

Simon Caspary

The Family  
Business as a  
Socialisation  
Context  
for the Children  
of Entrepreneurs

 Springer

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## Foreword

Business families must be assigned a key role for the (mis)success and the cross-generational existence of a family business. Business families are, due to the structural coupling with the enterprise, more or less strongly shaped by their enterprise. They must integrate entrepreneurial rules of play into the family system, which can be referred to as the enterpriseness of business families, without giving up their functions as a family.

This largely neglected area of focus is the subject of Mr. Caspary's work. He places the socialization of descendants from business families at the center of his consideration. Because precisely through the structural coupling of the systems, the enterprise as a significant variable for socialization must not be neglected. Especially, against the background of a decrease in family-internal successions, socialization can be attributed a high significance. Since these processes have so far been examined rather fragmentarily, the present work contributes to the broad theoretical perspectives to bring the socialization conditions of (potential) successors into the scientific discourse. The declared goal of the present work is to elucidate the importance of socialization for the dynamics of a family business and the shaping of the identity of the descendants.

The degree of novelty lies on the one hand in the topic itself and on the other hand in the integration and application of various theories. Important findings include the importance of communication and the structural coupling of family and business for socialization, role differentiation, the transfer of structural coupling to an Ecological Systems Model of socialization, and thus the representation of the development from integrated to segmented identities during the multi-generational existence of a family business. Particularly the ongoing examination

of enterpriseness throughout the entire work represents the most interesting gain in knowledge from the perspective of research on family businesses and business families.

Vienna, Austria

Hermann Frank

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## Abbreviations

akt.	updated
Aufl.	Edition
Bd.	Volume
bearb.	edited
bzw.	respectively
cf.	compare
Chap.	chapter
Diss.	Dissertation
durchges.	reviewed
e.g.	for example
e.V.	registered club
Ed.	editor
Eds.	editors
erg.	complemented
erw.	extended
et al.	and others
etc.	et cetera
f.	following
ff.	following and the following ones
Fig.	figure
I.	Interview(s)
i.e.	that is
kompl.	completely
n	sample
neuberarb.	revised
neuüberarb.	newly revised

Nr.	number
o. O.	without place
p.	page
u.	and
u. a.	among others
überarb.	revised
umgearb.	reworked
unver.	unchanged
Vol.	Volume
vollst.	completely

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# Problem Statement of the Investigation

# 1

## 1.1 Introduction

Family businesses form the backbone of many industrialized societies.<sup>1</sup> According to Gersick et al., they are “the predominant form of enterprise around the world”.<sup>2</sup> In Austria, Germany, and Switzerland, family businesses are mostly organized as small and medium-sized enterprises.<sup>3</sup> Estimates suggest that family businesses in Austria account for about 80 percent of the total number of enterprises.<sup>4</sup> However, there is no clear distinction between family and non-family businesses, which can often make precise recording difficult.<sup>5</sup> Many authors therefore speak of a family business when the family and its members have a “significant” influence on the business.<sup>6</sup> For this reason, the following definition is used for a first approximation: “A family business is an enterprise over which the family has a significant influence.”<sup>7</sup>

<sup>1</sup> Cf. Krappe and von Schlippe (2010), p. 13; cf. De (2005), p. 236 and cf. Colli (2003), p. 8.

<sup>2</sup> Gersick et al. (1997), p. 2.

<sup>3</sup> Cf. Schneider (1998), p. 71.

<sup>4</sup> Cf. Lueger and Frank (2012), p. 4. In Germany, approximately 80% of businesses are also family owned (Weissman and Schultheiss 2006, 72).

<sup>5</sup> Cf. Felden and Zumholz (2009), p. 5 and cf. Colli (2003), p. 8.

<sup>6</sup> Cf. Stiftung Familienunternehmen (2011b), p. 5; cf. Cravota (2010), p. 3; cf. Rösen (2009), p. 20; cf. Broer et al. (2008), p. III; cf. Weissman and Schultheiss (2006), p. 72; cf. Klein (2004), p. 17; cf. De (2005), p. 261 and cf. Simon et al. (2005), p. 13.

<sup>7</sup> Klein (2004), p. 18.



