



## INSIST case study guideline

*This document serves as a guideline for compiling the case study report rather than being an interview protocol. In collecting the data, besides the in-depth interviews, any other relevant sources may be used, such as company documents, websites, etc. With regard to the remarks by the project partners (David Devins, Bruno Dallago) we suggest to devote special attention to the following contextual issues, as well:*

- *the context/conditions/factors that led to the succession planning process - it would be good to have an opportunity to discuss these dynamics and to provide an opportunity for the 'before and after' story (Dave)*
- *the characteristics of the main markets of the company investigated (local, national, international, etc.) (Bruno)*
- *type of technology used by the company (Bruno)*

### **1. Introduction- Presentation of the Case**

*Please provide a brief description of the organisation investigated according to the following issues:*

Brief history of the firm

Main activities

Ownership structure

Main characteristics of its market position (B2B, B2C, local, national, international competitors, etc.)

Number and structure of employees (e.g. age, gender, education, skills, work experiences, etc)

Please also specify the main characteristics of the interviewees in a table

### **2. Succession process**

#### **2.1. Rules of Entry and Exit**

*This part aims at identifying and describing the formal and informal rules that regulate the entry and exit process of family members. (Rules that inform young family members what to expect and how to prepare before entering the firm)*

- Identifying the various steps of the entry and exit process

*The goal is to provide a detailed analysis of the succession of the leadership/ownership transition process.*

- Defining broad ownership, governance and management goals of the controlling family regarding the succession criteria
- Formal and informal groups supporting the transfer process
- Criteria for election and development of the successor
- Timing and feed-back mechanisms
- Re-orientation of the retired family members (continuity and discontinuity of ownership control)

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- Identifying the various exit strategies
- Role of leadership style and other internal and external factors (e.g. legal and financial barriers, etc.)

## 2.2. Business- and Family-Related Goals and Performances

*The aim of this part is to provide an overview about the various efforts and practices family firms apply in order to balance family and business goals (e.g. harmony, reputation, etc. on one hand and profitability, growth, competitiveness on the other)*

- Family and business values, harmonization efforts
- “Socio-Emotional Capital” accumulation<sup>1</sup>
- Inter- and intra-generational differences and similarities
- Family and business conflicts, conflict management practices
- Key Family and Business Events – Shared Past, Desired Future: listing the critical family and business events

## 2.3. Dynamics of the family business (FB) (e.g. organisation/ownership chart, etc.)

*This part aims at investigating the role of family in the family business.*

- Representation of family, the family structure
- Perception of the family and non-family members about the family and the family business
- Practices, means and measures supporting and/or weakening family cohesion and adaptability
- Leadership styles, coordination and control of the business processes (existence of family patterns, etc.)
- Role of women in the succession process

## 2.7. Commitment of the next generation

*The next generation’s commitment to family business is a critical factor of succession.*

*This part is devoted to the deeper investigation of various aspects of this issue.*

- The role of new generation in succession: its motivation and strategies, relation to the previous generation(s), identity creation relation to the ‘founding heritage” and family and company traditions
- Emotional, normative and calculative aspects
- Knowledge transfer between generations
- Social capital accumulation process (building and transmitting social networks)

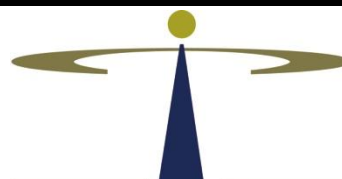
## 3. Conclusion and lessons

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<sup>1</sup> The term Socio-Emotional Capital refers to those non-financial aspects of family firms that satisfy family needs, such as social ties within and outside the family, family identity (and identification with the firm), maintaining family control and influence, emotional attachment of family members, and trans-generational intentions, etc.



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