño
- Otros tópicos estratégicos.

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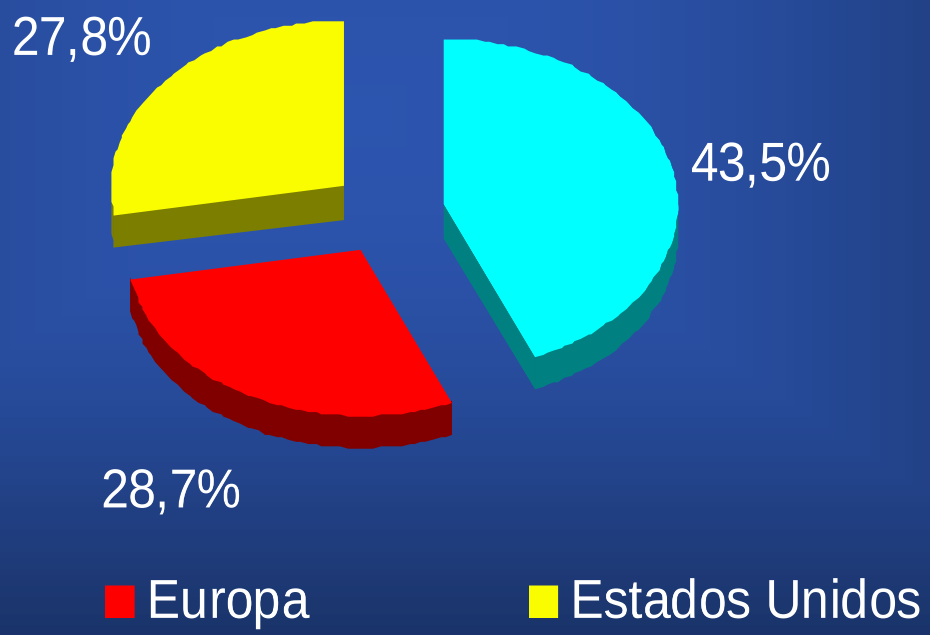
Empresa familiar

- O perfil regional dos **115 mayores grupos** familiares globales en 1995 está retractado abajo.



Fuente: BERNHOEFT.

Empresa familiar

- En se tratando da **longevidad** as informaciones disponibles apuntaban:
  - ✓ Sexta Generación – 1 empresa;
  - ✓ Quinta Generación – 3 empresas;
  - ✓ Cuarta Generación – 13 empresas;
  - ✓ Segunda Generación – 2 empresas.

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- En se tratando da **gestión** apenas 26 empresas (23%) eran administradas por un CEO non integrante da familia;

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Empresa familiar

- En lo ranking da agencia S&P entre las 500 mayores empresas cerca de 60% tienen su raíces en negocios familiares. Algunas, como Ford, BMW, Adidas, até hoy tienen herederos ocupando o alto escalón;

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- En una empresa familiar los fundadores de un modo general tienen una mayor facilidad de tomar decisión en la medida en que la empatía y lazos familiares ayudan lo proceso. Todavía, en épocas de confronto ese mismo aspecto puede profundizar los conflictos.

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Empresa familiar

- En la década de 80, a **expectativa de vida mediana** para as empresas en general era de 17 años. Ahora estaría próximo de 12 años;

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Empresa familiar

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- Algunos autores indican que la **razón** da tendencia seria la prioridad comprometida con la obtención de **ganancias no corto plazo**. O objetivo está ocurriendo en detrimento da creación de valor para o accionista y da consolidación do crecimiento no largo plazo;

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Empresa familiar

- Destaque-se que a Fundación Dom Cabral analizando a serie 1973-2008 das 500 mejores empresas Brasileñas concluye que:

  ✓ 77% das empresas que constituían a selección en 1973 non integraban más; y

  ✓ As 114 empresas que permanecieran no topo da lista presentaran crecimiento 2,5 veces mayor do que o do PIB Brasileño.

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- En Brasil la origen da empresa familiar está asociada al flujo migratorio: Italia, Portugal, Alemana, España entre muchos otros.

Empresa familiar

- **Ypióca**
  - ✓ Empresa criada en 1846 pela familia Telles;

Ypióca

Ano de fundação	1846
Principais produtos	Aguardente, aguardente saborizada e água mineral
Controladores	Família Telles
Funcionários	Cerca de 2 mil (mais de 3 mil, na época da safra da cana)
Faturamento 2007	R$ 270 milhões
Previsão de faturamento 2008	Cerca de R$ 300 milhões

Fonte: Empresa

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Empresa familiar

Ypióca

✓ Empresa criada en 1846 pela familia Telles;

✓ Segundo su directora la causa da longevidad fue a manutención dos ideales dos fundadores;

✓ O facto da familia liderar desde a fundación permitió a transmisión de una cultura de valores bien definida para todos os niveles.

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Empresa familiar

Companhia Fiação e Tecidos Cedro e Cachoeira

- ✓ Empresa criada en 1872 pela familia Mascarenhas;

Cedro e Cachoeira

Ano de fundação	1872
Principais produtos	Denims, brins e telas (linha moda e profissional)
Controladores	Descendentes de Antônio, Bernardo e Caetano Mascarenhas
Funcionários	3.274
Faturamento em 2007	R$ 415,2 milhões
Previsão de faturamento em 2008	R$ 508 milhões

Fonte: Empresa

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Empresa familiar

- Predominancia de empresas pequeñas y medianas;

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Empresa familiar

- Predominancia de empresas pequeñas y medianas;
- Importancia das empresas pequeñas y medianas en la economía: trabajo, renda, distribución de la renta personal y regional;

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Empresa familiar

- Predominancia de empresas pequeñas y medianas;
- Importancia das empresas pequeñas y medianas en la economía: trabajo, renda, distribución de la renta personal y regional;
- Políticas públicas de suporte as empresas pequeñas y medianas: tributación, fondos de financiamiento, aspectos administrativos, capacidad emprendedora, polos de incubación de novas empresas etc;

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Empresa multifamiliar

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- Relación de confianza criando vínculos que pueden ser mas fuertes que apenas os provocados pelo afecto familiar;

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Empresa multifamiliar

- Complejidad das relaciones personales, empresariales involucrando lo contexto do comprometimiento das próximas generaciones con a gestión da empresa;

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- Las diferentes formas de percepción de cada familia considerando:

  - ✓ otros socios y respectivas familias;
  - ✓ la empresa y su participaciones relativas; y
  - ✓ relaciones entre miembros de una misma familia.

