

**ANGLIA RUSKIN UNIVERSITY**

**Family Relationships – A Factor for Family Business Survival and  
Growth in the Food and Beverage Industry.**

**Carl Mangroo**

**A Thesis in partial fulfilment of the requirements of  
Anglia Ruskin University  
(Lord Ashcroft International Business School)  
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**ABSTRACT**  
**Anglia Ruskin University**  
**Lord Ashcroft International Business School**

**Doctor of Business Administration**  
**Family Relationships – A Factor for Family Business Survival and**  
**Growth in the Food and Beverage Industry.**

**By Carl Mangroo**

**October 2018**

This thesis is focused on the family relationships as a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago. Family business within the context of Trinidad and Tobago is of immense economic and civil importance. They function within a political system that emphasises development in terms of oil and gas exploitation with large multinational corporations, the focus of this strategy. Research advises that only a small percentage of family businesses survive to the third generation. However, in Trinidad and Tobago, some family businesses survive and continue to grow. As such, research on the factors that have nurtured and propelled this growth is of tremendous importance. Existing research on family business was found to be primarily based within family organisations outside of Trinidad and Tobago and the Caribbean region. The literature advises that the key characteristic that distinguishes family from other types of businesses is the influence of the family relationships in the business.

This research is important as there is limited research on family business in Trinidad and Tobago or even within the Caribbean Region. In addition, few researchers have specifically located their research on the family relationships in family business and less within the food and beverage industry in Trinidad and Tobago. The research was based on interviews with the owners of six family organisations in Trinidad and Tobago and was supported by documented evidence of each organisation's history as a means of acknowledging each business report to be discovered and understood. Content analysis supported by N'Vivo 10, guided the coding and analysis of data to identify common patterns and themes from both within-case and across the six cases. The findings from this research advise that the family relationships is a key factor in family business survival and growth in the food and beverage industry. The conclusion of the research is presented as an indicative model -The Family Relationship Framework, aimed at providing an agenda for further research.

## **List of Abbreviations**

CARICOM	Caribbean Community and Common Market
CAQDAS	Computer Aided Qualitative Data Analysis Software
CEO	Chief Executive Officer
FCOR	French Caribbean Outermost Regions
FIRO	The Family Fundamental Relations Orientation
F-PEC	The families, power, experience and culture scale
FTAA	Free Trade Area of the Americas
GDP	Gross Domestic Product
NEDCO	National Entrepreneurship Development Company
NTA	National Training Agency
SCBD	Standing Committee on Business Development
SFB	The Sustainable Family Business Model
SMEs	Small and Medium sized Enterprises
T.T.	Trinidad and Tobago

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# **Family Relationships - a factor for Family Business Survival and Growth in the Food and Beverage Industry**

## **Chapter 1**

### **The Research Statement**

#### **1.00 Introduction**

This research is focused on the family relationships as a factor for the survival and growth of family business in Trinidad and Tobago. Chapter 1, outlines the research and its importance to family business in Trinidad and Tobago. A brief overview of Trinidad and Tobago as an oil rich nation and the importance of family business and sustainability within this context will be identified. The focus of the research within the food and beverage industry is acknowledged and the objectives of the research identified.

Chrisman, et al. (2008) and Litz, et al. (2012) declare that family business research has been growing over the last decade but is still an emerging field of study. With the increased interest in the study of family business and the growing body of literature, very few, if any, researchers have specifically located their research on relationships in family business and less within the food and beverage sector in a small island state. In addition, acknowledging the tremendous span of research done on family businesses, scholarly studies on family business in the Caribbean Region and in particular in Trinidad and Tobago are extremely limited or nonexistent. Beckhard and Dyer (1983) and Zahra, et al. (2006) identify that only a small percentage of family businesses survive to the second or third generation.

The survival and growth of the family business as put forward by Dascher and Jens (1999) is a challenge and an important reason for the failure rate is the inability to manage the multifaceted and highly emotional process of ownership and the understanding and observance to the basics of working in harmony. The Government of Trinidad and Tobago in 2002, established the National Entrepreneurship Development Company Limited (NEDCO) with a mandate to support and develop small and family businesses whose need could not be met by traditional lending agencies. Consequently, research on the stimulus that has supported the survival and growth of family business is relevant and an important area in which to undertake this investigation. Sharma, et al., (1997) direct that most of the literature on family business focused on the family relationships without deliberating how this relationship affects the performance of the family business. Kets de Vries and Carlock (2007) determine that what makes some family business issues seem inflexible is not the business characteristics but the emotional issues that compound them. Hence, this study of the family relationships as a factor for family business survival and growth within the specific sector of food and beverage and existing within a similar social and economic climate can contribute to existing literature on family business and can bring forward new knowledge on the importance of the family relationships and business survival and growth.

The structure of Chapter 1 is as follows:

- Introduction
- The Context to the Research
- Economic Diversification and Sustainability in Trinidad and Tobago
- The Development of the Small Business Sector in Trinidad and Tobago
- The Research Focus – The Food and Beverage Industry
- The Contribution of the Food and Beverage Industry to Trinidad and Tobago's Economy
- Family Business in Trinidad and Tobago
- Objective of the Research
  - Structure of the Thesis
  - Chapter 1 Conclusion

Arnoff and Ward (1995) and Poutziouris, et al. (2013) indicate that the primary characteristic that distinguishes family from other businesses is the influence of the family relationships on the business and that these relationships influence how the organisation is governed, structured, managed and transferred to the next generation. The difficulty, as revealed by Krausse (2009) is that whilst most family businesses can survive competition, financial cycles, changes in technology or other factors, the decline of the family relationships can devastate the family business and destroy the family.

This study is focused specifically on the family business in the food and beverage industry in Trinidad and Tobago. Sharma, et al. (1995) and Duh (2010) identify that the literature on family business has general characteristics with that of small businesses but that there are similarities and differentiating components between the two and one of these is the issue of ownership and succession. Dyer (1992) differentiates family business from non-family business through goals, relationships, rules, evaluation and succession. Astrachan and Astrachan (1993) advocate that the transactions of a family business are comprehensively interwoven with the personal financial affairs of the family and also with the power relationships, family ties, emotional bonds and inheritance issues within that family. Against this background, this research will examine how some family firms survive and grow across generations. This is a new area of research for family businesses in Trinidad and Tobago and the focus is on how the family relationships impacts the survival and growth of the family business.

Cucculelli (2012) advises that family businesses world-wide are making an important contributing to the economic activity in their particular countries. Poza (2007) declares that the family business is different, managing the business and personal challenges, using the particular advantages and abilities to grow and develop in a competitive, changing world. Chua et al. (1999) and Habbershon, et al. (2003) suggest that the degree to which a family can control a business depends on three aspects, namely family ownership, management involvement and willingness of succession. Chua, et al. (1999) and Habbershon, et al. (2003) propose that the growth processes of family businesses rests upon the successful integration of these three elements of ownership, management involvement and succession. With this view, the context of the research is presented.

## **1.1 The Context of the Research**

Artana, et al. (2007) inform that Trinidad and Tobago is a middle income, energy-rich country with relatively strong institutions and political stability. It is the most industrialised economy in the English speaking Caribbean and is distinguished from many countries in the Caribbean region by its oil and gas economy and the revenue derived from hydrocarbons. Boopsingh (2014) explains that Trinidad and Tobago is the fifth-largest exporter of liquefied natural gas in the world. The Ministry of Trade and Industry, Trade Policy and Strategy report (2013 to 2017), stated that along with its highly developed industrial base, Trinidad and Tobago also has an established manufacturing sector and a strong services sector. Artana, et al. (2007) agree that Trinidad and Tobago experienced a period of unprecedented prosperity due to high energy prices. Economic growth averaged 7.7% per year since 1994 and that while fiscal policy is moving in the right direction, however, the underdevelopment of the non-energy tradable sector could seriously hamper Trinidad and Tobago's future economic growth. The Government of Trinidad and Tobago (2002) initiated the National Entrepreneurship Development Company, (NEDCO), to promote and support the development of new and existing family businesses and small and medium-sized enterprises (SMEs), identifying their immense economic and civil importance within the context of Trinidad and Tobago. Cucculelli (2012) confirms that in many countries family business is an important economic influence and are usually seen as the framework of entrepreneurship as these are the best providers of the entrepreneurial business capital.



The National Entrepreneurship Development Company Limited, established in 2002 by the Government of Trinidad and Tobago, affirms that entrepreneurial activity and family business in Trinidad and Tobago spans the majority of business undertakings with possible exceptions in the financial, energy and insurance sectors. The Central Statistical Office of Trinidad and Tobago records a general classification incorporating entrepreneurs, family businesses and family controlled SMEs as a single grouping of businesses for analysis.

## **1.2 Economic Diversification and Sustainability- Trinidad and Tobago**

The Government of Trinidad and Tobago, (2012) in the report -Working for Sustainable Development in Trinidad and Tobago, identified that the country generally enjoyed decades of economic growth driven primarily by its energy sector. Given the finite nature of oil and gas, Trinidad and Tobago is vigorously seeking alternative drivers of economic growth and also identifies that the economy must be diversified in the longer term. A solution exists in the sustainable development of the non-energy sector and the attraction of investment into this sector. Williams (2010) former Governor of the Central Bank, suggests that while the energy sector had developed Trinidad and Tobago to its current levels, it requires the non-energy private sector to make the difference. The challenge for Trinidad and Tobago, as stated by Williams (2010) is to stimulate the attractiveness of the non-energy sector and the development of new businesses. The Ministry of Trade and Industry (2007) in the review of the economy, indicated that the economy registered very rapid growth in the period 2001-2007, when real Gross Domestic Product (GDP) increased at an annual rate of 7.6 per cent.

Williams (2010) maintains that while growth in the period was driven by the expansion of the energy sector with the establishment of liquid gas and other petro-chemical facilities, the non-energy sector also expanded rapidly at a rate of 5.4 per cent per year. Williams (2010) identifies that the behaviour of the economy in a period of surging oil and gas prices was not different for a resource-based economy and is consistent with a thesis called dutch-disease. The Government of Trinidad and Tobago, in keeping with its Economic Diversification and Sustainability, to maximise its revenue base, has been meaningfully pursuing diversification, particularly in the non-energy manufacturing and services. The Ministry of Planning and the Economy (2012) acknowledged Seven Sectors for strategic development in which the country already had a traditional resource base, established linkages and competitive advantages. The Ministry of Planning and the Economy (2012) established a Standing Committee on Business Development (SCBD), to spearhead the development of targeted industries in the non-petroleum sector. One of the industries targeted for development by The Ministry of Planning and the Economy (2012) was the food and beverage industry of the manufacturing sector. The National Training Agency (NTA), Food and Beverage Manufacturing Industry Report (2015) detailed that the food and beverage industry is currently the largest in the non-energy manufacturing sector in Trinidad and Tobago, employs more than 10,000 persons and contributes considerably to reducing the country's food import bill. The NTA (2015) also indicated that the food and beverage industry is a vital component of an already established value chain, since it builds linkages with printing and packaging, agriculture, research and development and training and employment. According to The Ministry of Trade and Industry, the food and beverage industry continues to develop, with real GDP growth averaging 8.1% during the years 2002 to 2005, exports of over TT\$900 million and provides employing for more than 10,000 persons.

### **1.3 The Development of the Small Business Sector in Trinidad and Tobago**

Aldrich and Cliff (2003) confirm that in many economies, families are an important and encouraging environment for entrepreneurial behaviour and the linkage between family business and entrepreneurship is sometimes not acknowledged. Shapero and Sokol (1982) and Cooper (1986) suggest that family encouragement and the existence of self-employed parents are meaningful influences in venture initiation and business ownership. Scholars have debated as to why some groups or individuals have been more inclined than others to be entrepreneurial and enter commercial activity. This has given rise to many theories and explanations of entrepreneurial behaviour. Ryan (1992) argues that the family structure may be relevant and has put forward that the existence of an extended family structure facilitates the sharing of resources, risk and management support. Ryan (1992) also argues that the destruction of this family system among the Africans in the Trinidad and Tobago and the Caribbean as a consequence of slavery and its preservation among other groups may partially explain the pattern of occupational stratification in Trinidad and Tobago and the Caribbean. Hofstede (2001) in a comparable manner, suggests that persons who grow up in collectivistic societies learn to intuitively think of themselves as part of a group focusing on the group. In contrast to those who grow up in individualistic societies learn to think of themselves as an individual with a focus on the individual. Crichlow (1991) claims that biased colonial legislation and social disgrace resulted in the systematic denial and limitations of the fundamental rights of the major races (descendants of African Trinidadians who originally were integrated into the system of plantation production as slaves and Indian Trinidadians who arrived later as indentured labour) to the economic resources of the state.

Quesada (2015) suggests that slaves who were either captured or uprooted from other regions and brought to the Caribbean, as a result of slavery and the plantation system, had their kinship and relationships bonds severed. Lake (1995) contends that in most cases relationships by descent, tribe, sibling-ship and affinity no longer existed. Quesada (2015) also suggests that new relationships, new behaviours and new social systems, regardless of caste, tribe, race, religion or other cultural origins had to be created for survival. Crichlow (1991) advises that Indian Trinidadians seemed to channel energies into enacting a value system which had at the centre of its practice the forging of an intra-group awareness which placed greater store upon self-reliance and family and group solidarity for socio-economic and cultural survival. The development of entrepreneurial activity in Trinidad and Tobago from slavery and indenture-ship provided a platform for the development of small business activity. The movement from plantation focus to survival and growth by individuals and groups provided income for the needs and wellbeing of entrepreneurial persons.

#### **1.4 The Research Focus – The Food and Beverage Industry**

The food and beverage industry in Trinidad and Tobago is suitably established and has developed strategic advantages such as:

- Proven successful track record of both established multinational and local companies including Case 2 Beverages, Case 1 Brand Products, S.M. Jaleel and Company and others.
- Geographical advantage with close proximity to the North and South American markets.
- The availability of cheap natural gas as a source of energy.
- Strategic shipping and trade advantage for moving raw materials and finished products.

- Highly integrated turnkey service from product inception to packaging.

Most of the recognised firms in Trinidad and Tobago began as family-run businesses and some have survived and grown into inter-regional and international players. The vision for the food and beverage industry in Trinidad and Tobago is to create an expanded, diversified and export oriented non-oil business sector and make the economy less vulnerable to the fluctuations of oil and gas prices as noted in The Ministry of Trade and Industry, Trade Policy and Strategy Report (2013-2017). Trinidad and Tobago's food and beverage industry has been categorised into five (5) groupings by the Ministry of Trade and Industry as follows:

1. A few multinational companies such as Nestle, Unilever, Coca Cola and others.
2. Large local companies such as Carib Brewery Limited, National Flour Mills Limited, Angostura Limited, Bermudez Biscuit Company Limited, National Cannery Limited.
3. Companies, which are bigger than SMEs but substantially smaller than the Companies noted above. These include Flavorite Foods Limited, Willie's Ice Cream, Hong Wing Coffee and a few other companies.
4. SMEs which account for the majority of food processing businesses registered with the Central Statistical Office.
5. Small companies that constitute the majority of unregistered food processing businesses.

The Ministry of Trade and Industry, Trade Policy and Strategy Report (2013-2017) identified that the food and beverage industry is very important to the economy of Trinidad and Tobago from the perspective of being a major user of indigenous inputs, employment generation and the potential for generating foreign exchange as an alternative to the oil and gas industry.

**Table 1**

Number Of Business Establishments In Trinidad and Tobago by Industry/ Economic Activity  
2005-2007.

<b>INDUSTRY</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Sugar	2	0	1
Petroleum Industries	610	608	605
Food Processors and Drink	426	382	346
Textiles, Garments, Footwear and Headwear	139	134	129
Printing, Publishing and Paper Converters	291	279	267
Wood and Related Products	300	258	237
Chemicals and Non-Metallic Minerals	178	179	176
Assembly-type and Related Industries	372	352	335
Miscellaneous Manufacturing	157	157	150
Construction	2011	2215	2634
Distribution	15788	15040	15216
Hotels and Guesthouses	342	333	310
Transportation, Communication and Storage	1 121	1128	1137
Finance, Insurance, Real Estate and Business Services	3 310	3304	3440
Educational and Cultural Community Services	590	570	517
Personal Services	4 416	4005	3997
<b>TOTAL</b>	<b>30 053</b>	<b>28944</b>	<b>29497</b>

Source: Gov't of Trinidad and Tobago: Central Statistical Office. (2014).

The Central Statistical Office in the listing of Business Establishments by industry for the period 2005 to 2007 indicated that food processors are about 346. This is noted in Table 1.

The Central Statistical Office of Trinidad and Tobago (2007) recorded that there were 346 registered companies operating in the industry employing in total, over 10,000 persons – in addition to those who are employed in unregistered food processing businesses which comprise hundreds of cottage and micro sized businesses. The Ministry of Trade and Industry, Trade Policy and Strategy Report (2013-2017) advises that the industry has developed strong linkages with local support industries, generates substantial foreign exchange earnings and contributes notably to reducing this country's food import bill.

### **1.5 The Contribution of the Food and Beverage Industry to Trinidad and Tobago's Economy**

This research is focused on family businesses in the food and beverage industry in Trinidad and Tobago. The National Training Agency (NTA), in its Food and Beverage Manufacturing Report (2015), noted that this industry continues to experience relatively high levels of development and expansion and represents a non-oil sector with the potential to generate substantial foreign exchange earnings. The food and beverage sector contributes 3% of the Gross Domestic Product of the Trinidad and Tobago's economy and represents roughly 36.5% of total value added of the manufacturing sector as recorded by The Central Statistical Office of Trinidad and Tobago (2014). Davis and Tagiuri (1982) propose that the family business has several unique intrinsic attributes derived directly from the overlap of family, ownership, and management status. These attributes include such concepts as simultaneous roles, shared identity, a lifelong common history, emotional involvement and ambivalence, the private language of relatives, mutual awareness and privacy and the meaning of the family company.

Kaslow (2006) distinguishes that families in business are hardly a new practice, they have existed in all cultures, in all eras of history, in literature and drama and more recently in the analysis of businesses globally. Chrisman (2008) and Litz, et al. (2012) determine that family business research has been growing over the last decade but is still an emerging field of study. Chrisman, et al. (2003) review of 190 articles published during the period 1996 to 2003, on family business, offers an analysis of the field from the mid-1990's and onward. Although succession continues its dominance, with 22% of all articles focusing on this issue, other topics considered included:

- economic performance (15%),
- firm governance (10%),
- resources/competitive advantage and conflict (6% each),
- entrepreneurship/innovation, culture, goals/strategy formulation (5% each), internationalization (3%), and
- professionalisation of the family firm (2%).

Despite the wide-ranging interest in the topic, Chua, et al. (1999) maintain that a single definition of family business does not exist in the literature. Heck and Trent (1999) pinpoint that family-owned businesses are the grassroots of the global economy as is in Trinidad and Tobago and are clearly the majority of all the businesses in the world.

## **1.6 Family Business in Trinidad and Tobago**

To promote and develop small businesses including family businesses within Trinidad and Tobago and CARICOM, in the year 2005, established the Single Market and Economy, providing opportunities for trade and investments and the free movement of labour, goods and services.



The establishment of the Free Trade Area of the Americas (FTAA) is an important medium for market access and provides opportunities for family businesses in Trinidad and Tobago to expand and diversify its export capacity as identified by The Ministry of Trade and Industry, Trade Policy and Strategy report (2013-2017). Also of importance is the Caribbean Export Development Agency established in 1996 by an Inter-Governmental Agreement as the trade promotion agency in the African, Caribbean and Pacific group. The National Entrepreneurship Development Company was founded by The Government of Trinidad and Tobago (2002), to promote and support the development of new and existing family businesses and SMEs, identifying their immense economic and civil importance within the context of Trinidad and Tobago. Miller, et al. (2008) note a deficit of a growth outlook often found in family firms, such as a lack of financial and managerial resources, risk-averse and conservative behaviour and a reluctance to growth. Gomez-Mejia, et al. (2007) submit that family ownership strongly influences how resources are regarded in family firms. Gomez-Mejia, et al. (2011) point out that while family members control the firm's assets and decision-making, they also tend to be exceedingly concerned with wealth preservation. Families often become occupied in maintaining the status quo, failing to seek new ventures or invest in technology. In Trinidad and Tobago, it is noted that a grouping of family business survived and has grown and has developed export markets. Others have been bought out by larger organisations, some appear stagnated whilst a proportion have failed and gone out of existence.

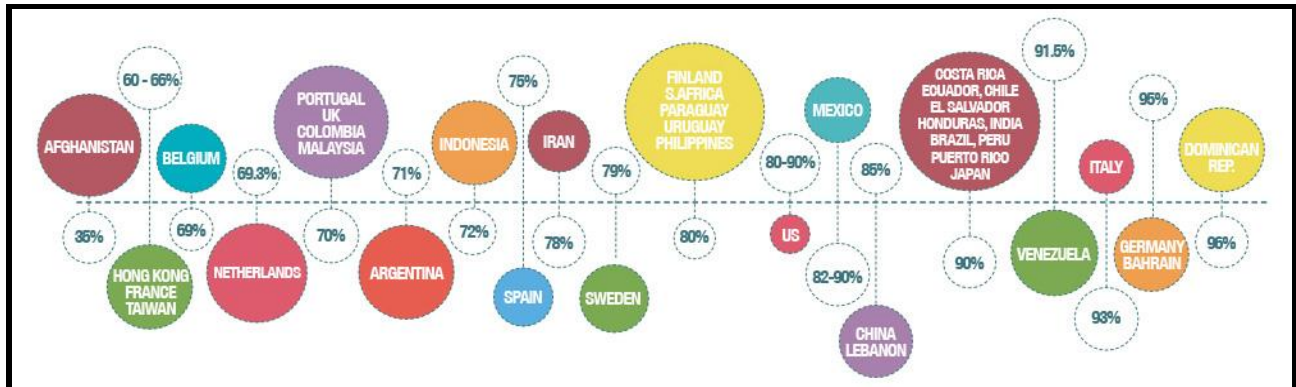
## **1.7 Objective of the Research**

The research undertaken in this work will review how the family relationships impacts the organisation's survival and growth. With this understanding, the basis for this study is to examine how important is the family relationships as a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago. This study is of major value as there is limited research on family business in Trinidad and Tobago or even within the Caribbean Region. In addition, even though there is increased interest in the field and there has been a growing body of literature very few, if any, researchers have specifically located their research on family relationships in family business and less within the food and beverage sector in a small island state. Chua and Chrisman (1999) declare that a family business is distinguished from others, not on the basis of the mechanism of family involvement but by how the family relationships is used to achieve the family's vision. Chua and Chrisman (1999) argue that this vision provides the framework, meaning and reason for family involvement just as the strategy provides the context for survival and growth of the firm. The findings from this study have both a theoretical and a practical relevance. This research will generate an understandable picture of the association between the family relationships and the survival and growth of family business in Trinidad and Tobago. The research findings of the fundamentals that enhance the Family Relationship Framework are an important contribution to the literature. The research will also add value to the literature on family business in Trinidad and Tobago and the wider Caribbean Region.

## 1.8 The Importance of the Family Business

Table 2

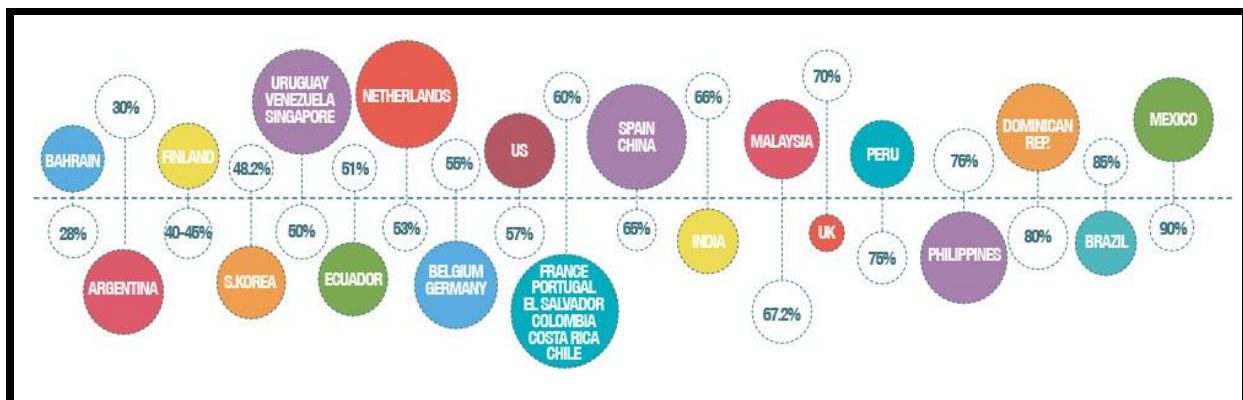
Percentage of Family Businesses in the Private Sector



Source: Tharawat Magazine Issue 22, 2014. Studying the Economic Impact of Family Businesses: A Compilation of Facts

Table 3

Percentage of Workforce Employed by Family Businesses



Source: Tharawat Magazine Issue 22, 2014. Studying the Economic Impact of Family Businesses: A Compilation of Facts

Table 2 and Table 3 reveal that in several countries, family businesses form the majority of all businesses. Ramadani and Hoy (2015) affirm that family businesses are among the most important contributors to the creation of wealth and employment in economies globally and they range from small enterprises serving the neighbourhood to large conglomerates that operate in multiple industries and countries. European Family Businesses (2012) informs that some 80% of European firms are family owned businesses providing 70% of employment and 60% of Gross National Product. Sharma, et al. (2000) emphasise that the most cautious estimates set the proportion of all worldwide business enterprises owned or managed by families at between 65% and 90%.

As documented in the publication of The Family Firm Institute Inc. (2015):

- An estimated 70%-90% of global GDP annually is created by family businesses.
- Between 50%-80% of jobs in the majority of countries worldwide are created by family businesses, European Family Businesses (2012).
- 85% of start-up companies are established with family money. European Family Businesses (2012).
- In most countries globally, family businesses are between 70 and 95% of all business entities, European Family Businesses (2012).
- 65% of family businesses are looking for steady income growth over the next five years, Pricewaterhouse Coopers, PwC. (2012).
- Contrary to the popular image of modern corporations as being widely held and run by professional managers, many of the world's firms continue to be controlled by families or the State, La Porta, et al. (1999).

Osunde (2017) contends that family businesses are acknowledged as one of the engines of the post-industrial growth process and are given credit for developing across generations' entrepreneurial talent, a sense of loyalty to business success, long-term strategic commitment, and corporate independence. Adendorff and Boshoff (2010) clarify that the relative importance of the family in different societies differs across cultures and therefore, it can be determined that the definition of the term family business is culture-specific. Koslow (1993) states that the importance of the family in family business management, implies that family members will have substantial influence and therefore their attitudes and values become important in defining the family business. Neubauer and Lank (1998) declare that family businesses make a considerable contribution toward economies throughout the world. The high level of interdependence between family and business according to Ward, et al. (1987) demonstrate that culture and ethnicity are important to family firms operation and motivation. According to Danes, et al. (2008) within family and business systems, both ethnicity and culture are manifested; the two systems overlap and affect each other, ethnicity and culture are sources of both family life and business activity. To understand the dynamics that contribute to the survival and growth in family businesses in Trinidad and Tobago it is important to understand the construct of family owned businesses. Kets de Vries, et al. (2007) advise that family enterprises face serious challenges on two fronts. There are the business issues all companies face and then there are the complex emotional and relationship issues. Smith (2005) suggests that there are two distinct types of family businesses, the family-centered, where the business is a way of life and the business-centered family, where it is a means of livelihood for the family. Westhead (1997) declares that economic theory advocates that the decision to establish a business should be based on an assessment of the best alternative use of the entrepreneur's time.

Westhead (1997) advises that decisions to begin a family business are driven by a desire to offer employment for family members and to ensure independent ownership of the business. Dunn (1995) directs that it is not uncommon for family businesses to accept lower returns or longer paybacks on their investments or to sustain a lifestyle rather than to maximise profits or personal revenue. Kets de Vries (1993) advocates that family firms are often characterised as being introverted, burdened by old traditions, inflexible and resistant to change. Miller, et al. (2008) distinguish an inaction standpoint that establishes itself in some ways, such as a lack of financial and managerial resources, risk-averse and conservative behavior and a reluctance to growth. Even if founders of family firms often are referred to as entrepreneurs, the entrepreneurial capacity seems to weaken when the family firm is maturing. Chrisman, et al. (2008) affirm that family business research has been growing over the last decade but is still an emerging field of study. Davis and Harveston (1999) determine from a study of 1,000 family business owners, family business problems are highly correlated with the degree of influence the earlier generation still exerts and the dominance of the founder adding that one serious problem is that founding members do not have a schema for intergenerational conflict and past experiences often trigger conflict. Chrisman, et al. (2003) study on family business, identifying past research noted:

- succession 22% of all articles:
- economic performance (15%),
- firm governance (10%),
- resources/competitive advantage and conflict (6% each),
- entrepreneurship/innovation, culture, goals/strategy formulation (5% each),  
internationalization (3%), and
- professionalisation of the family firm (2%).

Venter (2002) suggests to support and enhance the contribution of family business to national economic growth in general, a family business is fundamentally different from the other forms of private economic organisations. The key difference according to Astrachan (2003) is that the affairs of a family business are closely and intricately intertwined with the personal financial affairs of the family and also with the power relationships, blood ties, emotional bonds and inheritance issues within that family. Mustakallio (2002) proposes a classification criteria to differentiate a family from a non-family business as: (i) ownership; (ii) family involvement in management and in the strategic process; (iii) generational transfer; (iv) the family's view of longevity and its intention to continue as a family business; (v) family goals; and (vi) interaction between the family and business. Heck and Trent (1999) disclose that given the dominance of family business in so many national economies all over the world that less than one-third of family firms survive into the second generation and only 13% survive through the third generation. Beckhard and Dyer (1983) and Le Breton-Miller, et al. (2004) indicate that as few as three out of ten family businesses survive into the second generation and less than 15% survive into the third generation. Hanks (1990) states that a life-cycle can provide a time-table for structuring the organisation, formalising procedures and systems and revising priorities in the business.

## **1.9 Structure of the Thesis**

This thesis will be structured within six chapters as follows:

### **Chapter 2**

Chapter 2, of this research will provide the theoretical framework that will underpin the research. The research will study the family relationships as a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago. This chapter will also provide a review of the resource based view, sustainability and the value creation process and associated disciplines which are closely related to the family business such as intergenerational values and vision, governance systems and decision making.

### **Chapter 3**

The objective of Chapter 3 will be to discuss and justify the design of the study related to this research. The research philosophies and approaches that were noted in the literature will be explored with particular emphasis on their meaning in this study. Yin (1994) advocates that there are several ways that this research can be conducted, such as experiments, surveys, case studies, action research, histories and secondary analysis. Yin (1994) and Sekaran (2003) support that exploratory research is chosen when better understanding and research is necessary, relating to the area of interest. Exploratory research is suitable because of the need in family business research at this time.