In addition to the economic significance, the structural peculiarities arising from the family's involvement often justify the special interest in scientific discourse.<sup>8</sup> This is particularly noticeable in the context of ownership, family leadership, and family culture, which can exert their influence on the business.<sup>9</sup> The prevailing focus on cross-generational continuity in family businesses brings the issue of business succession to the next generation to the forefront of scientific consideration.<sup>10</sup> This is crucial for the long-term survival of a family business in addition to economic success.<sup>11</sup> The descendants often fulfill the role of potential successors.<sup>12</sup> However, when choosing a successor,<sup>13</sup> the economic selection criteria often mix with family expectations and emotions, which can negatively influence the succession process or even doom it to failure.<sup>14</sup> The predetermined path can put the children under enormous pressure, and taking over is often seen as a duty.<sup>15</sup> For this reason, descendants can lose sight of how they see their own life path.<sup>16</sup>

It thus becomes clear, what central role must be assigned to the descendants in the successful handover and the long-term survival of the family business. Above all, their own motivation leads them to want to engage in entrepreneurial activities.<sup>17</sup> This is in turn decisively influenced by the transmission of specific values and norms during socialization.<sup>18</sup> Gottschalk et al.<sup>19</sup> speak in this context of the systematic development of successors already in the parental home. Although the socialization of the descendants must be considered central, it is surprising that this sub-area receives little or no attention within the succession literature.

---

<sup>8</sup> Cf. Olson et al. (2003), p. 640; cf. Kersting and Kamper-Jasper (2002), p. 84 and cf. Habbershon and Williams (1999), p. 3.

<sup>9</sup> Cf. Felden and Zumholz (2009), p. 5.

<sup>10</sup> Cf. Simon (2012), p. 95.

<sup>11</sup> Cf. Haubl and Daser (2006), p. 12.

<sup>12</sup> Cf. Haubl and Daser (2006), p. 34.

<sup>13</sup> Relevant for the German edition: For the sake of better readability in this work exclusively masculine terms such as "entrepreneur" or "successor" are used. These always include the feminine form. However, if only the feminine form is meant this is made clear.

<sup>14</sup> Cf. Frank and Hasenzagl (2005), p. 34 and cf. Wimmer et al. (2005), p. 4 f.

<sup>15</sup> Cf. Wimmer et al. (2005), p. 281.

<sup>16</sup> Cf. Simon et al. (2005), p. 61.

<sup>17</sup> Cf. Felden (2012), p. 154.

<sup>18</sup> Cf. Klein (2004), p. 229.

<sup>19</sup> Cf. Gottschalk et al. (2010), p. 45.

To contribute to closing this not insignificant gap, the present work deals with the topic of the family business as a context of socialization. The importance arises primarily from the high failure rates of succession.<sup>20</sup> Due to the dominance of family businesses in the respective economic area, a succession arrangement made has an impact not only on the business and the family, but also on the employees, external stakeholders, and even on the national economy.<sup>21</sup> The present work is therefore intended to raise awareness that the succession and the later success of the family business depend significantly on the respective descendants and their socialization. It therefore seems urgently necessary to introduce the topic of the socialization of entrepreneurial children<sup>22</sup> into the scientific succession discussion.

In general, socialization deals with the question: “How and why does a newborn become an autonomous, societal subject?”<sup>23</sup> In detail, socialization is understood as the process, “*in which an individual learns to adapt to a group by acquiring the social behavior approved by it*”<sup>24</sup>. As a preview of the theory part, the adaptation to a group is realized through expectations that are communicated within a social system. These in turn form the starting point for the formation of roles. Socialization thus takes place through the adoption of roles. The family of origin can be named as the first socialization instance of an individual. There, it learns social interaction with other people, the belief in its own abilities, and a high degree of frustration tolerance.<sup>25</sup> In the child’s socialization process not only the personality traits of the parents play a role, but also their experiences at work and their intra-family burdens.<sup>26</sup> In addition, the parents also have a decisive influence on the development of the children through their parenting style. This also contributes to the individual equipment of the children to socialize them.<sup>27</sup> Lukesch understands upbringing as “a form of purposeful action [...], with which

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<sup>20</sup> Cf. Haubl and Daser (2006), p. 12; cf. Wimmer et al. (2005), p. 4 f. and cf. Domayer and Vater (1994), p. 27.

<sup>21</sup> Cf. Baumgartner (2009), p. 13.