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- La figura do padre, socio y empresario;

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Estudios Dirigidos

- A familia empresaria;
- O concepto de empresa familiar;
- Tipos de empresa familiar;
- A empresa multifamiliar;
- A problemática da empresa familiar;
- Mega tendencias das empresas familiares;

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Sucesión

- Un dos mayores desafíos das empresas familiares é a sucesión;

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Sucesión

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- A sucesión en la empresa familiar avanza adelante da evaluación de competencias para lo comando y obtención de resultados. É necesario una comprensión do valor patrimonial como un todo y mantener lo equilibrio entre as necesidades dos familiares, socios y las demandas do mercado (clientes);

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Sucesión

- En muchos casos, los fundadores anticipando las disputas y los riesgos para a longevidad do negocio aceleran a implementación de una gestión más profesional;

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- En Brasil, segundo Bernhoeft, lo principal ingrediente para o suceso de empresas como Gerdau, Votorantim, Klabin, RBS e Nova América, entre otras, fue tornar-se una familia empresaria, Esa transición pasa por un proceso de capacitación y preparación da nueva generación;

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Sucesión

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- Los descendentes non heredan cargos mas una participación accionaría;
- O heredero tiene que se preparar para ser accionista;
- Cada miembro da familia tiene necesidades diferentes;

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Sucesión

- Facilita mucho cuando a familia se dispone a conversar en espacios organizados, de forma disciplinada, sobre estas cuestiones;

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Sucesión

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- É preciso tener clareza de que la empresa non un centro de locación dos familiares, mas si un negocio integrado por profesionales familiares o non;

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Sucesión

- Las decisiones irán impactar o futuro da empresa, sus colaboradores, la sociedad y los miembros da familia. Se non trabajaren en conjunto, o risco para la longevidad aumenta. Lo mismo acontece cuando ha conflicto entre los intereses y visiones das generaciones;

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- Lo sucesor debe tener legitimidad entre los familiares, los ejecutivos y lo mercado en general. Esa condición de líder é resultado de competencia, confianza y habilidades políticas;

Sucesión

- A governança, posibilita implementar un dialogo adecuado para que estas cuestiones posan tener su debida atención;

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Sucesión

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- Estas discusiones deben acontecer en grupo involucrando los intereses individuales y también lo desafío colectivo;

Sucesión

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- Estas discusiones deben acontecer en grupo involucrando los intereses individuales y también lo desafío colectivo;

- Cuestiones que postergan la sucesión - tais como: dificultad en enjergar as competencias, os intereses de cada un y la posibilidad de poder conversar, con respecto, sobre estas diferentas – pueden ser trabajadas de forma adecuada;

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Sucesión

- Por ejemplo, en la empresa Nova América o acuerdo societario establece que los herederos deben atender ciertas características:

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Sucesión

- Por ejemplo, en la empresa Nova América o acuerdo societario establece que los herederos deben atender ciertas características:

  ✓ tener un diploma de nivele superior:
  ✓ hablar pelo menos un idioma; y
  ✓ ingresar en la empresa en la condición de estagiários o trainees y ser avaluado.

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Sucesión

- En la empresa RBS, para que un miembro da familia Sirotsky posa trabajar é preciso que tenga ingles fluente, maestría en institución reconocida, experiencia en otras empresas e talento para o negocio;

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- En 2000, a RBS adopto a governança corporativa estructurada en tres niveles: accionistas (*propiedad*), administración (*empresa*) y familia.

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Estudios Dirigidos

- O sistema da empresa familiar;
- Os públicos da empresa familiar;
- Empresa familiar: desafíos y oportunidades;
- Introducción a governança;
- A dinámica da governança;

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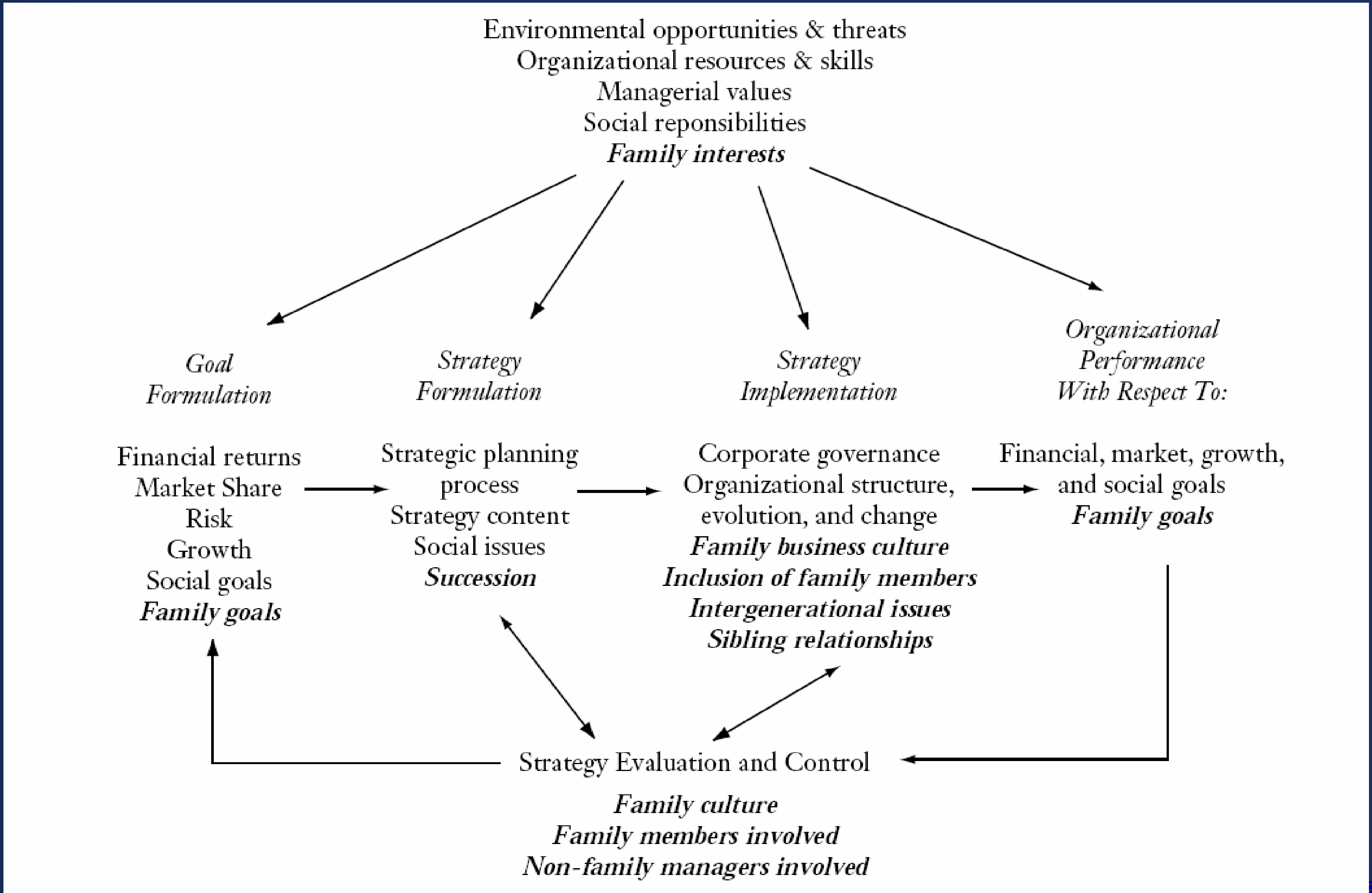
Gestión Estratégica