## **Chapter 4**

Chapter 4 is concerned with the first part of the within case analyses: the within-case data analysis which according to Miles and Huberman (1994) typically begins with a detailed case study analysis for each case. Eisenhardt (1989) advises that this develops awareness with each case as an individual unit and enables the identification and analysis of distinctive patterns within each case.

## **Chapter 5**

Chapter 5 will extend the analysis from Chapter 4, to a cross-case analysis, the recommended next-step in multiple case analyses. Yin (1994) endorses that the strength of the family relationships noted in the within-case analysis are developed by observing recurring patterns between the cases. Eisenhardt (1989) adds that the patterns present opportunities to enhance or extend theory. It is from these patterns that the implication of the family relationships to family business survival and growth will be discovered. The chapter concludes with theoretical interpretations and findings.

## **Chapter 6**

Chapter 6 will be the final chapter of the study. Interpretations and conclusions are summarised and related to the earlier literature in Chapter 2, to the research questions and the purpose of the research. The contribution of the study is also discussed. Final remarks including suggestions for further research are identified.

## **Chapter 1 Conclusion**

In this chapter, the researcher presented an introduction to the research study and an outline of the chapters that followed. Included is the context to the research and the importance of the research to family businesses in Trinidad and Tobago and the wider Caribbean Region.

This was followed by the identification of the research focus and the objective of the research.

The introduction of critical concepts within the study was mentioned followed by a summary of the adopted research method and the scope of the research. The contribution of the thesis was considered with regards to theory and practice. An overview of the structure of the thesis concluded the chapter. The next chapter, Chapter 2, will provide a review of current research on the family relationships as a factor for family business survival and growth in the food and beverage industry in Trinidad and Tobago. The basic line of argument is centered from a business and management perspective and argues that the family relationships in family business is a factor for the survival and growth of the business.

## **Chapter 2**

### **Theoretical Perspectives**

#### **2.1 Introduction**

Developing from the work in Chapter 1, the researcher will provide a review of recent research on family business with reference to the importance of the family relationships. This consideration of literature develops a theoretical framework that will guide the investigation. The basic line of argument is centered from a business and management perspective and contends that the family relationships in family business is a factor for the survival and growth of the business. Chapter 2 - section 2.1 sets the stage with a background of the importance and dynamics of family business introduced in this chapter. Included in this background section a discussion on various definitions of family business and its meaning to this study is presented and analysed in section 2.2. An examination of the extant literature that discusses the survival and growth and succession in family business a key area of this research follows in section 2.3 and 2.4. This discussion outlines the motivation for this study of the family relationships in family business.

#### **The structure of Chapter 2 –2.1 to 2.4**

2.1 Background of Family Business

2.2 Definition of Family Business

2.3 Survival and Growth Strategies

2.4 Succession in Family Business

A discussion in section 2.5 of the research on systems theory in family business follows with a discussion on the concept of agency theory in section 2.6. The systems theory is studied because of its use in family business research to clarify the activities and boundary of work and family.

The main views of the general systems theory as related to family business are the common influence of the system method, hierarchy, boundary and feedback. The researcher included in section 2.7, a discussion on the Life Cycle model since the suggestion is that family business establish life cycle patterns that are similar. The argument is that at each stage of development, the business confronts a new period of opportunities and challenges. The ability of management to address these challenges and opportunities determine the influence on the survival and growth of the business in this study. Proceeding from section 2.1 to 2.7, in section 2.8, the concept of the family relationships in family business is introduced as dynamic and interdependent because what occurs in the family may have effects on the business and vice versa.

### **Structure of Chapter 2 - 2.5 to 2.8**

2.5 The Systems Theory and Family Business

2.6 Agency Theory

2.7 The Life Cycle Model in Family Business

2.8 Relationships in Family Business

This research will study the existing research on the concepts of resource management in section 2.9, value creation in section 2.10 and sustainability in section 2.11 and the associated linkages as the key processes in the family and the business and the consequence of the family relationships to these processes. For family members to function effectively in the family business environment, the complex relationships must be managed. Family members must be mindful of the way they unite with members of their family in a range of work and family situations. Understanding the family relationships according to Chrisman, et al. (2005) occur in an in-depth examination of the resources within family firms that are family influenced.

Barney (1991) affirms that the resource base view emphasises that firms are heterogeneous and that it is the idiosyncratic, immobile, inimitable, sometimes intangible bundle of resources residing in the business that provides the opportunity for competitive advantage and superior performance. According to Barney (1991) resources include individual and corporate skills, organisational processes, firm attributes, information, knowledge and the like. Barney (1991) adds that these also incorporate social and individual phenomena within firms that are often overlooked.

## **Structure of Chapter 2 Section 2.9 to 2.12**

### **2.9 Resource Management in Family Business**

- Family Capital
- Familiness
- Knowledge Resources

### **2.10 Value Creation in Family Firms**

### **2.11 Sustainability in Family Firms**

## **Gaps in the Literature**

From the theoretical assessments and in line with the purpose of this study of the family relationships as a factor for survival and growth of family businesses in Trinidad and Tobago the gaps in the literature with regards to this research will be examined. The researcher then, proposes to investigate the family relationships as a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago. Sharma, et al. (1997) inform that most of the literature on family business had focused on the family relationships without considering how these relationships affect the performance of the business.

As such, how does the family relationships impact the survival and growth of the Trinidad and Tobago family business? There is considerable research on family business, however, research on family businesses in the Caribbean Region and in particular in Trinidad and Tobago are extremely limited or nonexistent. The research gaps as noted from the literature in this study provide a platform for further study and can make a contribution to literature. Chrisman, et al. (2003) review of 190 articles on family business, published during the period 1996 to 2003, offers an analysis of the field from the mid-1990's and onward. Although succession continues its dominance, with 22% of all articles focusing on this issue, other topics studied included:

- economic performance (15%).
- firm governance (10%).
- resources/competitive advantage and conflict (6% each).
- entrepreneurship/innovation, culture, goals/strategy formulation (5% each).
- internationalization (3%), and
- professionalisation of the family firm (2%).

Most of the literature on family business as argued by Sharma, et al. (1997) had focused on the family relationships without considering how this relationship influences the performance of the business. This research will explore how the family relationships are of importance to the key business processes of resource management, sustainability and value creation as the conduit for the survival and growth of the family business. According to the European Family Businesses (2012) family businesses in most countries around the world are between 70% and 95% of all business entities. Burns and Whitehouse (1996) advise that some 80% of European firms are family owned businesses providing 70% of employment and 60% of Gross National Product.

Wang, et al. (2007) inform that in most economies, family business is estimated to represent over two-thirds of all enterprises and accounts for about half of the economic activity and private employment contributing to the Gross Domestic Product. Gallo (1994) submits that the economic value provided by family firms is increased by their preference toward long term strategies rather than a need for quarterly results. Sharma, et al. (2000) establish that the percentage of all worldwide business enterprises owned or managed by families are between 65% and 90%. Davis and Tagiuri (1982) declare that the family business has several unique inherent characteristics resulting directly from the interface of family, ownership and management status. These characteristics include such ideas as concurrent roles, shared identity, a lifelong common history, emotional connection and ambivalence, the private language of relatives, mutual awareness and privacy and the meaning of the family company. Poza (2007) asserts that family business is different, managing their business and personal challenges, using their particular advantages and abilities to grow and develop in a competitive, changing world. This study is focused specifically on family business research. The researcher recognises that the literature on family business has general characteristics with that of small businesses but that there are similarities and differentiating components between the two. One of these is the issue of ownership and succession. Astrachan and Astrachan (1993) propose that the transactions of a family business are closely intertwined with the personal financial affairs of the family and also with the power relationships, family ties, emotional bonds and inheritance issues within that family.

Gersick, et al. (1997) and Fletcher (2000) examine the relationship between ownership, succession and management and suggest that the growth processes of family businesses rest upon the successful integration of these three elements. Venter (2002) directs that to grow and sustain the contribution of family business to national economic growth, a family business is fundamentally different from the other forms of private economic organisations. Venter (2002) suggests that many family businesses are less bureaucratic and less impersonal than other types of businesses. Gomez-Mejia, et al. (2010) declare that in a family controlled business, responsibilities are often defined and the decision-making process is deliberately limited to one or two key members of the family. Hodgetts and Kuratko (1998) ascertain that some essentials of family businesses include trust, shared values and vision, opportunities for personal growth, social advancement, job security and independence. Danes, et al. (2008) indicate that family businesses attract unique strength from their shared history, identity and common culture of the families. Danes, et al. (2008) determine that when the main managers are members of the family, their background, values and priorities spring from a familiar source and such a family culture often serves as an establishment of pride. Even though family businesses are an important economic and employment contributor, Poza (2007) expresses that approximately 85% new family businesses fail within their first five years of operation and among those that survive; only 30% are successfully transferred to the second generation of the founding-family owners. Poza (2007) guides that in the transition between the second and the third generations and the third to the fourth generations, only 12% and 4% of such businesses, respectively, remain in the same family.



Venter (2002) identifies that the most important issues and problems faced by the family business are issues of succession and the linked change of leadership, time to devote to family, ineffective communication and conflict and external issues including competition.

The researcher distinguishes from this section of the literature that the importance of family business to the global economy is without question. However, some of the concepts presented are strongly linked to the relationships in family business such as that the family businesses draw special strength from their shared history, identity and common culture of the families as suggested by Hodgetts and Kuratko (1998). Hodgetts and Kuratko (1998) also argue that when the key managers are members of the family, their background, values and priorities spring from a familiar source and a family culture. Astrachan and Astrachan (1993) observe that the transactions of a family business are with the power relationships, family ties and emotional bonds within the family. These speak of the concept of the family relationships without actually stating this in any detail.

## **2.2 A Definition of Family Business**

Astrachan and Shanker (2003) identify that there is no succinct, measurable, agreed-upon definition of a family business. Colli and Rose (2008) point out the intrinsic diversity and noted that researchers use many different criteria to distinguish these businesses, such as proportion of ownership, strategic control, involvement of multiple generations and the intention for the business to remain in the family. Handler (1989) identifies an assortment of family business definitions in use and draws attention to the variability that identifies firms that fall under the field of family business studies. Wortman (1994) recommends a critical condition to outline the boundaries of the field so as to develop a clear comprehensive framework.

Chua, et al. (1999) investigate definitions that focused on the degree or the type of family involvement. Alternatively, Litz (1995) establishes family business by their purpose, whereas Chua, et al. (1999) identify a family business based on the vision and behaviour of a prevailing partnership of family members. Chua, et al. (1999) express that there is a lack of agreement on a single definition of what is a family business but that the definitions do not distinguish between governance and management of the business. Chua, et al. (1999) suggest that some definitions require controlling ownership or family management alone while others require both ownership and management. Thus, the definitions include three qualifying combinations of ownership and management:

- family owned and family managed.
- family owned but not family managed; and
- family managed but not family owned.

According to Chrisman, et al. (2005) there are two general philosophies in defining a family business:

- (1) the components-of-involvement approach and
- (2) the essence-based approach.

The components of involvement approach submit that family involvement is an acceptable condition to classify a firm as a family business. Aronoff and Ward (1995) acknowledge that the primary characteristic that distinguishes family from other businesses is the influence of the family relationships on the business. This relationship as stated by Tagiuri and Davis (1996) controls how the organisation is governed, structured, managed and transferred to the next generation. Chrisman, et al. (2005) suggest that family involvement is usually described by a combination of ownership, governance, management and or succession.

Chrisman, et al. (2005) advise that the essence-based approach is established upon the belief that the family's involvement is not a satisfactory condition, that the family's interest and behaviour, such as ownership, governance, management, succession, vision and culture, influence certain idiosyncrasies within the firm before it could be effectively classified as a family business.

Chrisman, et al. (2005) agree that the essence-based approach emphasises that the intention to pass the business to the family's succeeding generation is an important component in family businesses. Chua, et al. (1999) support that a business owned and managed by a nuclear family is a family business and will be managed with the intention of pursuing a desired future for the family in accordance with their values and preferences. Chua, et al. (1999) identify that family dynamics will influence the decisions and actions and those decisions and actions will be different from a business which is not influenced by either family ownership or family management. Neubauer and Lank (1998) declare that once there is departure from that precise combination of ownership and management involvement, there are varying views of what is a family business. Chrisman, et al. (2005 p. 25) declare that family business researchers should first define the family business, before proceeding with their research. For the purpose of this study, the researcher states that a family business in Trinidad and Tobago is a business owned and managed by the founding family for the purpose of creating value and growing the vision of the business and family in a way that is sustainable across generations. Chua and Chrisman (1999) argue that a family business is distinguished from others, not on the basis of the mechanism of family involvement but by how the family relationships is used to pursue the family's vision.

Chua and Chrisman (1999) also argue that the vision provides the framework, meaning and the reason for family's involvement just as the strategy provides the background for survival and growth of the firm. The traditional views on the survival of family businesses as presented by Gersick, et al. (1997) indicate a focused attention to the important interrelationship between ownership, succession and management and that the success of family businesses rests upon the successful integration of these three elements. Astrachan (2003) reveals that the family is the critical variable in family business studies and that the central idea is about understanding the shared impact of family on the business and the business on family. Sharma (2004) supports the importance of establishing clear definitions of family firms and noted that the implication of most of these efforts has been on defining the family business so that they can be differentiated from non-family business. Sharma (2004) proposes that most of these definitions seems to revolve around the importance of the family in terms of determining the vision and control mechanisms used in a business and the development of unique resources and capabilities. Gersick, et al. (1997) claim that family firms are not identical and may be different in a variety of ways including their ownership, intergenerational involvement and stage of development thus, the unique interactions among the family unit, the business and individual family members must be taken into account. Leaptrott and McDonald (2010) establish that though family situations differ, the common concerns about balancing family and the management of a family business involve relationships, time and energy. Chua, et al. (1999) advise that to define a family firm remains challenging in family firm research and although many researchers have tried to develop a satisfactory definition, there is still no consensus on a definition that is broadly accepted.

From this assessment, the researcher identified family business definitions which provided awareness and clarity for the study in the assessment of what family business configuration should be considered for the unit of analysis for the research. The researcher presented a definition of family business to offer focus and clarity for this investigation. Chua and Chrisman (1999) suggestion that a family business is distinguished from others, not on the basis of the mechanism of family involvement but by how the family relationships is used to pursue the family's vision as well as Aronoff and Ward (1995) that the primary characteristic that distinguishes family from other businesses is the influence of the family relationships on the business. In this section of the research, the researcher informs that the literature has acknowledged that the family relationships is unmistakably recognised by scholars but clarity on how the family relationships influences the business has not been specified.

### **2.3 Survival and Growth Strategies**

A key area of this research is to understand growth and survival concepts in family businesses. Johannisson (1993) affirms that growth and survival in small organisations is often directly related to the firm's overall survival and success. Brush and Vanderwerf (1992) propose that growth is the most suitable marker of the performance for surviving small firms. Moreover, as stated by de Geus (1997) growth is an important precondition for the achievement of other financial goals of business. Stafford, et al. (1999) argue that growth in family business results from the union of family success, business success and the suitable management of risk and requires reflection on the ability of the family and business to work together in responding to disruptions. Barhkam, et al. (1996) establish that there is no general agreement on how the growth of the firm should be measured and therefore there are variations in the growth variables used by researchers.

According to Barham, et al. (1996) a firm may be measured in terms of its revenue or profits or by the amount of physical or human capital it employs. Schwass (2005) verifies that the most important strategic decision for some family business is the development of the next generation leaders. Chua, et al. (1999) advocate that what makes a family business unique is that the model of ownership, governance, management and succession, meaningfully influences the firm's goals, strategies, structure and the approach in which each is formulated, planned and implemented. Levinson (1971) recommends a division of family and business to reduce the influence of the family upon the business. Advocated by Lansberg (1983) and Tagiuri and Davis (1985) this approach was later replaced by a dual-systems approach that viewed the family business as one system made up of two subsystems, the family and the business. Sundaramurthy and Kreiner (2008) advise that this dual relationship of unique functions as the social function and the business function satisfy different needs. The family in its social function satisfies different social and emotional requirements, including the need for belonging. The behavioural pattern and decision-making process within the business as determined by the social function are not always based on a rational model but rather on emotion and according to Ibrahim and Ellis (2004) the business function is result-orientated. The family system as identified by Bork (1993) engages emotional acceptance and the business system involves wisdom and results. The interface between the dual systems in the family-based identity can lead to conflict and confusion, which causes stress to relationships and communication. Naman and Slevin (1993) suggest that in family firms there needs to be equilibrium in managing business and family goals. This view advocates that the business must create value for the family and similarly the family must add value to the business.

When there is an extremely strong focus towards the business, to the position that family needs and their contribution are essentially disregarded, the foundation of what it means to be a family business ceases. However as noted by Chrisman, et al. (2003) if greater importance is on the chase for non-financial goals, this can alter financial performance if the development and use of resources are compromised. This can lead to a business where family concerns dominate the agenda and control business objectives and strategies. This may result in a loss of value and the growth of the firm suffers economically, often at the expense of the family. Aronoff and Ward (1996) establish that some businesses place the family first and function on the principle that the family members have the right to be heard under any situation, no matter how troubling to the business their self-expression may be. Chrisman, et al. (2005) propose that in a family first approach, serious family feuds are not difficult to end as this is clearly understandable when managerial decisions are affected by family considerations and when a company is run more to honour a family tradition than for its own needs. Additionally, Ibrahim and Ellis (2004) observe an alternative view that a family first view can redirect and weaken management and de-stabilise the competitiveness of the business and amplify the potential for conflict between staff members and family members. Ibrahim and Ellis (2004) reveal that when the family system is dominant, business needs and issues are ignored or neglected. In a study of 86 businesses, Ambrose (1984) discloses that the time demand of the family business on the founder leaves him with less time to build relationships in the family. Conflicts related to stress, time and worries about the business that spill over into the family were also reported by Wilmott (1971). Alternatively, Chua, et al. (1999) suggest for growth to be sustainable there must be a synergistic and symbiotic relationship between the family and the business.

A study conducted by Tagiuri and Davis (1992) found six goals as substantial for growth in family firms. These included:

- (1) having a company where employees can be happy, productive, and proud;
- (2) building financial security and benefits to the owner;
- (3) increasing new and quality products;
- (4) creating a system for personal growth, social development, and independence;
- (5) being a good corporate citizen and
- (6) contribution to job security.

Surprisingly, none of these goals addressed the next generation and succession planning.

This is particularly important, according to Sharma, et al. (1996) given that succession is the focus of roughly 22% of family business literature. Astrachan and Kolenko (1994) pinpoint that despite this extensive treatment in the literature, succession in a family business is seldom planned. Tatoglu, et al. (2008) identify that succession of the leadership is one of the biggest challenges for most family businesses and an important area of analysis because one of the primary reasons family businesses fail is the lack of a written succession plan. Dascher and Jens (1999) advance that a major reason for family business failure rate is the failure to manage the complex and particularly emotional process of ownership and the want of understanding or observance to the essentials of working in harmony.

## **2.4 Succession in Family Business**

Survival and growth of the family business demand a successful changeover to the next generation. Succession according to Venter (2002) requires much more than simply removing the retiring leader and plugging in the new one.



Sharma, et al. (2001) submit that the succession process is defined as the actions, events and development that affect the transfer of managerial control from one family member to another. Venter, et al. (2006) advise that growth and succession in family businesses include the strategies that pave the way and lead up to the change as well as the consequences of the transition and its implications for the different stakeholders. Gersick, et al. (1997) recommend that succession involves revealing and examining the dreams of all the key future players and creating from that a rational dream for the family business. Sonfield and Lussier (2004) acknowledge that first-generation family businesses do less succession planning than second and third generation family firms and there are no differences between first, second and third generation firms with regard to the influence of the firm's founder. Dyer (1988) discloses that 80% of first generation firms had a paternalistic management culture and style but that in succeeding generations more than 66% of these firms adopted a professional style of management. Dyer (1988) also defines paternalistic management by hierarchical relationships, top management control of power and authority, close supervision and distrust of outsiders. In many cases, first, second and third generation firms share similar characteristics and behaviour patterns. It seems that the strength of familiness and the structure of the family firm are stronger, even in succeeding generations, than is the ability of conventional non family forms of management thinking and behaviour. Beckhard and Dyer (1983) declare that one of the concerns of resistance to succession is the lack of succession planning. Lansberg (1988) suggests that this is one of the most important reasons why many first-generation family firms do not survive their founders. However, Morris, et al. (1997) determine that successful transitions can follow only informal succession plans.

Other reasons proposed for the lack of succession planning include:

- belief that the future is too uncertain, given rapidly changing markets -Ward (1988).
- founders' lack of interests outside the business - Handler (1990).
- unclear career interests of the children - Ward (1988).

Lansberg (1988) suggests psychological reasons relating to the founder's resistance and a dislike to open discussion of life after the death of the parents. Many of these reasons are strongly dependent on the cultural context of the organisation. Busenitz and Barney (1997) note that family businesses in varying cultures may also be biased to certain attitudes, which influence the balance and formalisation of planning and the development of competitive advantage.

The review of the literature for this section is an important area of the research on the survival and growth strategies and is rich with contradictions from various researchers. Early research by Levinson (1971) suggests a division of family and business to minimise the influence of the family upon the business. Bork (1993) supports this view suggesting that the family system engages emotional acceptance and the business system involves wisdom and results. By contrast, Chua, et al. (1999) reinforce that for growth to be sustainable there must be a synergistic and symbiotic relationship between the family and the business. Chrisman, et al. (2005) guide that in a family first approach, serious family feuds are not difficult to end, however, Ibrahim and Ellis (2004) question this and are of the opinion that a family first view can reroute and weaken management and de-stabilise competitiveness. Farrington, et al. (2010) found that not only do the actions of family members influence the success or failure of the family business, the family can influence the management and strategy of the business.

The researcher establishes from this section of the research that the family influences the business and that the growth, survival and success of a family business are influenced by issues involving the family relationships and family harmony. Kammerlander and van Essen (2017) reveal that family firms, despite their risk aversion regarding investment, can build on many strengths in order to leverage their innovativeness. Granovetter (1985) notes that studies in family firm's growth have not considered that economic decisions are embedded in the social relationships of the family. Granovetter (1985) argues that specific economic actions such as those related to the firm's growth decisions are also dependent on the relationships established within the company. Hence, different types of family relationships imply different strengths of ties and levels of cohesion which lead to diverse performance outcomes. A systems theory method suggests that the transactions of one person will eventually affect the whole family. Similarly, the systematic study of the organisations discusses the business as an arrangement of equally dependent variables in which the actions of one department, person, or division will eventually impact the organisation.

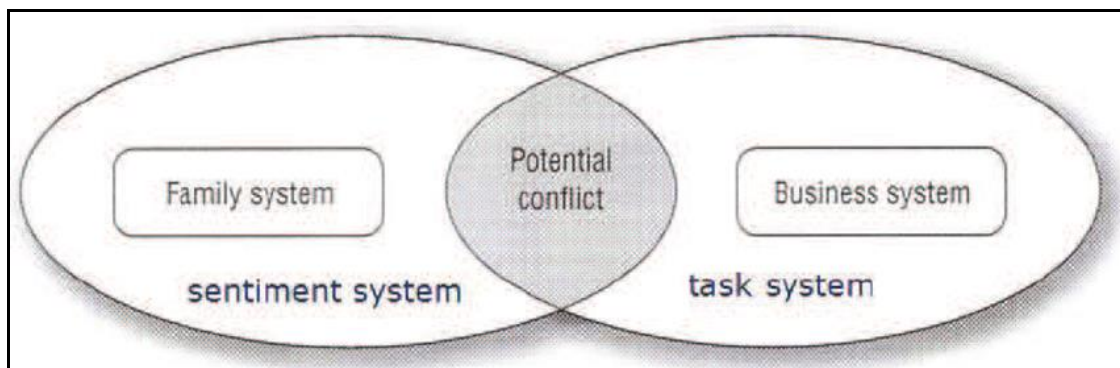
## **2.5 Systems Theory and Family Business**

An important concept of this research on the family relationships is the existing literature on the systems theory. Sharma (2008) acknowledges that the systems theory has been helpful for understanding some of the connection issues and flows between family and business systems. Distelberg and Sorenson (2009) determine that the family business system can be defined as the family, ownership and business systems and the interactions among them. Lansberg (1983) and Tagiuri and Davis (1985) establish that the family business is the union of two systems: the family and the business to produce a family business system and the combination of two systems then creates a meta-system.

From the general systems viewpoint, actions that arise within the family not only have an outcome on the family but also affect the growth of the family business. Similarly, actions that occur within the business eventually impact the family as well. Habbershon, et al. (2003) propose that the effects of work and family interaction are often measured from the perspective that the family and work territories are disconnected and competing. However, an integrated systems approach states that individuals can balance the demands of work and family life. Whiteside and Brown (1991) suggest that most of the difficulties and conflicts in a family business are the result of mismanaging the social and business relationships. Barrett (2014) reveals that when a family owns and manages a business, an open systems view of family and business tends to govern, emphasising the interface of the family with the business. This interaction is represented in Figure 1 by the overlap between two circles.

**Figure 1**

**The two broad systems of family business**



Source: Adapted from Burns (2001, p. 359). The two broad systems of family business.

Figure 1 represents Burns (2001, p. 359) direction that family businesses are a union of two systems:

(a) the family system, which is based on the emotional relationship of the family unit and where decision-making is often not based on a rational process.

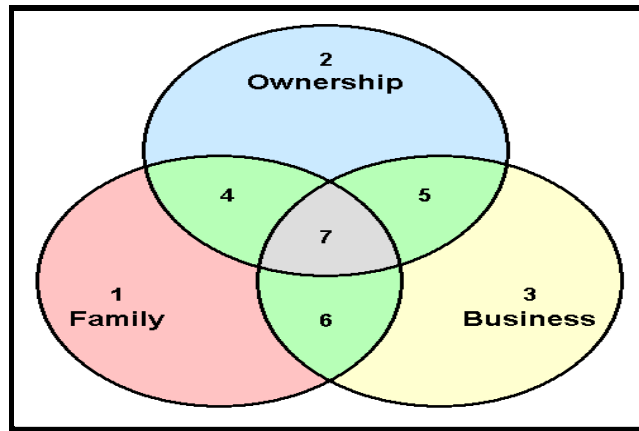
(b) the business or task system where results are based on relationship and where decision-making process must be based on an objective, economic model.

Lansberg (1983) maintains that family customs produce human resource complications in family firms. The claim is that the family is the area of affectivity, intimacy and important relations, whereas the work world is impersonal, competitive and instrumental rather than expressive.

Cohen and Sharma (2016) declare that complexity emerges when these two systems are overlaid resulting in substantial heterogeneity. The conventional understanding proposed by Stafford, et al. (1999) in the overlapping circles models is that the family and business are two multifaceted social systems that, when combined, distinguish family businesses from other organisations by the level to which the systems boundaries are related. This view is known as a dual systems approach and Lansberg (1983) argues that the boundaries between two different social systems need to be managed to offset the intrinsic challenges. This dual system approach to family enterprise research has been criticised on several grounds, including its disregard of other important subsystems. These criticisms led to the development of Tagiuri and Davis (1982) multi-system models where ownership was added to family and business.

**Figure 2**

**The Three Circle Model of Family Business**

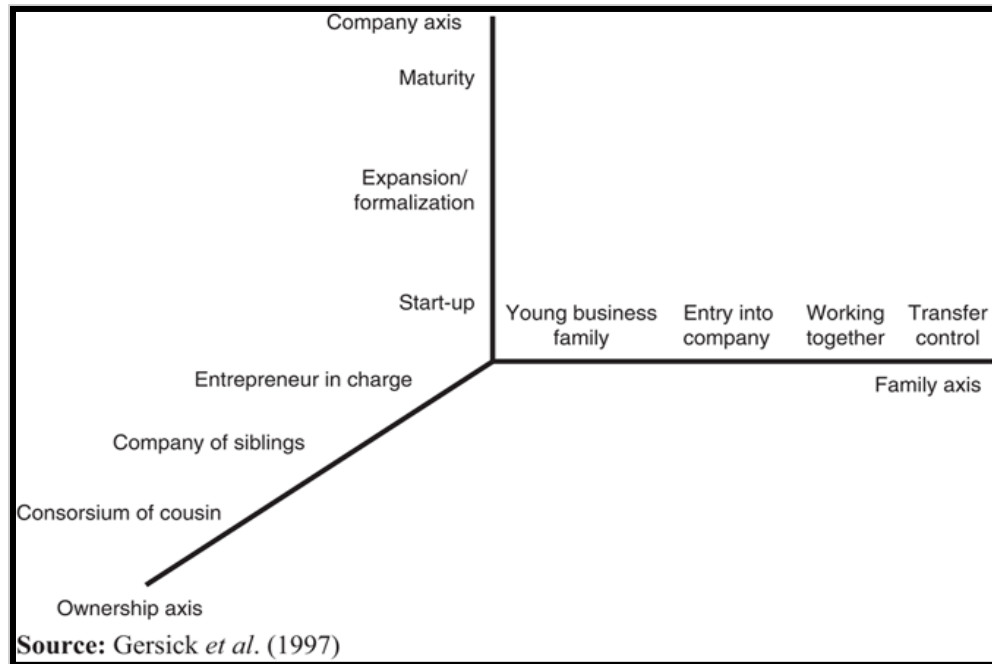


Source: Three Circle Model by Tagiuri and Davis (1982). Bivalent Attributes of the Family Firm. Reprinted 1996, *Family Business Review*. Vol. 9, (2), pp. 199–208.

The Three Circle Model in Figure 2, consisting of owners, business and family can essentially stand for the representation of family business at a particular point in time. Tagiuri and Davis (1996) affirm that a more precise representation of the range of family firms would be needed to make a distinction between the ownership and management subsystems within the business. As a result, the Three Circle Model of Family business, Figure 2, was developed. The revised model combines three overlapping circles. One circle represents the family as previously, but the second circle has become two, the first representing owners of shares in the firm, the other representing firm management. However, many of the challenges that family firms face are caused by the passage of time. The results of adding development over time to the Three Circle Model is the Three Dimensional Development model of family business identified in Figure 3.

**Figure 3**

**The three-dimensional model of the family business**



Source: Gersick, Davis, Hampton and Lansberg (1997)

Gersick, et al. (1997) propose the three-dimensional model of the family business noted as Figure 3. Each dimension of the model is independent, however it impacts each other.

Whitchurch and Constantine (1993) critique the general systems theory suggesting that there is a problem with operationalising concepts because of the lack of clarity of the theory, difficulty in specifying relationships among concepts, which then leads to a lack of instructive power and lack of caution in the theory. At each stage of development the family business will be presented with new challenges and opportunities. The contribution from this section of the research is that the two circle and three circle models of family business suggest that the business should separate the family dimension from the business possibly avoiding family conflict and emotions and that the family was not necessary crucial to the business.