<sup>22</sup> For the distinction “entrepreneur’s child” or “enterprise’s child”, LeMar speaks of two levels of consideration: “Enterprise’s children” come from an enterprise, which linguistically already declares the children as non-persons. On the other hand, “entrepreneur’s children” come from parents who are entrepreneurs by profession (cf. LeMar 2014, 120).

<sup>23</sup> Zimmermann (2000), p. 13.

<sup>24</sup> Prisching (1995), p. 40.

<sup>25</sup> Cf. Löhr-Heinemann (2005), p. 72 and cf. Gerzer-Sass (2003), p. 6.

<sup>26</sup> Cf. Tillmann (2000), p. 16; cf. Zimmermann (2000), p. 73 and cf. Hoff & Grüneisen (1978), p. 65.

<sup>27</sup> Cf. Schneewind (2001), p. 135.

attempts are made to develop certain dispositions perceived as valuable in other people [...].”<sup>28</sup> However, upbringing must not be equated with socialization, as the latter is much more narrowly defined.<sup>29</sup> In upbringing processes the child or adolescent is actively influenced, while this is not the case in socialization processes.<sup>30</sup>

When considering socialization within the sphere of influence of a family business it can be understood as an ongoing process until the end of life, encompassing a range of aspects.<sup>31</sup> People who are socialized in business families exhibit significantly different characteristics than individuals from non-business families. While their character is not determined by this influence, it is significantly shaped by it.<sup>32</sup> Above all, the “attitudes, behaviors, patterns of thought, and action”<sup>33</sup> have an impact on the individual. Descendants whose parents were already entrepreneurs often find it easier to choose the path to entrepreneurship or self-employment.<sup>34</sup> In particular, the interplay of generations, parental expectations, and the family business as a not to be underestimated context of socialization should therefore have effects on the descendants, i.e., their identity and their desire to take over the succession. To adequately depict this assumption and the associated complexity a pluralistic approach is chosen regarding the selected theories. This approach seems particularly suitable for identifying key influencing factors on the socialization of the descendants, and thus, making a significant contribution to theoretical progress.

---

## 1.2 Justification of the Research Gap

The following provides an overview of the characteristics of a family business and the dynamics that can occur within it based on selected literature. Two goals are pursued: In addition to presenting the content and results of individual works, the systematic consideration should offer the opportunity to make a statement about, whether the research question has not already been addressed by other authors in this way. Since each family business is usually “rooted” in its regional

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<sup>28</sup> Lukesch (1996), p. 154 f.

<sup>29</sup> Cf. Zimmermann (2000), p. 14.

<sup>30</sup> Cf. Schneewind (1982), p. 162.

<sup>31</sup> Cf. Iannarelli (1992), p. 3 f.

<sup>32</sup> Cf. Meyer (2007), p. 29.

<sup>33</sup> Meyer (2007), p. 29.

<sup>34</sup> Cf. De (2005), p. 45.

environment and socialization always takes place in a specific context, i.e., is culturally influenced, only German-language literature is used to justify the research gap. It is assumed that the selected literature considers the cultural peculiarities and dynamics of family businesses better, and thus, allows a clearer location for the family business and the existing influence on socialization. Works focusing on the economic importance or business management topics were not considered as they appear less relevant for the thematic orientation of this work. Another criterion was the selection of works that predominantly reflect the scientific and less the management perspective. In total, 18 contributions (6 articles and 12 books) published between 2001 and 2013 were selected.

### **1.2.1 Analysis of the Works**

At the outset, reference should be made to the literature analysis by Caspary (2014) as his results are also used to verify the research gap. It provides a comprehensive insight into the research performance of German-language succession literature on family businesses. For the gain in knowledge 50 published books were used with the analysis and synthesis of the individual works being in the foreground. The systematization, aimed at in this way, makes it possible to establish cross-connections between the works and to identify subject areas, which are not sufficiently considered in the succession literature in particular. Overall, five main categories were formed based on the evaluation:

1. Nature of the books,
2. types of business transfer,
3. tax and legal aspects,
4. practical relevance, and
5. the family business and succession.

The second, third, and fourth categories are given a high degree of attention in the works examined. However, this reveals the neglect of essential content. Although the cross-generational existence of a family business depends, among other things, on the successors and their will and competence, socialization is hardly considered in the analyzed succession literature, which underlines the statements made in Sect. 1.1.

Regarding the subsequently selected works (see Table 1.1) the concept matrix of Webster and Watson<sup>35</sup> is used for a compact presentation. The focus is “author-centered”, which allows a presentation of the content and, above all, the results of the individual works.