Fuente: SHARMA, P; *et al*. 1997

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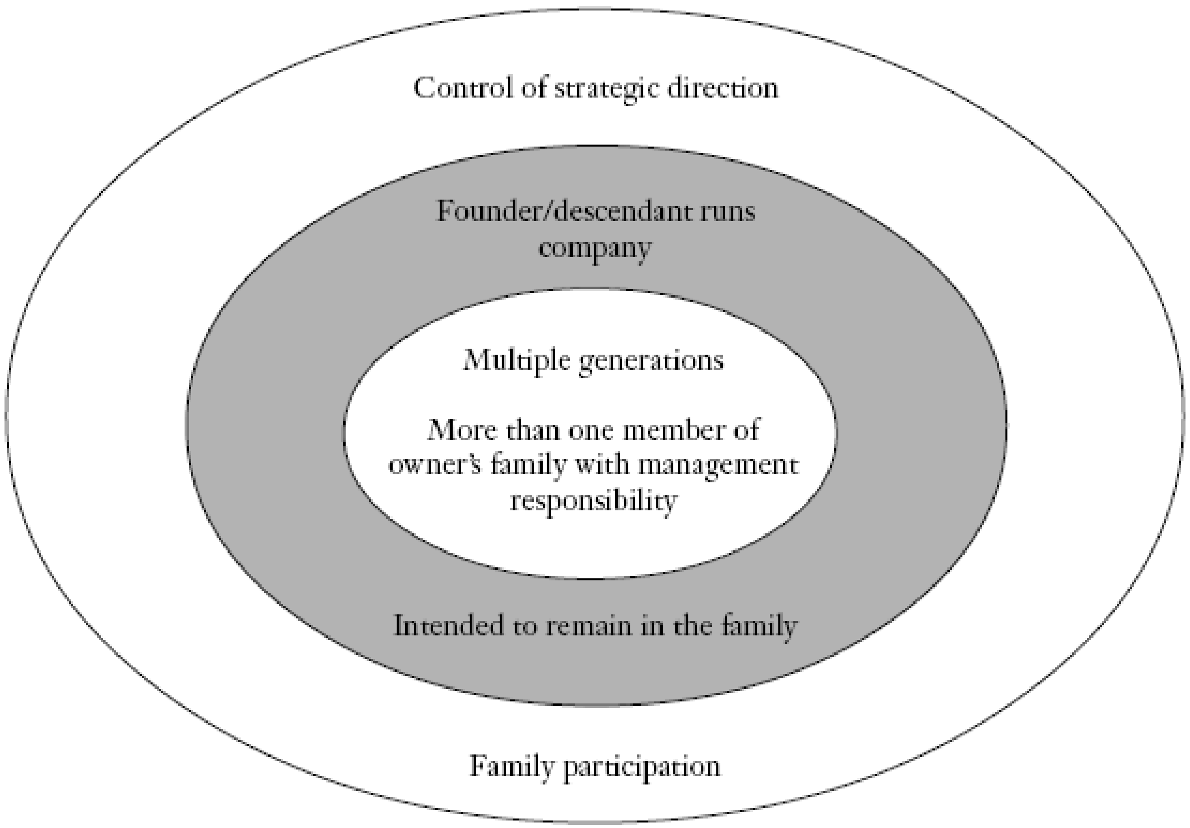
Universo das Empresas Familiares

Astrachan, Shanker

Figure 1. Family Business Universe



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Sumario Estudios Empíricos

Author(s) and Date	*Sample (Respondents) Studied and Response Rate (When Available)*	*Key Finding*
		Goals and Objectives
Tagiuri & Davis (1992)	524 participants (86% CEOs, nearly 60% founders) in Smaller Company Management Program at Harvard Business School	Six most important goals of family firms are having a company where employees can be happy, productive, and proud; financial security and benefits for the owner; developing new and quality products; a vehicle for personal growth, social advancement, and autonomy; good corporate citizenship; and job security.
		Strategy Formulation and Content
Ambrose (1983)	86 businesses terminated between 1976 & 1981; 53 owners & 33 children	To increase the chances of an effective transfer of business to the next generation, the children should be involved when they are young.
Barnes (1988)	Several hundred participants of Owner/ President Management Program at Harvard Business School	Dealing with incongruent hierarchies (when a daughter or younger son takes over as CEO of family firms) involves a major shift in expectations, perceptions, and behavior of family members and employees. Restructuring is time-consuming and only day-to-day actions and behaviors can bring the two hierarchies into line.
Barry (1975)	25 firms in British printing industry	Family-business owners have four options: continuing both ownership and management, retaining ownership but letting go management, abandoning ownership and retaining management control, and evolving as a more bureaucratic firm.
Beach (1993)	31 firms (6 family day-care providers, 10 shoe stitchers, 15 families of home workers)	Family acts as a filter affecting the operation of home-based businesses. Children may be involved at four different levels: play, watch, and help; assistance with simple tasks; regular unpaid assistance; and regular paid assistance.
Covin (1994)	223 students (115 undergraduates and 108 graduates)	Family firms perceived as competitive as non-family firms. Lack of formalization perceived as major weakness. Graduate students viewed career in family firms less favorably than undergraduates. Gender not a significant influence on perceptions.
Davis (1968)	25 firms in Mexico	Three patterns of entrepreneurial succession were observed: strong father, weak son; conservative father, progressive son; branches of a family, each with distinct challenges.

Fuente: SHARMA, P; *et al*. 1997

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Doeringer, Moss, & Terkla (1992)	Fishing crew and captains at 2 New England ports	Study examines two systems of employment and pay—kinship and capitalist. Capitalist systems resemble standard competitive firms. Kinship systems are based on work guarantees and labor adjustments. For labor-intensive industry (fishing) kinship system is highly effective.
Goldberg & Woolridge (1993)	254 CEOs	Effective successors score significantly higher on self-confidence and managerial autonomy. Birth order is not related to the success of succession. When owners lack confidence in the successor's ability or willingness to control, the reluctance to let go becomes higher.
Handler (1992)	32 next-generation family members	The study identifies the various factors that influence the quality of succession of family firms. Two factors identified were individual influences (including personal need fulfilment, and personal influence) and relational influences (mutual respect and understanding, sibling accommodation, commitment to family business perpetuation, and separation strains due to family involvement).
Holland & Boulton (1984)	Firms (number not mentioned) in food processing industry	Family firms can vary in terms of size and ownership-management structures. Based on the degree of family involvement, family businesses can be classified as prefamily, family, adaptive family, or postfamily. The managerial orientation of an individual in a family business depends upon his/her power in the family and in business.
Jones (1982)	69 firms Response rate 34.5% (69 out of 200)	The study compares firms engaged in strategic planning to those that are not. Planning firms engage in environment scanning, identify future opportunities through research, and involve a number of organizational members in planning activities. These firms are more successful than nonplanning firms.
Kahn & Henderson (1992)	990 firms (435 family & 555 non-family firms) Response rate 44%	Comparing location preference of family and non-family firms, study finds mixed support for the notion that family firms seek locations that improve the family's quality of life. Non-family firms seek locations that lower the cost of operation. All firms rank the proximity to markets and customers as most important factor in determining location preference.