However, some research identifies that family businesses out-perform non-family businesses in some economies. If it is that some family firms do better than non-family businesses, it may be because there is some distinctive advantage that non-family businesses cannot easily imitate that is the family relationships. Stafford, et al. (1999) propose that the business is not what makes a family business unique from other business arrangements but it is the family. Venter and Kruger (2004) declare that keeping family separate from business is harmful as it attempts to remove the one thing that gives a family business its advantage over its non-family business. Following from the two circle and three circle models, the research considers the agency and stewardship theory as it impacts the family business in this research.

## **2.6 Agency Theory**

The overview of the ownership circle advances the topic of agency theory. Berle and Means (1932) and Eisenhardt (1989) argue matters arising from the separation of the firm ownership and management. Agency theory draws attention to inherent conflict of interest between the owners and the managers of a firm. Bartlett (2014) discloses that in a family firm, owners and managers can be members of the same family so it is sometimes argued that there are no agency problems in family firms and that a stewardship model, highlighting the way firm owners see themselves as holding the firm in trust for future generations is more suitable. Davis, et al. (1997) disclose that stewardship theory maintains that people are motivated not simply by self-interest but by service to others and instincts such as altruism and generosity. Bourdieu (1986) and Nahapiet and Ghoshal (1998) and Putnam (2000) uphold that stewardship occurs among parties when the relationship is stable, where there is substantial interdependence and interaction and when people share a similar social network.



James, et al. (2006) propose that these conditions develop within family businesses where family members identify with and are emotionally attached to the firm and are willing to make sacrifices to maximise long term value. Family members, as identified by Arrègle, et al. (2007) are concerned about the firm because it is part of their collective patrimony and is often the main asset of the family. Putam (2000) and James (2006) as well as Arrègle, et al. (2007) provide support for this research that the family relationships is a key factor in the survival and growth of family businesses.

## **2.7 The Life Cycle Model in Family Business**

The Life Cycle Model proposes that family business exhibit life cycle patterns that are similar. Researchers have built models varying in the number of stages: Lippitt and Schmidt (1967) promoted a 3 – stage model; Quinn and Cameron (1983), Hayes and Wheelwright (1984), Kazanjian (1988) - a 4 stage model; a 5- stage by Greiner (1972), Miller and Friesen (1984) Hanks (1994) and up to 10 stages from Adizes (1979). At each stage of development, the business encounters a new period of opportunities and challenges. The ability of management to confront these challenges and opportunities determine the impact on the survival and growth of the business. Baird and Meshoulam (1988) support that a business must pass through all the stages sequentially. Baird and Meshoulam (1988) also argue that for the set-up of an effective and successful organisation, a sequential move would be necessary to build knowledge, procedures and programmes in each life cycle stage which forms the base for the next stage. Omitting a stage according to Baird and Meshoulam (1988) would create critical problems in the next stage due to lack of knowledge. Supporting this view, Galbraith (1982) states that in his five stage model, all start-up companies' progress through all of the proposed life stages.

Conversely, Miller and Friesen (1984) and Lester, et al. (2003) reveal that a considerable number of organisations' are not passing sequentially through the life cycle but may omit stages or even go back to stages which they passed before. This implies that stages in the organisation life cycle are not related as stated by Galbraith (1982) and Baird and Meshoulam (1988). Venter (2002) points out that organisational life-cycle models typically take for granted that the organisation will outgrow the managerial capabilities of the founding entrepreneur and develop in such a manner that ownership and management are alienated. Morris, et al. (1997) propose that such models usually take no notice of issues of succession and fail to consider the subtle differences innate in family-owned and managed businesses. Ward (1988) recommends three different life cycles, specifically the business owner's life cycle (Table 4), the organisational life cycle (Table 5) and the business life cycle.

**Table 4**

**Ownership issues in the evolving family business**

Ownership stage	Dominant shareholder issues
Stage one: the founder(s)	<ul style="list-style-type: none"><li>• Leadership transition</li><li>• Succession</li><li>• Spouse insurance</li><li>• Estate planning</li></ul>
Stage two: the sibling partnership	<ul style="list-style-type: none"><li>• Maintaining teamwork and harmony</li><li>• Sustaining family ownership</li><li>• Succession</li></ul>
Stage three: the family, dynasty (also called the cousins' confederation)	<ul style="list-style-type: none"><li>• Allocation of corporate capital: dividends debt, and profit levels</li><li>• Shareholder liquidity</li><li>• Family tradition and culture</li><li>• Family conflict resolution</li><li>• Family participation and role</li><li>• Family vision and mission</li><li>• Family linkage with the business</li></ul>

Source: Ward (1991)

**Table 5**

**Management issues in the evolving family business**

Management stage	Dominant management issues
Stage one: entrepreneurship	<ul style="list-style-type: none"><li>• Survival</li><li>• Growth</li></ul>
Stage two: professionalisation	<ul style="list-style-type: none"><li>• Adopting professional management systems</li><li>• Revitalising strategy</li></ul>
Stage three: the holding company	<ul style="list-style-type: none"><li>• Allocation of resources</li><li>• Overseeing investment</li><li>• Corporate culture</li><li>• Succession and leadership</li><li>• Performance of investment</li><li>• Strategy</li><li>• Shareholder relations</li></ul>

Source: Ward (1991)

Ward (1988) proposes three different life cycles, specifically the business owner's life cycle (Table 4), the organisational life cycle (Table 5) and the business life cycle. From Table 4 and Table 5, Ward (1988) suggests that different forces influence the passage of the family business through various expected patterns of growth and sustainability. Among these forces as proposed by Ward (1988) are the following:

- The character of the business that is the type of product, its stage in the life cycle, competitive and market conditions.
- The personality of the organisation, that is -size, complexity and speed of change.
- The enthusiasm of the owner-manager, that is -his or her major focus.
- Family financial expectations, that is -the evolution of its needs.
- Family goals, that is -its major focus.

This research determines that the life cycle model seems more of a prescriptive approach for family businesses. In this research, of concern is that the life cycle model does not address what is the influence of the family core values on the life cycle and is the life cycle be applicable to all family businesses. The researcher argues that within a family business the best business model is ineffective to grow the business without the influence and support of the family at the various stages. To be able to survive and grow through the different stages as identified, the family business will need a professional business approach as well as the strength of the family relationships and cohesion to achieve business continuity and growth in a family business. Rivers (2009) declares that the single most important element in the success or failure of a family business is the relationships among key members of the business family.

## **2.8 The Family Relationships in family businesses**

The family relationships in family businesses is dynamic and interdependent because what occurs in the family may have consequences on the business and vice versa. Ward (1997) suggests that the long-term health and sustainability of any family business depend on its ability to anticipate and respond to change. Handler (1989) and Neubauer and Lank (1998) support that family harmony among family members are characterised by a high level of trust, mutual support, care for one another, closeness, mutual respect, the understanding of others views and a willingness to acknowledge others achievements. This undeniably identifies that the family relationships is important in family businesses but how does this lead to the survival and growth of the family business is not identified. Stafford, et al. (1999) recommend the Sustainable Family Business model (SFB) to distinguish that certain resource transactions and relationships occur solely in the business system and others occur only in the family system. However, one of the key features of this model is its attention to the interface between the family and the business systems.

The Family Fundamental Relations Orientation (FIRO) model proposed by Schutz (1958) is a theoretical model of interaction and change that sets the stage for studying the intricacies of family businesses at the interface of the family and business systems. Schutz (1958) suggests three core dimensions of group and family interaction: inclusion, control and affection and intimacy. Ward (1997) submits that a healthy company is the foundation of family business continuity and family and business goals are influences that direct each family business through predictable patterns of growth and change. Farrington, et al. (2010) support that the growth, survival and success of a family business are often influenced by issues relating to the family relationships and family harmony. Dynamics among family members have been identified as a critical factor in the low number of successful multi-generational transfers among such businesses. Family businesses as noted by Leach (2007) and Hall and Nordqvist (2008) cultivate their special nature from the influence of family on the business. Hess (2006) advocates that a successful family business is one that does not destroy or weaken family harmony. Farrington and Venter (2010) declare that both secondary and empirical evidence articulate that harmonious family relationships among family members is crucial for successful family businesses as well as successful successions. Similarly, Dyer (1986) and Lansberg and Astrachan (1994) report that cohesive families are usually committed to the perpetuation of the business, succession planning and training of the successor and effective transitions. Growth and competitiveness demand that family businesses progress or, embrace and follow growth strategies that build on their core competencies, resources and other capabilities in such a way as to add to successful competition and success of the firm's objectives.

Chrisman, et al. (2005) identify that the involvement and commitment of the family are able to bestow distinct advantages such as the entrepreneurial spirit of founders, the firm's reputation, its management practices and the trust and communication among family members.

## **2.9 Resource Management in Family Business**

Penrose (1959) states that it is the firm's resources as well as the family's ability to manage them that impact the firm's growth. Despite shared performance goals, family-controlled firms are ends apart compared to nonfamily-owned or controlled firms with respect to the resources and capabilities accessible for use and the technique through which growth is created or sustained. Habbershon and Williams (1999) argue as to the relative resource and capability advantages or disadvantages intrinsic to family-owned businesses and their ability to create competitive advantages. Habbershon and Williams (1999) pinpoint that the resource base view acknowledges that firms are heterogeneous and that it is the idiosyncratic, immobile, inimitable, sometimes intangible bundle of resources residing in the firm that gives the firm an opportunity for competitive advantage and superior performance. Resources include both physical and intangible assets, individual and corporate skills, organisational processes, firm attributes, information, knowledge and the like. Barney (1991) insists that these resources include a broad range of organisational, social and individual phenomena within firms that are often overlooked by concepts such as core competence or capabilities. Hence, the concept of resource management, value creation and sustainability in the family business are important areas to study in this research. Habbershon and Williams (1999) introduce the resource-based view of the firm as a theoretical framework for assessing growth in family businesses. This view stresses that firms vary according to their resources and that this resource diversity can give rise to varying performance.

Within this view, the management team plays an important role in managing the complicated growth process while utilising the firm's resources. More distinctive, valuable and rare resource capabilities are thought to result in higher levels of performance and growth for the firm. Rumelt (1987) expresses that for superior performance to be sustainable over time, these valuable and rare resources must in some way be isolated from use or imitation by other firms. Rosenblatt, et al. (1985) describe family members as more productive than nonfamily employees, boasting a family language that allows them to communicate more efficiently and exchange more information with greater privacy. Tagiuri and Davis (1996) reinforce that the family relationships create unusual motivation, cement loyalties and increase trust. Gomez-Mejia, et al. (2010) distinguish that in a family controlled business, responsibilities are often defined and the decision-making process is deliberately limited to one or two key members of the family. Resource management emphasises that a resource must have specific attributes for an advantage to be gained from it. Barney (1991) acknowledges four such attributes with supporting descriptions as:

- (a) it must be valuable, in the sense that it exploits opportunities and/or neutralises threats in a firm's environment.
- (b) it must be rare among a firm's current and potential competition.
- (c) it must be imperfectly imitable, and
- (d) there cannot be strategically equivalent substitutes for this resource that are valuable but neither rare or imperfectly imitable.



Priem and Butler (2001) query the analytical power of the resource based view without managerial involvement. Barney and Arikan (2001) argue that it is almost as if once a firm is aware of valuable, rare, costly to imitate and non-substitutable resources it controls, that the actions it should take to exploit these resources will be guaranteed. While the resource profile of the firm may be important to performance, these resources as suggested by Hitt, et al. (2001) must also be integrated and deployed effectively, through an appropriate strategy to achieve a competitive advantage. Thus, resources alone are not sufficient to produce a sustainable competitive advantage. Rather, the resources must be managed appropriately to produce value. The most baffling category of resource advantage found in family firms is that associated with causal ambiguity. Barney (1991) indicates that causal ambiguity occurs when the link between the resources controlled by a firm and a firm's sustained competitive advantage is not fully understood. Habbershon and Williams (1999) declare that family companies may have several intuitive-based resources not accounted for in the everyday assessment of their competitive advantage which may be the reason why family business success seems so unexplainable in the first place. Aldrich and Cliff (2003) propose the concept of family embeddedness to better conceptualise this relationships. From the resource base view there is strong support from Aldrich and Cliff (2003) that the family and the business are inextricably intertwined. Hitt, et al. (2001) and Priem and Butler (2001) recommend that resources must be managed appropriately. The extent to which a firm's collection of intangible resources contribute to its performance as identified by Sirmon, et al. (2011) depends on effectively positioning these resources through distinct management processes. Causal ambiguity is also a robust model that supports the view that the family relationships is a factor for family business growth. This is developed through the concept of familiness.

Habbershon and Williams (1999) and Sirmon and Hitt (2003) identify the concept of familiness as resource through which a distinct form of competitive advantage is created by the long-term perspective, shared goals, speedy decision-making and embeddedness in the family business. Miller (2000) advises that familiness connects with the culture of a family business, as the values, beliefs, assumptions and attitudes of the founder and the founder's descendants are immersed in the culture and influences the way things are done in the business. Barney (1986) advises when culture is transmitted, familiness will then automatically be transmitted.

## **2.10 Familiness**

Habbershon and Williams (1999) define the family business resources as the familiness of a family firm. More distinctively, familiness is expressed as the unique bundle of resources a particular firm has because of the systems interface between the family members and the business. Habbershon and Williams (1999) insist that by looking deeper than the typical resources the resource-based view allows deliberation of a distinctive, unique, sometimes intangible package of resources that to variable degrees commonly exist in the family firm, making it a viable framework for analysis. Cabrera-Suarez, et al. (2001) propose the term familiness that has been accepted to describe the package of resources accessible for establishing a strategic advantage held by and particular to family firms as a result of their unique systems and interaction among the family members and the business. Chrisman, et al. (2005) caution that the sources and types of familiness are yet to be understood and research has yet to define the conditions and factors. Sharma (2008) and Lambrecht and Koiranen (2009) reveal that from a theoretical perspective, the familiness construct is unclear and remains an umbrella concept that may represent a variety of things.

Swart (2005) affirms that familiness is a capability, in the sense that it is firm specific, is rooted in the firm and its processes and is not transferable to other firms. Swart (2005) argues that each member of a family business active or inactive, forms an important part of the family dynamics. These particular dynamics are what create a family business unique from non-family businesses. Sirmon and Hitt (2003) and Carney (2005) identify the nature or conditions of competitive advantage arising from the familiness of a firm have found similar examples as well as improved consumer trust in the family firm, improved employee commitment and long-term decision-making horizons. Cliff and Jennings (2005) advance that the experience of familiness cannot be directly observed rather it is a paradigm that must be measured through instrumentation. Rutherford, et al. (2008) suggest that the familiness, power, experience and culture (F-PEC) scale developed by Klein, et al. (2005) possesses the potential to establish degrees of familiness in a given firm. Irava (2009) informs that six resource dimensions were found to represent the familiness resource bundle:

- decision-making,
- experience – insights and skills,
- learning,
- networks,
- relationship and
- reputation,

Zahra (2003) analysis on the impact of familiness on 409 manufacturing firms in the Southeast region of the United States, found that familiness was linked to appreciably higher performance and growth. Olson, et al. (2003) examined 673 family businesses and found partial support for familiness and growth. Alternatively, Moores (2009) contends that familiness remains a rather fuzzy concept.

Sharma (2008) and Lambrecht and Koiranen (2009) suggest to understand familiness the fundamental dimensions that create the concept need to be identified and studied else it risks remaining an umbrella concept. The F-PEC scale also has some limitations. Cliff and Jennings (2005) report that the power and experience sub-scales depend on objective knowledge, whereas the culture sub-scale is based on the ideas of the participant. Thus, the scale includes a mix of objectivity and subjectivity. In addition, there exist different types of data among the sub-scales, which complicates any attempt at statistical analysis.

From the literature, although the example of familiness has differed from study to study, it has generally been agreed that familiness is primarily comprised of the resource endowment and capability of the family business together with the family's influence in the management and organisation of these resources. Aligned to this concept, Danes, et al. (2009) develop the discussion with their research on family capital.

## **2.11 Family Capital**

Danes, et al. (2009) guide that family capital is the social, human and financial resources available to the business. Danes, et al. (2009) suggest that family capital exists within and is limited to the family. Its strength is in the distinctive elements residing within the strength of the relationships between individual family members. Of the three types of family capital, family social capital most effectively isolates family from nonfamily businesses. Lounsbury and Glynn (2001) confirm that social capital is made up of three dimensions: structural, cognitive and relational. The structural component is based on network ties and configuration. The cognitive dimension is built on a shared language and narratives, while the relational dimension is based on trust, norms and obligations.

Each of these dimensions is embedded within the family unit and in the networks the family firm has with external stakeholders. Dyer and Dyer (2009) insist that family social capital cannot be hired or imported, it exists within the family relationships and the nature of the family social relationships is fundamental. Nahapiet and Ghoshal (1998) distinguish that social capital is the aggregate of resources rooted in, available through and resulting from the network of the family relationships held by a family firm. Nahapiet and Ghoshal (1998) identify structural as the configuration of linkages and overall pattern of connections in a set of relationships, relational as level of trust and relational dependence and cognitive as the shared expectations, interpretations and systems of meaning, dimensions of social capital. Donnelley (1964) and Horton (1986) indicate that positive attributes of family firm's human capital include extraordinary commitment, warm, friendly and intimate family relationships and the potential for deep firm-specific tacit knowledge. The potential for the early involvement of children in the family firm can produce deeper levels of firm-specific tacit knowledge. Hoffman, et al. (2006) agree that the heart of family social capital is the family member's belief about themselves and how family members should relate to one another and to the larger community. Moral infrastructure provides the basis for family values, norms, obligations and expectations. Open dialogue as indicated by Sorenson, et al. (2009) within the family helps individuals connect their own sense of morality to family beliefs. Haidt and Joseph (2007) identify that this helps ground family moral infrastructure in a distinctive morality that is common to individuals across communities and cultures. Gomez-Mejia, et al. (2007) and Berrone, et al. (2012) submit evidence that family firms make choices depending on the situation of the firm's leading principals. These principals will make decisions in such a way that they preserve the socio-emotional wealth in family firms, consisting of the affective endowment of family owners.

According to Gomez-Mejia, et al. (2007) and Berrone, et al. (2012) these decisions include the family's desire to exercise authority, enjoyment of family influence, maintenance of clan membership within the firm, appointment of trusted family members to important posts, retention of a strong family identity and continuation of the family dynasty. Sorenson, et al. (2009) propose that in family businesses, family beliefs structure the foundation for values, norms and expectations that influence interactions among stakeholders, including employees and customers. Sorenson, et al. (2009) declare that through dialogue, often around a family meal, family members can create common beliefs about their family and business identity. Thus, depending on the beliefs, the family can have a positive or negative impact on the larger community. Sorenson, et al. (2009) submit that to build and sustain family social capital, families establish meetings and councils. Ongoing collaborative dialogue helps family members remain grounded in the family social structure. Sharma (2008) and Danes, et al. (2009) advise that families who maintain their family relationships have stocks of social capital available that can be employed for business purposes. Chang, et al. (2009) and Rodriguez, et al. (2009) observe that when a family has social capital, it can enlist the human capital of family members to support the firm. Family human capital as stated by Sorenson et al. (2009) include individual family member's knowledge, experience, ability and energy that can be made available to the business and can provide a potential resource advantage. Sorenson, et al. (2009) pinpoint that family members, even those who are not employed in the business, are more likely to make human capital available to the business when there is positive social family relationships. Danes, et al. (2009) identify that the intense, immediate and lasting presence of family capital within family businesses, can lead to a quicker union of individual goals toward a collective goal within family businesses than social capital would in nonfamily businesses.

Barney (1991) declares that family capital is rare, unique and non-substitutable and it is exclusive to each family firm. Family capital, according to Barney (1991) provides capabilities that cannot be duplicated by nonfamily firms and can be a strategic resource that propels the growth of the firm. Chau, et al. (1999) affirm that the family relationships differ from one family firm to another, yet families have strong and sustainable social ties and considers resources, such as knowledge, as important sources of sustained competitive advantage and superior performance because of the difficulty for a firm's competitors to imitate or copy. Evidently, the development of sustainable competitive advantages in the family business is influenced by the family's involvement in business and involves the development of important resources such as the innovative capacity or social capital. Dyer (1988) submits that the family culture is a substantial strategic resource family firms use to gain competitive advantage. Family culture refers to the logical pattern of beliefs and values that represent acceptable solutions to major organisational problems for the family. Family dynamics as identified by Friedman (1991) and Kepner (1991) among family business members have been classified as a critical factor in multigenerational transfers among such businesses. Knowledge resources in keeping with the resource base view can be sources of competitive advantage. Yet, performance also depends on how these resources are managed and leveraged in strategy processes.

## **2.12 Knowledge Resources**

Carney (2005) and Arregle, et al. (2007) propose that from one perspective, the integration of the family and the business can provide a context for the development of intangible resources, such as knowledge, which are difficult for competitors to imitate because of the embeddedness in the family relations and history.

Cabrera-Suarez, et al. (2001) and Eddleston, et al. (2008) establish that knowledge resources in family firms are often built up over a long period of time and across family generations in ways that make them rare and difficult to imitate or substitute and a source of superior performance. Zahra, et al. (2007) declare that knowledge in family business is defined as pure knowledge and skill which family members have developed through education and experience within and outside the organisation industry-related, business and ownership knowledge. Hoover (1999) and Stewart (2003) highlight that informal learning in the family business is facilitated by close-knit family structures and strong family relationships. Strong trusting relationships create environments conducive to collective learning. Grant (1996) and Smith (2001) advocate that knowledge is an important source of competitive advantage which enables an organisation to be innovative and grow in a competitive market. Knowledge is recognised as the primary asset of the firm, upon which all other resources depend. Nonaka, et al. (2000) maintain that knowledge leads to competitive advantage because it enables an organisation to innovate new products, processes, services, or improve existing ones more efficiently and effectively. Prusak (1996) suggests that knowledge provides an organisation with a competitive edge. Cabrera-Suarez, et al. (2001) highlight the importance of knowledge as a foundation for competitive advantage and growth in family businesses. Zahra, et al. (2007) agree that living within the family and working within the business from an early age allow family knowledge resources that are based on firm-specific expertise to form the basis of competitive advantage and lead to strong performance because they are both unique and relatively hard to imitate. Zahra, et al. (2007) argue that they are unique because they depend upon how people cooperate in organisations to develop deep levels of firm-specific tacit knowledge.



Kogut and Zander (1992) and Teece and Pisano (1997) offer support concerning the role of tacit knowledge as a source of competitive advantage and growth. Kogut and Zander (1992) advise that tacit knowledge cannot be easily imitated or separated out for sale through the medium of market methods. Tokarczyk, et al. (2007) affirm that when tacit knowledge leads to high performance that such superior performance may be sustained for some time and can lead to a firm's growth. Family input in business strategy is a substantial and a positive administrator of the relationships between knowledge resources and a firm's performance. Sirmon, et al. (2003) and Chirico (2008) and Miller, et al, (2008) support that family involvement in business strategy activities expands the leveraging of knowledge resources in family firms. Zahra, et al. (2007) inform that family involvement strengthens the practice of knowledge resources by effective integration and recombination of knowledge resources with complementary resources so as to generate performance advantages. Chirco and Salvato (2016) propose that family firms can achieve and sustain product development (goods and services), by effectively internalising their members specialised knowledge. Chirco and Salvato (2016) also argue that knowledge internalisation within the family enable action, leading to the transformation of family member's specialised knowledge into new products. Family ambitions and values as stated by Sirmon and Hitt (2003) influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the family relationships.

Sirmon and Hitt (2003) submit that family aspirations and values may directly influence resource management, because of emotional ties or escalating commitments within the family.

Additionally, Reed, et al. (1990) and Carney (2005) advance that the family's contribution to business strategy increases social complexity and causal ambiguity, solidifying the link between the company's knowledge base and its performance. Due to the high level of family involvement and the socially powerful interactions between family members and external parties the process of knowledge development could be very high. The emotional connection, the enduring shared history and the use of a private language in family businesses augment communication between family members. This, according to Tagiuri and Davis (1996) and Cabrera-Suarez, et al. (2001) permit the exchange of knowledge more competently and with improved privacy compared to non-family firms.

### **2.13 Value Creation in Family Firms**

The emotional involvement, the lifelong common history and the use of a private language in family businesses as emphasised by Tagiuri and Davis (1996) enhance communication between family members. Tàpies and Ward (2008) distinguish that family businesses are values driven. Distinct, powerful, intergenerational values define their ways and means. Values inundate every aspect of a family business. Values are a driving independent variable shaping every dimension of family business management. Dumas and Blodgett (1999) submit that values answer the question of what is important and core values are the deep seated pervasive standards that influence almost every aspect of lives, moral judgments, responses to others and commitments to personal and organizational goals. Neubauer and Lank (1998) propose that one of the great strengths of a family owned business is that they are influenced by the family's values in ways that are good for the business, the family and society at large.

Burns (2007) and Ward (2008) and Chrisman, et al. (2010) suggest that a value is a concept that describes the beliefs of an individual or culture. Sharma and Nordqvist (2008) argue that long lived family firms are a fit between family values and governance structures. Arnoff and Ward (2001) advocate that values influence performance and support longevity. Tàpies and Ward (2008) declare that the owning family's values drive their key decisions regarding:

- Competitive advantage strategy
- Culture
- Employee recruitment
- Governance
- Owners' cohesion
- Owners' commitment
- Owners' Constitution or Protocol
- Structure
- Succession.

Sorenson (2014) suggests that a characteristic of a strong culture is having a clearly defined set of values. Family firms with strong cultures tend to emphasise core values in family and businesses. Often the founder infuses values into the firm's culture that promotes growth. Succeeding generations of owners tend to reinforce founding values and add other values that support long term sustainability. Van der Merwe, et al. (2012) support the view that family businesses that invest time and effort to foster harmonious family relationships based on mutual trust, respect and support, can ensure the future continuity and success of the family business.

Aronoff and Ward (2001) indicate that the power of values appears in at least a dozen ways in a business as listed in Table 6.

**Table 6**  
**The Power of Values in Family Business**

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Adapting to Change</li><li>2. Challenging conventional thinking</li><li>3. Executing strategy</li><li>4. Forging strategic alliances</li><li>5. Improving strategic planning</li><li>6. Inspiring top performance</li><li>7. Laying the bedrock for corporate culture</li><li>8. Lending meaning work.</li><li>9. Providing a template for decision making</li><li>10. Reducing the cost of capital</li><li>11. Recruiting and retaining employees</li><li>12. Supporting a patient long – term view</li></ol> |
|---|

Source: Aronoff and Ward (2001) - Family Business Values: How to Assure a Legacy of Continuity and Success. pp. 5-19.

Table 6, the power of values in family business, identify some values commonly held in family firms. Sorenson, et al. (2009) declare that when the owning family adopts the founder's values, those values continue to be reflected in the firm. When shared among owners, decision makers and employees in a business, values have power in shaping the business's performance and results. Aronoff and Ward (2001) direct that values tend to endure over time. Eisenhardt and Martin (2000) establish that new value creating strategies are developed by the combination of resources, by the firm's potential to obtain, combine, recombine and discard them.

Tàpies and Ward (2008) distinguish that the family's values often define the organisational structure: who works where, for whom and in what areas. According to Tàpies and Ward (2008) the family's values are the company's culture. Tàpies and Ward (2008) propose that culture is so substantial to most business owners that it calls for unique ways to recruit, train and compensate the employees or members, as many family firms call their employees. The owning family's relationships and cohesion arise primarily from their common values. Schein (1983) and Dyer (1986) direct that the family business culture stems from the combination of different behavioural patterns which result from the history of the family business, the relations within it and the beliefs and values embedded in the family. Sorensen (2014) notes that values play a special role in family firms and the interactions between the family and the business often manifest and express family values, forming distinct family firm cultures. Sorensen (2014) suggests that often the values are easily expressed as the way things are done and are used to guide the decisions and strategic planning for the business. Knez and Camerer (1994) and Nahapiet and Ghoshal (1998) emphasise that within a family business network, obligations and expectations lead to collective trust, which becomes a powerful form of expectation benefit. Kramer, et al. (1996) identify that collective trust allows family members to depend on each other and more generally, help determine the daily problems of cooperation and coordination. With collective trust present, family members can rely on one another to follow through with things expected of them and obligations owed by them.

## **2.14 Collective trust**

Sundaramurthy (2008) advises that trust is central to family businesses, where a group of individuals affiliated with the enterprise are connected through common ancestry or marriage because their existence goes past economic rationale. Steier (2001) affirms that trust represents an essential basis for cooperation and it is a source of competitive advantage for family businesses. Rousseau, et al. (1998) indicate that trust is viewed as fundamental for the competitiveness of social organisations given the increased levels of complexity and uncertainty. Rousseau, et al. (1998) state that trust refers to a person's belief that individuals engaged in exchanges will make sincere efforts to uphold their commitments and will not take advantage of the given opportunity. Rousseau, et al. (1998) disclose that trust facilitates cooperation, promotes network relationships, reduces harmful conflict, decreases transaction costs and facilitates the effective functioning of groups and responses to crises. What is unique about family firms, according to Gersick, et al. (1997) is that they begin with a deep level of trust because the family is a common identifying factor. Common history, experience, identity, rituals and realities serve as a substantial affection mechanism nurturing trust. Gersick, et al. (1997) express that family members are willing to commit, even to the point of self-sacrifice in the name of the general family welfare. Hosmer (1995) declares that trust is indispensable for understanding group behaviour, economic exchange, managerial effectiveness and social stability. Poza, et al. (1997) found that family meetings, councils, retreats and assemblies are systematic communication forums that are critical to positive family culture and also enable family firms to reinvest interpersonal trust as the firm's family and business grows. Vilaseca (2002) expresses that the family council's main objective is to preserve and strengthen family values, which are considered a critical asset of the family business.

Family assemblies help reinforce a family's unity and harmony, a distinguishing feature of the family business. Astrachan and McMillan (2003) declare that history is filled with examples of family businesses that failed to survive to the next generation because family members could not resolve their differences or communicate effectively with each other. Ibrahim and Ellis (2004) propose that conflict and the failure of communication contribute meaningfully to the failure of many business-owning families. Kramer, et al. (1996) advance that trust among family members will enhance cooperation and coordination in the business leading to sustainability.

### **2.15 Sustainability in family business**

Kuratko (2016) states that sustainability results from the union of family success, business success and appropriate responses to disruptions. Thus, according to Kuratko (2016) sustainability requires consideration of the family as well as the business and also requires consideration of the ability of the family and business to cooperate in responding to disruptions in a way that does not impede the success of each. The Sustainable Family Business Research Model (SFB), proposed by Stafford, et al. (1999) has several important implications for research on family businesses. This model is grounded in systems theory and shares the advantage of the systems models. The Sustainable Family Business Research Model, draws attention to the interface between the family and the business and allows examination of the degree of amalgamation between family and business. The suggestion is, family businesses are more effectively understood viewed as existing on a continuum. Stafford, et al. (1999) guide that the SFB model implies that sustainability of a family business is a function of both business success and family functionality. Without a clear vision of the future role of the family in the business, it is uncertain that stability of the family business can be sustained.