## 1.2.2 Summary of the Analysis

The overview of the selected works provided a comprehensive, albeit not exhaustive, insight into the various topics related to family businesses and business families. In summary, the following main points or overarching terms and findings can be highlighted (see Table 1.2). However, the clear assignment is sometimes difficult as the contents are more broadly based.

As can be seen from Table 1.2 the literature can be divided into different thematic focuses with the greatest emphasis being placed on the topic of succession. This can be justified by the fact that the long-term existence of a family business depends crucially on a successfully executed generational change, which is subject to certain failure rates.<sup>36</sup> The range of content and the different approaches within and across the individual subject areas are also striking. In addition to pure business administration, conflict research, law, sociology, empirical (social) research, and organizational consulting also deal with family businesses. The interdisciplinary interest in family businesses not only highlights the importance of this form of business, but also the difficulty of clearly assigning a family business. The connection of a family to a business creates a “contradictory unity”<sup>37</sup>, which requires a pluralistic approach for a complete understanding.

Based on the thematic breakdown, however, it is noticeable that a not to be underestimated topic within the literature is hardly addressed. Although the survival of a family business depends significantly on the descendants, these are rather marginalized. The succession literature almost completely ignores the socialization of the descendants. In addition to parental behavior, the early involvement in the family business also has its influence on the descendants, which reinforces the decision to take over the family business. Therefore, it is not understandable that socialization, as one of the most significant processes in shaping the individual, is hardly addressed.

Thus, it remains open

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<sup>35</sup> Cf. Webster and Watson (2002), p. xvi.

<sup>36</sup> Cf. Wimmer et al. (2005), p. 4 f. and cf. Domayer and Vater (1994), p. 27.

<sup>37</sup> Hildenbrand (2005), p. 144.

**Table 1.1** Literature analysis using concept matrix

Authors	Characteristics and content	Brief results
Stamm (2013)	<ul style="list-style-type: none"> <li>–Book with a theoretical-methodological and a qualitative-empirical part; including case descriptions, interview excerpts, and genograms</li> <li>–Presentation of the so-called “BusinessFamilies-FamilyBusinesses Model” (in German: UFFU-Model) of mutual influence</li> <li>–Historical outline of the family</li> <li>–Presentation of the characteristics of business families</li> <li>–Explanation of the life course/guidance of family entrepreneurs</li> <li>–Explanation of the (generational) relationships in business families</li> <li>–Development of a different perspective than the organization-heavy family business research</li> </ul>	<ul style="list-style-type: none"> <li>–Business families can be described as “families of their own kind” with a constant structural core and societal ideal conceptions</li> <li>–The enterprise is part of the everyday reality of descendants. Provides them with a knowledge base about the enterprise as well as the role attributions</li> <li>–Enterprise influences the life guidance and identity of the descendants</li> <li>–Enterprise is very present among the descendants</li> <li>–Influence of partner choice by the enterprise</li> <li>–The question of having children is not necessarily influenced by the enterprise</li> <li>–There is a congruence between the everyday life guidance as an entrepreneur and the way she or he withdraws from the family business</li> </ul>
Groth and von Schlippe (2012)	<ul style="list-style-type: none"> <li>–Article</li> <li>–Comparison of non-business families with business families</li> <li>–Paradoxes in business families</li> <li>–Strategies for dealing with paradoxes</li> <li>–Expansion of the Three-Circle Model through the notation of Decision theory (Spencer Brown<sup>a</sup>) using the example of business families</li> </ul>	<ul style="list-style-type: none"> <li>–Research on business families is very sparse so far</li> <li>–The business families are subject to certain decision constraints</li> <li>–Business families exhibit certain reflection criteria: Value orientation, future security, lawful behavior, and consideration of the needs of family members</li> <li>–The weighting of these criteria then determines the occurrence of paradoxes</li> <li>–Decision theory clarifies the different rationalities and decision structures of business families</li> </ul>

(continued)