Fuente: SHARMA, P; *et al*. 1997

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Kaye (1992)	10 case studies	Structural family dynamics can place one sibling (usually youngest son) in an outsider role, because this individual is brought up in a more affluent environment than other family members. This individual is trapped in business and can display a tendency to be defensive. Family members feel obliged to carry him along.
Kleinsorge (1994)	34 nursing homes (10 family-owned and 24 non-family-owned) in Oregon	Family-owned nursing homes provide more high-level care but are less efficient in providing care, have lower occupancy rates, have lower assets and higher liabilities, spend less on patient care and more on salaries than do non-family-owned nursing homes.
Lansberg & Astrachan (1994)	130 individuals from 109 family businesses Response rate 36%	The effect of family adaptability and cohesion on management succession planning and training are mediated by the family's commitment to the business and the quality of the relationship between the owner-manager and successor.
Lyman (1991)	78 business managers and 48 family members in family owned businesses	In terms of the differences in customer service among family-owned and non-family-owned firms, study finds that family-business managers have a more personal orientation, trust their employees to a greater extent, and show less reliance on formal written policies.
Post (1993)	Case study of Boston Park Plaza Hotel	Study finds that the commitment of the top management team, communication and creative thinking, and reward systems are necessary elements in successfully meshing the spirit of ownership with that of responsibility.
Post & Robins (1993)	40 case studies of political leaders	When a leader is taken ill, contradictions between patient comfort and those of leaders' competence must be managed. Four factors that determine the relationship between the leader and his inner circle are factors associated with the disease, leader's reactions to the illness, social and political environment, and medical management of the leader.
Prince (1990)	18 law firms	Three mechanisms for resolving interpersonal conflicts within the family business include litigation, arbitration, and mediation. Study argues that mediation is the only effective method for conflict resolution in family businesses.
Ward (1988)	2,020 firms from public data sources	Six interdependent steps that are important for strategic planning process are an assessment of family's commitment to business, business health, business alternatives, family and personal goals, selection of business strategy, and family's interests and capabilities.

Fuente: SHARMA, P; *et al*. 1997

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Welsch (1993)	183 (59 family and 124 non-family) firms	Study finds no significant differences in large industrial family and non-family firms in terms of the rational, political, or bureaucratic dimensions of management succession.
		Strategy Implementation
Barnes & Hershon (1976)	35 companies (200 participants)	Study identifies three stages through which a company passes: entrepreneurial, specialized functions, and divisional operations.
Berenbeim (1990)	20 U.S., Latin American, & European firms	Study describes three stages in the transition of a business towards professionalization: coalition to establish firm, ascendancy to authority, and founder's departure.
Birley (1986)	61 potential inheritors (MBA & BBA students)	Study finds that family-business owners adopt an authoritarian style, and that sibling position is not correlated to the willingness to return to family business. Gender was found to be related.
Burke, Weir, & DuWors (1980)	85 senior administrators of correctional institutions	Greater occupational demands can lead to less marital satisfaction, decreased social participation, and increase in psychosomatic symptoms amongst wives of senior administrators.
Cambreleng (1969)	Case study of a sales & service company	Clear policies and open communications are useful for dealing with the presence of nepots in family firms.
Crouter (1984)	55 employees in a manufacturing plant	Family life influences the morale, stability, and productivity of work force. Women with young children reported high family-to-work spillover.
Daily & Dollinger (1992)	104 small manufacturing firms Response rate 21%	Non-family firms are larger, older, pursue increase in growth and size, and rely more on internal controls. Study finds no statistically significant differences in performance of family and non-family firms.
Davis & Tagiuri (1989)	89 father-son pairs	The quality of work relationship between father and son varies as a function of their respective life-cycle stages.

Fuente: SHARMA, P; *et al*. 1997

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Dean (1992)	234 African-American firms Response rate 34%	African-American business owners are preoccupied with survival and management issues, do not benefit from community associations, and report little family-work conflict. Succession is not a primary concern, because business is used as a foundation for professionalization of children.
Donckels & Frohlick (1991)	1,132 small and medium businesses in 8 European countries	Study develops a holistic model that includes four subsystems of family, management, equity, and business. Family firms are more stable, pay higher wages, and have a more conservative attitude towards business, than non-family firms.
Donnelley (1964)	15 family businesses	Family firms generally have valuable reputation, loyal and dedicated family members, and are sensitive to continuity and integrity. Challenges include nepotism, lack of managerial talent, and lack of discipline. Policies to regulate family firms can be helpful.
Dumas (1989)	18 family businesses in California (40 family members)	Study examines similarities and differences in problems faced by male and female inheritors in family businesses. While sons have a desire for autonomy, daughters take a more submissive role as caretakers and need help with empowerment.
Dyer Jr. (1988)	40 family businesses	Study identifies four types of cultures of family businesses: paternalistic, laissez faire, participative, and professional. For a successful transition, owners must analyze their firm's culture and plan a change in culture if necessary.
Ewing (1965)	918 executives Response rate 34%	Nepotism not as prevalent as it is believed. Executives do not support it but do not dismiss it blindly, either.
Ford (1988)	35 privately held companies (325 CEOs & 91 board members)	Outside directors are perceived as more effective than insiders.
Francis (1991)	250 large U.K. firms	Stages of control through which the firms pass are members of family, transition to professional management, and control by financial institutions.
Geeraerts (1984)	142 small & medium Dutch businesses	The size of an organization and its structure is modified by the status of its management. Firms controlled by professional managers are more horizontally differentiated, formalized, and have higher internal specialization than family-managed firms.

Fuente: SHARMA, P; *et al*. 1997

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Goffee & Scasse (1985)	12 firms in general building and personal services	Proprietors can be reluctant to delegate control and may resort to "quasi-organic" structures. In this form of organization, control is passed to the executives, though owners maintain proprietorial prerogatives, e.g., arbitrary intervention.
Gumpert & Boyd (1984)	249 owners Response rate 83%	Small-business ownership is closely associated with loneliness. Remedies include rearranging work environment, participating in peer group activities, and being attentive to family and friends.
Hayes (1981)	350 family and non-family businesses	The advantages of working in a family business are warmer relationships, greater latitude in decision making when accepted as an insider. The challenges include lesser professionalization, unclear lines of authority, and nonavailability of stock options to non-family members.
Heck & Walker (1993)	508 home-based business owners	Study examines the differences in the business output of paid, unpaid, and contracting workers. It finds that paid and contracting family workers or unrelated workers achieve highest levels of output in family-owned home businesses.
Holland & Oliver (1992)	41 family businesses	Study supports a three-stage development model of family businesses. The three stages are control by owner-manager, control shared by family members, and professionally managed firm. The transition from family to professional management may not be as conflict ridden as is generally believed.
Jain (1980)	120 small and medium companies	Outside directors can be very helpful to small companies in development of public relations, mediation on a wide range of internal issues, and providing expertise in different areas. The study discusses roles and responsibilities of these directors, as well as sources for finding these directors.
Kirchoff & Kirchoff (1987)	647 small firms	Study finds family members are more productive than non-family members in family businesses. However, as percentage of revenue in these firms, the profitability does not increase as the wage and salary expense increase.
Landes (1993)	Case studies of 2 merchant banking firms	The family firm's identity, separate from the family, must be guarded or it will be lost over time.