Lansberg (1999) affirms that a family's vision dictates much more than being able to envisage several future alternatives, it includes getting the family to outline the hopes and dreams that they share for the business.

## **2.16 Vision**

The vision of the family business, according to Ward (2005) is first personified in the founder of the business and formed from perceptions about the relationships between the family and the business. The first stage in the strategic family planning process involves the family investigating its business philosophy and core values. According to Ward (2005) this is done through the family meetings. The objective of the first stage of the strategic family planning process as directed by Carlock and Ward (2001) and Ward (2005) is to create a family vision, which can express both a consensus of the family's view to management and a commitment among family members to remain active and engaged. Van der Merwe (2009) informs that not having a clear vision of the future role of the family in the business, it is doubtful that continuity of the family business can be sustained. Lansberg (1999) indicates that a family's vision requires much more than being able to imagine various future alternatives, it involves getting the family to define the hopes and dreams they share for the business. The most beneficial way to define a feasible destination is to undertake the task of unearthing, expressing and sharing individual needs, fears and dreams in order to decide whether or not it makes sense to pursue the dream. Families must therefore learn to talk openly about their needs, fears and dreams. Miller (2014) confirms that a collective vision for the family business strongly visualises the leadership effectiveness of next-generation family leaders and touches the degree to which they are absolutely engaged with the work in the family firm. The findings also show that the climate of the business-owning family considerably influences the creation of a shared vision for the family firm and as a result, the development of next-generation leadership talent.



Family governance as stated by Neubauer and Lank (1998) is a system of procedures and configurations that are put in place allowing the family to make the best possible decisions and committing to family harmony, fairness and an understanding of where the business is as a business entity.

## **2.17 Governance in Family Business**

Davis (2007) supports that governance is defining and maintaining the basic direction of the family business through certain processes, structures, plans, policies, rules and agreements. Without governance there is a risk that confusion reigns, creating the potential for conflicts, misunderstandings and ultimately poor decision-making. Ward (2007) describes the importance of family governance arguing that a strong family can build a strong business, but a strong business cannot build a strong family. Pieper and Klein (2007) propose that family businesses need a specifically tailored corporate governance approach that allows for their particularities. To develop this approach, a logical understanding of the organisation is required that best adapts to family businesses. Neubauer and Lank (1998) identify that family business governance is a system of processes and structures that are put in place at the highest level of business, allowing the family to make the suitable decisions regarding the direction of the business and committing to family harmony, fairness and understanding. Carney (2005) indicates that the governance structure of family firms is a source of competitive advantage. Davis (2000) argues that a system of corporate governance signifies incentives, authority patterns and norms that produces particular organisational inclinations to generate competitive advantages. Carney (2005) by contrast, compares family governance with managerial and alliance governance structures.

Carney (2005) identifies three unique characteristics of family governance:

- Parsimony - that family firms make choices about their own money,
- Personalism- the capability for unrestricted decision making as a result of ownership and control, and
- Particularism- the use of distinctive principles in decision making.

These three characteristics have the potential to enhance value creation in family firms by permitting them to compete in scarce environments, utilise social capital and engage in opportunistic investing. Carney (2005) suggests that the effects of family governance may lead to efficiency and effectiveness advantages in smaller family firms and that although some of these advantages may diminish with firm size, the social capital of family firms may be more accessible. According to Aronoff and Ward (1996) setting up separate governance processes for the business and the family is the best way to ensure effective management of the family business. Carlock and Ward (2001) also indicate that owners require a sound understanding of the business and family concepts. Davis (2000) advises that there are three elements to family governance:

- Periodic assemblies of the family; all families in business can benefit from this activity.
- Family council meetings for families that benefit from a representative group of their members doing planning, creating policies and strengthening business-family communication and bond.
- A family constitution, the family's policies and guiding vision and values that regulate members' relationships with the business. This written document can be short or long, detailed or simple, but every family in business benefits from this kind of statement.

Teal (2001) advises that family firms choose privacy and hence, planning may be ignored because it requires sharing what might be considered confidential information. Mead (1994) states that the preference for privacy can impact growth when family managers will not share knowledge of the family business with non-family managers. Alternatively, Olson (1993) proposes the Circumplex Model as a means to understanding behaviour in family business.

### **2.18 The Circumplex Model of Family Functioning**

Olson (1993) provides a framework to study family characteristics that can impact behaviour and the management and growth within the family business with the Circumplex Model of Family Functioning. Olson (1993) identifies three areas of family behaviour that are primary to their functioning: family cohesion, flexibility and communication. The major hypothesis of the Circumplex Model is that balanced couples and family systems have a tendency to be more functional compared to unbalanced systems.

#### **Family Cohesion**

Olson (1993) supports that family cohesion is the emotional bonding that family members have towards one another. Within the Circumplex Model, some of the concepts that can be used to diagnose and measure the family cohesion dimensions are: emotional bonding, boundaries, coalitions, time, space, friends, decision-making and interests and recreation. The focus of cohesion is how systems balance their distinction versus togetherness. Olson (1993) asserts that very high levels of cohesion and very low levels of cohesion tend to be problematic for individuals and relationship development in the long run. Moreover, relationships having moderate scores are able to balance being alone versus together in a more functional way. According to Olson (1993) very cohesive families spend quality time together, make decisions as a family and are strongly bonded to each other emotionally.

Olson (1993) maintains that non-cohesive families are likely to have members who do their own thing, have their own friends, spend little time together and keep more personal than shared family space. Olson (1993) also argues that enmeshed families are distinguished as experiencing high levels of agreement and too low levels of independence and disconnected families act too autonomously with respect to the family and display little responsibility. Keen (2003) and Hitt, et al. (2006) maintain that cohesion in a team occurs when team members are attracted to each other, enjoy being with each other, get along and interact well with each other. Hellriegel, et al. (2001) and Hitt, et al. (2006) insist that team cohesion is positively related to team performance and viability and members of cohesive teams are more likely to be satisfied with their teams than are members on non-cohesive teams. Santiago (2000) pinpoints that the more cohesive the family, the greater the desire to share the responsibility of growing the family business. Aronoff, et al. (1997) highlight that family harmony survives on the quality of the relationships between family members. Ward (1987) argues that the intentions of young adults to join and take over the family business may be influenced by their potential decision-making power. Sharing decisions provides the environment for the older generation to impart its business philosophies and the new generation to learn about leadership of the firm. Sharing decisions also provides a medium for both generations to understand each other's viewpoints.

### **Flexibility**

Olson (1993) verifies that flexibility refers to the degree of change in its leadership, role relationship and relationship rules. The focus of flexibility is on how systems balance stability versus change. Olson (1993) ranks flexibility as rigid, structured, flexible and chaotic. Olson (1993) articulates that rigid families are likely to have a single controlling individual as the family leader and dis-organised families tend to exhibit inconsistent leadership and uncertainty in family roles.

Olsen (1993) notes that structured families promote a democratic style of leadership along with more fluid family roles and that chaotic families show limited leadership with dramatic shifts in roles and rules.

### **Communication**

Communication is considered critical for facilitating movement of the other two dimensions, because it is a facilitating dimension. Aronoff and Ward (2001) propose that good communication does more than keeping families and business going, it is the essence of the relationship. Communication makes the family relationships meaningful, fun and in the long run, it helps make life worthwhile. Communication is considered a facilitating dimension. Segrin and Flora (2006) advise that communication allows the family members to develop adaptability and cohesion within the family. Olson (1993) instructs that couple and family communication is assessed by focusing on the family as a group with regard to their listening skills, speaking skills, self-disclosure, clarity, continuity tracking and respect and regard. In terms of listening skills, the focus is on empathy and attentive listening. Olson (1999) recommends that positive communication, such as self-disclosure, clarity, staying on topic, is understood to facilitate such adjustments in adaptability and cohesion. Olson (1999) expresses that negative family communication behaviours such as criticism, denial of feelings and excessive conflict will obstruct a family's flexibility and as such the management and growth of the business.

## **2.19 Gaps in the Literature**

The review of the theoretical perspectives discovered important research studies and theories. However, in line with the purpose of this study of the family relationships as a factor for survival and growth in family businesses in Trinidad and Tobago there are a number of gaps from the literature. Even though the literature recognises the family relationships as important and introduces various concepts of relationships, there is a lack of clarity on the importance of the family relationships as a factor for family business survival and growth.

### **1. Resource Management**

Following from Penrose's (1959) and Habbershon and Williams (1999) the Resource Base Model, the construct of the familiness resource bundle is identified and the F-PEC scale developed by Klein, et al. (2005) as a measure of the degrees of familiness on growth and performance. However, concepts and systems for developing the family relationships, leading to survival and growth were not identified in the literature. According to Aronoff and Ward (1995) the primary characteristic that distinguishes family from other businesses is the influence of the family relationships on the business. However, how and through what dynamics this influence is evident is not stated. Sharma, et al. (1997) observe that most of the literature on family business focused on the family relationships without considering how this relationship affects the performance of the business. From the review of the theoretical perspectives in this chapter, no study was found on the family relationships as a factor for survival and growth of the family business. As such, how does the family relationships contribute to the management of resources for the survival and growth of the Trinidad and Tobago family business?

Engaging the framework of the resource base model, the new learning as identified will be to determine the importance of the family relationships in the family business leading to its survival and growth in Trinidad and Tobago.

## **2. Value Creation**

Dumas and Blodgett (1999) submit that values answer the question of what is important and core values are the deep seated inevitable principles that influence almost every aspect of lives, moral judgments, response to others and commitments to personal and organisational goals. According to Schein (1983) and Dyer (1986) the family business culture develops from the combination of different behavioural forms which result from the history of the family business, the social relations within it and the beliefs and values embedded in the family. Sirmon and Hitt (2003) establish that family ambitions and values indirectly influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the relationship. Sirmon and Hitt (2003) propose that a family's ambitions and values directly influence resource management, for example, because of emotional ties or escalating commitments within the family. Consequently, in what way is the family relationships important to the value creation process and by extension to the survival and growth of the family business in Trinidad and Tobago is a theme to be examined.

## **3. Sustainability**

Sustainability results from the union of family success, business success and an appropriate response to disruptions. Aronoff and Ward (2001) endorse that good communication does more than keeping families and business going, it is the essence of relationships. Hess (2006) suggests that a successful family business is one that does not destroy or weaken family harmony.

Leach (2007) and Hall and Nordqvist (2008) identify that family businesses derive their special nature from the influence of family on business.

### **Summary of the Findings**

The literature has informed this study that the focus of this research on the industry specific category of family business in the food and beverage industry can be of tremendous implication to the study of family businesses and add value to the existing literature. The study of the family relationships for business survival and growth within the specific sector of food and beverage and existing within a similar social and economic climate can bring forward new knowledge on the influence of the family relationships as it relates to the survival and growth of the business. This research will also add to the literature on family business in Trinidad and Tobago and the wider Caribbean Region. Similar studies were not found in the literature. Foremost from the literature review, the argument then is:

- the approach to resource management is underpinned by the family relationships and
- developing sustainable practices hinges on the family relationships for survival and growth.

In a similar way,

- the value creation process, the familiness resource bundle as well as family capital, collective trust, the circumplex model, are all located within the construct of developing cohesive family relationships to enhance the survival and growth of the family business.

The conceptual frame work that will guide this research, within the construct of survival and growth will be the family relationships conceptual framework identified as Chart 1.

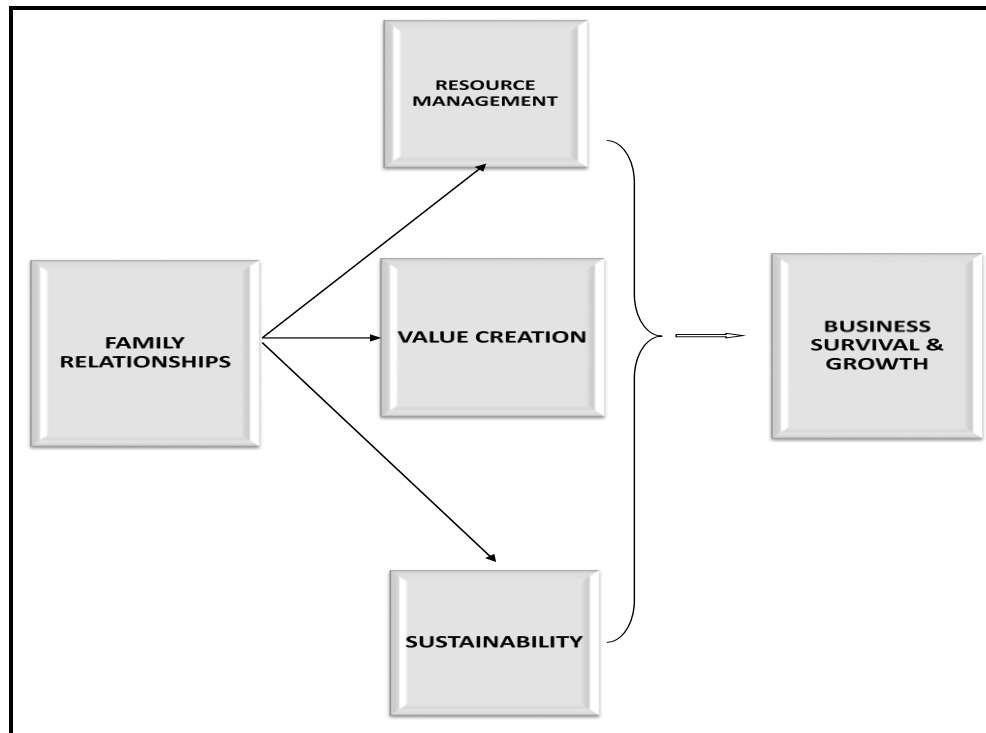


The strength and cohesion of the family relationships will add value to the organisation's resource management, sustainability and value creation. Following from Chapter 1 and Chapter 2 and from the gaps in the literature, the research question that this thesis is seeking to answer is:

- How important is the family relationships as a factor for the survival and growth of family business in the food and beverage industry Trinidad and Tobago?

The framework that will guide the research is identified as Chart 1.

**Chart 1.**  
**Conceptual Framework for the Research**



**Source: Researcher (2014). Family Relationships Conceptual Framework**

This framework identified as Chart 1, is the first conceptualisation of the importance of the family relationships as a factor for family business survival and growth, building on Habbershon and Williams (1999), resource base model. At this point of the research, the conceptual framework represents assumptions that are based on the theoretical perspectives that have been extracted from literature. The connecting combination of concepts are not cause and effect relationships, but have an influence on each other which is revised after the findings have been evaluated in Chapter 6. Aronoff and Ward (1995) and Tagiuri and Davis (1996) verify that this relationship impacts how the organisation is governed, structured, managed and transferred to the next generation. Most family businesses can withstand the pressure of competition, financial cycles, changes in technology or other factors, however, the decline of the family relationships can devastate the business and destroy the family.

### **Positioning the Research**

This research on the family relationships as a factor for family business survival and growth is positioned within the framework of Habbershon and Williams (1999), resource base model. Habbershon and Williams (1999) affirm that by looking deeper than the typical resources such as physical capital, human capital, organisational capital and process capital, the resource-based view permits consideration of a distinctive, unique, sometimes intangible package of resources that to variable degrees generally exist in the family firm, making this a practical agenda for research. Supporting this, the research presented within the literature, is strongly linked to the relationships in family business. Hodgetts and Kuratko (1998) distinguish that family businesses draw special strength from their shared history, identity and common culture of the families. In addition when the key managers are members of the family, their background, values and priorities spring from a familiar source and as such a family culture.

Astrachan and Astrachan (1993) point out that the transactions of a family business are with the power relationship, family ties and emotional bonds. The literature refers to the concept of the family relationships without actually stating this in any detail. The research will also make an important contribution by advancing Chua and Chrisman (1999) statement that a family business is distinguished from others, not on the basis of the mechanism of family involvement but by how the family relationships is used to pursue the family's vision. The research based evidence of this study has an important impact to policy and practice and can influence thinking and purpose of the implication of cultivating the family relationships in family business. This research identify and fill a knowledge gap proposing that if family businesses intend to secure their survival and growth in the field and continue to be successful across generations, the foundation of the family relationships and its critical nature to survival and growth should be recognised.

## **Chapter 2 Conclusion**

From the theoretical framework presented and from the research gaps noted from the review of the literature, the focus of this study will be to investigate the gaps in the literature developing the theme of resource management, value creation and sustainability as noted. This research will add value to the current literature and produce new information on the family relationships as a factor for the survival and growth of the family business in a small developing nation. Duffy and Solomon (2002) maintain that the predominant body of family business literature is mainly written through the lens of the outsider with academics, consultants and professionals offering objective analyses of family business issues. In an assessment of family business research by Sharma, et al. (1996) only 11 of the 226 articles reviewed used qualitative methodology based on research from or observations of members of family businesses.

Yin (1994) indicates that there are a number of ways to carry out social science research, such as experiments, surveys, case studies, action research, histories and secondary analysis. Chapter 3 discusses the research methodology used in this study. The research philosophies and approaches that were noted in the literature will be discussed with particular emphasis on their meaning in this study.

Chapter 3 will:

- identify the suitable methodological framework for the study, and
- validate its adoption based on the ontological and epistemological assumptions, given the nature and background of the research issue, that is, how important is the family relationship to the survival and growth of family business in Trinidad and Tobago.

## **Chapter 3**

### **Design of the Study**

#### **3.1 Introduction**

This chapter presents the strategy for the research at hand to address the objective of the research developed from the theoretical perspectives presented in Chapter 2: how important is the family relationships as a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago. Chapter 3 will revisit the purpose of the study and state the researcher's adopted philosophical stance for the research. Chapter 3 will also define the process of locating the research, the research approach, the research strategy and the justification for this choice. The research design is addressed and selecting the cases to be investigated, the data collection process including the tools and methodologies used and finally, the analysis of the data and conclusions. Punch (2016) directs that in this way the research design provides a direct link between the objective of the research and the data collection process. This research was designed to generate qualitative data by exploring people's experiences of the family relationships. The research philosophies and approaches that were noted in the literature will be discussed with particular emphasis on their meaning in this study. This research is an exploratory case study of family business in Trinidad and Tobago. According to Yin (2003) the characteristic need for case studies arises out of the desire to understand complex social phenomena and a case study investigates a contemporary phenomenon within some real-life context.

### **3.2 The Research Approach**

Zikmund (1997) maintains that exploratory research is initial research conducted to clarify and define the nature of a problem. Denzin and Lincoln (2011) support that qualitative research is difficult to define clearly, that it has no theory or paradigm that is distinctively its own nor does qualitative research have a distinct set of methods or practices that are entirely its own. In keeping with Saunders, et al. (2000) for this research on the family relationships as a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago, exploratory research is an important means of finding out what is taking place and extending knowledge to study the family relationships in a new light. This exploratory research on family business does not look for absolute proof to ascertain a course of action. A design was required, that by studying the family relationships in family businesses could lead to further research that could be used to increase the knowledge and information of family business in Trinidad and Tobago and by extension contribute to the literature on family business.

### **3.3 The Research Design**

According to Miller and Salkind (2002) the outcome of this study is influenced by the choice of the research design, identifying the characteristics is an important concern in the quality of the conclusion. Zikmund (1997) pinpoints that research design is the master plan which specifies the methods and procedures for collecting and analysing the data. Hussey and Hussey (1970) suggest that research design is a holistic approach to the research process which presented the methodological steps taken during this research process. Clover and Baisley (1974) validate that this research on the family relationships in family business is a method of obtaining comprehensive answers to questions by the use of semi structured interviews.

Cavana, et al. (2001) maintain that once the research objective is defined, the research design can be planned. Consequently, the objective of this research is to investigate:

- How important is the family relationships as a factor for the survival and growth of family business in the food and beverage industry Trinidad and Tobago?

The method by which this study goes about answering the objective of the research as guided by Miller and Salkind (2002) will govern the results of the study and the more variation, the more likely differences between cases will be detected. Ticehurst and Veal (2000) define research on the family relationships as a logical and careful investigation to find out new information on the relationships in family business and to increase the existing knowledge on family business. Yin (1994) suggests that there are a number of ways that this research can be managed, such as experiments, surveys, case studies, action research, histories and secondary analysis. The purpose of this research identifies why some methods are more appropriate for this research than others. Patton (2002) argues that choices about design, measurement, analysis and reporting are all heavily influenced by the purpose of the research. Eisenhardt (1989) identifies that the research design for this study involves nine methodological steps that reflected the overall research process that was applied and noted in Table 7.

**Table 7**

**Research Design nine methodological steps**

<p><b>Step One:</b> Getting Started</p> <p>Search for gaps in the theoretical framework and define the research objective.</p> <p><b>Step Two:</b> Case Selection for Data Collection</p> <p>Specify the unit of analysis and criteria for the case studies. Consider access to the six firms for data collection.</p> <p><b>Step Three:</b> Preparation for Data Collection</p> <p>Prepare the interview protocol. Deliberate multiple data collection methods that are most suitable for a qualitative approach.</p> <p><b>Step Four:</b> Data Collection</p> <p>Conduct Semi structured interviews with the six cases.</p> <p><b>Step Five:</b> Reduce Data</p> <p>Gain familiarity with the data. Sort, categorise and code interview transcripts.</p> <p><b>Step Six:</b> Analyse Data</p> <p>Within case and cross-case analysis with the six cases. Evidence gathered through multiple lenses to identify case similarities and differences.</p> <p><b>Step Seven:</b> Developing the research objective</p> <p>Presentation of each theme to confirm, extend and improve theory.</p> <p><b>Step Eight:</b> Discussion of findings</p> <p>Raises theoretical level through discussion of literature, conceptual framework and research questions.</p> <p><b>Step Nine:</b> Reaching Closure</p> <p>Draw conclusions from discussion. Contributions to knowledge and areas for future research.</p>
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Source: Researcher: 2017. Adapted from Eisenhardt (1989).

Table 7, the Research Design nine methodological steps summarises the process from the first point at which the research philosophy and methodology for this study was determined, through to the analysis and theoretical saturation for this study.



### **3.4 Significance of the study**

This research will add substance to the Resource Base View and contribute, by expanding the theoretical perspective that the family relationships is a factor for the survival and growth of the family business. This thesis builds on Habbershon and Williams (1999) recommendation to look deeper than the typical resources and considered resource management, sustainability and value creation as a viable framework for analysis that can enrich the literature. This study of the fundamentals that give support to the Family Relationship Framework is an important contribution to the existing literature. The research will also add to the literature on family business in Trinidad and Tobago and the wider Caribbean Region. Copeland and White (1991) argue that family business research differs from research of other groups because of shared family history and the family values. Cooperation among family members builds on extended prior experience and family traditions.

### **3.5 The Research Paradigm**

Guba and Lincoln (1994) propose that the principal philosophical assumptions of research paradigms are the primary starting points to guide research inquiry. Creswell (2007) directs that a paradigm is the researcher's belief system that steers the investigation. Guba and Lincoln (1994) define a paradigm as the basic belief system or worldview that directs the researcher, not only in choices of method but in ontologically and epistemologically fundamental ways. Lincoln (1990), advocates that recognising and understanding the researcher's personal paradigm determines the course of this research study. In accordance with Guba (1990) the researcher's paradigm is stated by answering questions associated to the researcher's ontological, epistemological and methodological position guided by Table 8 - Twining (2010 p.155) summary of key terminology related to the research.

**Table 8**

**Summary of key terminology related to the research.**

Level			Contrasting stances	
Theoretical stance	Ontology		There is one objective reality	There are multiple realities
	Epistemology		You uncover the reality – there is one true explanation	Meaning is culturally defined
Approach	Methodology		Quantitative	Qualitative
	Based on paradigmatically different ontological and epistemological assumptions		Positivist, Objectivist, Empiricist, Nomothetic	Hermeneutic Interpretivist
	Design		Overarching strategy for collecting data, such as:	
			Experimental	Case study
	Emphasises		Quasi-experimental	Action research
			Random Controlled Trials	Ethnography
Data (numerical or non-numerical)	Methods		deductive reasoning	
			inductive reasoning	
	Instruments		Techniques for collecting data, such as: Survey/questionnaire; Interview/Focus group; Document analysis; Observation	
			Specific data collection tools, such as: a specific questionnaire or interview schedule	
Analysis		How the data are processed in order to make sense of them (to answer your research questions)		

Source: Twining (2010 p.155). Summary of key terminology related to the research.

For this research Table 8 is used primarily to clarify the key terms applied by the researcher in this study. According to Twining (2010) on conducting and reporting qualitative studies, Table 8, is an over simplification since there are more than two ontological stances.

### **3.6 Ontological Position**

Guba and Lincoln (1994) classify a methodology as one of the three basics of a paradigm that researchers either explicitly or implicitly work within, a paradigm includes the other elements of ontology and epistemology.

Patton (2002) asserts that for this research on the family relationships in family business, ontology relates to whether the researcher believes there is one verifiable reality or whether there exist multiple, socially constructed realities. Crotty (2003) suggests that ontology is concerned with what kind of world is being investigated, with the nature of existence and with the structure of reality. Denzin and Lincoln (2011) accept that qualitative researchers consider that social reality is a human creation and that meanings from people's beliefs and practices are interpreted and contextualised. Guba and Lincoln (1989) direct that the ontological assumptions for this research are those that answer to the question of what is there that can be known, or what is the nature of reality. The ontological position adopted by the researcher for this study of the family relationships as a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago was largely informed by constructivism which informs that family businesses take an active role in the creation of their social reality and that this world can be viewed as a subjective reality rather than an objective reality. Bryman (2001) argues that the social world and its categories are not external but are built up and constituted in and through interaction and social phenomena and categories are social constructions. This research on the family relationships in family business is built on an ontology which is essentially of a social world of meanings. Krauss (2005) recommends that this study of the family relationships as a factor for family business survival and growth is suitable to an interpretivist constructivist ontology which declares that there is no objective reality. The researcher's investigation of this world is demonstrated with the use of the research methods and techniques of the interpretive design such as interviews and observations to understand the participant's thoughts. The perspective that individual's experience life through their own point of view and experiences are consistent with this research.

Carson, et al. (2001) determine that interpretivists avoid rigid structural frameworks such as in positivist research and adopt a more personal and flexible research structure which is open to securing meanings in human interaction as is the case in this study. Neuman (2000) guides that the purpose of this research is to understand and interpret the importance of the family relationships as a factor for the survival and growth of the family business rather than to generalise and predict causes and effects. Hudson and Ozanne (1988) and Neuman (2000) support that in this research, it is important to understand motives, meanings, reasons and other subjective experiences which are time and context constrained. Lythcott and Duschle (1990) support that with the constructivist ontology meaning lies in understanding and is not external to the individual. Consequently, the applicable philosophical approach to understanding the connection between family relationships and business survival and growth is through a social constructivist standpoint. Bryman (2001) reinforces that the social world and its groupings are not external, but are constructed and established in and through interaction and social phenomena and categories are social constructions. Easterby-Smith, et al. (2002) support that having an epistemological standpoint for this research is vital for a number of reasons. The epistemological standpoint of the researcher guides the primary structure of this research including the kind of evidence that is being gathered, from where and how it is going to be interpreted.

### **3.7 Epistemology**

Crotty (2003) suggests that epistemology is enmeshed with customs of knowing and learning about the world and focuses on issues such as how reality can be understood and what shapes the basis of knowledge. Patton (2002) distinguishes that epistemology considers the possibility and desirability of objectivity, subjectivity, causality, validity and generalisability.

Guba (1990) proposes that objective knowledge (positivist stance) and subjective knowledge (constructivist stance) are positioned at opposing ends of the epistemological continuum, while post-positivism and critical theories occupy the space between. Constructivists consider that knowledge is subjective, because it is socially constructed and mind dependent. Berger and Luckmann (1991) maintain that conversation is the most important means of maintaining, modifying and reconstructing subjective reality and subjective reality is comprised of concepts that can be shared effortlessly with others. According to Saunders, et al. (2000) the epistemology is that the researcher is independent and neither affects nor is affected by the subject of the research. Understanding this research philosophy helps the researcher to recognise which design will work and which will not for this study. The application of a paradigm according to Lincoln (1990) includes all work related to the research study. Patton (2002) suggests that paradigms also tell what is significant, justifiable and practical. The methodological viewpoint as directed by Guba and Lincoln (1994) points to the methods by which data needs to be collected and analysed for this research. Schwandt (1990) recommends that the methodological approach considers the principles and procedures by which inquiry problems are built, develop answers to those problems and assess the accuracy and complexity of the answers. Trochim (2006) declares that qualitative research engages inductive thinking or induction reasoning since it moves from specific observations about individual occurrences to broader generalisations and theories. This research on family relationships is inductive research which does not set out to confirm or alter a theory. Instead, through a process of gathering data, this research endeavors to establish patterns, consistencies and meanings.

For this research the inductive process includes using evidence as the genesis of a conclusion – evidence is collected first and knowledge and theories built from this. Alternatively deductive processes use evidence in support of a conclusion – first a hypothesis is developed and evidence is then collected to confirm or reject it.

The researcher's reason for using an inductive approach for this research was:

- To summarise wide-ranging and varied raw interview data into a brief, summary format.
- To create well-defined associations between the research objective and the findings derived from the interviews.
- To develop a model or framework about the central structure of experiences or processes which are obvious in the data.

In making use of the inductive approach for this research, the researcher started with detailed interpretations and measures that were identified in Chapter 2 as the research gaps in the literature and then moved to identifying themes and patterns in the data. According to Creswell (2005) this allows the researcher to form an early tentative premise that can be explored. The results of this exploration lead to general conclusions or theories. Trafford and Leshem (2008) ascertain that the inductive approach adopted in this research will develop and construct theory and is qualitative because it aims to seek meaning and interpretation rather than measurement of the social world. Bryman (2001) describes the foundation of this qualitative research on family business as:

- description and context.
- flexibility.
- perceptions and theory as conclusions of the research process.
- processes.

- seeing through the eyes of the participants.

The methodological stance as noted by Guba and Lincoln (1994) concentrates on the methods by which data need to be collected and analysed. Given that this research seeks to understand the actual experience and relationships of family members, it is necessary to identify that there will be communication between the family member and the researcher. The element of subjectivity is therefore raised on the part of the family members, as information provided by them will be shaped from their own experiences and opinions. This does not follow the positivistic view of the researcher remaining detached and apart from what is being researched so that objectivity is maintained. The sharing and construction of knowledge in this research is context specific and should be understood in relation to the situation. In this way, Easterby-Smith, et al. (2009) claim that knowledge is constructed and ideas can be generated from a small sample compared with the more generalised view of the positivist epistemology in which large numbers are used and causality between interactions is established.

### **3.8 Justification of the Paradigm**

#### **Phenomenology**

This research on the family relationships is positioned within the framework of phenomenology. Gray (2016) notes phenomenology advocates that any attempt to understand social reality has to be grounded in people's experiences of that social reality. Phenomenology is therefore concerned with the meanings that the researcher attaches to social phenomena. Easterby-Smith, et al. (2002) distinguish that unlike positivism, phenomenology expresses that the world is not objective and external but is in fact subjective and socially constructed, the observer is not independent and that science is not value free.