**Table 1.1** (continued)

Authors	Characteristics and content	Brief results
Lueger and Frank (2012)	<ul style="list-style-type: none"> <li>–Anthology (study) with case descriptions and interview excerpts</li> <li>–Presentation of “Good-Practice” examples</li> <li>–Solution of crises as a transformation process</li> <li>–Innovation management during succession</li> <li>–Succession as a cross-generational process</li> <li>–Planning a handover</li> <li>–Influence of the family business by family and business</li> <li>–Familianness in family business</li> <li>–Dynamics in family business</li> </ul>	<ul style="list-style-type: none"> <li>–Criteria for decision-making should be questioned in critical situations, as these often can be situation-dependent</li> <li>–Establishment of criteria for conflict cases are advantageous</li> <li>–Family-run businesses are very innovative</li> <li>–Three points essential for long-term existence: (1) Integration of family into business; (2) each generation serves the business as a temporal and social bracket; (3) succession as an integral part</li> <li>–Legal design has a significant influence on the design of succession</li> <li>–Familianness includes four significant factors: (1) Communication, (2) trust, (3) fairness, and (4) sustainability</li> </ul>
Simon (2012)	<ul style="list-style-type: none"> <li>–Book</li> <li>–Family and enterprise as social systems</li> <li>–Paradoxes in family business</li> <li>–Characteristics of the family and their various appearances</li> <li>–Characteristics of the enterprise</li> <li>–Presentation of loose and tight coupling</li> <li>–Succession in family business</li> <li>–Conflicts in family business</li> </ul>	<ul style="list-style-type: none"> <li>–Diversity of family business makes clear demarcation difficult</li> <li>–Family and enterprise form a co-evolutionary unit; mutual influence on each other’s identity</li> <li>–Each system operates according to different rules, which creates paradoxes and promotes conflicts</li> <li>–The longer a family business exists, the more need for formalism exists within the family due to the increasing number of participating family members</li> <li>–Problem of conflicts: Danger of “passing on” to the next generation and “downfall” of the enterprise</li> </ul>
Simon et al. (2012)	<ul style="list-style-type: none"> <li>–Study with case examples</li> <li>–Examination of the success patterns of multi-generational family businesses based on specific enterprises (including Oetker, Merck, C&amp;A, Haniel)</li> <li>–Management of paradoxes in family businesses (as a success factor)</li> <li>–Separate consideration of family and enterprise</li> <li>–The shareholder value approach versus family business</li> </ul>	<ul style="list-style-type: none"> <li>–Family businesses are neither old-fashioned nor “outdated models”</li> <li>–Competitive disadvantage of publicly listed enterprises. Family serves as a stabilizing element in family businesses</li> <li>–Successful enterprises and family businesses do not rely on the shareholder value approach for their leadership principles</li> <li>–Handling of paradoxes in family businesses under certain conditions better than in publicly listed enterprises. The reason is the cross-generational focus</li> </ul>

(continued)

**Table 1.1** (continued)

Authors	Characteristics and content	Brief results
Simon (2011) <sup>b</sup>	<ul style="list-style-type: none"> <li>–Anthology with case descriptions and conversation protocols</li> <li>–Consideration of economic and emotional challenges as well as opportunities and risks from the perspective of the family business</li> <li>–Description of the succession (problems)</li> <li>–Presentation of various consulting methods and concepts</li> </ul>	<ul style="list-style-type: none"> <li>–Family businesses represent a contradictory, inseparable unit due to the structural characteristics of family and business</li> <li>–Frequent need for consultation of business families: In addition to economic problems; emotional problems can also occur</li> <li>–Dynamics within business families should be analyzed using an interdisciplinary approach</li> <li>–Suboptimal handling of conflicts/problems in business families</li> </ul>
Zwack (2011)	<ul style="list-style-type: none"> <li>–Book with case descriptions and interview excerpts</li> <li>–Characterization of the family business based on values</li> <li>–How values are conveyed in the family business</li> <li>–Presentation and description of cultural values in organizations</li> <li>–Testing of theoretical findings based on an empirical survey</li> </ul>	<ul style="list-style-type: none"> <li>–Family has a significant influence on the cultural values of a family business; relevant for the success of family businesses</li> <li>–Storytelling is a key value transmitter. Values are thereby thematized, communicated, and updated</li> <li>–Establishment of cultural values by founders; starting point for their transgenerational existence</li> <li>–Values can provide identity-forming orientation patterns</li> </ul>
Klein (2010) <sup>c</sup>	<ul style="list-style-type: none"> <li>–Textbook with study and case descriptions</li> <li>–Development of a theory on family business based on the relevant influence areas: Family, ownership, leadership, and enterprise</li> <li>–Explanation of differences between family business and non-family business</li> <li>–Differentiation of business families from “average families”</li> <li>–Clarification of the effects caused by growth in size</li> <li>–Presentation of the life cycles of family businesses</li> </ul>	<ul style="list-style-type: none"> <li>–Study result: At least equal economic importance of family businesses as non-family businesses</li> <li>–Decrease in the societal importance of family due to differentiation of their functions. However, the family in family business still plays a central role for its existence</li> <li>–Each life cycle entails different requirements for the family, the ownership, and the leadership. Therefore, in addition to business economic knowledge, sociological and psychological insights should also be considered</li> </ul>