Fuente: SHARMA, P; *et al*. 1997

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Lansberg & Perrow (1991)	25 family businesses in 9 Latin American countries	Latin American economies are dominated by large family firms (grupos). These grupos are favored by governments, lack of competition, generally have highly skilled and educated family members, and adopt socially responsibly policies. However, they face challenges such as lack of governance mechanisms.
Liebtag (1984)	20 firms in U.S., Europe, and Latin America	Timely withdrawal of founder from active management of the company and handing it over to professionals is the most critical factor in transforming a family firm to a professional company.
Lyman (1988)	73 business women (39 family business, 34 non-family business)	Study examines interpersonal networks of women in family and non-family firms. The women associated with family firms describe contact with family at work as a necessity, and seldom mention non-family contacts. Non-family business women consciously attempt to separate their work and family lives.
Malone (1989)	58 CEOs of family-operated wholesale lumber dealerships Response rate 19.5%	Level of strategic planning, perceived family harmony, presence of outsiders on the board of directors, and the internal locus of control of owner-manager are positively associated with higher level of continuity planning. Study finds no significant correlation between the size of business or age of owners and level of continuity planning.
McCollom (1988)	Case study (3 department stores owned by a family)	Study sees the two subsystems of family and business as interdependent. In family firms, the two subsystems seek stability through reciprocal adjustments. An enmeshed family achieves stability by using a differentiated work environment.
McCollom (1990)	Case study (3 department stores owned by a family)	Clinical methods offer a distinct advantage for research in family firms because of structural, role, cultural, and task complexity.
McCollom (1992)	565 organizational stories in one family-owned retail business	Study determines relations between family and business by use of narratives and stories. The stories of owners focus on security issues and frustration with incompetent employees. Those of employees focus on relationships with colleagues, frustration with management, and difficulties in dealing with customers.

Fuente: SHARMA, P; *et al*. 1997

Sumario Estudios Empíricos

Author(s) and Date	*Sample (Respondents) Studied and Response Rate (When Available)*	*Key Finding*
McGivern (1989)	2 case studies	Study identifies five main variables influencing succession process: stage of organizational development based on the succession issue's importance, motivation of owner-manager, extent of family domination, organizational climate, and business environment.
Mintzberg & Winters (1990)	Case study of a family-owned retail business	Over a period of 57 years, the company goes through an entrepreneurial and planning mode. In entrepreneurial mode the owner is fully in charge, but in planning mode procedures replace vision, and strategy-making becomes an extrapolation of status quo.
Navin (1971)	105 companies	Most companies appear to have five stages of development: initiator, founder, founder's heirs, technicians, and professional managers.
Owen & Winter (1991)	187 households with home-based businesses	Study finds that women are less disrupted by home-based businesses than men. Businesses that require more time of family members are perceived as more disruptive. Respondents using established managerial practices perceive less disruption. Marketing and agricultural workers perceive most disruption. Business income and age do not influence perceived disruption to family life.
Rothstein (1992)	45 Jewish sons in family business Response rate 82%	Jewish families have lower rates of marital disruption compared to the general population, greater expectations of higher education from their children, and strong value systems.
Salganicoff (1990)	91 women in family businesses	Woman joining family businesses can be mutually advantageous. Women should be taught appropriate skills and given training, and work in other organizations before joining the family business. They should be encouraged early to gain know-how and feeling for the business.
Salomon & Lockhart (1980)	81 German, 91 Irish farm families	The families that maintain future orientation and plan for transfer of holdings are successful in maintaining rich and respectful family relationships.
Schein (1983)	3 case studies of organization founders	While considering effective succession, founders must have knowledge about the organizational culture.

Fuente: SHARMA, P; *et al*. 1997

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Sumario Estudios Empíricos

Author(s) and Date	*Sample (Respondents) Studied and Response Rate (When Available)*	*Key Finding*
Schwartz & Barnes (1991)	262 family businesses Response rate 30%	The study strongly supports the inclusion of outsiders as members of family-firm boards. Outsiders provide unbiased views and help in establishing networks. However, they are not very helpful in terms of day-to-day operations or the resolution of family tensions.
Seymour (1993)	105 family firms Response rate 38%	Study finds that the quality of work relationship between the owner-manager and the successor has a positive relation to successor training. However, there is no association between quality of relationship and succession planning. Considerable differences exist in successor and owner ratings. Owners rated succession training and planning higher than did successors.
Sonnenfeld & Spence (1989)	About 400 CEOs Response rate 67%	Based on their heroic mission and stature, study finds four different departure styles among the CEOs: monarchs, generals, governors, and ambassadors. While the monarchs and generals feel more attached to the stature of their role as CEOs and remain in close contact with the organization, the ambassadors and governors are more satisfied with their achievements and maintain a distance from the business after their retirement. The challenge for the departing leader is to plan an ambassador-like departure and ensure objective involvement in succession process.
Upton & Sexton (1987)	29 family firms	Study finds that daughters hold stereotypical female positions in family businesses.
Ward & Handy (1988)	147 family companies	48% of firms in the sample have outsiders as directors on their boards. Firms find that having outsiders on the board is useful for advice and counsel, and for accountability of management. Only 2% of the respondents report the usefulness of the board in succession planning.
Welsch (1991)	Family firms from Spain (750), Germany (501), and Great Britain (8,000)	Study reanalyzes three previously conducted studies and compares demographic factors on family businesses.
Whisler (1988)	73 companies (59 privately held, 14 publicly held)	Outside directors can be helpful when a company is in transition towards professionalization. These directors play three roles: preceptor, technical advisor, and arbitrator.
Willmott (1971)	79 British companies	Study finds the influence of work on family life in terms of working hours, and taking work, strains, and worries home.

Fuente: SHARMA, P; *et al*. 1997

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Estudios Dirigidos

- Crecimiento y evolución da empresa familiar;
- O modelo dinámico dos 3 círculos;
- A mudanza de generación;
- Planeamiento do proceso sucesorio;
- Preparación dos sucesores;