The phenomenology paradigm is the most appropriate since the researcher will interview family members and capture their experiences of how the family's relationships impact the business processes and as such the survival and growth of the business. Tesch (1994) differentiates between phenomenological research and ethnography. While both are based upon description and interpretation, ethnographic research is focused more on culture and phenomenology, on human experience of the life-world. Whereas the unit of analysis of phenomenology is often individuals, ethnographers make use of locations. Phenomenology makes use almost entirely of interviews, while ethnography's primary method of data collection is observation. The methodology for this research is one where information will be collected through interviews and observations of family members and as a result, a theory is proposed. The phenomenology paradigm rests on the interpretive skill of the researcher and is focused mainly on a qualitative technique. In positioning the research on the family relationships as a factor for the survival and growth of family business in Trinidad and Tobago, an appreciation of the background for this research is necessary. Understanding how and why family involvement influences the business means understanding the influence of family member's relations, emotions, values, power and roles. Sirmon and Hitt (2003) propose that family ambitions and values ultimately influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the relationship. Patton (2002) declares a research typology as a discipline from basic research such as theory building and testing, to action research such as solving specific problems. Basic research adds value to knowledge and theory and with family business research as a developing field, this research on relationships in family business will add value to the existing body of knowledge.



The literature guides that the focal point of this research on the industry specific grouping of family business in the food and beverage industry can be of tremendous importance to the study of family businesses and can add value to the existing literature. Robson (2002) proposes that basic research is categorised as exploratory, descriptive or explanatory. Thus, this research on family business which seeks to discover the importance of the family relationships as a factor for the survival and growth of family business in Trinidad and Tobago is considered as basic research. According to Yin (1994) and Sekaran (2003) exploratory research is preferred since improved understanding and research is needed relating to the area of family business. In addition, an exploratory approach is appropriate in this study primarily because associations between key concepts such as resource management, sustainability and value creation, identified in Chapter 2, will need to be determined. The purpose of this study is considered as basic research, including theory building and is exploratory in nature. Thus, the suitable research paradigm for guiding the enquiry is identified and the justification for its choice presented as the phenomenology paradigm.

### **Positivist**

Alternately, the positivist paradigm, as suggested by Cavana, et al. (2001) is based on the understanding that there is a verifiable hypothesis in natural law. Positivist sociology believes that the use of suitable methods of analysis will expose similar natural laws that may be described in an objective and value-free manner and that positivist research is replicable.

According to Gray (2016) positivism asserts that:

- Inquiry should be based upon scientific observation as opposed to philosophical speculation, and therefore on empirical inquiry.
- The natural and human sciences share common logical and methodological principles, dealing with facts and not with values.

Easterby-Smith, et al. (2009) declare that the positivist paradigm focuses more on the externally created social world. Creswell (2007) insists that the positivist paradigm is reductionist because of the way it reduces ideas into something that is testable and measureable in order to prove predetermined theories from the collected data. Crotty (1998) directs that positivism determines that the results of this research will be expected to be presented as objective facts and established truths. This is not the case with this research on how important is the family relationships to the survival and growth of family business in Trinidad and Tobago.

### **3.9 Qualitative Research**

The study of the family relationships as a factor for the survival and growth of family business in Trinidad and Tobago will be guided by a qualitative approach as this is most applicable for exploratory research incorporating theory building. Levitt (2014) maintains that qualitative research requires the researcher to adopt an interpretation rather than a procedure driven way of working. Creswell (2005) proposes that qualitative research is a study which is conducted in its natural setting. The researcher becomes the instrument for data collection to collect the words of the participants and to analyse them by looking for collective themes, by concentrating on the meaning of the participants and relating a process using both open and convincing language. Creswell (2005) adds that qualitative study is a category of research in which the researcher relies on the interpretation of participants, asks wide-ranging, general questions, collects data consisting largely of words or texts from participants, describes and analyses these words for themes and conducts the inquiry in a subjective manner. For this study on the family relationships in family business, qualitative research is a rigorous method to finding the answer to the question how important is the family relationships for the survival and growth of family business in Trinidad and Tobago. Trochim (2006) recommends that the best way to understand the phenomenon the family relationships in family business is to view it in context.

According to Trochim (2006) this included spending time in the field, pursuing interviews and working in the complex process of data analysis, sharing in a form of social and human research that does not have fixed guidelines or precise measures. Yin (2003) suggests that qualitative research is the recommendation when the area being studied is related to a complex social context, as is this study of family business. Goffee (1996) notes that this research on family business considers a qualitative approach because this addresses the complexity, dynamics, union and unseen issues surrounding the family business. This research is focused on creating an improved understanding of the family relationships from the view of family members within the family firm. A qualitative approach is appropriate for studying the diverse realities as well as addressing the inherent and strategic areas within the family firm. Creswell (2005) identifies that qualitative researchers choose their analysis methods not only by the research question and types of data collected but also based on the ontological and epistemological assumptions underlying the study. Trochim (2006) furthers that the ability to measure in this type of research is limited to a small portion of experience. This research approach is appropriate for understanding meanings in the family relationships as a factor for the survival and growth of family business in Trinidad and Tobago. Scientific and social inquiry presented by Babbie (2007) involves a distinction between deduction and induction in the process of theory development. Neuman (2003) confirms that when following the inductive approach, the researcher develops practical generalisations and identify initial relationships as the research progresses. Thomas (2003) declares that the purpose of the inductive approach is to allow the research findings from this study to develop from the substantial themes inherent in the raw data, without the limitations imposed by controlled methodologies.

This research on family business will add to the resource base view and contribute, by expanding the theoretical perspective that the family relationships is a factor for the survival and growth of the family business. This thesis builds on Habbershon and Williams (1999) recommendation to look deeper than the typical resources and considered resource management, sustainability and value creation as a viable framework for analysis that can enhance the literature. Teece (2007) states that the resource based view and dynamic capabilities emerge as suitable theoretical perspectives to advance in the family firm research. Eisenhardt (1989) advocates that this will guide the research process and focus the interview and prevent the researcher becoming lost in substantial amounts of data.

### **3.10 The Research Strategy: Case Study Method**

Hammersley (2006) guides that ethnography is a study at first- hand about what people do and say in a particular context. Hammersley (2006) suggests that there are at least two differences between a case study and ethnography. Ethnography requires certain periods of time in the field and emphasises information of observational data. The ethnographer might use an interview as an additional technique to capture participant's viewpoint. Alternatively, the case study does not only depend on participant-observer data but mainly uses interviews. A case study as guided by Yin (2003) is a convincing enquiry to study a current event in real-life context, especially when the boundaries between phenomenon and context are not clearly evident. According to Yin (2003) the need for case studies result from the desire to understand complex social phenomena because the case study method allows the researcher to preserve the holistic and important characteristics of real-life events such as the family relationships.

A number of reasons validate the case method as the most appropriate as the research strategy for this research:

- the concept of family relationships as a theory is at a preliminary stage.
- the understanding of resource management, sustainability and value creation experiences among family members are important.
- the research on issues, actions and situations in its original settings.
- the research adopts an exploratory study relying on a qualitative approach.

Ravitch and Riggan (2011) identify that every case study should begin with a comprehensive literature review and a careful consideration of the research questions and study objectives.

According to Eisenhardt (1989) and Yin (1994) the case method centers on clarity and understanding of data. Yin (1994) and Stake (1995) agree that research using case study could include single or multiple case studies. This study of family business adopts a multiple case design involving six family businesses located in Trinidad. This will guide the researcher in understanding the family relationships as a factor for the survival and growth of family business in Trinidad and Tobago by using six case studies to gain an understanding within family business. Yin (1994) recommends using several case studies because the data from these cases is thought of as more convincing and the study is consequently considered as being robust. Yin (1994) notes that how and why questions are better suited to use case studies as a research strategy. Yin (1994) insists that case studies are the ideal strategy when the researcher has little control over processes, when the main point is on a present-day experience within some real-life context and when, how or why questions are being posed. The case method is applicable as a consequence of numerous context-related areas within the family business.

This research on the six cases is strengthened by Yin (1994) and will cope with the standpoint of the family relationships as a factor for business survival and growth that has numerous variables of interest, such as the family relationships, value creation, sustainability and resource management. Lyon et al. (2000) recommend that this research is focused on six in-depth case analysis, which would capture the primary natural richness of the family business. Steier (2005) expresses that the six cases provide the background and comparisons required to study organisational processes and management in the characteristic setting of the family business. One fundamental concept of the case study is triangulation. Stake (2005) defines this as a process of using multiple perceptions to explain meaning, verifying the repeatability of an observation or explanation. For this thesis, a comparison of the interview with the current owner of the business together the archival records of the business and the theoretical constructs in Chapter 2, provided an opportunity for validating their story as a form of triangulation. The case method is consequently appropriate as the research strategy for this research. Yin (2003) recommends that the six cases will allow the researcher to analyse within each setting and across settings. Eisenhardt and Graebner (2007) propose that with a multiple case study, several cases are examined to understand the similarities and differences between the cases. In general, the evidence created from the six cases is considered robust and reliable. By contrast, Eisenhardt (1989) encourages selecting cases which are atypical, different or extreme types as this will help offer differences that lead to a more suitable basis for the research. However, Yin (1994) states that six cases should be chosen to either predict comparable results or produce different results but for predictable reasons. Eisenhardt (1998) guides that cases should be added until saturation is reached but endorsed a number from 4 to 10 cases. Miles and Huberman (1994) recommend setting limits to identify the cases that will be studied given the confines of time and means.

### **3.11 Justification of Case Selection**

According to Yin (1994) methodological criteria for case selection differ between single and multiple case designs. Yin (1994) also advises that when the study includes more than one case, the strategy for case selection changes because the interest moves from that being the purpose of the study to the subject of external validity of the case examination. Creswell (1994) declares that external validation, in terms of the generalisability of the findings can be determined through the replication logic of the multiple case study design. Case studies, according to Yin (1994) rely on analytical rather than statistical generalisation. Analytical generalisation is the generalisation of a specific set of results to some broader theory. The selection of six case studies therefore follows this replication logic. The six cases, as suggested by Miles and Huberman (1994) increase the methodological rigour of the study through strengthening the precision, the validity and stability of the findings, because evidence from the six cases is judged as more convincing. The sample for this study followed a theoretical sampling, also known as purposeful sampling approach. Patton (2002) submits that the rational of purposeful sampling exist in choosing information-rich cases for in-depth study. Information-rich cases are those from which the researcher can study a great deal about issues that are meaningful to the purpose of the research, consequently, the term purposeful sampling. Purposeful sampling as put forward by Glaser and Strauss (1967) is suitable because theoretical reasons take preference over statistical reasons for this research on family business. This means that the six cases designated for this research were decided which clearly displayed growth and provided substantial data for replicating or developing theory.

The six cases represent six organisations and interviews were conducted with the current owner of each organisation. In keeping with Eisenhardt (1989) the cases for the study were in different types of businesses in the food and beverage industry. The cases had dissimilar generations managing and had different periods of origin. Family businesses for this research demonstrated the experience of growth and as a result presented the best learning opportunity for this research. The cases were all in the food and beverage industry, with the nuclear family owning and managing and all cases were located within Trinidad and Tobago.

### **3.12 The unit of analysis for this research**

The unit of analysis identified by Miles and Huberman (1994) is most crucial since it will ascertain where each case begins and where it ends. Classifying the unit of analysis in case method research is important so that the researcher avoids varying from the focus of the research and unsuitable data is not collected. The primary unit of analysis for this study is the six family businesses in Trinidad and Tobago, that:

- They are all registered family business in Trinidad and Tobago.
- They are in the food and beverage industry as a manufacturer /producer.
- They have been in existence for at least two generations.
- They are owned and managed by the founding nuclear family.
- They continue to market and maintain a presence in their market as identified in Table 9.



**Table 9 - Cases for the Research**

Company	<b><u>Case 1</u></b>	<b><u>Case 2</u></b>	<b><u>Case 3</u></b>	<b><u>Case 4</u></b>
Industry	Food /Beverage	Food /Beverage	Food/Beverage	Food /Beverage
Core Business	Seasonings	Soft Drinks	Ice Cream	Confectionary
Founding Era	1957	1940	1987	1980
Generation	2 <sup>nd</sup> & 3 <sup>rd</sup>	2 <sup>nd</sup> & 3 <sup>rd</sup>	1 <sup>st</sup> & 2 <sup>nd</sup>	1 <sup>st</sup> & 2 <sup>nd</sup>
Family Ownership	100 %	100 %	100 %	100 %
Family Involvement	8	3	4	3
Markets	Local/International	Local/International	Local/Regional	Local/International

Source: Researcher (2015).

**Table 9 cont'd. - Cases for the Research**

Company	<b><u>Case 5</u></b>	<b><u>Case 6</u></b>
Industry	Food /Beverage	Food /Beverage
Core Business	Restaurant	Food Services
Founding Era	1980	1980
Generation	1 <sup>st</sup> & 2 <sup>nd</sup>	1 <sup>st</sup> & 2 <sup>nd</sup>
Family Ownership	100 %	100 %
Family Involvement	5	4
Markets	Local/Regional	Local/Regional

Source: Researcher (2017).

Table 9 identifies the primary unit of analysis for this study as the six family businesses in the food and beverage industry in Trinidad and Tobago.

### **3.13 Triangulation**

Triangulation is the use of more than one approach to the investigation of a research question in order to map out and improve confidence in the subsequent findings. Denzin (1970) suggests that there are four types of triangulation, data triangulation, investigator triangulation, methodological triangulation and theoretical triangulation. Miles and Huberman (1994) propose that triangulation arises from the ethical need to substantiate the validity of the research processes which can be done by using multiple sources of data. Eisenhardt (1989) and Yin (1994) recommend integrating several data collection approaches when using case studies. Data triangulation using multiple sources of data is the preferred approach for this research. For this research, gathering data using a multi method approach will add rigour, breadth, depth and improve understanding, thus creating a better understanding of the phenomena under study. A comparison of the interview with the current owner of the business with the archival records of the organisation and the theoretical constructs in Chapter 2, provided an opportunity for corroborating the account and improve trustworthiness and confidence in the findings of the study. The benefit of this approach is that the different informal and formal channels add value to each other by explaining different aspects of the family relationships. Family business study is a triangulated research strategy advises Tellis (1997) because it allows for various methods and multiple sources in the collection of first-hand material.

### 3.14 Data Collection

Yin (1994) six-stage case study process is adopted and elaborated on.

In accordance with Yin (1994) that there are six key sources of evidence used in case study, the researcher will review some of the following. The six sources identified by Yin (1994) noted in Table 10 are:

**Table 10 - Types of Evidence**

Source of Evidence	Strengths	Weaknesses
Documentation	<ul style="list-style-type: none"><li>• stable - repeated review</li><li>• unobtrusive - exist prior to case study</li><li>• exact - names etc.</li><li>• broad coverage - extended time</li></ul>	<ul style="list-style-type: none"><li>• retrievability - difficult</li><li>• biased selectivity</li><li>• reporting bias - reflects author bias</li><li>• access - may be blocked</li></ul>
Archival Records	<ul style="list-style-type: none"><li>• Same as above</li><li>• precise and quantitative</li></ul>	<ul style="list-style-type: none"><li>• Same as above</li><li>• privacy might inhibit access</li></ul>
Interviews	<ul style="list-style-type: none"><li>• targeted - focuses on case study topic</li><li>• insightful - provides perceived causal inferences</li></ul>	<ul style="list-style-type: none"><li>• bias due to poor questions</li><li>• response bias</li><li>• Scheduling Interview</li><li>• reflexivity - interviewee expresses what interviewer wants to hear</li></ul>
Direct Observation	<ul style="list-style-type: none"><li>• reality - covers events in real time</li><li>• contextual - covers event context</li></ul>	<ul style="list-style-type: none"><li>• time-consuming</li><li>• selectivity - might miss facts</li><li>• reflexivity - observer's presence might cause change</li><li>• cost - observers need time</li></ul>
Participant Observation	<ul style="list-style-type: none"><li>• Same as above</li><li>• insightful into interpersonal behavior</li></ul>	<ul style="list-style-type: none"><li>• Same as above</li><li>• bias due to investigator's actions</li></ul>
Physical Artefacts	<ol style="list-style-type: none"><li>1. insight into cultural features</li><li>2. insight into operations</li></ol>	<ul style="list-style-type: none"><li>• selectivity</li><li>• availability</li></ul>

Source: Yin (1994) Case study research: Design and methods (2nd ed.). Thousand Oaks, CA: Sage Publishing.

From Table 10, Yin (1994) and Stake (1995) suggest that all of these together are not usually required in every case study. However, the use of multiple sources of data to validate the reliability of this study is necessary. Also the use of each of these key sources of evidence will require different approaches and skills from the researcher.

### **Documents to be review**

Guided by Yin (1994) for this research the documents to be reviewed will include, the structure of the family business, archival records and development, family portfolios and internal reports if available. The primary use of documents as suggested by Yin (1994) is to support evidence gathered from other sources such as the interview process. The potential for over-reliance on documents as verification in case studies has been criticised. Yin (1994) expresses that there could be a risk of this happening if the researcher is inexperienced and mistake some types of documents for absolute truth.

### **3.15 Interview with the current owner / founder**

Berg (2007) considers that the value of interviewing is not only because it builds a holistic picture, examines words, reports detailed views of participants but also because it allows interviewees to speak in their own voice and express their own thoughts and feelings. The interview with the current owner / founder will be the primary source of information gathering for this study of the family relationships as a factor for the survival and growth of the family business. The justification for the interview with the founder / current owner is:

- the founder / current owner is leader and manages the cohesion of the family and the business.

- the founder / current owner nurtures the harmonious family relationships based on mutual trust, respect and support, to assure the future continuity and success of the family business.
- the founder / current owner preserves and transfers the family legacy which establishes the drivers as to why the family is in business and the vision that drives the business strategy.
- the founder / current owner conveys the intergenerational core values to other members of the organisation which forms a legacy from the founder to the present day.
- the family core values as passed down from the founder / current owner, mentors and generate the deep seated sense of the culture and behave and the family and the business.
- most of the other family members in the business are siblings and other relations who are being mentored.

The interview with the current owner / founder was chosen as the most appropriate person with whom the intergenerational values of the family and the business, the long term vision and the emotional ownership and such issues can best be revealed. The current owner / founder is therefore, the participant whose understanding and interpretations are substantial in terms of giving the most appropriate in-depth explanations for the behaviours, actions and thoughts of the family and the business. The interviews for this research were conducted with each of the current owner / founder of the business, being the participant through whom the in-depth nature of the case can be revealed. The semi-structured interview allowed the researcher to explore information as required, whilst providing an initial structure for areas for discussion.

Gorman and Clayton (1997) advise that the interview makes possible a direct response to questions, allow both parties to investigate the meaning of the questions and answers and determine any ambiguity and can provide a friendly emphasis to data collection. Further, Gorman and Clayton (1997) support the current owner / founder to tell the story in their own words. Semi-structured interviews were used because the research benefited from a fairly open structure and more useful information was obtained from dedicated yet conversational two-way communication with the participant. The interviews were conducted at the business office of the participants and lasted for about two hours each. In keeping with the guidance of Kawulich (2011) the timing of the interview, access and entry to the participant's organisation were important and sensitive issues and were negotiated in advance of the interview. Farrington, et al. (2010) point out that the growth, survival and success of a family business are often influenced by issues relating to the family relationships and family harmony. Venter, et al. (2012) discern that relationship dynamics among family members is identified as a critical factor in the low number of successful multi-generational transfers among such businesses. Ward (1997) advises that a healthy company is the foundation of family business continuity and family and business goals are forces that direct each family business through predictable patterns of growth and change. Mason (1994) suggests that a qualitative approach recommends the use of a semi-structured interview agenda by the researcher, as contrasting to a structured interview schedule which can be comparable to a questionnaire. Semi or unstructured interviews are more flexible and can be equaled to conversations in character. Thirteen open ended, semi structured interview areas with the six case study, were conducted. The 13 repeated themes examined were equally spread across the three key business processes of resource management, sustainability and value creation for family business survival and growth.

Kvale (1996) guides that the interview helps to understand the world from the participant's point of view, to unfold the meaning of people's experiences, to uncover their lived world prior to scientific explanations. Ellis and Berger (2002) recommend that interviews comprise a twofold feature – personal interrelations between the interviewer and the participant and the knowledge, meaning and understanding that results from the discussion and interaction. In general, the interview takes place in a setting which is influenced by power, emotion and the process. Hence, in interpreting statements made by participants, the researcher kept in mind the setting in which the interview took place. Warren (2002) suggests that in the social interaction of the qualitative interview the perceptions of the interviewer and the respondent dance together for the moment but also extend outward in social space and backward and forward in time. In the preparation for the interview, the researcher guided by Kvale (1996) prepared a guide that lists a pre-determined set of themes and sub-themes: resource management, sustainability and value creation, from the gaps in the literature and in keeping with the objectives of the research, were identified to be explored during the interview. Kvale (1996) also advises that this protocol served as a checklist during the interview and ensured that fundamentally the same information on the family relationships in family business was obtained from all the participants. The order and the actual working of the questions were not determined in advance and in addition, within the list of themes, the researcher was free to seek for more information in greater depth. Any gaps in the data collected were closed, while the interviews remain fairly conversational and situational. For this study all participants invited the researcher to telephone or visit if additional information or clarity on any area was required.

These interviews permitted the researcher to examine how the relationships among the family members is managed and developed and how this relationship constructs meaning to the key business processes of resource management, sustainability and value creation as a medium for the survival and growth of the family business in a way that questionnaires are not able to do. Gorman and Clayton (1997) identify that interviews can be time consuming, costly, overly personal and open to bias. It can also be difficult to separate the useful information from the entire interview. There may also be an inconsistency between what the participants say and what they actually feel. The interview protocol for this research will be guided by Kvale's (1996) seven stages of an interview investigation:

1. Thematising: Formulate the purpose of this investigation and describe the concept of the topic to be investigated before the interview commenced.
  2. Designing: Plan the design of the study, taking into consideration all seven stages, before the interview.
  3. Interviewing: Conduct the interview based on an interview protocol and with a reflective method to the knowledge sought.
  4. Transcribing: Prepare the interview material for analysis, which usually included a copy from oral speech to written text.
  5. Analyzing: Decide, on the basis of the investigation and on the nature of the interview material, which methods of analysis are appropriate.
  6. Verifying: Determine the generalisability, reliability and validity of the interview findings.
- Reliability refers to how consistent the results are and validity means whether an interview study investigates what is intended to be investigated.



7. Reporting: Communicate the findings of the study and the methods applied in a form that lives up to scientific criteria, takes the ethical aspects of the investigation into consideration.

From the three core themes of sustainability, value creation and resource management, 13 open ended interview areas based on the research from Chapter 2 were conducted in a semi structured manner with each of the six case studies to minimise researcher's bias and to influence the respondents to share more meaningfully. The principal goal of the interview was to encourage the participants to share their views and experiences on the importance of the family relationships to their business. The conceptual framework was used applying the basic themes and the 13 sub-themes to stimulate explorations and to keep the interview focused. Notes on all the interviews were hand written. The arrangement for the interviews was determined by the convenience of the participants. In all cases the interview was conducted with the current owner or founder. The case study protocol guided the interview to enable consistency and reliability since six cases were being researched.

### **Archival records**

Archival records and media files contributed to this study by providing data on the history of the family business and its transition to the present time, structure of the business, leadership, personnel records, photographs, maps, list of names and market survey data. Archival records also provide indications of a cultural significance. The archival records were an important part of the data triangulation for this research.

## **Physical artefacts**

Physical artefacts for the six cases provide material evidence of the past by documenting and recording the past. Yin (1994) declares that artefacts provide historical, demographic, and information about the business, culture of the family, insights into how the family lived, what they valued and believed, their ideas and assumptions and their knowledge and opinions are revealed in artefacts. These include notebooks, artworks, documents on awards and celebrations, stories and pictures, office design or evidence of cultural displays and other such evidence.

### **3.16 Evaluating the Research**

There is disparity as to how the family relationships as a factor for the survival and growth in family business as qualitative research can best be evaluated. Yin (1994) suggests that the criteria used to evaluate quantitative research are equally applicable to evaluating qualitative research. Denzin and Lincoln (1994) recommend using a different set of criteria, terms such as credibility, transferability; dependability and conformability replaced the criteria of internal and external validity, reliability and objectivity.

#### **Credibility**

Credibility indicates the guarantee in the truth of the findings on the family relationships as a factor for the survival and growth of family business in Trinidad and Tobago. Maxwell (1992) states that this refers to the factual accuracy of the documentation of the research as well as the degree to which a theoretical explanation developed from research findings fits the data. For this research to ensure the credibility of findings the following processes suggested by Guba and Lincoln (1985) and Yin (1994) have been adopted.

- Triangulation of data collection and sources; interviews, document reviews, theoretical perspectives and archival records.

- Pattern matching involved the process of comparing an empirical based pattern with a predicted one. Patterns exhibited within and across cases will be matched and compared with existing literature in Chapter 2.
- Participant endorsement of the credibility of the findings and interpretations, this validation can be either formal or informal. Guba and Lincoln (1985) affirm that this is also critical for establishing credibility.
- Re-examination of the cases after the initial analysis to see whether properties or emergent themes were applicable to all cases. Yin (1994) identifies this as addressing rival explanations. This involves revising the interpretations until all variations have been explained.

### **3.17 Generalisability/ Transferability**

Transferability is the complement to the concept of external validity used in quantitative studies. Transferability permits other researchers to apply the findings of this study to their own. Yin (1994) recommends that a multiple case design based on replication logic is a method of increasing the generalisability of case study. Ryan and Bernard (2000), refer to generalisability as the level to which research findings are relevant to other populations or samples. It implies the suitability of one set of findings in explaining other similar situations. As stated by Creswell (1994) external validation, in terms of the limited generalisability of the findings can be determined through the replication logic of the six case study design. For this research, the selection of six case studies supported this replication logic. Guba and Lincoln (1985) propose providing rich, detailed descriptions of the six cases, participants and study setting, inform the researcher about transferability. Case studies, according to Yin (1994) rely on analytical rather than statistical generalisation. Analytical generalisation is the generalisation of a particular set of results to some broader theory.

For this research on the family relationships as a factor for the survival and growth of family business in Trinidad and Tobago, the research findings can be considered generalisable if by means of the same systems, research can establish the same findings in several similar family businesses in Trinidad and Tobago then the findings are generalisable beyond the initial six cases.

### **3.18 Data Analysis**

For this research data were collected through methods of interviewing, archival records and document analysis. These results were interpreted and coded into themes. Creswell (2005) discusses six steps commonly used in analysing qualitative data.

- The first step is to generate a large consolidated picture from the detailed notes from interviews.
- Secondly, it involves analysing data while still in the process of collecting data.
- Thirdly, the phases where the researcher can move back and forth between collecting data and analysing.
- Fourth, qualitative researchers analyse the data by reading it over several times and conducting an analysis each time. Reviewing the material allows the researcher to continue to explore for more details and patterns related to each common theme.
- Fifth, there is no single approach to analyse qualitative data.
- Sixth, qualitative research is interpretative, the researcher develops the themes that capture the major categories of information thus bringing their perspective to the interpretations.

Trochim (2006) recommends that qualitative researchers do not assume that there is a single reality that exist apart from perceptions.

The data analysis was determined by both the research objective of how important is the family relationships to the survival and growth of the family business and multiple readings and interpretations of the interviews by the researcher. Thus the findings were derived from both the research objectives outlined by the researcher and findings arising directly from the analysis of the interview data. Miles and Huberman (1994) identify that the test for many qualitative researchers is in analysing the data collected. Miles and Huberman (1994) support that the strength of qualitative data rest centrally on the competence with which the analysis is carried out. Yin (1994) pinpoints four areas that are important to this study. They are:

- 1) relying on theoretical propositions,
- 2) developing a case description,
- 3) pattern matching, and
- 4) cross-case analysis.

The theoretical framework identified in Chapter 2 and the research question helped focused attention on data relevant to the research. A written interview protocol developed a framework for organising the cases. Pattern matching allowed comparison of an empirically based pattern with a predicted one. The within-case analysis was directed by the case study protocol even though differences exist which are determined by the accessibility of data and the distinctive conditions unique to each case. Cross-case analysis was applied for synthesising data across the six cases. Yin (1994) maintains that the analysis is of the highest quality if all data is attended to, all major challenging interpretations addressed and the most noteworthy aspect of the research is undertaken in the analysis. Yin (1994) establishes that the validity of the family relationships noted in the within-case analysis are developed by observing recurring patterns between the cases.

Eisenhardt (1989) recommends that the themes present opportunities to enhance or extend theory. It is from these themes that the importance of the family relationships to family business survival and growth will be discovered. For this research on family business, archival records and semi structured interviews conducted by the researcher were the primary means by which qualitative data were obtained and collated. The researcher applied content analysis, supported by N-vivo (version 10) as the Computer Aided Qualitative Data Analysis Software (CAQDAS) as the research tool to investigate the functioning of the family relationships in the Trinidad and Tobago's family business and to develop meaning from the themes across the cases. Sinkovics and Alfoldi (2012) maintain that CAQDAS such as N'Vivo create an auditable footprint of the progressive dialogue between the researcher and the data. Miles and Huberman (1994) advise that the key to the qualitative analysis process is reducing any doubt surrounding the reliability and validity of qualitatively produced findings and formulating a serious method of data analysis. The analysis is an empirical approach to map out how the family business functions and to explore the importance of the relationship theme within the family business. Flick (1998) regards coding as the core of qualitative research as it directly influences the interpretation and analysis of the data. As suggested by Flick (1998) the data analysis began as soon as each interview was completed. The interviews notes were fully transcribed by the researcher after each interview. Utilising the research framework presented in Figure 2, the researcher developed the framework, beginning from basic themes and focusing towards the central theme of the family relationships.

The 13 repeated dimensions were equally spread across the three resource categories of resource management, sustainability and value creation for family business survival and growth. The responses to the interviews were grouped into the three basic themes of the research: sustainability, resource management, and value creation.

### **Thematic Analysis**

In consideration of Jain and Ogden (1999) for this research on the importance of the family relationships to the survival and growth of family business, for each case:

- the interview notes of the six cases were read several times by the researcher to identify important themes and categories.
- A coding frame was developed and the notes coded. An analysis of the interview, word repetitions, key terms, metaphors and ethnic terms were analysed and compared with the theoretical perspectives.
- If new codes emerged the coding frame was changed and the transcripts were re-read according to the new structure.

This method was used to create categories, which were then abstracted into broad themes. The themes were arranged into the three areas of resource management, value creation and sustainability of the family business as identified. Emerging themes were developed by studying the transcripts repeatedly and considering possible meanings and how these fitted with developing themes.