(continued)



**Table 1.1** (continued)

Authors	Characteristics and content	Brief results
Rüsen (2009)	<ul style="list-style-type: none"> <li>–Book with empirical study</li> <li>–Presentation of the specifics of family business</li> <li>–Crises in family business (models, distinction, influencing factors, and behaviors)</li> <li>–Provision of an approach for <i>crisis management</i> (CM) in family business</li> <li>–Assistance for the CM</li> </ul>	<ul style="list-style-type: none"> <li>–Suitable models for considering a family business support the adequate dealing with crises</li> <li>–Structural influencing factors (including legal form, shareholder structure, qualification as well as competencies of the family members) significantly influence the CM</li> <li>–Classic contents of a CM: Strategic CM; operational-performance economic CM and operational-financial CM</li> <li>–Additive contents of a CM: Analysis of the family factor, CM in the business family, and restructuring measures in the enterprise</li> </ul>
von Schlippe (2009)	<ul style="list-style-type: none"> <li>–Article with a case example and discussion of intervention possibilities in conflicts</li> <li>–Explanations of paradoxes and conflicts</li> <li>–Fameliness in family business</li> <li>–Consideration of the three systems (family, business, and ownership)</li> <li>–Presentation of the different system logics</li> </ul>	<ul style="list-style-type: none"> <li>–Potential of conflicts: Impairment/ destruction of the business and economic performance of a family business</li> <li>–Cause of paradoxes: Different requirements for justice and equality in the three systems</li> <li>–Paradoxes do have the potential for conflict; however, they are not necessarily the trigger of conflict</li> </ul>
Meyer and Olden-burg (2008)	<ul style="list-style-type: none"> <li>–Article with a concrete practical example</li> <li>–Investigation, whether a certain value orientation prevails in family business</li> <li>–Question, whether the orientation based on values can be maintained at all in everyday business</li> </ul>	<ul style="list-style-type: none"> <li>Core theses for a value orientation in family business:</li> <li>–Part of the self-understanding of the enterprise</li> <li>–Components of a value-oriented leadership: Trust, loyalty, appreciation, responsibility, justice, joy, tradition, and commitment</li> <li>–Values that are shared in business family and enterprise are more effective</li> <li>–As many employees as possible should live the commonly lived values</li> <li>–Values serve as a guideline and set the boundaries</li> <li>–Danger of loss of values</li> <li>–Value increase of the enterprise through commonly shared values</li> </ul>

(continued)