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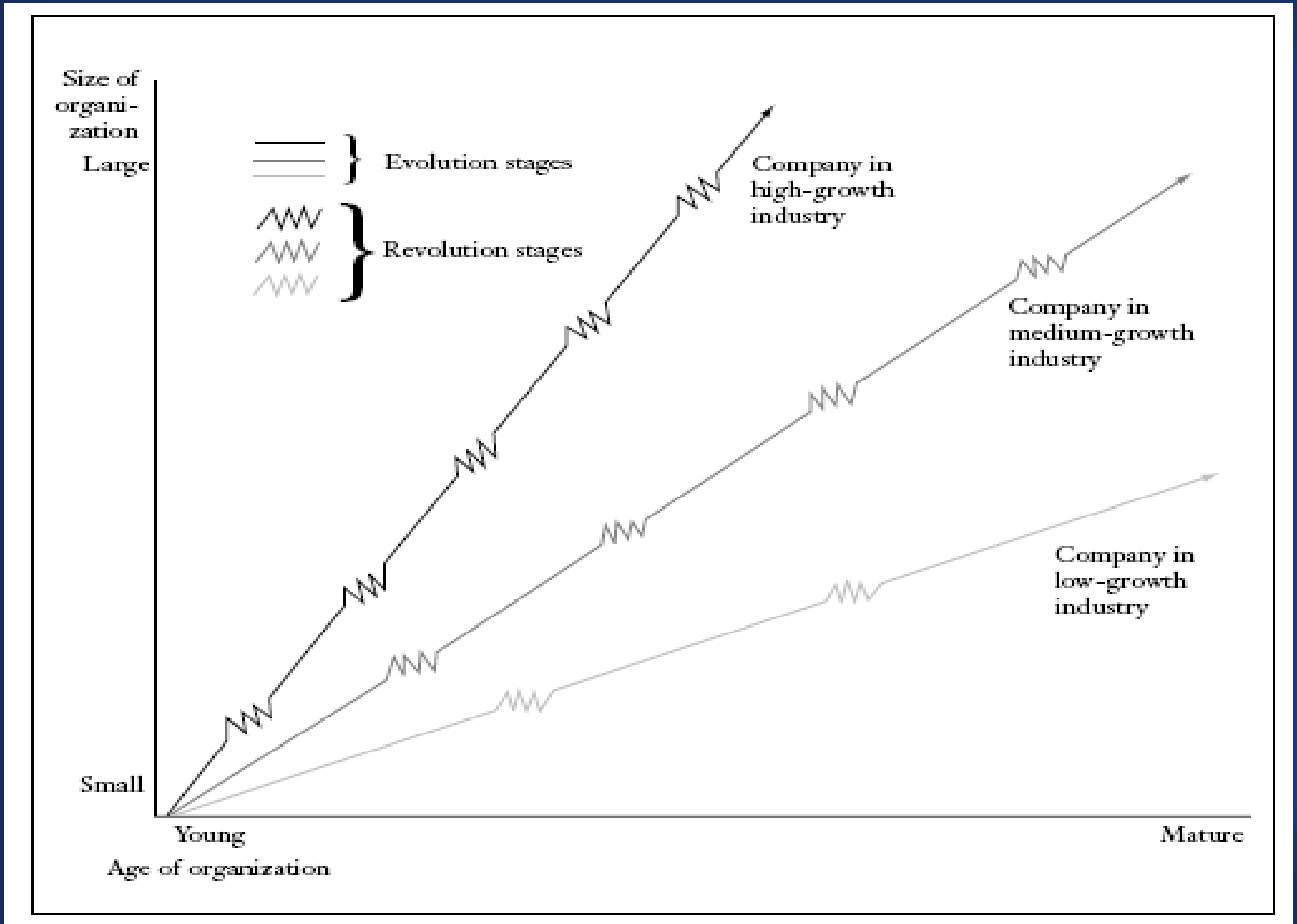
Modelo Organizacional para o Desarrollo



Fuente: SHARMA, P; *et al*. 1997

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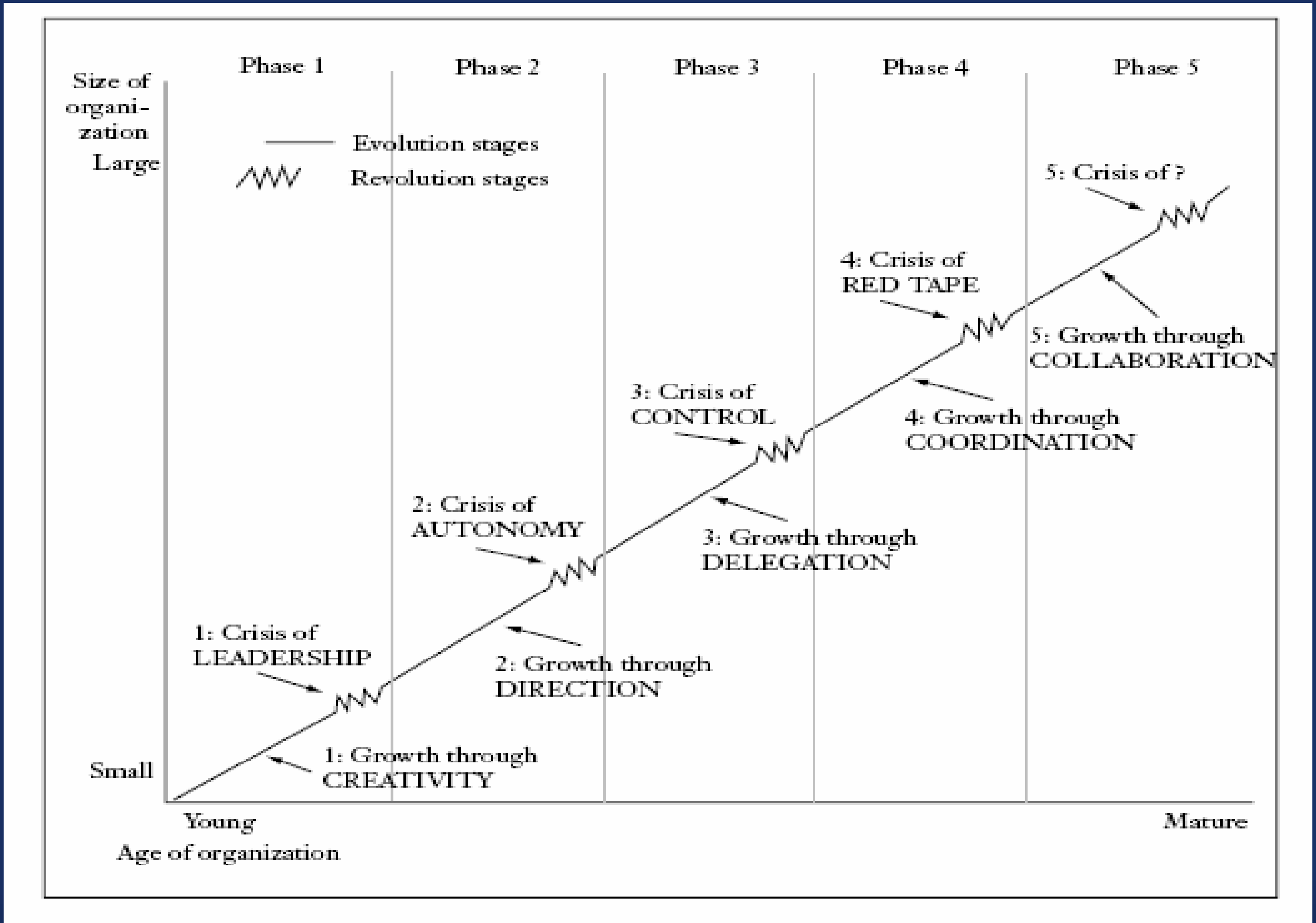
As Cinco Etapas de Crecimiento



Fuente: SHARMA, P; *et al*. 1997

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As Cinco Etapas de Crecimiento: **practicas organizacionales**

