

## A Competing Values Approach to Small Family Business Succession

\*Amber A. Remble ([aremble@purdue.edu](mailto:aremble@purdue.edu)) Graduate Assistant

Roman Keeney ([rkeeney@purdue.edu](mailto:rkeeney@purdue.edu)) Assistant Professor

Maria I. Marshall ([mimarsh@purdue.edu](mailto:mimarsh@purdue.edu)) Associate Professor

Purdue University

Department of Agricultural Economics

403 W State Street

West Lafayette, IN 47907

\*Corresponding Author

*Poster prepared for presentation at the Agricultural & Applied Economics Association 2010*

*AAEA, CAES, & WAEA Joint Annual Meeting, Denver, Colorado, July 25-27, 2010*

# **A Competing Values Approach to Small Family Business Succession**

## **Introduction**

Small family businesses (farm, farm-related, and non-farm):

Represent a critical component of the U.S. rural economy.

Involve several parties:

- a) Family employees
- b) Non-family employees
- c) Non-employee family members

Face issues concerning both the business and the family, which may have competing objectives.

Recent literature focuses on growth, sustainability, and survival (business transfer).

At any given time, as many as 40 percent of U.S. businesses are dealing with ownership transfer in some fashion (Bowman-Upton, 1991).

Difficulty arises from:

Different stakes and levels of objectives of the parties involved

Heterogeneous set of preferences for long-run strategy

## **Objectives**

The objective of this study is to develop a spatial 'competing values' framework to characterize rural family businesses. This will improve our understanding of the complexity associated with conflicts in managerial succession and help researchers and practitioners understand the processes used to navigate ownership transfer in family business settings.

A secondary objective is to analyze the heterogeneity of family businesses to understand different objectives that may be associated with the transition process and how these might give rise to differently effective models of transition. In the present analysis, we focus particularly on business demographic and performance values based on typological definitions developed from the competing objectives framework.

## Methods

### Method

Adapt Quinn and Rohrbaugh spatial framework for analysis of managerial effectiveness to family business succession problem.

Develop a spatial context for characterizing rural family businesses. Use the spatial orientation to adapt standard models of succession to the particular objective orientation of a family business.

### Graph: Spatial Model of Competing Values in Succession

Structure (vertical axis): ranges from most equitable to most advantageous

Focus (horizontal axis): ranges between singular focus on the business or on the family

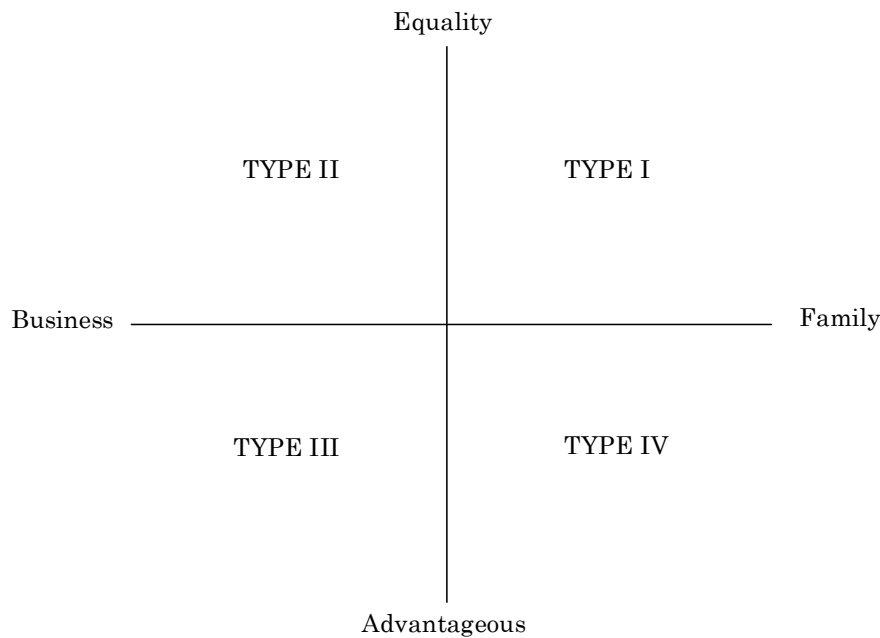


Figure 1. Graphical Interpretation of Competing Values

Using data from a survey of family businesses, we design a measurement concept of business and management objectives that relate to the axes in figure 1.