**Table 1.1** (continued)

Authors	Characteristics and content	Brief results
Rossaro (2007)	<ul style="list-style-type: none"> <li>–Book</li> <li>–Family businesses in the economic science discussion</li> <li>–Presentation and establishment of (a) definition(s) of family businesses</li> <li>–Family business from a sociological perspective</li> <li>–Tension field of ownership and leadership</li> <li>–Effects of personnel policy issues</li> <li>–Decisions about capital structure</li> <li>–The problem of succession</li> </ul>	<ul style="list-style-type: none"> <li>–Deficits in systematic studies; disagreement about prospects of family businesses</li> <li>–Important for the demarcation: The significant influence and the intention of transferring the enterprise</li> <li>–Inconsistent definitions promote unclear statements from theory and empirics about performance</li> <li>–Cross-country comparability of family businesses not as easily possible as often assumed</li> <li>–Research needs: Investigation of the “complexity of the target understanding” in family businesses</li> </ul>
Rüsen and von Schlippe (2007)	<ul style="list-style-type: none"> <li>–Article</li> <li>–Investigation of crisis processes in family businesses</li> <li>–Development of a definition of the crisis concept for business families</li> <li>–Presentation of a description model for crises</li> </ul>	<ul style="list-style-type: none"> <li>–Family and enterprise represent very relevant environments for each other in the context of a family business</li> <li>–A crisis in one system, due to structural coupling, always affects the other system</li> <li>–“Parallel-interdependent crisis processes” characterize crisis situations, which can occur (a)synchronously</li> <li>–Family and enterprise influence the pace of crisis processes</li> <li>–In crisis situations the mutual significance of family and enterprise for each other must be considered</li> </ul>
Löhr-Heine-mann (2005)	<ul style="list-style-type: none"> <li>–Book with case descriptions</li> <li>–Examination of self-employed women through a biographical analysis</li> <li>–Analysis of their genograms</li> <li>–Consideration of their life courses</li> <li>–How do women become successful entrepreneurs?</li> </ul>	<ul style="list-style-type: none"> <li>–Change of the “typical” role model of women. Working mothers are increasingly serving as role models</li> <li>–The identification figure “mother” for daughters should receive greater consideration</li> <li>–Individual socialization as a guarantee of success: This includes the status of the mother and the congruence of the parents’ social background</li> <li>–Significant resources of an entrepreneur for successful crisis management: “Self-confidence, frustration tolerance, and creativity”</li> <li>–Formation of three typologies based on the analysis material: (1) The successful, (2) the behaviorally successful, and (3) the unsuccessful entrepreneur</li> </ul>

(continued)

**Table 1.1** (continued)

Authors	Characteristics and content	Brief results
Wimmer et al. (2005) <sup>d</sup>	<ul style="list-style-type: none"> <li>–Book with case descriptions and conversation passages</li> <li>–Consideration of family businesses and their structure formation considering the co-evolution between family and business</li> <li>–Presentation of the effects on intra-family communication and the influence of the family through common ownership</li> <li>–Explanation of the life cycles of family and business</li> </ul>	<ul style="list-style-type: none"> <li>–Family businesses tend to have the characteristics of a non-family business from about the third generation onwards. This requires, among other things, a reduction of family influence and a decoupling between the family and business systems</li> <li>–Due to the existing complexity, early planning of succession is essential</li> <li>–Synchronizing the different development logic of family and enterprise is a challenge in family businesses</li> <li>–Value change and dissolution of the family institution make it more difficult in the future to keep a family business in the possession of a business family over several generations</li> </ul>
Wimmer et al. (2004)	<ul style="list-style-type: none"> <li>–Study</li> <li>–Special features of family businesses (family, owner, and business)</li> <li>–Paradoxes in multi-generational family businesses</li> <li>–Dealing with paradoxes during succession in different types of family organizations as well as in tribal organizations</li> </ul>	<p>The following success patterns can be found in multi-generational family businesses:</p> <ul style="list-style-type: none"> <li>–Management of large families as an “organization”</li> <li>–This includes organizing (in)official meetings and promoting the next generation. Creation of a “family relations” feeling</li> <li>–The interests of the business take precedence</li> <li>–Existence of a business constitution; allows protection of the business from the family</li> <li>–Conflict resolution procedures are in place</li> <li>–Family members only reach leading positions if they are as good as any external managers</li> <li>–Investment decisions must not affect the independence of the enterprise</li> <li>–Internationalization is a matter of course</li> </ul>

(continued)

**Table 1.1** (continued)

Authors	Characteristics and content	Brief results
Müller Tiberini (2001)	<ul style="list-style-type: none"> <li>–Book with case descriptions</li> <li>–Characterization of family businesses (key features, leadership types and styles as well as strategies)</li> <li>–Consideration of the family and the capital/ownership side</li> <li>–Handling of succession</li> <li>–The role of women in family businesses</li> </ul>	<ul style="list-style-type: none"> <li>–The public discussion increasingly recognizes the importance of family businesses</li> <li>–Just like non-family businesses, a significant societal contribution must be attributed to family businesses</li> <li>–The management of family businesses is subject to very specific requirements for thinking and acting</li> </ul>
Steiner (2001)	<ul style="list-style-type: none"> <li>–Working Paper</li> <li>–Influence of socialization within the family on the propensity of descendants to become entrepreneurs</li> <li>–Examination of upbringing</li> </ul>	<ul style="list-style-type: none"> <li>–Risk-taking is positively linked with the success of the enterprise</li> <li>–The interactions within the family can be seen as a “pathway” for entrepreneurial activity and its success</li> <li>–The parenting style “little strictness and little warmth and support” promotes thoughts of independence</li> <li>–Successful entrepreneurs have fewer hobbies</li> </ul>

<sup>a</sup>Spencer Brown, G. (1969): *Laws of Form*, London: Allen & Unwin.