Category	*Phase 1*	*Phase 2*	*Phase 3*	*Phase 4*	*Phase 5*
Management Focus	Make & Sell	Efficiency of Operations	Expansion of Market	Consolidation of Organization	Problem Solving & Innovation
Organization Structure	Informal	Centralized & Functional	Decentralized & Geographical	Line-staff & Product Groups	Matrix of Teams
Top Management Style	Individualistic & Entrepreneurial	Directive	Delegative	Watchdog	Participative
Control Systems	Market Results	Standards & Cost Centers	Reports & Profit Centers	Plans & Investment Centers	Mutual Goal Setting
Management Reward Emphasis	Ownership	Salary & Merit Increases	Individual Bonus	Profit Sharing & Stock Options	Team Bonus

Fuente: GREINER. 1997

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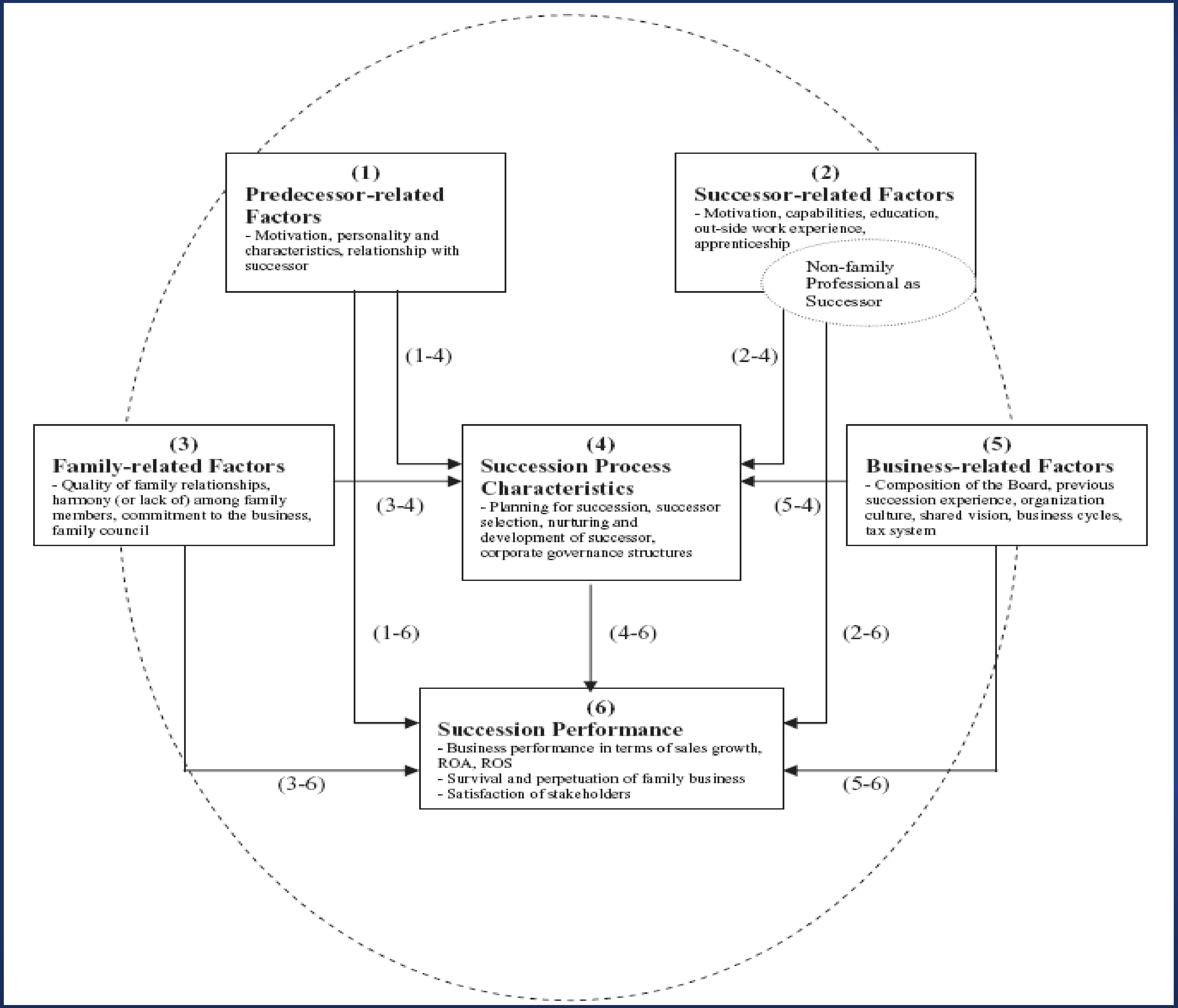
Sucesión: una abordaje integrada



Fuente: CHITTOOR; DAS. March, 1997

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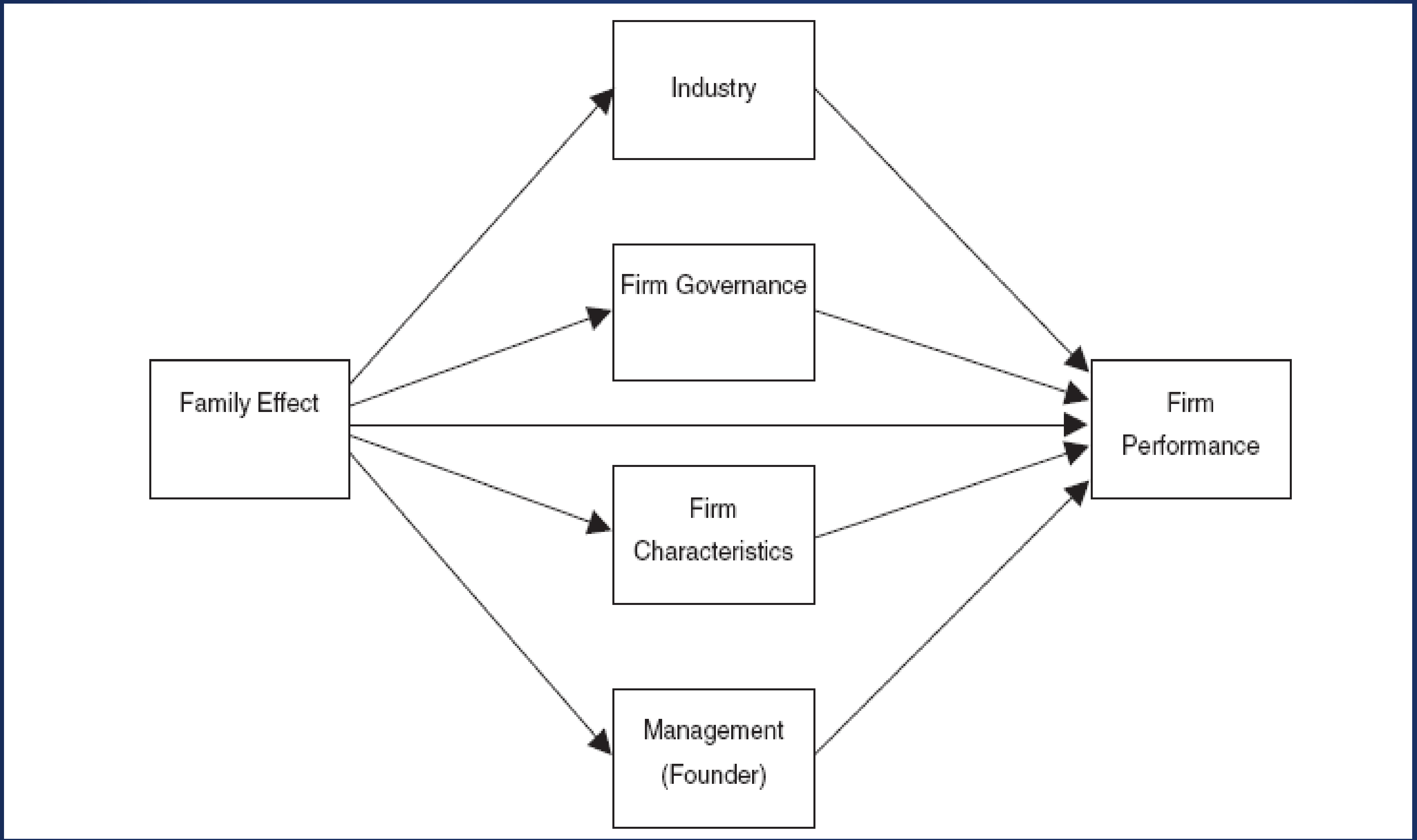
O Efecto da Familia en lo Desempeño da Empresa