The responses to the family business survey questions are organized by scoring responses to Likert scale questions in accord with their agreement with one of the poles of the two axes in figure 1. This yields a spatial orientation of family business values following the schema in figure 1. With this spatial model in hand, we can then use activity and performance information of family businesses in the survey to analyze firms which are competing values neighbors.

The graph allows us to create the numerical types (displayed in the quadrants) of family businesses based on their position on the spatial graph.

### Data

National Family Business Survey, 2007.

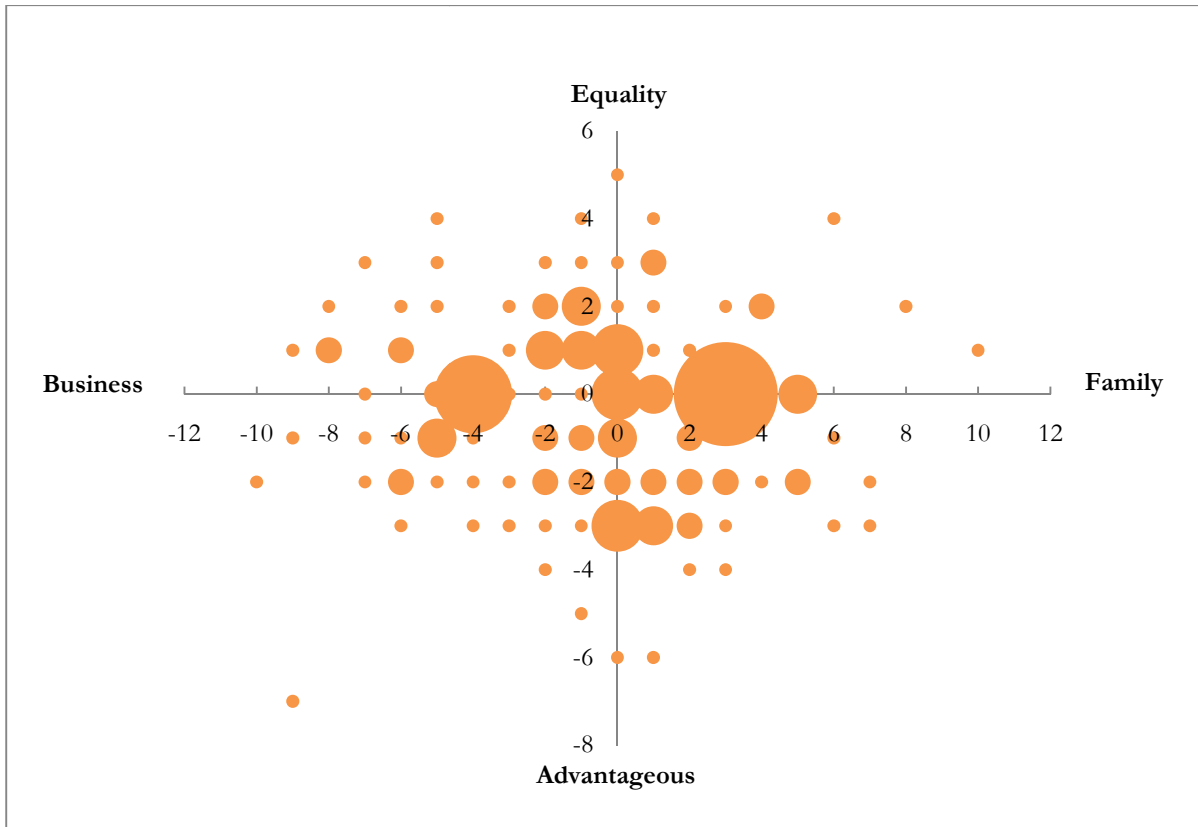
Asks questions business (orientation and performance), family (number and extent of member involvement), and practices and beliefs toward business succession process.

Surveyed sample is limited to families in which at least one person owned or managed a family business, and met the required criteria (see further sample selected in Winter et. al., 1998).

