

Case template

Introduction

Cases is an important delivery from the SUFABU project. With the cases the ambitions are to achieve the following:

- The reader will arrive at insights that they can use when they face similar challenges, decisions and dilemmas in their own family and business
- Show the magnitude of different succession situations and options. The cases will be groups in various themes to illustrate the wide variation in circumstances and situations. Several cases will show different angles of a similar situation in a theme. The succession options are illustrated in figure 1
- The case will form bases of the learning material to be developed by the project

Succession options

		Leadership		
		Family	Combination	External
Ownership	Family	Family succession	Mixed Management	External management
	Combination	Partner, Private Equity, publicly listing, merge	Mixed management and ownership	Financial investment
	External	Ongoing family involvement after ownership succession		Exit (Sale, Management buyout, liquidation)

Figure 1, Zellweger, Thomas, *Managing the family business*, 2017

Case (real family stories to illustrate the thematic case)

Each case should be 500-1000 words, 1-2 pages

Background / categorization			
Case theme	<input type="checkbox"/> Un planned succession	<input type="checkbox"/> Planned succession – NxG with spouse	<input type="checkbox"/> Exit
	<input type="checkbox"/> Planned succession - allodial	<input type="checkbox"/> Planned succession – successor buys shares from incumbent or siblings	<input type="checkbox"/> Partly exit
	<input type="checkbox"/> Planned succession – equal ownership	<input type="checkbox"/> Collaboration across generation (ownership, leadership and governance divided among multiple generations)	<input type="checkbox"/> Entrepreneurial next generation
	<input type="checkbox"/> Plan obsolete (something occurs, so plan cannot be followed)	<input type="checkbox"/> Senior will not let go	<input type="checkbox"/> Other (please specify)
Nationality	<input type="checkbox"/> Belgium	<input type="checkbox"/> Czech Republic	<input type="checkbox"/> Italy
	<input type="checkbox"/> Norway	<input type="checkbox"/> Spain	<input type="checkbox"/> UK
Succession options <i>Based on figure 1 above</i>	<input type="checkbox"/> Family succession	<input type="checkbox"/> Mixed Management	<input type="checkbox"/> External management
	<input type="checkbox"/> Partner, Private Equity, publicly listing, merge	<input type="checkbox"/> Mixed management and ownership	<input type="checkbox"/> Financial investment
	<input type="checkbox"/> Ongoing family involvement after ownership succession	<input type="checkbox"/> Exit (Sale, management buyout, liquidation)	
Company size – headcount <i>(EU definitions, 2019 figures)</i>	<input type="checkbox"/> <10	<input type="checkbox"/> < 50	<input type="checkbox"/> < 250
Company size – turnover <i>(EU definitions, 2019 figures)</i>	<input type="checkbox"/> < €2 m	<input type="checkbox"/> < € 10 m	<input type="checkbox"/> < €50 m
			<input type="checkbox"/> > 250
			<input type="checkbox"/> > €50 m

Generation	<input type="checkbox"/> 1st to 2nd generation	<input type="checkbox"/> 2 nd to 3 rd generation	<input type="checkbox"/> 3 rd to 4 th generation
	<input type="checkbox"/> 4 th of 5 th generation	<input type="checkbox"/> Beyond 5 th (please specify)	
Industry (EU, NACE codes) <i>Enterprising families can choose several industries</i>	<input type="checkbox"/> Agriculture, Forestry and Fishing	<input type="checkbox"/> Accommodation and Food Service Activities	<input type="checkbox"/> Human Health and Social Work Activities
	<input type="checkbox"/> Mining and Quarrying	<input type="checkbox"/> Information and Communication	<input type="checkbox"/> Arts, Entertainment and Recreation
	<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Financial and Insurance Activities	<input type="checkbox"/> Other Service Activities
	<input type="checkbox"/> Electricity, Gas, Steam and Air Conditioning Supply	<input type="checkbox"/> Real Estate Activities	<input type="checkbox"/> Activities of Households as Employers; Undifferentiated Goods and Services Producing Activities of Households for Own Use
	<input type="checkbox"/> Water Supply; Sewerage, Waste Management and Remediation Activities	<input type="checkbox"/> Professional, Scientific and Technical Activities	<input type="checkbox"/> Activities of Extraterritorial Organisations and Bodies
	<input type="checkbox"/> Construction	<input type="checkbox"/> Administrative and Support Service Activities	<input type="checkbox"/>
	<input type="checkbox"/> Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	<input type="checkbox"/> Public Administration and Defence; Compulsory Social Security	<input type="checkbox"/>
	<input type="checkbox"/> Transportation and Storage	<input type="checkbox"/> Education	<input type="checkbox"/>
Interviewed	<input type="checkbox"/> Incumbent (senior generation)	<input type="checkbox"/> Successor (next generation)	<input type="checkbox"/> External management
Anonymous	<input type="checkbox"/> Yes		<input type="checkbox"/> No (company and family name can be displayed)

Case description (what happened)

<p>Describe the succession <i>(some guiding questions)</i></p> <ul style="list-style-type: none"> • <i>Did you have a plan prior to succession?</i> • <i>Did you consider different alternatives of leadership and ownership succession?</i> • <i>What was the timeframe for the succession?</i> • <i>Did you get any assistances through the succession?</i> • <i>How was the communication in the family?</i> • <i>Describe the situation prior, under and after the succession</i> 	
<p>Family involvement & governance <i>(some guiding questions)</i></p> <ul style="list-style-type: none"> • <i>Did any family members work in the company prior to succession?</i> • <i>Do any family members work in the company after succession (or currently)</i> • <i>Governance – do the company have a board of directors, family members in the board, does a shareholder agreement exist, does a family constitution or policies affecting succession exist,</i> 	

Takeaways from the case

Learning points

(guiding questions)

- *What was your main learning points*
- *What was good about the succession process in your family?*
- *What was negative about the succession in your family?*
- *Looking back what would you have done differently?*
- *What recommendations would you give to other families with succession ahead of them?*

What reflection questions would you give to an owner or next generation owner in a similar situation?

What actions to consider?