Fuente: DYER, 2006

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O Efecto da Familia en lo Desempeño da Empresa

Table 1 Family Versus Nonfamily Firm Performance Comparisons

Citation	Definition of Family Firm	Performance Measures	Samples	Sample Criteria	Findings
Anderson and Reeb (2003)	Family firm criteria: (1) the family continues to have an equity ownership stake in firm; (2) family possesses board seats; (3) founding CEO is still the acting CEO or descendent of CEO is acting CEO.	1. Tobin's *q*. 2. Return on assets. 3. Return on equity.	403 firms taken from S&P 500. Firms from 1992–1999.	S&P 500 firms, excluding banks and public utilities.	Family firms have higher Tobin's *q* and return on assets.
Beehr, Drexler, and Faulkner (1997)	A family business is one in which the owner and at least one other family member work.	1. Conflict: work-family conflict/interpersonal conflict. 2. Expectations and advantages: family expectations/personal advantage. 3. Individual outcomes: job satisfaction/career satisfaction/psychological strain. 4. Organizational outcomes: organizational commitment/turnover intention. 5. Family outcome: family harmony.	45 businesses. (37 paired family and nonfamily in Maine; 4 family and 7 nonfamily in Michigan). Individual sample: 235.	Small family-owned establishments in Maine were matched with nonfamily-owned establishments (predominantly from the retail industry). Michigan businesses were selected from machining and light metal manufacturing industry.	Family firms generally perform better on the 5 performance dimensions.
Daily and Dollinger (1992)	If there were key managers related to the owner working in the business the firm is considered a family firm.	1. Size. 2. Growth. 3. Margins. 4. Perceived performance.	186 manufacturing firms.	Manufacturing firms maintaining no more than 500 employees with standard industrial classification (SIC) codes 20–39.	Family firms perform better along the several dimensions.
McConaughy, Matthews, and Fialko (2001)	Public corporations whose CEOs are either the founder or a member of the founder's family.	1. Efficiency. 2. Capital structure. 3. Value.	219 firms identified from "The BusinessWeek CEO 1000."	Firms with CEOs included in the article, "The BusinessWeek CEO 1000," who fit the criteria of being either the founder or a member of the founder's family.	Family firms perform better along the 3 dimensions.
Gallo, Tapies, and Cappuyns (2000)	Designation of family firm left to the judgment of the person answering the questionnaire.	Growth, debt, and other financial measures.	204 nonfamily businesses and 101 family businesses.	Spanish businesses that had sales of over 3 billion pesetas in 1995 and more than 150 employees.	Nonfamily firms had superior growth.

Fuente: DYER, 2006

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O Efecto da Familia en lo Desempeño da Empresa

Table 1 (*continued*)

Citation	Definition of Family Firm	Performance Measures	Samples	Sample Criteria	Findings
Gomez-Mejia, Nunez-Nickel, and Gutierrez (2001)	Determined by the relationship between the owners, the CEO, and editor. The CEO had the last name of the owner(s) or in the case of the editor, family status was confirmed if the CEO and the editor had the same last name.	Newspaper circulation.	276 Spanish newspapers.	Spanish newspapers that existed between 1966–1993.	Nonfamily firms monitor CEOs better.
Villalonga and Amit (2004)	The founder or a member of his or her family by either blood or marriage is an officer, a director, or a stockholder.	Tobin's *q*.	Fortune 500 firms from 1994–2000.	Fortune 500 firms from 1994–2000.	Second-generation family leaders destroy firm value.
Chrisman, Chua, and Litz (2004)	Percentage of ownership, number of family members in management, and family successor chosen.	Sales growth.	1,141 firms.	These firms were selected from the Small Business Development Center program in the United States. Each firm had at least 5 or more hours of counseling assistance from the SBDC in 1998. They were also required to have at least 5 full-time employees.	Mixed: little difference between family and nonfamily firms.
Tanewski, Prajogo, and Sohal (2003)	Owners decide whether or not they are a family firm and these criteria must exist: 50% or more of ownership held by a single family; a single family group is effectively controlling and managing the business.	1. Product innovation. 2. Process innovation. 3. Structure. 4. Prospector strategy. 5. Leader strategy.	2,000 small and medium-sized family and nonfamily owned businesses in manufacturing and service industry sectors in Australia.	1,000 family-owned firms that had less than 100 employees (manufacturers) or less than 20 employees (service industries).	Mixed: family firms less innovative but have greater prospecting orientation.

Fuente: DYER, 2006

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O Efecto da Familia en lo Desempeño da Empresa

Family Factors Contributing to High Performance	Family Factors Contributing to Low Performance
Agency Benefits	*Agency Costs*
Lower agency costs due to the alignment of principal-agent goals	Higher agency costs due to conflicting goals in the family
Lower agency costs due to high trust and shared values among family members	Higher agency costs from opportunism, shirking, and adverse selection because of altruism (i.e., family members fail to monitor each other)
Family Assets	*Family Liabilities*
Human capital: the family has unique training, skills, flexibility, and motivation	Family lacks necessary skills and abilities due to small labor pool, lack of talent, or inadequate training
Social capital: the family develops relationships outside the family with employees, customers, suppliers, and other stakeholders that generate goodwill	Family fails to develop social capital with key stakeholders due to distrust of outsiders (i.e., "amoral familism")
Family "branding" of the firm or of the firm's goods and services may generate goodwill and a positive image with stakeholders	Family relationships lead to complex conflicts among family that may undermine image and goodwill with stakeholders
Physical/financial capital: the family may have physical or financial assets that can be used to support the firm	Family uses firm assets for personal use, thus draining the firm of financial and other resources

Fuente: DYER, 2006

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Estudios Dirigidos

- O consejo de administración;
- Razones para tener un consejo de administración;
- Recomendaciones para los consejos;
- O protocolo familiar;

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