## **Cross Case Query**

A detailed and systematic reading and coding of the transcripts by the researcher allowed major themes to emerge. Yin (1994) ascertains that the validity of the relationships noted in the within-case analysis are developed by observing recurring patterns between the cases. Eisenhardt (1989) argues that the patterns present opportunities to enhance or extend theory. In Chapter 4, individual in-depth case profiles for the six cases were written up and examined. Chapter 5, extended the analysis to a cross-case analysis. Thirteen responses were provided from each of the six cases which gave a total of 78 responses for the research. These were brought together through the three resource categories noted from the gaps in the literature and as identified by Sharma, et al. (1997). Coding categories from the interviews were done manually by the researcher. This process permitted the researcher the opportunity to describe concepts and relationships directly from each participant's response and compare with the theoretical perspective. Three pivotal themes were identified. The diagram of the three pivotal themes, placed in Appendix 2, verified that all six cases had high percentage data in the form of coded responses. The research identified that within each of the three resource categories investigated and the 13 themes examined, three themes were recognised as having a fundamental or pivotal role to other themes, family meetings, core values and family vision. It is from these patterns that the importance of the family relationships to family business survival and growth was determined. These were brought together to validate the objective of this thesis that the family relationships is a factor for the survival and growth of family business.



### **3.19 Ethical Statements in conducting this research**

This section outlines the ethical reasoning of the research and the safety measures that were taken to protect the rights and well-being of the research participants and the researcher. Bassey (1999) encourages respect for democracy, respect for truth and respect for persons. Bassey (1999) adds that trustworthiness is important and the researcher must be truthful in data collection, analysis and the reporting of findings. Informed consent is an important characteristic of ethical consideration in this research involving human subjects and for this study all participants were provided with:

- a brief description of the study and its procedures.
- full identification of the researcher's identity and contact address.
- an assurance that participation is voluntary and that the respondent had the right to withdraw at any time without penalty.
- an assurance of confidentiality.
- the benefits and risks associated with participation in the study.
- the contact details of the Anglia Ruskin University's Supervisor, should participants wish to contact him, if they had any complaints regarding the study or the method in which it was conducted.
- Permission for ethical clearance was sought and approved from the Anglia Ruskin University Research Ethics Panel prior to the start of data collection.
- Participants' permission letters were obtained from the current owner / founder of each case giving approval for the organisation's participation in the research.
- A consent letter to the participants seeking their participation in the research contained specific details about the research, how the subjects' identities and data confidentiality were being protected, and how other related ethical questions was addressed. Each participant was required to sign a consent form prior the interview.
- A copy of each Participant's signed Consent Form is included in Appendix 1.

### **3.20 Limitations of the Methodology**

This methodological approach is subjected to particular limitations which places boundaries in which the approach best works. The objective was to understand what these weaknesses are and how they can best be addressed within this research process. The researcher identified three primary limitations:

- First, as an exploratory study, the view of six family businesses and the related family owner is investigated. While the cases cannot be held to be representative, there is a great deal to be learned from the research. Flyvbjerg (2006) argues that the case study is well suited for identifying ‘black swans’ because of its in-depth approach. Flyvbjerg (2006) contends that what appears to be ‘white’ often turns out on closer examination to be ‘black’. Further research as noted in Chapter 6 of this thesis, applying a range of methods, will be needed to discover whether the outcomes presented by this thesis apply in other contexts.
- Second, this research engaged family businesses in the food and beverage industry in Trinidad and Tobago. Consequently, the findings and insights proposed by the research may possibly not be relevant in other regions and family businesses. Additional research will be needed to explore the findings across a broader range of family businesses.
- Finally, even though the findings of this qualitative research cannot be quantified to be generalisable in the empirical-statistical sense, Schwandt (2001) suggests that transferability of the findings on a case by-case basis is possible. Case studies, according to Yin (1994) count on analytical rather than statistical generalisation. Analytical generalisation is the generalisation of a particular set of results to some broader theory.

For this research, the nature of qualitative data could increase the difficulty in achieving validity and reliability. Hence:

- Patton (2002) suggests the use of triangulation by using multiple and different sources, such as archival records, participant's interviews and literature to provide corroborating evidence. The researcher triangulated this study with a comparison of the interview with the current owner of the business, with the archival records of the organisation and the theoretical constructs in Chapter 2.
- Creswell (1998) recommends clarifying the researcher's bias from the beginning of the study so that the reader understands the researcher's position and any biases or assumptions that impact the inquiry. Denscombe (2007) distinguishes that reality is constructed and interpreted in society by individuals. Consequently the researcher's ontology and epistemology were clarified in this Chapter.
- Guba and Lincoln (1985) endorse a peer review or debriefing provides an external check of the research process by keeping the researcher honest, asks hard questions about methods, meanings and interpretations. In following this, this research was discussed with research colleagues in both the external and internal academic environment. This research was regularly examined by the research supervisors and other academics and was exposed to a mock viva. Following from Creswell (2007) this research was also presented at two academic conferences which provided valuable feedback and increased external validity at the same time.

### **Chapter 3 Conclusion**

This Chapter discussed the methodological approach adopted to guide this research. It considered the importance of the research paradigm. The nature of the research question together with the researcher's philosophical stance resulted in the adoption of a phenomenological paradigm. The exploratory nature of the research, the how and why questions and the data embedded in the family business context saw the case method chosen as the appropriate research strategy. Eisenhardt (1989) and Yin (1994) support of the case method was adopted for this research. The inductive method provided a convenient and efficient way of analysing qualitative data for the research. N'Vivo 10 was useful to enhance the transparency of the research process in conducting and interpreting the qualitative data. Miles and Huberman (1994) advise that the key to the qualitative analysis process is reducing any doubt surrounding the reliability and validity of qualitatively produced findings and formulating a serious method of data analysis. The next section of the research, Chapter 4, is concerned with the first part of multiple case analyses: the within-case data analysis which according to Miles and Huberman (1994) typically begins with a detailed case study analysis for each case. As suggested by Eisenhardt (1989) this develops awareness with each case as an individual unit and enables the identification and analysis of distinctive patterns within each case. The within-case analysis was guided by the case study protocol even though differences exist which are determined by the accessibility of data and the distinctive conditions unique to each case. Yin (1994) suggests that a case study protocol is essential in a multiple case study approach and it simplifies later comparisons between cases.

## **Chapter 4**

### **Analysis and Interpretation of Evidence**

#### **Within-case analyses**

#### **4.1 Introduction**

Chapter 3 argues the case method as the preferred approach to examine the research question and suggests multiple case analyses - within-case analyses followed by a cross case analysis. The family relationships as a factor for the survival and growth of family business within the specific sector of food and beverage and existing within a similar social and economic climate can bring forward original knowledge on the importance of the family relationship for business survival and growth in Trinidad and Tobago. Similar studies were not found in the literature. Chapter 4 is concerned with the first part of the multiple case analyses: the within-case data analysis which according to Miles and Huberman (1994) typically begins with a detailed case study analysis for each case. Eisenhardt (1989) states that this improves awareness with each case as an individual unit and facilitates the identification and analysis of distinctive patterns within each case. The within-case analysis was directed by the case study protocol even though variances exist which are regulated by the availability of data and the distinctive conditions unique to each case. Yin (1994) suggests that a case study protocol is necessary in a multiple case study approach and it simplifies later comparisons between the cases.

#### **4.2 Summary of Case Profiles**

Research on the history and position of the cases as identified in each of the archival records of the cases is important to developing an understanding of the importance of the family relationships as a factor for the survival and growth of the family business.

Case profiles draw attention to the background within which the research question is considered and the source from which qualitative data is analysed. Eisenhardt (1989) recommends that the range of cases in the food and beverage industry, size, and generation assist understanding of the phenomenon of interest from different perspectives and backgrounds and provides improved grounding for the research. The primary unit of analysis for this study is six family businesses in Trinidad and Tobago, that:

- They are all registered family business in Trinidad and Tobago.
- They are in the food and beverage industry as manufacturers / producers.
- They have been in existence for at least two generations.
- They are owned and managed by the founding nuclear family.
- They continue to market and maintain a presence in their market.

Based on the unit of analysis, six family businesses agreed to participate.

**Table 11 – Description of the Cases for the Research**

<b>Company</b>	<b><u>Case 1</u></b>	<b><u>Case 2</u></b>	<b><u>Case 3</u></b>	<b><u>Case 4</u></b>
Industry	Food /Beverage	Food /Beverage	Food/Beverage	Food /Beverage
Core Business	Seasonings	Soft Drinks	Ice Cream	Confectionary
Founding Era	1957	1940	1987	1980
Generation	2 <sup>nd</sup> & 3 <sup>rd</sup>	2 <sup>nd</sup> & 3 <sup>rd</sup>	1 <sup>st</sup> & 2 <sup>nd</sup>	1 <sup>st</sup> & 2 <sup>nd</sup>
Family Ownership	100 %	100 %	100 %	100 %
Family Involvement	8	3	4	3
Markets	Local/International	Local/International	Local/Regional	Local/International

Source: Researcher 2015. (cont'd)

**Table 11 (cont'd) Cases for the Research**

Company	<b><u>Case 5</u></b>	<b><u>Case 6</u></b>
Industry	Food /Beverage	Food /Beverage
Core Business	Food Retail.	Food Services
Founding Era	1980	1980
Generation	1 <sup>st</sup> & 2 <sup>nd</sup>	1 <sup>st</sup> & 2 <sup>nd</sup>
Family Ownership	100 %	100 %
Family Involvement	5	4
Markets	Local/Regional	Local/Regional

Source: Researcher (2017).

Table 11 notes that the family businesses that are being researched are all comparatively young. The oldest firm was established in the 1940's and the youngest in the 1980s. All businesses have been in operation for over 20 years by the nuclear family. The understanding of the family relationships resource dimensions for each case was set in motion by the data for each case in terms of their association with the family relationships. For example, if governance was not discussed in a particular case it is not because there is no organisational governance in that business but rather that their governance policy may not be documented or may be an everyday part of their family relationships. Therefore, the responses varied slightly within the six cases and the argument is dependent on their meaning in each case as established from the data. The case profiles were constructed from interviews and secondary data sources that included published material, websites and media articles. Interview quotes, due to their richness and description, were included to highlight case features.

### **4.3 Ownership and Generational Involvement**

All cases are privately owned family firms, with the nuclear families retaining 100% ownership rights.

**Case 1** – Case 1 Brand is the largest manufacturer and exporter of spices, seasonings and condiments in the entire Caribbean region. The business began in 1957 in Central Trinidad with extremely limited resources. The company Case 1 Brand Products is currently owned by the 2nd generation, with the 2<sup>nd</sup> and 3rd generation involved both at the strategic and operational level in the business.

**Case 2** – Case 2 Beverage Company, also known as Joseph Charles Bottling Works and Investments Ltd. is one of the largest soft drink manufacturers in Trinidad and Tobago with markets in many international markets. The business was started in 1940 by the late Serjad Makmadeen who changed his name to Joseph Charles because of the difficulty in doing business. At that time, Charles was working in a bakery and learnt that a small soft drinks plant was for sale and bought it for \$600 dollars. Everything was done manually, his wife washed the bottles, boiled the syrup and hand filled the bottles adding the carbonated water and capping the bottles. The plant produced one bottle of soft drink per minute. Using old beer bottles, two flavours of soft drink were produced: cola champagne and banana. Case 2 Beverages is owned by the 2nd generation with both the 2<sup>nd</sup> and 3<sup>rd</sup> generation actively involved both at the strategic and operational level of the business.

**Case 3** - C's ice cream started their ice cream business some 28 years ago. The founder's spouse built a push cart and with a \$3,000 loan from a credit union they bought a blender, an ice cream pail and other pieces of equipment. The Bethels started selling ice cream from the push carts in Arima and Dinsley.



The Bethels wanted C's ice cream to be homemade, using local ingredients with a straight-out-of-grandma's-kitchen taste as identified by the Bethels. C's Ice Cream is owned and managed by the founder with the 2<sup>nd</sup> generation involved at the operational level in the business.

**Case 4** –D's Candy has its origin in the early 1950's. The name derived from the wife of its founder. The company's vision was to establish exciting Caribbean flavours in candy form. The original building was shut down because the owner migrated. The defunct company was bought in 1980 from Perriera's son, Peter. In 1998, the company relocated to new premises and have since doubled the size by acquiring the property adjoining. D's Candy Company is owned and managed by the founder with the second generation involved in the business.

**Case 5** - Case 5 is a food retail business producing a variety of food items for retail sales. The business is located in the Arima district. The business started in 1980 by Mrs. Ferdinand as a small food retail business, selling various items of food that she had prepared. At that time the business operated from a temporary structure. As demand for the products increased, Case 5 made the decision to rent a nearby building to expand the volume and variety of products they created. Her husband joined her in the business to manage the incoming raw materials and processes that were needed to develop the products. Two employees were hired to help and eventually the three children joined in the business. The children helped in the business from an early age learning about the business and food safety issues. The business continued to do reasonably well and the rental property was purchased outright.

**Case 6** Home Made Touch, Case 6, is a family business located in the Trincity area and is owned and operated by Mrs. Allyson Pantin. Home Made Touch is a food catering business preparing and serving meals for a range of events such as parties, weddings, business functions and birthdays as well as managing a small restaurant in the Western Peninsula. Allyson Pantin a registered nurse by training, started the catering business in 1980. She gave up full time work in a hospital to pursue her love for cooking and preparing meals as a business. Her husband Maldon, also gave up his job as an engineer to work full time in their food catering business. According to Case 6 the business started as a natural progression from preparing meals for her family to catering.

#### **4.4 The Research Question**

In this section the research question how important is the family relationship as a factor for the survival and growth of family business in the food and beverage industry Trinidad and Tobago noted in Chapter 3 and identified as Chart 2 is addressed and recorded verbatim. The six individual within-case analyses will follow the same approach, although the results in each case may vary.

## **Case 1 Brand Products**

### **4.5 Presentation of the Records and Interview responses, Case 1**

#### **Archival records**

Case 1 Brand is the largest manufacturer and exporter of spices, seasonings and condiments in the entire Caribbean region. The business began in 1957 in Central Trinidad with extremely limited resources. The founder was firm in the belief that the curry business would be a success, took a loan and purchased a pulverizing machine. The name of the brand became known as Case 1. There was a remarkable purpose for the choice of this particular brand name. According to the founder, the American influence was very strong. At the time, people were hesitant to purchase locally produced goods. With the brand name Case 1, along with the introduction of a logo of an American Indian, Case 1 being imprinted on the packs, the business gained acceptance. By 1968 Case 1 Brand Products produced a range of different curry flavours to satisfy the customers' diverse preferences and packaged the products in easy to use plastic packaging, offering a more sophisticated curry product to the customers. The range of products also expanded into coffee, sold in small packets which became a hit among the consumers. At this time, Case 1 staff began to increase and in 1969, Case 1 moved in to their permanent office, factory site and packaging room, a half-acre property at Akbar Road, Charlieville. By 1974 Case 1 was able to secure duty free concessions on materials and machinery as well as funding through the, then, Industrial Development Corporation. Case 1 enjoys continuous growth in demand and currently they produce more than 120 top-of-the-line special quality products in several lines including curry, spices and seasoning, drink mixes, coffee and snacks.

Case 1 Brand Products is a household brand name in Trinidad and Tobago, and is well known in various other countries to which the products are exported. These export markets include Antigua, Barbados, Canada, Dominica, Grenada, Guyana, St. Vincent, St. Kitts, Suriname and United States of America. As Case 1 Brand Products continue to grow and expand, they took part on two export initiatives, the Caribbean Aid for Trade and the Regional Integration Trust Fund. As a result of an export- directed trade mission to the French Caribbean Outermost Regions (FCOR), Case 1 Brand was able to secure orders for the products in the French Caribbean territories of Guadeloupe and Martinique, these territories are a gateway to mainland France. Case 1 Brand was the recipient of the Supermarkets Association of Trinidad and Tobago Distributer of the Year. Case 1 Brand was also awarded the International Food America Award Trophy in Mexico for the achievements in product development and for the high standards of quality which they practice and maintain.

### **Presentation of the Interview responses**

The interview responses by Case 1 brand to the sub-theme of Sustainability as identified are structured and presented.

#### ***1) How many years are you in business?***

**Response:** The business began in 1957 in Central Trinidad with extremely limited resources. My father started the business with a hand mill grinding the curry. By 1968 we were producing many different types of curry flavours to satisfy our customers. We have been doing very well and continue to enjoy growth in demand for our products. We have expanded our range of products. The company manufactures and distributes various product lines.

Beginning with curry, the company's expanded production line now comprises more than 120 top-of-the-line exclusive quality products under several brands including curry, spices and seasoning, drink mixes, coffee and snacks. We are now the largest manufacturer and exporter of spices, seasonings and condiments in the entire Caribbean region. Our children are also working in the business.

***2) How do you cultivate the relationship among family members as the business grows to new generations?***

**Response:** Response: For us as a family we focus on growing the business. There is no open display of family relationship among the family when we are at work. We don't want our employees to feel separated from the family. We have eight family members in the business. Family relationship is acknowledged at lunch times and other family gathering when we meet together. We maintain our business history as well as our core values by sharing what we know and what we do to all family members All our staff is treated as part of our extended family so that not much family emotional emphasis is displayed among the family in the workplace. We see the family also as employees and we don't want them to believe that they have any special entitlement other than their job function and the staff expectation from them. Family members know their roles in the Organisation and fulfill their job functions developing the business alongside the rest of the employees. They work as an example to the rest of the staff.

**3) *What is your vision for the future of the business and the family?***

**Response:** Our vision for the family and the business is to make Case 1 a household name not only in the Caribbean but in our International markets. We have been awarded Distributer of the Year by Supermarkets Association of Trinidad and Tobago as well as an award from International Food America achievements in product development and for high standards of quality. As a family business we want to continue our growth and achievements. Family members are the strength of our business and the source of our continued growth. Family members always seek the interest of the Company first and foremost, thereby setting that example for the staff. Anything is possible when family members have their heart in this business. Our motto The Case 1 Reason is always taste, Yours and Ours reflects the company's vision to deliver quality products for enhancing the flavour of culinary delights. Case 1 Brand Products are at home in both the housewife's cabinet as well as the kitchens of some of the biggest restaurants and hotels in the region. Anything is possible if family members have their heart in this business.

**4) *What governance structure is in place for managing the family and the business?***

**Response:** We don't have a written Governance policy in the business. However the many years we have been in business as a family and our values and experience have given us an operating structure that works. We have policies and procedures and a code of conduct that govern what we do. Our values have been with us for as long as I can remember. From working with my father who started the business I learnt the values of hard work, respect, trust and honesty. Now, those same values are what carry us forward every day. We have eight family members in the business.

The business is structured in such a way that there are two directors in charge of the business. There is a Finance Director and an Operations Director who are the second generation. We have five other family members who are the managers in the key departments of the business. Floor workers report to Supervisors, Supervisors to Managers, Managers to Directors, and Directors to Board of Directors. We also keep an open door policy whereby, any worker can address a matter with a Director if needed, not necessarily via the Chain of Command. If the matter is of importance within a department, the Human Resource Manager will discretely handle such matter.

### **Sustainability**

From the research, Case 1 Brand as a family business has been able to sustain the business for almost 60 years with the second and third generations managing. The principal characteristic that differentiates Case 1 Brand family business from other businesses is the influence of the family relationship on the business. This relationship as identified by Tagiuri and Davis (1996) control how the organization is governed, structured, managed and transferred to the next generation. Growth in family business as suggested by Stafford, et al. (1999) results from the blending of family success, business success and the appropriate management of risk. Stafford, et al. (1999) recommend that growth requires thinking on the ability of the family and business to work together in responding to disruptions, in a way that does not hinder the success of each. For Case 1 Brand there is a strong focus on business growth and continuity. Family members, as stated by Case 1 Brand, know their roles in the Organisation and fulfill their job functions developing the growth and survival of the business. Case 1 Brand robust work ethics are imbedded within the family relationships and experience built almost sixty years of family involvement and a strong commitment that emphasises stewardship behaviour.

Chua, et al. (1999) validate that the model of ownership, governance, management and succession, considerably influences the firm's goals, strategies, structure and the approach in which each is formulated, planned, and implemented and makes a family business distinctive. This research suggests that for Case 1 Brand, business survival and growth is strongly expressed as making Case 1 a household name. Cohesive and close family relationships as put forward by Olson (1993) help strengthen family bonds and substantially influences the firm's ability to continue and grow. From the data provided by Case 1, regarding the sub themes of Business History, Family experience, Vision and Governance in support of business sustainability and from the theoretical underpinning, the relationship among family members is presented as a major source of strength for the family and the business. Since the inception of the business, almost sixty years ago, the family's vision, governance and cohesion continue to be a dynamic force in supporting the family and the business as a major producer and marketer of seasonings.

### **Value Creation**

The interview responses by Case 1 brand to the sub-theme of Value Creation as identified are organised and presented.

#### ***1. How many key family members are in the business and in what areas are they involved?***

**Response** – We have eight family members in the business. The business is structured in such a way that there are two directors in charge of the business. There is a Finance Director and an Operations Director who are the second generation. We have five other family members who are the managers in the key departments of the business - human resources, occupational, safety, health and the environment, export, information technology and accounts as well as the cashier.



We have structured the business in this way so that the direction and strategy could be easily implemented with family members heading the key departments in the business. Decision making is also much more productive and easier to manage.

***2. In what way do you train key family members to strengthen your business continuity?***

***Response:*** We maintain our business history as well as our core values by sharing what we know and what we do to all family members joining us. Training takes place for all family members who want to join the business - all family members must know every aspect of the business. They must work in every department under the existing manager and learn the knowledge and operation until they know the job. We want family members to understand how and why some processes are done the way we do them. It is only when they know the entire business and understands the operation flow, find their passion for what they could accomplish and once they can effectively manage staff, only then, they may be promoted to the position of a Manager. This can take a number of years. This helps us to maintain our business history and family traditions.

***3. In what ways are the family members in the business a resource for competitive advantage for the business?***

***Response:*** Family members are the strength of our business and the source of our continued growth. Family members always seek the interest of the Company first and foremost, thereby setting that example for the staff. Our work days are not limited to the eight hour days or Monday to Friday. We are manufactures and at times we have to work additional hours to satisfy our international orders. Because of our relationship with each other, we can depend on family members to do all that is necessary to achieve our objectives. Our approach to work set the example for all our staff, we lead by example and no job is beneath us.

Our company was awarded the International Food America Award Trophy in Mexico for our achievements in product development and for the high standards of quality which we practice and maintain. Our products are also frequently displayed at trade fairs and exhibitions, both locally and internationally. Our staff is well treated with fairness and equity.

***4. Explain your core values and how has this helped the survival and growth of the business?***

***Response:*** Our core values have been with us for as long as I can remember. From working with my father who started the business I learnt the values of hard work, respect, trust and honesty. Now, those same values are what carry us forward every day. We trust in the people who work for us. We understand what affects our workers by their body language and not just what they say, most people tell you what you want to hear, not what they really feel. Respect every one of your employees and with fairness and equity, call someone aside and assist them with self-growth, don't publicly embarrass them. Publicly praise them for accomplishments. Lead by example and with integrity, people react to how you treat them. Show respect, compassion and openness to all including the employees.

**Value Creation**

The interview with the Case 1 Brand identified that the core values of Case 1 Brand were recognised as an important influence in developing family relationships. From the interview, trust, equity and leadership were acknowledged as the foundation for competitive advantage, supporting business continuity and growth and the family relationships. Danes, et al. (2009) guide that family social capital best distinguish family from nonfamily businesses.

According to Danes, et al. (2009) family capital is accepted in and is limited to family. Its strength is in the very distinctive elements innate within the strength of the relationships between individual family members. This view is supported by Dyer and Dyer (2009) that family social capital cannot be hired or imported, it exists within the family relationships and the nature of family social relationship is vital. Case 1 Brand identified that the family pursues the interest of the Company first and foremost, thereby setting that example for the staff. From the research, almost 60 years of family values have been nurtured and cultured within Case 1 brand. These cultural values identify the principles of what is acceptable or unacceptable, important or unimportant, within the family and the organisation. Values as indicated by Dumas and Blodgett (1999) answer the question of what is important and core values are the deep seated pervasive standards that influence almost every aspect of lives, moral judgments, responses to others and commitments to personal and organisational goals. At Case 1 Brand, tacit and embedded knowledge resources, formed across the generations are shared with new family members entering the business. This is an important strategy by Case 1, for enhancing the family relationships in support of the business survival and growth. As given by Case 1 Brand, members of the family work in all departments, learn the operation flow, find their passion for what could be accomplish and once they can effectively manage staff, only then, they become a Manager. Grant (1996) and Smith (2001) support that knowledge is an important source of competitive advantage which allows an organisation to be innovative and grow in a competitive market. It is recognised as the most primary asset of the firm, which all other resources depend. The data from Case 1 Brand on the sub themes of family involvement, entrepreneurship, family relationships and value creation in support of the Value Creation process is very valuable.

The family core values, developed across almost sixty years provide the foundation for the entrepreneurial spirit and family involvement in the business. The family relationships is stated as a strength among the family and the business. The family relationships among the Case 1 Brand family, is the covert strength of the family relationships that manifest itself through the business processes and is nurtured and developed as demonstrated by Case 1 Brand during their 60 years of growth.

### **Resource Management**

The interview responses by Case 1 brand to the sub-theme of Resource Management as identified are organised and presented.

#### ***1) Describe how the relationship among the family enhances the survival and growth of the business?***

**Response:** Our family relationships is a praiseworthy strength for us. Our values of trust, and respect for each other gives us the capability to work together and do a good job. Our family relationships support and help us since we also see ourselves as employees and part and parcel of the team with a job to do. As family in the business we don't hold division in what we should or should not do for the Company, once a job has to be done and we are short staffed, we all pitch in to do whatever is required. Our employees see us working at any job, from the lowest to the highest job, if required no job is menial. So the family lead by example for all, we create a sense of due respect for all with an open door policy.

**2) *Are key decisions made through family consensus or centralised through leadership?***

**Response:** The major decisions for the business are made through the family, the senior managers who look after the various sections are family members. Some operational decisions are made with participation from all employees with 'whats app' group consensus from administrative level to floor room attendants.

**3) *Describe how you manage disagreements and conflict among family members in the business?***

Response: There are no major disagreements and conflict among the family members. We have been working with each other for a long time and we respect each other and support each other in the business. Our family core values and governance is important to us. We also see ourselves as employees. If by chance there is some kind of misunderstanding, the Company's Code of Conduct and governance system will be observed.

**4. *What will you say is the most significant attribute of having a family business?***

**Response:** The most significant thing I think is the understanding that as family members we are all one and we support each other. We work together as a team with our employees, some of whom have dedicated their lives to working with us making us a very stable company. As family we are very proud of what we have achieved so far, from very humble beginnings.

**5. *Any other area of family relationship you see as important for the business?***

**Response:** Family members are able to separate their family relationship from their job functions when they come to the office. At work you are an employee with employees looking up to you for guidance.

There are no family conflicts in front of employees to belittle or cause disrespect to anyone. We respect and trust each other. The family relationships and bonding is after work, so we call each other home names then. We meet at family gatherings and meetings to share with each other and build the family relationship. At work we show respect to everyone and address everyone with Mr. /Mrs. or by their first name. We treat everyone with respect and professionalism and there is no disparity between family and employee at the workplace. Employees and customers will identify with professionalism and know that you have respect for them in return, regardless of the family relationship.

### **Resource Management**

From the research, Case 1 Brand has strongly articulated that having the understanding that family members are unified in response to the most significant attribute of having a family business.

Chua and Chrisman (1999) affirm that a family business is distinguished from others, not on the basis of the mechanism of family involvement only but by how the relationship is used to pursue the family's vision. The family relationships is a benefit when feelings of trust encourage cooperation. Such relationships as displayed by Case 1 Brand, develop family human and financial capital for business growth and survival. Added to this, collective trust following from Kramer, et al. (1996) and as recognised in Case 1 Brand endorses family members to depend on each other and more commonly, help control the daily complications of cooperation and coordination. Having survived and grown for almost sixty years, Case 1 Brand has developed competence in managing disagreements and conflicts among family members. The acceptance and support of each other's role, the family's core values, governance and the Company's code of conduct are strengths for the family relationships at Case 1 Brand.

This exclusive package of resources is existing as a characteristic way of life for Case 1 Brand. Cabrera-Suarez, et al. (2001) argue the term familiness to describe the exclusive package of resources accessible for establishing a strategic advantage held by and particular to family firms as a result of their unique systems and interaction among the family members and the business. Case 1 Brand is currently in its 2<sup>nd</sup> and 3<sup>rd</sup> generation. Decision making at Case 1 Brand as reinforced by Gomez-Mejia, et al. (2010) is centralised through key family members who are the managers of the various departments. Case 1 Brand family's intergenerational core values provides the platform for the policies, strategies and objectives set for the Company. The data put forward that the family relationships influences the decision criteria, dynamics and implementation with regards to the survival and growth of the business. Sirmon and Hitt (2003) inform that family ambitions and values indirectly influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the family relationships. The family relationships as demonstrated by Case 1 Brand, is a competence, as highlighted by Swart (2005) in the sense that it is firm specific, is rooted in the firm and its processes and is not transferable to other family firms. Each member of the family business, active or inactive, forms an important part of the family dynamics. These particular dynamics are what makes the family business unique from non-family businesses. Case 1 Brand stated that for them anything is possible if family members have their heart in this business. This attitude to the family relationships is reinforced by Van der Merwe, et al. (2012) that family businesses that invest time and effort to foster harmonious family relationship based on mutual trust, respect and support, can ensure the future continuity and success of the family business.

## **Addressing the Research Question- how important is the family relationships to family business survival and growth in Case 1**

Establishing how important is the family relationships to family business survival and growth in Case 1, Brand, is straightforward due to the depth and extent of the family's involvement in the business. Case 1 Brand is in its 2<sup>nd</sup> and 3<sup>rd</sup> generation and has had increased knowledge in identifying, nurturing, and exercising the family relationships for the continued growth of the business. The family relationships is priceless when the firm exploits its advantages and manages the disadvantages. Case 1 Brand, stated that everyone is treated like employees, so the Company's code of conduct will also apply for disciplinary action, if there is such a breach. The identified relationship resource dimensions for Case 1 Brand Products are recognised as:

Resource Management, Sustainability and Value Creation.

### **Case 1. Summary**

The within-case analysis of Case 1, Brand Products identified a number of key themes enhancing the family relationships as a factor for family business survival and growth.

1. The regular family meetings provide the forum for discussion and strategy on many issues including governance, knowledge sharing, relationship building and business continuity.
2. The intergenerational core values of trust, respect and integrity are enmeshed in every aspect of the family, the business and the employees.
3. The cohesiveness of the family working and interacting with each other over the years is a major asset in the business.
4. Major decisions are centralised with the family members and with some operational decision including employees.



5. There is a focus on training and relationship building for family members to share tacit and embedded knowledge to support the business growth. Mentoring for new family members is noted.
6. There a clear strategy and commitment to family and business growth and future development.
7. All employees are considered and treated with respect and as part of the family.

Case 1 Brand almost sixty years of developing the family relationships and experiences have led to its core values being embedded within the family and organisational culture. Employees are treated as family, trust; respect and good leadership as detailed endorse the commitment to business continuity and the family relationships.