<sup>b</sup>Adopted from Caspary (2014), p. 164 f.

<sup>c</sup>Adopted from Caspary (2014), p. 166 f.

<sup>d</sup>Adopted from Caspary (2014), p. 164 f.

1. *how* the various influencing factors in business families and especially the context of family businesses affect the descendants and, above all,
2. *how* the identity of the descendants is formed.

This leads to the following problem statement.

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## 1.3 Problem Statement

Based on the summary (see Sect. 1.2.2), the lack of elaboration of the influence of a family business on the socialization of the descendants in the previous scientific discussion becomes clear. For the long-term survival, which depends significantly on the descendants this is not understandable. In the succession literature in particular, the topic is hardly or not at all considered. These mainly try to alleviate the symptoms of the succession problem, often without considering the causes. These are probably already to be found in the childhood of the successors since

**Table 1.2** Summary of the literature analysis*Summary of the main points within the analyzed works*

- Methodological*: Case descriptions, interviews, and qualitative as well as quantitative analyses.
- Paradoxes in family businesses in general, in multi-generational family businesses, during succession, and in conflicts*: Reasons for occurrence; system logics; design of handling.
- Conflicts*: Causes and handling; possibilities of intervention and their potential dangers.
- Succession<sup>a</sup>*: Type of handover (sale, purchase, foundation solutions, donation, and gratuitous transfer); tax and legal aspects, checklists, questionnaires, and action recommendations; influencing factors on the succession process; consideration of the entrepreneur and the family; succession as a cross-generational process; importance of early planning.
- Interaction between family and business*: Tension between family and business; values in family businesses (mediation, description and representation, orientation, benefits for the family business, influence by the entrepreneur); (positive) effect of the family on the business; influence of the business on the participating family(ies).
- Dynamics in family businesses from a systems theoretical perspective*: Influence of the family business by relevant environmental references; family and business as social systems; effects of the coupling of the systems.
- Socialization in business families<sup>b</sup>*: Influences on the development of personality; examination of personality traits; consideration of upbringing; influence on the inclination of the descendants to strive for independence.

(continued)

**Table 1.2** (continued)*Summary of the findings within the analyzed works*

- Family businesses have a not to be underestimated economic importance.
- Clear demarcation of family businesses not possible.
- Family businesses can be seen as a “contradictory unit” and the business family as a “family of its own kind”.
- Within the framework of a family business the family and the business form a co-evolutionary unit.
- The different, sometimes contradictory system logics cause various forms of paradoxes.
- The different, sometimes contradictory system logics make conflicts in family businesses very likely. Through the coupling these can spread to the other systems and lead to strong irritations (weakening of the business and economic performance) up to the dissolution of the family business.
- However, the family can also be a stabilizing element representing a competitive advantage over non-family businesses.
- Significant influence of the values in family businesses by the family. Values serve as “identity-establishing orientation patterns”, and influence everyday life within the family and the business.
- Each business cycle poses different demands on leadership and, among other things, on the participating family(ies).
- For the development of a family business an interdisciplinary approach is essential.
- Family businesses tend to exhibit the characteristics of a non-family business after a certain time/generation. This can lead to a reduction of family influence.
- The success and long-term survival of the family business are significantly dependent on early succession planning. It is an “integral component”.
- Multi-generational family businesses show certain success patterns (see above under Wimmer et al. 2004), which can have a positive effect on long-term survival.
- The family business is able to influence the personality and identity of the families and of the descendants in particular.

<sup>a</sup>Adopted among others from Caspary (2014), p. 163. In the context of succession or the transition to the next generation “succession planning” should be mentioned here. This can generally be understood as a process that supports the planning of the transfer of ownership and/or the change of leadership (cf. Ip & Jacobs 2006, 327). For a deeper understanding the following authors are referred to: Ip & Jacobs (2006); Sambrook (2005); Lee et al. (2003); Sharma et al. (2003); Sharma et al. (2000); Hubler (1999); Harveston et al. (1997); Handler (1994)

<sup>b</sup>Adopted among others from Caspary (2014), p. 161.