### Approach to Analysis

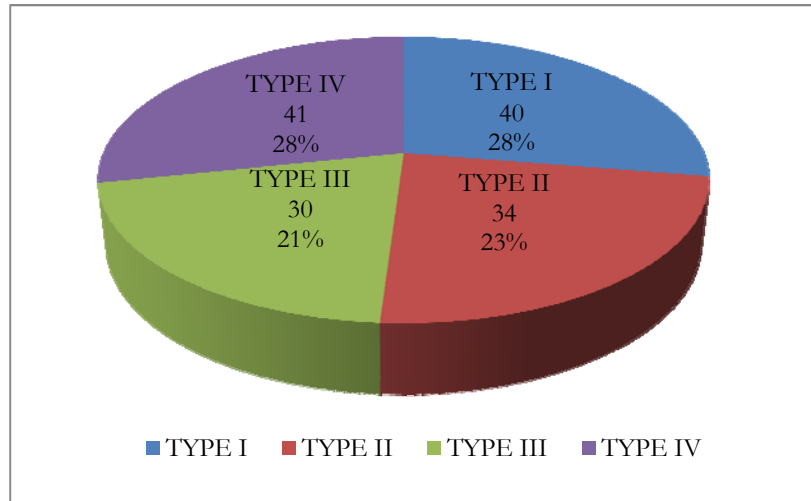
Compare business demographic and performance indicators between the four types of family businesses as created by the spatial model.

## Results



**Figure 2. Competing Values in Family Business**

- Family businesses respond to survey questions in a manner that tries to balance the competing values of management.
  - This likely reflects the design of the survey which allows a respondent to both prioritize family oriented choices as well as business oriented choices in separate questions.
  - Also reflects the inherent conflict in balancing these approaches. Further testing between centrally located businesses and outliers (those most removed from the origin) will yield insight into performance advantages and disadvantages from balanced versus non-balanced approaches to objectives associated with competing values.
- Family businesses are spatially dispersed quite evenly (see figure 3 below) with the majority favoring equality or fairness in business practices and choices.



**Figure 3. Type Classification**

**Table 1. Business Demographics Classified by Type**

Variable	Mean			
	Type I	Type II	Type III	Type IV
Number of Employees	2.13	3.17	4.19	3.10
No.of family members work 07	1.35	1.43	1.32	1.36
Household Size	3.00	3.09	2.74	2.67
Spouse Work in Business	0.58	0.63	0.57	0.64
Home Based Business	0.60	0.57	0.71	0.64
Work Hours/Week	40.13	39.31	43.87	47.14
Work Weeks/Year	49.33	46.26	46.84	47.02
Work Hours/Week (Spouse)	16.88	16.94	16.61	25.81
Work Weeks/Year (Spouse)	31.03	29.00	26.77	33.00
Pay Yourself	0.38	0.40	0.19	0.24
Work in Another Job	0.25	0.20	0.26	0.19
How Successful	4.20	3.91	3.84	3.55
Gross Income	254269.70	293362.50	323519.23	234787.88
Profit	175033177.00	228634500.00	193616435.00	214311495.00
Share Value Change	2.38	2.11	2.37	2.21
Total Assets	316747.83	384518.52	688000.00	642516.13
Total Liabilities	73322.58	72633.33	132370.37	99705.88

#### Advantageous v. Equality

- Smaller percentage of those typed as ‘advantageous’ pay themselves a salary.
- ‘Advantageous’ businesses own higher value of assets.
- ‘Advantageous’ businesses possess lower value of liabilities.

## Family v. Business

- 'Business'-typed businesses employ more employees on average.
- 'Business'-typed businesses reported slightly more gross income.

## **Conclusion**

Family businesses face a permanent duality in their choice structure, what benefits the family and its optimal operation may not coincide with choices made for the business. Ward's central thesis is that successful family businesses must first self identify their values before they can begin a consideration of optimal choices in business planning and structure. A particular area in need of further research related to family business planning is the transition function, which governs the interaction of family generations involved in the business. The role of individual well-being and varied interests across and within generations expands considerably on the complexity involved in decision-making. Our continued work on the competing values framework will explicitly consider models of business succession, outlining the principles which are common and divergent for different values based spatial orientations.