## **Case 2. Case 2 Beverages**

### **4.6 Presentation of the Records and Interview responses, Case 2**

#### **Archival records**

Serjad Makmadeen was born in Princes Town in 1910 and was the last of the eight children of Makmadeen, an immigrant from the Punjab. When he was still quite young the family moved to Bellevue in St James, and he attended primary school up to the age of ten. After this, economic circumstances forced him to leave school and he secured employment as the gardener at the large property known as Ellerslie in Maraval. Life for young Serjad Makmadeen was extremely difficult. Poverty stalked his existence. Each morning Makmadeen rose early and after his meagre breakfast of a cup of cocoa tea Makmadeen walked across Long Circular Road to start the day's work with only a short break for lunch which he had prepared and brought with him. Serjad worked as a gardener until he was 13, when he got a job as a baker's apprentice at the MI Bakery on Charlotte Street, in Port of Spain. Soon Makmadeen became involved in selling bread and cakes and would deliver his goods to customers on a bicycle. To develop a large clientele, Serjad gave an extra loaf to anyone who had purchased more than 12 loaves, paying for this extra loaf out of his own pocket. This allowed him to build up a substantial clientele in a short space of time and he soon became the bakery's top salesman. Having come from a situation of poverty, Serjad was determined to make a better way of life for himself. Makmadeen saved his small salary and began to look for opportunities of self-improvement. In the thirties, whilst still working at the bakery, he learnt that one Mrs Bajnath had a small soft drink plant for sale in St James. Having accumulated \$350, Serjad borrowed \$250 from his friend Nagib Elias, and bought Mrs Bajnath's soft drink plant.

It was at this time that he got married to Khairon Khan who worked with him in running the plant. Everything was done manually, Khan washed the bottles, boiled the syrup and hand filled the bottles, also adding the carbonated water and capping the bottles. The plant produced one bottle of soft drink per minute. Using old beer bottles, two flavours of soft drink were produced: Cola Champagne and Banana. Serjad would make one or two cases of soft drinks per day after he finished work at the bakery, which he would take with him on his rounds the next day. As he knew most of his customers well, he was able to convince them to buy his soft drinks. The difficulty of an East Indian breaking into the soft drink business in a colonial society was evident from Serjad's experience. When he first acquired the plant he wrote several times to various soft drink producers in England enquiring on how he could make improvements. He got no replies. It was evident by his name that he was not an Englishman but an East Indian so Serjad recognising this, changed his name to Joseph Charles, which quickly led to communication between himself and the previously silent producers. Joseph Charles soon started to have a problem with the availability of bottles. His clientele was growing and he could not get enough bottles to satisfy the demand. Moreover he did not have sufficient capital to buy new bottles. He read in a magazine that a soft drink factory in Montreal was closing down and its assets were up for sale. He realised that this would be the source of empty soft drink bottles, which he promptly bought and shipped to Trinidad. The bottles, however, had a brand name and a logo stamped on them of an airline pilot drinking from a bottle of soft drink after a solo flight. Joseph made the practical decision to keep the brand that has been maintained to this day, along with the distinctive heavy glass Solo bottles. This acquisition of the brand, which later gave birth to the popular catch phrase a roti and a red Solo, was one of those happy accidents which is a blend of outside influences, business decision-making and sheer good luck.

After the Second World War and with demand for his soft drinks, Joseph bought an additional plant from the Dugar Brothers in British Guiana and went into the soft drink business as a full time occupation. He relocated his factory to the area under his house on Panka Lane, St James. This plant was an improvement on the old one and had the capacity to produce eight bottles per minute. By 1950, a new plant was set up at the corner of White Street and Tragarete Road opposite the Queen's Park Oval with new equipment imported from the United States. This plant produced 72 bottles of soft drink per minute. During the decade of the 50's, Joseph Charles sought to consolidate his business. He was forever striving for consistency in flavours and paying particular attention to cleanliness and quality. At his new plant he now employed 20 workers including his two sons, Vernon and the younger Kenneth, who would go to the factory after school and at vacation time to assist and learn from their father. Joseph worked long hours to develop his business, beginning at 4 o'clock in the morning and sometimes leaving the factory at 11 o'clock in the evening. He now hired salesmen to sell his products and made sure that they left the factory at 4 o'clock in the morning so as to be the first to get to the customers. Despite his limited formal education, he ensured that he knew how the plant operated and single handedly modified his factory so that it produced 144 bottles per minute. At this time he introduced four new flavours: Cola, Grape, Cream Soda and Orange; added a shift system and increased his staff to 65 people. By 1958, the White Street plant became too small for Case 2 to service its customers efficiently and Joseph Charles was able to secure a loan from the Canadian Imperial Bank of Commerce for \$1.8 million and in January 1960 constructed a new state of the art factory in San Juan on the Churchill Roosevelt Highway. The new plant and machinery were purchased from the United States and were fully automated.

In 1962 he introduced the still widely popular 'SOLO APPLE J'. Joseph Charles died in 1965 and was succeeded by his youngest son Kenneth and his family who now own and operate the company. Like his father before him, Ken has continued to buy new technology to increase efficiency and productivity of the factory and it is now a fully computerised plant. Joseph Charles Bottling Works is a popular and well liked company. It is involved in many community activities and sponsors the steel band Case 2 Pan Knights as well as table tennis and badminton competitions. Case 2 supports power boat racing and Mr. Solo is a regular and popular champion. The highest accolade for any brand is affectionate reference to it in popular culture. The Joseph Charles Company has achieved this with two of its brands, doubles and an apple J, sung in calypso, and its slogan a roti and a red Solo included in a rap.

## **Case 2. Case 2 Beverages**

### **Presentation of the Interview responses, Case 2**

The interview responses by Case 2 Beverages to the sub-theme of Sustainability as identified are organised and presented.

#### **Sustainability**

##### ***1. How many years are you in business?***

Response: The business was started in 1940 by my father. At that time my father was working in a bakery and he heard that a small soft drinks plant was for sale and he bought it for \$600 dollars. Everything was done manually, my mother washed the bottles, boiled the syrup and hand filled the bottles adding the carbonated water and capping the bottles. The plant produced one bottle of soft drink per minute. Using old beer bottles, two flavours of soft drink were produced: Cola Champagne and Banana. My father would make one or two cases of soft drinks per day after he finished work at the bakery, which he would take with him on his rounds the next day. As he knew most of his customers well, he was able to convince them to buy his soft drinks. My brother, who has since died and myself started working in the factory at an early age after school and during school holidays to help with the business. The Company was formed in the 50's.

**2. *How do you cultivate the relationship among family members as the business grows to new generations?***

Response: The family relationship is a strength for the business. We have many frequent, informal discussions among the family members regarding the future of the business and the younger members including minors of the family are encouraged to express their opinions and vision for the enhancement and growth of the business in years ahead. We have family gatherings, meals together, family visits and all members are persuaded to participate whether they intend to be actively involved or not in the company's activities in the future. Members are persuaded to be protective of each other.

**3. *What is your vision for the future of the business and the family?***

Response: The vision for the future is the continued expansion of our international markets with each family member actively involved in the business, having responsibility for a region/country in the world. In addition, while soft drink manufacture is the main area of our business we are also involved in corporate sponsorship. We are part of the annual power-boat racing competition; we are sponsors of the Wallerfield race car championships and the steel-pan band the Case 2 Pan Knights. We sponsor the annual Regatta a yachting race, table tennis, lawn tennis and badminton and local cultural competitions Mastana Bahar and Scouting for Talent. We also help religious organisations with special projects.

**4. *What governance structure is in place for managing the family and the business?***

Response: Right now we don't have a written governance policy. With only three key family members in the business, our structure and policies guide what we do.

Having worked with my father and brother for so many years, our value system of respect and support for each other guides us and is passed on to the family members and staff. We have individual responsibilities in the business and we support and celebrate each other. Most of our employees have been with us for many years and we treat them as part of the family, we respect them.

### **Sustainability**

From the research, Case 2 Beverages there is a clear picture of business growth and continuity. Family members know their roles in the organisation and fulfill their job functions developing the growth and survival of the business. The structure and strong family relationship in the business provide a major competitive advantage to Case 2 beverages. Growth in family business as presented by Stafford, et al. (1999) results from the union of family success, business success and the suitable management of risk and involves thinking on the ability of the family and business to work together in responding to disruptions, in a way that does not obstruct the success of each. The operating architecture at Case 2 Beverages identifies specialist positions which are clearly supported by the other members of the family. According to Case 2, the family members celebrate each other. From the data, Case 2 strong work ethics is rooted within Case 2 family interpersonal relationships and experience, built over three generations of family involvement and the strong assertion that emphasises stewardship behaviour. Case 2 Beverages has developed the business for over seventy years with the second and third generations managing. According to Tagiuri and Davis (1996) the main characteristic that differentiates family from other businesses is the influence of the family relationships on the business. As presented by Case 2 Beverages, this relationship control how the organisation is governed, structured, managed, and transferred to the next generation.



The information suggests that the interconnected and close family relationships at Case 2 beverages strengthen family bonds and considerably influence the firm's ability to survive and grow. This is powerfully expressed by Case 2 Beverages as the expansion of the international markets with each family member actively involved in the business, having responsibility for a region/country in the world. This is of particular importance and as stated by Chua, et al. (1999) that what makes a family business distinctive is that the model of ownership, governance, management and succession, meaningfully influences the firm's goals, strategies, structure, and the approach in which each is formulated, planned and implemented. From the research, the interconnected and close family relationships at Case 2 Beverages investigated through the themes of family history, experience, vision and governance provide a competitive advantage and support to the family relationships and sustainability of the business.

### **Value Creation**

The interview responses by Case 2 Beverages to the sub-theme of Value Creation as identified are organised and presented.

#### **Value Creation**

##### ***1. How many key family members are in the business and in what areas are they involved?***

Response: Currently the business is managed by three family members, my wife, my son and I. Because of the many years of being part of the business with my father I manage the manufacturing area of the business. My wife is a qualified lawyer with a keen emphasis on contract and commercial law and manages the administrative part of the business. My son is highly qualified academically in finance and he keeps an eagle eye on the financial status of the business and reports to other members on an almost daily basis.

***2. In what way do you train key family members to strengthen your business continuity?***

Response: All family members are encouraged to become academically qualified and equipped as a first step. When new members join the business there is a plan for them to learn about the entire business. Training begins at a very low level that might not be associated with that member's academic qualifications. The member is required to work and learn about every department before being assigned to manage one. This period is really an exercise in knowing the business from the bottom to the top when learning is shared with the new member.

***3. In what ways are the family members in the business a resource for competitive advantage for the business?***

Response: The family members together have a wealth of knowledge of the business. In manufacturing: the member who is responsible for manufacturing has been involved in the area for fifty years and therefore highly cognisant of the preferences of the consumer and is able to see at an early stage any changes in consumer preferences of the company's products. In finance: the member is highly qualified academically and maintains an eagle eye on the financial status of the business and reports to other members on an almost daily basis. A close watch is also maintained on the national and international economic situation. Law: member is qualified with keen emphasis on contract and commercial law.

***4. Explain your core values and how has this helped the survival and growth of the business?***

What is important to us has been with the business for many years. Our values of integrity and honesty in dealing with others whether that person is on the highest or lowest rung of the ladder. Respect and trust for everyone including all our employees are important.

The same values apply to those individuals and organisations - local and international with whom the company has a relationship. In many instances the long lost concept of the gentleman's handshake has been maintained successfully in our business. Our employees know and share what is important in the business.

## **Value Creation**

The research reveals that Case 2 Beverage's core values were recognised as an important factor in developing the family relationships. Integrity and honesty and the gentleman's handshake and good leadership at Case 2 beverages, were recognised as a source of competitive advantage, supporting business continuity and growth and the family relationships. Values as suggested by Aronoff and Ward (2001) endure over time and as demonstrated by Case 2 Beverages, when shared among owners, decision makers and employees in a business, have power in shaping the business's performance and results. The research signposts that Case 2 Beverages have nurtured and cultured over seventy years of family values. These intergenerational values identify the standards of what is acceptable or unacceptable, important or unimportant, within the organization. Dumas and Blodgett (1999) declare that values answer the question of what is important and core values are the deep seated pervasive standards that influence almost every aspect of lives, moral judgments, responses to others, relationship and commitments to personal and organisational goals. The research suggests that Case 2 Beverages through informal meetings develop family relationships and its governance policies in support of the business survival and growth. At this forum, tacit and embedded knowledge resources, formed across seventy years are conveyed to new family members entering the business. Knowledge according to Grant (1996) and Smith (2001) is a considerable source of competitive advantage which enables an organisation to be innovative and grow in a competitive market.

It is recognised as the most primary asset of the firm, which all other resources depend. The research acknowledged Case 2 support for family social capital that while blood members of a family usually enjoy a fairly good relationship, when others enter the family by marriage or otherwise, problems may eventually arise. Case 2 indicated that it is prudent to ensure that such members are embraced in a genuine and sincere way into the fold. As shown by Case 2, family capital resides in and is restricted to family. Its strength is in the distinctive dimensions residing within the strength of the relationship between individual family members. According to Dyer and Dyer (2009) family social capital cannot be hired or imported; it exists within the family relationships and the nature of the family social relationship is vital.

The interview responses by Case 2 Beverages to the sub-theme of Resource Management as identified are organised and presented.

### **Resource Management**

#### ***1. Describe how the relationship among the family enhances the survival and growth of the business?***

Response: Each of the other three members recognises and respect the territory and more importantly the value attached to a members input in the success and growth of the business.

This respect for each other is inculcated before a family member joins the business. The personal success of a family member is celebrated by all and members are reminded that the success of one augers well for the benefit of all and the family as a whole. The aim of this approach is to ensure that there is no room or tolerance for envy.

**2. *Are key decisions made through family consensus or centralised through leadership***

Response: For us decisions are made through family consensus with each member encouraging and accepting the input of the others and in particular the member at the helm. Occasionally we may ask key members of the staff to contribute to operational type decisions.

**3. *Describe how you manage disagreements and conflict among family members in the business?***

Response: At this point in the history of the business the family members involved in the business are so closely bonded and respectful of the input value of each other that disagreements and conflict are minimal and minor in the general scheme of things. Perhaps it is safe to say that the management of disagreements and conflicts takes place before a member becomes actively involved in the business. Our family meetings and sharing allow each member to share on any area of the business or family they may wish to talk about.

**4. *What will you say is the most significant attribute of having a family business?***

For me, my family is very important and special. We support each other in the business. I can truly say the family that works and prospers together stays together.

**5. *Any other area of family relationship you see as important?***

Response: It has been observed that while blood members of a family usually enjoy a fairly good relationship, when others enter the family by marriage or otherwise, problems can arise. It is therefore advisable to ensure that such members are embraced in a genuine and sincere way into the fold. Again discussion about the business should include such members not immediately, but eventually.

It will be the role of leadership to determine what matters should/should not be discussed at such informal gatherings and when and how to introduce new or confidential topics and issues related to the business.

## **Resource Management**

From the interview, Case 2 Beverages is convinced that having been in business for over 70 years coupled with the many informal family gatherings, the bonds of common respect and value for each other are strongly supported. This participant stated that the family members involved in the business are very closely bonded and respectful of the input value of each other. Sirmon and Hitt (2003) suggest that family ambitions and values indirectly influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the family relationship. For Case 2 Beverages the most important attribute of having a family business is that the family that works and prospers together stays together. As demonstrated by Case 2 Beverages, the family relationships can be an advantage when feelings of trust encourage cooperation. Such relationships develop family human and financial capital for business growth and survival. Chua and Chrisman (1999) argue that a family business is distinguished from others, not on the basis of the mechanism of family involvement only, but by how the family relationships is used to pursue the family's vision. Olsen (1993) proposes that very cohesive families spend quality time together, make decisions as a family and are strongly bonded to each other emotionally.

Cabrera-Suarez, et al. (2001) identify the term familiness to describe the exclusive package of resources accessible for establishing a strategic advantage held by and particular to family firms as a result of their unique systems and interaction among the family members and the business.

Having survived and grown for 70 years, Case 2 Beverages has developed competence in managing disagreements and conflicts among family members. Case 2 believes that the management of disagreements and conflicts takes place before a member becomes actively involved in the business. The interview has reinforced that the acceptance and support of each member's role, the family core values, informal governance and the Company's code of conduct is the unification of the family relationships. Case 2 Beverages is in its 2<sup>nd</sup> and 3<sup>rd</sup> generation. As stated by Case 2 Beverages, that the key decisions are made through family consensus with each member encouraging and accepting the input of the others and in particular the member at the helm. Family relationships as identified by Swart (2005) is a competence, in the sense that it is firm specific, is rooted in the firm and its processes and is not transferable to other firms. Each member of a family business, active or inactive, forms an important part of the family dynamics. These particular dynamics are what make a family business unique from non-family businesses. Sirmon and Hitt (2003) inform that family ambitions and values indirectly influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the relationship.

### **Addressing the Research Question how important is the family relationships to family business survival and growth in Case 2**

Case 2 Beverages has been in business for over seventy years, owned and managed by the founding nuclear family. Identifying how important is the family relationships to family business survival and growth in Case 2, is straightforward as a result of the depth and degree of the family's involvement in the business.

Case 2 is owned by the 2<sup>nd</sup> generation, with the 2<sup>nd</sup> and 3<sup>rd</sup> generation managing at a strategic and operational level. Case 2 has more than seventy years of family involvement and business acumen. Case 2 displays an intensity of knowledge in discovering, fostering and exercising family relationships for the continued growth and development of the business. The family relationships is priceless when Case 2 develops its advantages and manages the disadvantages. Case 2 Beverages strongly believes that the family that works and prospers together stays together and again that the personal success of a family member is celebrated by all others.

### **Case 2. Summary**

The within-case analysis of Case 2, identified some key themes influencing the family relationships as a factor for Family Business Survival and Growth.

1. The regular family meetings provide the forum for discussion and strategy on many issues including governance, knowledge sharing, relationship building and business continuity.
2. There is a clear structure to the organization with an informal governance policy and a code of conduct that respects and supports the territory of each other.
3. The core values of trust, respect, integrity and leadership is enmeshed in every aspect of the business and family.
4. Decision making is centralised with the family members.
5. There is a focus on training and mentoring for family members to share tacit and embedded knowledge in understanding the business and developing a strong relationship.
6. There is a commitment by the family for the business growth and development.
7. All individuals including employees are treated with respect and value.



From the research, the importance of the family relationships for the Case 2 family with its history of over seventy years in business with the same nuclear family has grown its core values of integrity, honesty and trust and the gentleman's handshake as the beacon of what Case 2 represents. The family through its informal meetings and gatherings cultivate the wisdom of family relationships and organisational growth.

### **Case 3. C's Ice Cream**

#### **4.7 Presentation of the Records and Interview responses, Case 3**

##### **Archival records**

Standing in a long line waiting for a turn to buy ice cream one could either choose to walk away or stay in line, although irritated, until their turn comes. For Katherine Bethel, however, this was a light bulb moment. Then, a young married mother of one trying to make ends meet on her meagre on the job training salary and with her welder husband Anderson in and out of work due to a lull in construction, Bethel knew that something had to give. With Anderson's punch making skills, the couple started an ice cream business. Anderson built a cart and with a \$3,000 loan from a credit union invested in a blender, an ice cream pail and other tools. Bethel's operated push carts in Arima and Dinsley. The push cart business assisted in developing brand recognition throughout the community. The Bethel's endured robbery at gunpoint and staff who failed at cash management and attracting customers. The Bethel's saw all the signs that it was time to ditch the cart business. They began their business from downstairs in the mother-in-law's house. It was just after the (1990) coup when they acquired factory space. The plan was to increase production capacity and improve equipment. Bethel stated that they surveyed the market and researched the industry leaders and cultivated the mental resilience to take on the burden of financing. In 1994 they opened retail outlets in areas they had developed from their cart business. The Bethels worked with the Caribbean Industrial Research Institute to ensure their initial formulation was developed to maintain that homemade ice-cream texture and improve quality assurance. Their strategy was to note weakness or oversight from their competitors and then capture that market share.

When one competitor pursued exporting and focused less on the local market, the Bethels seized that opportunity to serve the home market. C's stated that one competitor Haagen Dazs is a premium brand, that it is a quality product. However the next best choice if customers wanted local ice-cream was C's because C's offered flavours that Haagen Dazs did not have. Bethel is modest, observant and a total-local advocate. She knows consumers want healthier ice-cream that is not flooded with artificial ingredients. Coconut is their fastest growing product, but the dried nuts are scarce. Bethel says the coconut water industry cuts nuts before they are dry and there is a pest the Ministry of Food Production, Land and Marine Affairs is trying to exterminate. Still, she is committed to not using coconut powder. They called their business C's — the first letter of their last name and sold coconut and peanut ice cream for Trinidad and Tobago (T.T) \$2.50 per cone. Bethel wanted C's ice cream to be homemade, using local ingredients with a straight-out-of-grandma's-kitchen taste. She worked her eight to four job and after work, joined her husband in Curepe to help sell ice cream. Bethel added that to catch publicity is an uphill battle for a small operation competing with global brands with million-dollar ad budgets. Bethel and her road crew rely on one-on-one marketing opportunities, such as the Ministry of Health Fight the Fat trade fair and Carnival band launch events to introduce their home-style frozen desserts. Bethel also joined Facebook to support customer relations and product marketing. The C's Homemade Ice-Cream page attracted 3,000 likes in three weeks. Bethel's claimed that they have a really engaging page. They utilize this to inform people to the local fruits, shared Bethel. To measure Facebook's impact on in-store traffic, Bethel has the customer service representative submit customer question reports.

Some posts that they were having C's ice-cream for the first time. Social media buzz can be priceless as asserted by Bethel. She has staff devoted to managing C's page responding to posts, depending on the issue. The Bethel's strategised to push on the page such as a flavour of the week. From the comments, there is a sense of pride, that this is how people feel about C's.

### **Presentation of the Interview responses, Case 3**

The interview responses by C's Ice Cream to the sub-theme of Sustainability are organised and presented.

#### **Sustainability**

##### ***1. How many years are you in business?***

Response: We started our ice cream business some 28 years ago. Anderson built a cart and with a \$3,000 loan from a credit union we bought a blender, an ice cream pail and other tools. We started selling ice cream from our carts in Arima and Dinsley. We wanted C's ice cream to be homemade, using local ingredients with a straight-out-of-grandma's-kitchen taste. The cart business assisted in developing brand recognition throughout the community. We endured robbery at gunpoint and leased carts to staff who failed at cash management and attracting customers and lost our money.

**2. *How do you cultivate the relationship among family members as the business grows to new generations?***

Response: The relationships in our family is central to everything that we do. As parents with two children in the business we maintain a caring atmosphere for each other, the family values, trust and respect for each other and open communication help develop the family relationship. The children are part of all aspects of the business.

**3. *What is your vision for the future of the business and the family?***

Response: The vision of C's Ice Cream is to be the number one home-made Ice Cream Brand in Trinidad and Tobago, whereby fostering excellent business networks and relations locally, regionally and internationally. The vision is for the family and siblings to take over management and future development of the company into the region and international arena.

**4. *What governance structure is in place for managing the family and the business?***

Response: Since the business was started by my husband and me, we determined how we would operate the business, what we stand for, how our employees will be guided. Our family values and belief guide us. Our corporate governance even though unwritten, contributes to a stronger company and hence improves our policies and procedures, our legal compliance transparency, our ethics and best practice and social responsibility. Our employees know our policies and procedures.

## **Sustainability**

The interview has revealed that for C's Ice Cream there is a robust focus on business growth supported by the family relationships. C's has identified that their corporate governance status contribute to a stronger company and hence improve policies and procedures, compliance, transparency, ethics, best practice and social responsibility. What makes a family business distinctive as advised by Chua, et al. (1999) is that the model of ownership, governance, management and succession, meaningfully influences the firm's goals, strategies, structure, and the approach in which each is formulated, planned, and implemented. B' Ice Cream stated that the family governed how the business will function, what the outlook will be and how the employees will be managed. The relationships in the C's family is central to everything that is done. Tagiuri and Davis (1996) uphold that family relationships directs how the organisation is governed, structured, managed and transferred to the next generation. The interview established that for C's Ice Cream, business survival and growth is strongly articulated in the desire to be the number one home-made ice cream brand. The interconnected and close family relationships at C's Ice Cream help strengthen family bonds and meaningfully influence the firm's ability to survive and grow. Family cohesion as distinguished by Olson (1993) is the emotional bonding that family members have towards one another. C's vision is for the family and siblings to take over management and future development of the company into the regional and international arena. This approach is clearly identified by Van der Merwe, et al. (2012) as the perceived level of trust, commitment and effective communication within the family have a positive influence on the family relationships and the business continuity. Stafford, et al. (1999) propose that growth in family business results from the union of family success, business success and the appropriate management of risk and requires reflection on the ability of the family and business to work together in responding to disruptions, in a way that does not obstruct the success of each.

The interview with C's Ice Cream has supported that the family relationships identified is a key influence on business continuity and the sustainability theme.

The interview responses by C's Ice Cream to the sub-theme of Value Creation as identified are organised and presented.

### **Value Creation**

***1. How many key family members are in the business and in what areas are they involved?***

Response: The business was started with my husband and me some 28 years ago. Now our two children are full time with us in the business. So we have four members, husband - plant/operations director, daughter – human resource manager, son - business development and me as Chief Executive Officer (CEO).

***2. In what way do you train key family members to strengthen your business continuity?***

Response: Efforts are made to ensure the family members are educated to the highest levels for example the CEO has a master's degree, my daughter has a undergrad and a master's and my son is pursuing business law. Everyone attends specific training and skills based development training for the key area of business operation that fall within their portfolio. All members of the family are required to know and to function in every aspect of the business in the event that a member may not be in the business.

**3. *In what ways are the family members in the business a resource for competitive advantage for the business?***

Response: The founders are very strong entrepreneurial visionaries with solid integrity having developed and grown the business for over 28 years from pushing an ice cream cart to becoming international suppliers of ice cream. The family is a valuable resource regarding linkages with key stakeholders within the country for example financiers, suppliers, industry specific players. The CEO is very charismatic and fosters a family-like culture which impacts employees in a positive way, which results in long-term employee loyalty and commitment. The founder is also a speaker on small business development forums and at tertiary level training sessions.

**4. *Explain your core values and how has this helped the survival and growth of the business?***

Response: Our core values have grown with us and solidify how we work with each other. Our values are a family-like caring atmosphere of respect, open-communication, integrity, strong faith based and customer satisfaction. We treat our employees, our customers and other stakeholders with integrity and respect in all our interactions. This has benefitted us and helps us to grow.

**Value Creation**

The interview on core family values in C's Ice Cream ascertained that their values of family-like caring atmosphere, open-communication, integrity, strong faith based and customer satisfaction were acknowledged as important factors in building their family relationship. Dumas and Blodgett (1999) advise that values answer the question of what is important and core values are the deep seated pervasive standards that influence almost every aspect of the family, the moral judgments, responses to others, the commitment to family relationships and organisational goals.



This is reinforced by Van der Merwe, et al. (2012) that family relationships is built on values such as fairness, trust, respect, honesty, integrity, commitment, openness, peace and harmony among family members. Dyer, et al. (2012) submit that the family capital exist in and is restricted to family. Its strength is in the characteristic dimensions residing within the strength of the relationship between individual family members. From the literature, Dyer and Dyer (2009) identify that family social capital cannot be hired or imported, it exists within the family relationships and the nature of the family relationship is paramount. The research with C's Ice Cream identifies that they are very strong entrepreneurial visionaries with solid integrity. The C's family consider themselves as a valuable resource regarding the key relationships with the main stakeholders and employees. Morris, et al. (1997) found that the relationships within the family has the single greatest impact on successful transition between generations of family businesses. There is an important plan by C's Ice Cream for business continuity and developing growth in the business. C's stated that they make every effort to ensure the family members are educated to the highest level, for example, the Chief Executive has a Master's degree, the daughter has a Bachelor's in Management and a Master's in Psychology and the son is pursuing Business law. Tacit and embedded knowledge resources, formed across the generations are shared with family members in the business. Within the C's family everyone attends specific training and skills based development training for the key area of business operation that fall within their portfolio. According to Grant (1996) and Smith (2001) knowledge is an important source of competitive advantage which enables an organisation to be innovative and grow in a competitive market. It is recognised as the most primary asset of the firm, which all other resources depend.

From the research, strong family relationships among the C's family is seen as the foundation of their family business growth and continuity.

The interview responses by C's Ice Cream to the sub-theme of Resource Management as identified are organised and presented.

### **Resource Management**

#### ***1. Describe how the relationship among the family enhances the survival and growth of the business?***

Response: Our relationships within the family is in keeping with our values and faith based convictions. With the parents and two siblings growing up in the business, the foundation of family members are there for succession and generational growth of the business. The strength of our relationships carries over to respect and trust for each other and our employees and enhances how we work with each other.

#### ***2. Are key decisions made through family consensus or centralised through leadership***

Response: We are a small business with the family members leading the business. Our decision making is kept within the family. From time to time we may consult with staff members for routine or daily operations situations.

#### ***3. Describe how you manage disagreements and conflict among family members in the business?***

Response: The business is managed through the governance policies and organisational structure. With the parents and two children in the business, conflict situations are really not an issue. We work as a team together with roles and job descriptions just like any other organisation structure.

Family members understand the competitiveness of the business that we are in and the support and linkage for each other's area is important. All family members do have key performance indicators to attend to.

***4. What will you say is the most significant attribute of having a family business?***

Response: Seeing the business actually grow and develop from humble beginnings with a \$3,000 loan from a credit union for a blender, an ice cream pail and other tools and selling ice cream from pushcarts in Arima and Dinsley to our current business of a modern factory and an export business. At that time we were two, now we are four members. Having developed the business and seeing its growth and having the family members with me is truly a legacy for the generations to come. The family relationship is the backing for the growth of the business.

***5. Any other area of family relationship you see as important for the business?***

Response: We all live together in the same house, so there is always a conversation on strategy for the business and the daily activity among the family. The regular conversations and sitting together is an important influence for us, it helps to clarify matters and strengthen our relationship with each other. Family members are always on the look-out through the media or television for new systems and opportunities that can help us.

**Resource Management**

The interview with Case 3 identified that the foundation of their family members are for succession and generational growth of the business. Schwass (2005) asserts that the most important strategic decision for some family businesses is the development of the next generation leaders. The vision of C's is for the family and siblings to take over management and future development of the company into the region and international arena.