## References

- Bowman-Upton, N. 1991. "Transferring Management in the Family-Owned Business." U.S. Small Business Administration, available at <http://www.sba.gov>.
- Carlock, R.S. and J.L. Ward. 2001. *Strategic Planning for the Family Business*. Palgrave Macmillan, 270 pp.
- Quinn, R.E., and J. Rohrbaugh. 1983. "A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis." *Management Science* 29(3): 363-377.
- Ward, J.L. 2004. *Perpetuating the Family Business*. Palgrave Macmillan, 256pp.
- Winter, M., M.A. Fitzgerald, R.K.Z. Heck, G.W. Haynes and S.M. Danes, Revisiting the study of family businesses: methodological challenges, dilemmas, and alternative approaches. *Family Business Review* 11 (1998), pp. 239–252.
- This paper reports results from the Cooperative Regional Research Project Survey. The National Family Business Survey (NE 167) was partially supported by the Cooperative States Research, Education, and Extension Service (CSREES); U.S.D.A., Baruch College, the experiment stations at the University of Arkansas, University of Hawaii at Manoa, University of Illinois, Purdue University (Indiana), Iowa State University, Oklahoma State University, University of Minnesota, Montana State University, Cornell University (New York), North Dakota State University, The Ohio State University, Utah State University, and the University of Wisconsin-Madison.



## Appendix

**Table 2. Questions Used to Design Spatial Modeling**

Questions	
X-AXIS: Family v. Business	
Please tell me if you respond this way always, often, sometimes, seldom, or never.	
When things are hectic at home family members, other relatives, or friends help in the business without pay so you can spend more time with family.	ALT_RES_F
When things are hectic at home you put off or skip routine business demands (such as record keeping or file management) to spend more time with family.	DEL_POST_F
When things are hectic at home you do more business tasks at home.	PHY_REL_F
When things are hectic at home you temporarily shift some business work to others so you can spend more time with your family.	REA_PERS_F
When things are particularly busy or demanding in the business family members, other relatives, or friends who usually do not work in the business help out in the business without pay.	ALT_RES_B
When things are particularly busy or demanding in the business family members putt off or skip routine household tasks to do business work.	DEL_POST_B
When things are particularly busy or demanding in the business family work usually completed home is done at the business (pay bills, make appointments, etc.)	PHY_REL_B
When things are particularly busy or demanding in the business some household responsibilities are temporarily shifted among family members so more time can be spent in the business.	REA_PERS_B
Y-AXIS Equality v. Advantageous	
Do you strongly disagree, disagree, agree or strongly agree with that statement?	
When times are tough....	
It is best to have one strong person in charge making decisions.	UNI-CON_A
It is best to reach compromises that everyone can agree with.	UNI_CON_E
It is best to keep focused on whatever needs to be done to make it through.	INT_EXT_A
It is best to keep mind that other may be less fortunate.	INT_EXT_E
On a scale of 1 to 5, how much tension exists in your home life?	
Confusion over who has authority to make decisions.	OWN_AUTH_A
Unequal ownership of the business be family members.	OWN_AUTH_B
Failure to resolve business conflicts.	NO_NAME_A
Unfair workloads among family members, due to the business.	NO_NAME_B

**Table 3. Variable Names and Coding**

Variable Name	Recode Name	Recode Formula	Axis	Dimension
D3ACB07	ALT_RES_F	X-3, Del if X>5	BF	F
D6ACH07	ALT_RES_B	$(-1)(X)+3$ , Del if X>5	BF	B
D3BCB07	DEL_POST_F	X-3, Del if X>5	BF	F
D6BCH07	DEL_POST_B	$(-1)(X)+3$ , Del if X>5	BF	B
D3DCB07	PHY_REL_F	X-3, Del if X>5	BF	F
D6DCH07	PHY_REL_B	$(-1)(X)+3$ , Del if X>5	BF	B
D3FCB07	REA_PERS_F	X-3, Del if X>5	BF	F
D6FCH07	REA_PERS_B	$(-1)(X)+3$ , Del if X>5	BF	B
C3ACB07	UNI_CON_A	X-3, Del if X>5	EA	A
C3CCB07	UNI_CON_E	$(-1)(X)+3$ , Del if X>5	EA	E
C3HCB07	INT_EXT_A	X-3, Del if X>5	EA	A
C3GCB07	INT_EXT_E	$(-1)(X)+3$ , Del if X>5	EA	E
D2BCB07	OWN_AUTH_A	X-3, Del if X>5	EA	A
D2CCB07	OWN_AUTH_E	$(-1)(X)+3$ , Del if X>5	EA	E
D2ECB07	NO_NAME_A	X-3, Del if X>5	EA	A
D2FCB07	NO_NAME_E	$(-1)(X)+3$ , Del if X>5	EA	E