Chua, et al. (1999) propose that what makes a family business distinctive is that the model of ownership, governance, management and succession, considerably influences the firm's goals, strategies, structure and the approach in which each is formulated, planned, and implemented. Chua and Chrisman (1999) uphold that a family business is distinguished from others, not on the basis of the mechanism of family involvement but by how the family relationships is used to pursue the family's vision. C's Ice Cream has articulated the position that this provides a legacy for generations to come. Friedman (1991) and Kepner (1991) observe that family dynamics among family business members have been identified as a critical factor in multigenerational transfers among such businesses. Having survived and grown for 28 years, C's Ice Cream has developed competence in managing disagreements and conflicts among family members. From the interview, C's Ice Cream has recorded this as their family members have roles and job descriptions just like any other organisation structure. Family members understand the performance based importance and all family members have performance standards to fulfill. The family's core values, governance policies and organisation structure are strengths for the family's relationships. Kramer, et al. (1996) inform that family relationships can be a benefit when feelings of trust encourage cooperation. This relationship develops family human and financial capital for business growth and survival. Kramer et al. (1996) identify that collective trust allows family members to depend on each other and more generally, help determine the daily problems of cooperation and coordination. C's Ice Cream is in its 2<sup>nd</sup> generation with the founder at a strategic and operational level. Decision making is unified through key family members who are the heads of the various departments. C's family's core values of family-like caring atmosphere, open-communication, integrity, strong faith based and customer satisfaction direct the policies, strategies and objectives set for the Company.

The family relationships influences the decision criteria, dynamics and implementation with regards to the survival and growth of the business. Sirmon and Hitt (2003) advocate that family ambitions and values indirectly influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the relationship. C's have stated this as their legacy for the generations to come.

### **Addressing the Research Question - how important is the family relationship to family business survival and growth in Case 3**

Unravelling how important is the family relationships to family business survival and growth in Case 3, C's Ice Cream, requires analysis. C's Ice Cream is in the early phase of its development with the founder and the 2<sup>nd</sup> generation managing. Making C's the number one home-made ice cream brand in Trinidad and Tobago is the vision held. C's is developing and nurturing their family relationships as they grow. With values of open-communication, integrity, strong faith based. C's family relationship is an asset for the continued growth of the business. The identified relationships resource dimensions for C's Ice Cream are recognised as: resource management, sustainability and value creation.

#### **Case 3. Summary**

The within-case analysis of Case 3, C's Ice Cream identified some important themes enriching the family relationships as a factor for family business survival and growth.

1. There is an informal governance policy and organisational structure in place with job description and performance indicators.
2. The regular family meetings and family relationships are the strengths driving the business forward.

3. The organization lives its core values of a caring atmosphere, open-communication, integrity, strong faith based, nurture the relationship among the family.
4. Decision making is centralised with the family members.
5. There is a focus on training and relationship building and mentoring for family members to share tacit and embedded knowledge.
6. There a clear strategy and commitment for business growth and future development.
7. All employees are respected and treated as part of the family.

Even though C's Ice Cream is a comparatively young business, 28 years of experiences and family relationships have led to its core values being embedded within the family and the organisational culture. Their governance policies and the vision for the future growth of business validate the commitment to business continuity and the family relationships.

## **Case 4. D's Candy Company**

### **4.8 Presentation of the Records and Interview responses, Case 4**

#### **Archival records**

D's Candy has its origin in the early 1950's. The name derived from the wife of its founder, William Perriera. The company's vision was to establish exciting Caribbean flavours in candy form. The original Company was shut down because the owner migrated. Ronald Grosberg and his wife, bought the factory shell in 1980 and began manufacturing sweets and candies. Grosberg has a background in production management in the food industry, spending more than 12 years between Nestlé and a leading ice cream manufacturer. All this know-how taught Mr. Grosberg not to follow the latest fads and to create products that will stand the test of time. D's Candy creates sweets in the hard candy, sugar free, chewy, mint and bar candy sectors, as well as novelties. The Power Mint – a small, wrapped hard candy mint – is the company's most famous creation. The Power Mint is well known throughout Trinidad and Tobago, and the Caribbean, and gaining recognition wherever it's introduced. The company's hard candy line in overall is the company's biggest seller. The company's famous Jub Jub chewy candy also is unique and very popular with kids and adults. It is a traditional treat of Trinidad and Tobago. Jub Jub is a sugar-coated, gelatin-based soft chew, which comes in a rainbow of colours and rich flavours. Other special sweet offerings include Mr. G, a ginseng-infused hard candy; cough drops made with real honey and real lime; sour balls; ginger; Choco-mint and toffees in seven flavours. D's Candy enjoys dominance in the candy market in Trinidad and Tobago where it's well known and established.

D's candies are readily available throughout most of the Caribbean, Belize and Guyana, but 75 per cent of the main market is in Trinidad and Tobago. D's Candy advertises very heavily in Trinidad and Tobago. Grosberg's son, Marc, currently heads the company's marketing department, servicing about 6,000 customers, from the smallest roadside vendor to the largest supermarket chain. In 1998, the company relocated to new premises and have since doubled its size in acquiring the adjacent property. D's Candy shows its social responsibility when it comes to the community in which it operates. At Christmas time, D's gives to more than 300 charities and year round, the company helps in every needy case where it is approached. D's Candy also makes contributions to the local cancer society and even includes cancer messages on its dinner-mint candies that provide cancer awareness slogans. Each dinner-mint wrapper carries a slogan to inform the public about the disease and part of the proceeds from every mint sold goes towards assisting the cancer society in its efforts.



## **Presentation of the Interview responses, Case 4**

The interview responses by D's Candy Company to the sub-theme of Sustainability as identified are organised and presented.

### **Sustainability**

#### ***1. How many years are you in business?***

Response: D's Candy has its beginning in the 1950's. The company's vision was to create exciting Caribbean flavours in candy form. The original Company was shut down because the owner migrated. We bought the defunct company in 1980 from Perriera's son, Peter. In 1998, the company relocated to new premises and have since doubled the size in acquiring the property next door. We create sweets in the hard candy, sugar free, chewy, mint and bar candy sectors, as well as novelties. The Power Mint! – a small, wrapped hard candy mint – is the company's most famous creation.

#### ***2. How do you cultivate the relationship among family members as the business grows to new generations?***

Response: There are frequent, informal discussions and meetings among the members. There are family gatherings every Sunday to relax and to talk about many things to share knowledge of the business and build cohesion among members. All members of the family are included. The frequent interaction of family members in the business gives us and understanding of each other and helps us to support each other in each other's responsibilities.

### ***3. What is your vision for the future of the business and the family?***

Response: The business of snack foods is extensive and growing. We have products to come on stream that will double our growth in the near future. D's Candy recently acquired the equipment to start manufacturing gum; not just any gum – it will be as unique as the rest of our line. We also have plans to expand into other new types of products. These include chocolates, snack foods and others that remain confidential at this time. We have great ideas and tremendous opportunities and a positive approach and with the family support we can achieve our vision. Most of all, we have the best employees: committed, hard-working and industrious. Many have been with the company for over 30 years. With the continued support of the family we will do even better in the future.

### ***4. What governance structure is in place for managing the family and the business?***

Response: At present a formal governance policy is not in place, with only three key family members in the business. Our value system and faith based foundation and practices govern us and the business. Our policies, our structure and operating practice over the many years guide how we operate. Some of our employees have been with us since we started and they understand our system.

## **Sustainability**

The data provided by D's Candy Company has brought forward the tremendous emphasis on business growth supported by the family relationships. D's Candy stated that they have great ideas and tremendous opportunities and a positive approach and with the family support D's Candy can achieve their vision.

What makes a family business unique as considered by Chua, et al. (1999) is that the model of ownership, governance, management and succession, considerably influences the firm's goals, strategies, structure and the approach in which each is formulated, planned and implemented. As stated by D's Candy Company there is no formal governance policy in place, the policies, structure and operating practice over the many years guide how D's functions. Tagiuri and Davis (1996) declare that the family relationships, manage how the organisation is governed, structured, managed and transferred to the next generation as exemplified in D's Candy. The interview records that for D's Candy Company, business survival and growth is powerfully expressed as was identified that there are products to come on stream that will double the Company's growth in the near future. Interrelated and close family relationships at D's Candy Company reinforce family bonds and meaningfully influence the firm's capability to continue and develop. Family relationships as observed by Olson (1993) is the emotional bonding that family members have towards one another. D's Candy's family gatherings every Sunday, to relax and to talk about many things to share knowledge of the business and build cohesion among members is clearly acknowledged. Van der Merwe, et al. (2012) confirm that the perceived level of trust, commitment and effective communication within the family has a positive influence on the family relationships and the business continuity. According to Stafford, et al. (1999) growth in D's Candy results from the blending of family success, business success and the suitable administration of risk and entails thinking on the ability of the family and business to work together. The interview with D's Candy reinforces that the family relationships identified is a key influence on business continuity and the sustainability theme.

The interview responses by D's Candy Company to the sub-theme of Value Creation as identified are organised and presented.

## **Value Creation**

### ***1. How many key family members are in the business and in what areas are they involved?***

Response: Presently, there are three family members in the business, the founder, spouse and son. They are involved in manufacturing, marketing and administration. There are three other siblings who support the business by sharing ideas and opinions at the family meetings.

### ***2. In what way do you train key family members to strengthen your business continuity?***

Response: With 51 years of manufacturing experience and 31 years in the confectionary business the founder has passed on his experience to other members of the family. My son, as marketing director has developed his own line of confectionary and one of my daughters has developed her own line of pastry products. Training begins at a very basic level. This training according to the founder, is really an exercise in knowing the business from the bottom to the top. Knowledge of the confectionary business together with creativity guides the business growth and strengthens the family according to the founder.

### ***3. In what ways are the family members in the business a resource for competitive advantage for the business?***

Response: The tremendous experience in manufacturing and marketing has led to the development of D's as the finest unique candy manufacturers because of our single purpose: to capture the exotic flavors of the Caribbean and present them to the world as a true Caribbean treasure. Our operation allows us to provide old-time Caribbean recipes faithfully rendered from the textures and flavors traditionally produced.

The family support provides a resource for guidance. D's candy applauds the family support and contribution in making the business a success and strengthening the family relationships. The founder states that he has no tertiary level training, however, hard work, good business sense and the strong manufacturing experience have carried him forward. He believes that academic qualification and business training from a beginner's level is one way that business knowledge resources is shared with family members.

***4. Explain your core values and how has this helped the survival and growth of the business?***

Response: Our core values are strongly rooted in our faith. Our family relationship is built on our values of integrity, respect for all and trust. We work hard to do a good job and maintain high quality standards. With all family members and our employees understanding and respecting our values, there is strong support and growth in the business. We work as a team with our employees.

**Value Creation**

From the interview with D's Candy, the participant indicated that the family relationships is built on the values of integrity, respect for all and trust and that the core values are strongly rooted in their faith. According to Dumas and Blodgett (1999) values answer the question of what is meaningful to Case 4 and the core values are the deep seated persistent principles that impact almost every aspect of their lives, moral judgments, responses to others and commitments to personal and organisational goals. This is generated from the interview as substantial factors in building D's family relationships. In a similar manner, Van der Merwe, et al. (2012) suggest that the D's family relationships is built on values such as trust, respect, honesty, integrity, peace and harmony among family members.

Family capital is inherent in and is restricted to family. Its strength is in the distinctive opportunity existing in the strength of the relationships between individual family members. From the literature, Dyer and Dyer (2009) identify that family social capital cannot be hired or imported, it exists within the family relationships and the nature of the family relationship is vital. The research with Case 4 stated that they work hard to do a good job and maintain high quality standards. With all family members and their employees understanding and respecting the values, there is strong support and growth in the business. Morris, et al. (1997) state that the relationships within the family has the single greatest impact on successful transition between generations of family businesses. Academic qualification and business training from a beginner's level is one way that business knowledge resource is shared with the D's family members. Tacit and embedded knowledge resources, formed across the generations are shared with family members in the business. Knowledge of the confectionary business together with creativity guides the business growth and strengthens the family. According to Grant (1996) and Smith (2001) knowledge is an important source of competitive advantage which enables an organisation to be innovative and grow in a competitive market. This is recognised as the most primary asset of the firm, which all other resources depend. From the research, strong family relationships among the D's family is perceived as the foundation of their family business growth and continuity.

The interview responses by D's Candy Company to the sub-theme of Resource Management as identified are organised and presented.

## **Resource Management**

### ***1. Describe how the relationship among the family enhances the survival and growth of the business?***

Response: As family members we trust and support each other. We have grown up together and we support and respect each other. For each member our heart is seeing the business doing well over the years, our interaction with each other, hard work, commitment and creativity grow the business and the family.

### ***2. Are key decisions made through family consensus or centralised through leadership***

Response: There are only three key members of the family in the business. All major decisions such as investments and major spending and such types are made by and include all family. Decisions with regard to the daily operations of running the business will include the senior managers.

### ***3. Describe how you manage disagreements and conflict among family members in the business?***

Response: We are a close knit family and family support through our family meetings and socials helps us bond together. There are no serious conflicts among us. Our meetings help us to talk. We have been working together for many years with specific responsibilities and we support and respect each other's input. Family members adhere to the policies and guideline of the business and the founder manages the cohesion of the family and the business. We are also guided by our strong value system and faith based approach. Our employees know what is important to us and support us.

***4. What will you say is the most significant attribute of having a family business?***

Response: For us, the family business has given us the opportunity to be creative and entrepreneurial and to grow. We have moved from a small local supplier to a regional and international supplier of high quality candy with the support of the family members. D's Candy is built on long hours of hard work. It is not a very large organisation, but it has the heart of one. The company operates on the highest corporate principles. The children in the business have also learnt to be entrepreneurial creating their own brand and line of products. D's will continue to grow and prosper as its watchwords are: safety, quality, efficiency and service and its employees are seriously committed to this. Our motto is, we love our customers, and we truly live this out every day.

***5. Any other area of family relationship you see as important for the business?***

Response: I have seen the business grow with the support of the family. Even now with the children as adults, the close relationship we have as family provides strong support for the business. Decision making is a discussion.

**Resource Management**

From the interview, D's Candy is confident that having been in business for over 30 years together with many informal family gatherings the ties of common respect and value for each other are convincing. D's identifies that family members have been working together for many years with specific responsibilities and the family members support and respect each other's input. The family members have grown up together and support and respect each other. For each member of the family seeing the business doing well is crucial.



Family ambitions and values as specified by Sirmon and Hitt (2003) influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in family relationships. In response to the most important attribute of having a family business, D's Candy stated that the family business provided the opportunity to be creative and entrepreneurial and to grow. As demonstrated by D's Candy, the family relationships can be a benefit when feelings of trust encourage cooperation. This relationship for D's, develops family human and financial capital for business growth and survival. Chua and Chrisman (1999) argue that a family business is distinguished from others, not on the basis of the mechanism of family involvement only, but by how the relationships is used to pursue the family's vision. Olsen (1993) suggests that cohesive families spend quality time together, make decisions as a family and are strongly bonded to each other emotionally. D's stated that they are not a very large organisation, but it has the heart of one. Managing disagreements and conflicts among D's family members are not much of a problem since there are no serious conflicts among the family members. The research suggests that the acceptance and family support of each other, the family core values, informal governance and the Company's code of conduct is the unification of the family relationships. D's Candy is in its 1<sup>st</sup> and 2<sup>nd</sup> generation. Key decisions are made through family with some operational decisions involving the managers. The family relationships as identified by Swart (2005) is a competence, in the sense that it is firm specific, is rooted in the firm and its processes and is not transferable to other firms. Each member of a family business, active or inactive, forms an important part of the family dynamics. These particular dynamics are what make a family business unique from non-family businesses. The research identifies that for D's Candy, family relationships is a major competence in the support of resource management.

### **Addressing the research question- how important is family relationship to family business survival and growth in Case 4**

D's Candy Company has been in business for over 35 years, owned and managed by the founding nuclear family. Identifying how important is the family relationships to family business survival and growth in Case 4, is straightforward as a result of the depth and degree of the family's involvement in the business. Case 4 is owned by the 1<sup>st</sup> generation, with the 1<sup>st</sup> and 2<sup>nd</sup> generation managing at a strategic and operational level. Case 4 has more than 35 years of family involvement and business acumen. Case 4 displays a passion of knowledge in discovering, fostering and exercising the family relationships for the continued growth and development of the business. The family relationships is invaluable when Case 4 develops its advantages and manages the disadvantages. D's Candy stated that they have grown up together and that family member's support and respect each other. Each member of the family looks forward to the business doing well. From the research, the importance of the family relationships for the D's family with its history of over 35 years in business with the same nuclear family has grown its core values of integrity, honesty and trust as the beacon of what D's represents. The family through its informal meetings and gatherings cultivate the wisdom of the family relationships and organisational growth.

#### **Case 4. Summary**

The within-case analysis of Case 4, D's Candy Company identified some key themes influencing the family relationships as a factor for family business survival and growth.

1. There is a structure to the organisation with an informal governance policy and a code of conduct and operating policies.

2. Regular family meetings and social gatherings are an important part of growing the business.
3. The organisation lives and shares its core values of integrity, respect for all and trust with all employees.
4. Decision making is centralised with the family members.
5. There is a focus on training and mentoring for family members to share tacit and embedded knowledge and to develop strong relationships.
6. The development and growth of the business is built upon the support of the family relationship.
7. All individuals are treated with respect and value.

Family relationships at D's Candy Company is influenced by its core values and faith based system. The importance of the family relationships with its informal meetings and discussions has grown the business into an international supplier.

## **Case 5. Rose Market Place**

### **4.9 Presentation of the Records and Interview responses, Case 5**

#### **Archival records**

Case 5 is a food retail/restaurant business producing a variety of food items for retail sales. The business is located in the Arima district. The business started in 1980 by Mrs. Ferdinand as a small food retail business, selling various items of food that she prepared. At that time the business operated from a temporary structure. Case 5 stated that very early in the business she had a difficult time in obtaining finance for the business. The banks detailed that Case 5 had no security and that the business was too risky. Case 5 had to use all the money that she had with a determination to succeed. As demand for the products increased, Case 5 made the decision to rent a nearby building to expand the volume and variety of food products that was created. Her husband joined her in the business to manage the incoming raw materials and processes that were needed to develop the products. Two employees were hired to help and eventually the three children joined in the business. The children helped in the business from an early age learning about the business and food safety issues. There were major setbacks in the early days. She was robbed by bandits on two occasions and had major water damage by floods. However, with hard work and determination the business continued to do reasonably well and the rental property was purchased outright. Two more staff members were hired, so there was a total of 6 adults and three children in the business. Food items are cooked and prepared every day and sold to the many different customers. Case 5 established a good customer base and began taking orders from customers for collection or delivery within the area.

As the children grew older, Mrs. Ferdinand began assigning responsibilities to them for different sectors of the business.

### **Presentation of the Interview responses, Case 5**

The interview responses by Case 5, Rose Market Place to the sub-theme of Sustainability as identified are organised and presented.

### **Sustainability**

#### ***5) How many years are you in business?***

**Response:** I started the business in 1980 about 37 years ago. My finances were extremely limited and I had to make do with what money I had. I was not able to borrow from the banks because they said I had no security and my business was a risk. At that time I operated from a temporary structure in Arima until I could have done better.

#### ***2. How do you cultivate the relationship among family members as the business grows to new generations?***

**Response:** My family has been working along with me to develop and grow the business even from when the children were small. Most of my customers know us as a family and have seen the children grow up with me in the business. They even know our first names and ask for us when they don't see us in the business. There are five family members in the business, parents and three children and we interact with each other and with our customers as a family. The family all live in the same house and we are constantly interacting with each other as family.

All members of the family and the employees and even some of our suppliers know our journey from very humble beginnings. We interact as a family in the business with the children calling us mom or dad. Even our employees will interact with us calling us mom or dad.

**3. *What is your vision for the future of the business and the family?***

**Response:** My vision for the business is that the business will continue to grow and develop and the children and grandchildren will continue to keep pushing the business forward. The business is expanding daily. We are seeing more customers visiting. Seeing the children growing up and accepting responsibilities in the business and working hard is a great joy.

**4. *What governance structure is in place for managing the family and the business?***

**Response:** We don't follow a written governance policy. As a mom and dad with three children in the business the guidance of parental wisdom is what obtains. The many years that we are in business have provided valuable experience in managing ourselves, the employees and the business. The children respect our role as parents and follow our guidance at home and in the business. They learn from us.

**Sustainability**

From the interview, Case 5 as a family business was able to grow and develop the business for more than 37 years with the first and second generations managing. An important characteristic that was noted from the interview is that Case 5 is intensely family oriented within the business. Tagiuri and Davis (1996) identify that the family relationships provide direction as to how the organisation is governed, structured, managed and transferred to the next generation. Stafford, et al. (1999) state that growth in family business is the outcome from the blending of family success, business success and the appropriate management of risk.

Case 5 demonstrated that from the inception of the business, hard work and dedication to the business by family members and employees developed a robust focus on business growth and continuity. Chua, et al. (1999) suggest that the model of ownership, governance, management and succession, influence the business goals, strategies, structure and the approach in which each is formulated, planned, and implemented and makes a family business unique. Olson (1993) advises that the interrelated and close family relationships identified in Case 5, strengthen family bonds and considerably influence the firm's ability to continue and grow. From the data provided by Case 5 and from the theoretical underpinning, the relationships among family members is presented as a major source of strength for the family and the business. Since the inception of the business, 37 years ago, the family's vision, governance and cohesion continue to be a dynamic force in supporting the family and continuing to grow business. Chua, et al. (1999) identify that for growth to be sustainable there must be a synergistic and symbiotic relationships between the family and the business.

### **Value Creation**

The interview responses by Case 5 to the sub-theme of Value Creation as identified are organised and presented.

#### ***1. How many key family members are in the business and in what areas are they involved?***

***Response*** – As a family, there are five of us in the business. I own the business with my husband. I started the business before we got married. We now have three children with us in the business. My husband manages the purchasing and inventory control. My eldest daughter manages all aspects of food preparation and food safety matters. My two other children manages customer satisfaction and marketing and I coordinate and manage overall.

***2. In what way do you train key family members to strengthen your business continuity?***

**Response:** Each member of the family is trained to know all sections of the business so that they can fill in for another family member. Every family member has specific duties and responsibilities in managing the business and members are interchanged at times in other parts of the business so that they understand the linkages in the business. We share all aspects of the business with each other every day. Our communication is very open and supportive of each other. Having the children grow up in the business helped them to understand our values of hard work and respect.

***3. In what ways are the family members in the business a resource for competitive advantage for the business?***

**Response:** How thoroughly each family member achieves their job in each section of the business is very important for the success of the business. We are a small organisation and functioning at high quality is primary for all of us to encourage our customers for return business. Each member of the family is dedicated to the business and the family. We work very hard every day to ensure that all our customers' orders are fulfilled and that they are satisfied.

***4. Explain your core values and how has this helped the survival and growth of the business?***

**Response:** From the start of the business what has kept us going every day is hard work, respect for each other and our customers, honesty and trust. Our employees know our values and share them so that the business functions as a harmonious one. Our customers tell us that they come back because they trust us and what we do.



We live our values every day in our family and in the business. Our values of trust, respect for each other and hard work have kept us focused in the family and in the business.

### **Value Creation**

The interview with Case 5 recorded that their core values identified as hard work, respect honesty and trust were recognised as an important influence in the harmonious functioning of the business and have kept them focused in the family and in the business. From the interview, Case 5 stated that the customers know their values and trust them. This was recognised as the foundation for competitive advantage, keeping their customers coming back supporting business continuity and growth and the family relationships. Chrisman, et al. (2005) declare that the involvement and commitment of the family bestow distinct advantages such as the entrepreneurial spirit of the founder, the firm's reputation, its management practices and the trust and communication among family members. Danes, et al. (2009) reveal that family social capital differentiates family from nonfamily businesses. Dumas and Blodgett (1999) contend that values answer the question of what is important and core values are the deep seated persistent standards that influence almost every aspect of individuals' lives, moral judgments, responses to others and commitments to personal and organisational goals. Dyer and Dyer (2009) inform that family social capital noted in Case 5, cannot be hired or imported, it exists within the family relationships and the nature of the family social relationship is vital. From the interview, almost 37 years of family values have been nurtured and cultivated within Case 5. Case 5 core values, developed over 37 years provide the basis for the entrepreneurial spirit and family involvement in the business. The family relationships is acknowledged as a strength among the family and the business.

The interview responses by Case 5- Resource Management are organised and presented.

## **Resource Management**

### ***1. Describe how the relationship among the family enhances the survival and growth of the business?***

**Response:** The relationship in the family is outstanding. We work in harmony with each other and the employees. Each member of the family assist and support each other in the business and at home. We all live in the same house. We talk with each other every day about what is taking place in the business and what support is needed. Every member of the family is open and willing to reach out and help so that the business continues to grow and the employees can see our commitment. There is no division among us and our employees.

### ***2. Are key decisions made through family consensus or centralised through leadership?***

**Response:** The decisions for the business are made through consensus with the family members so that we all are aware of what is taking place. This approach helps each family member to function effectively in their area as a result of knowing what is taking place. By involving the children in making decisions for the business benefits them to take ownership for what they are doing.

**3. *Describe how you manage disagreements and conflict among family members in the business?***

Response: As parents with three children in the business we have discussions and differences in opinions but not conflict. From the inception of the business with the children growing up in the business we have grown familiar with discussions and sharing thoughts respectfully and trusting each other. We also use our parental wisdom to guide and offer support to all the children.

**4. *What will you say is the most significant attribute of having a family business?***

**Response:** For me I think the most significant factor of owning a family business is to be able to work for myself in my own business with my family around me and knowing that one day it will be theirs. How the business develops is totally up to us as a family.

**5. *Any other area of family relationship you see as important for the business?***

**Response:** We come to work every day with the joy of knowing it is our business. We work hard among ourselves and with our staff to do the best job we can. We easily interact among ourselves and with the employees. We show respect for all our employees and our customers all the time and reach out to help them. Our business is very interactive with our customers and ourselves. We prepare and serve meals and we must show our best face.

## **Resource Management**

From the research, Case 5 has strongly communicated that having the understanding that the business is theirs and family members are all one in response to the most important attribute of having a family business. A family business as stated by Chua and Chrisman (1999) is distinguished from others, not on the basis of the mechanism of family involvement only but by how the relationship is used to pursue the family's vision. The family relationships is a benefit when feelings of trust and respect encourage cooperation as identified in Case 5. Such relationships as displayed develop family human and financial capital for business growth and survival. Kramer, et al. (1996) advise that collective trust allows family members to depend on each other and help control the daily complications of cooperation and coordination. The acknowledgement and support of each other's role, the family core values and the family governance practice are strengths for family relationships in Case 5. Cabrera-Suarez, et al. (2001) argue the term familiness to describe the exclusive package of resources accessible for establishing a strategic advantage held by and particular to family firms as a result of their unique systems and interaction among the family members and the business. For Case 5, decision making is centralised through all family members who work in various departments. Family relationships as exhibited by Case 5, is a competence, as reinforced by Swart (2005) in the sense that it is firm specific, is rooted in the firm and its processes and is not transferable to other family firms. This approach to the family relationships is supported by Van der Merwe, et al. (2012) informing that family businesses that invest time and effort to foster harmonious family relationships based on mutual trust, respect and support, can ensure the future continuity and success of the family business.

## **Addressing the research question, how important is family relationship to family business survival and growth in Case 5**

Determining how important is the family relationships to the family business survival and growth is substantial. Case 5 with 37 years of business growth demonstrates experience in building and growing the family and the business. Case 5 is managing with the 1<sup>st</sup> and 2<sup>nd</sup> generation and has familiarity in identifying, nurturing and exercising the family relationships for the continued growth of the business. The family relationships is invaluable when the firm exploits its advantages and manages the disadvantages. As stated by Case 5, everyone is treated like family including customers.

### **Case 5. Summary**

The within-case analysis of Case 5, Rose Market Place pinpointed some key themes enriching their family relationships as a factor for the family business survival and growth.

1. The daily family meetings provide the opportunity for discussion and strategy on many issues including knowledge sharing, relationship building and business continuity and governance.
2. The core values of trust, respect and hard work are involved in every aspect of the family, the business and the employees.
3. The cohesiveness of the family working and cooperating with each other over the years is a major asset in the business.
4. Decisions are centralised with the family members so that they be aware of what is happening.
5. Case 5 is strongly focus on relationship building and training and for family members to share knowledge to support each other and the business growth.
6. There is an unmistakable approach and dedication by Case 5 to family and business growth and future development.

7. Case 5 customers and employees are highly considered and treated with respect and as part of the family.

Case 5 with 37 years of experience in developing the family and the business have cultivated their core values existing within the family and the organisational culture. Employees are treated as family, trust, respect and hard work endorse the commitment to business continuity and the family relationship.

## **Case 6 - Home Made Touch**

### **4.10 Presentation of the Records and Interview responses, Case 6**

#### **Archival records**

Home Made Touch, Case 6, is a family business located in the Trincity area and is owned and operated by Mrs. Allyson Pantin. Home Made Touch is a food catering business producing and serving meals for a range of events such as parties, weddings, business functions and birthdays as well as managing a small restaurant in the Western Peninsula. Allyson Pantin a registered nurse by training, started the catering business in 1980. She gave up full time work in a hospital to pursue her love for cooking and preparing meals as a business. Her husband Maldon, also gave up his job as an engineer to work full time in their food catering business. According to Case 6 the business started as a natural progression from preparing meals for her family to catering. In the early days she prepared meals in her normal kitchen but when the business started to grow she expanded her kitchen. As she prepared home cooked meals for the family, her friends and other people began requesting products such as cakes and pastilles, pies and other food items that they needed. From those early days, progressively more requests for specialty products and other food items were being received so the kitchen was extended to an area with a much larger space. Mrs. Pantin stated that her husband gave up his job and joined her in the business. Her two children were always around and as they grew older they began helping out in the business. She stated that the two children are now an asset to the business, understanding and doing most things required.

## **Case 6. Home Made Touch**

### **Presentation of the Interview responses, Case 6**

The interview responses by Case 6 to the sub-theme of Sustainability.

#### **Sustainability**

##### ***1. How many years are you in business?***

Response: The business was started in 1980 by me as a source of income because I did not want to continue working in a hospital. Since I prepared home cooked meals for my family, my friends and other people began requesting products such as cakes and pastilles, pies and other food items that they needed. From those early days, more and more requests for specialty products and other food items were being received so we had to extend our kitchen area to a much larger space. As the business grew, my husband Maldon gave up his job and joined me in the business.

##### ***2. How do you cultivate the relationships among family members as the business grows to new generations?***

Response: My family is a deeply religious family so our family relationship is very important to us and in the business. We all live at home and our catering business is also done from our home. We have continuous conversations among ourselves in the business as we prepare our orders. At the start of the day there is a planning meeting for how the work will advance and at the end of the day we sit to talk about what we achieved and what else is there to do. Family members are encouraged to support each other.



**3. *What is your vision for the future of the business and the family?***

Response: Case 6 stated that they would like to move from the home kitchen and have their own restaurant displaying the business name. The children have learnt the business and are a great support. We want them to take over the business completely so that we can be in the background for support and guidance.

**4. *What governance structure is in place for managing the family and the business?***

Response: There is no written governance policy in place for us. Our deep-seated religious base and values keep the family bond working in peace. With only two children in the business with us our family values and strong faith base set the tone for how we manage with each other, the business and our customers. Each of us have individual responsibilities to keep the business functioning and we help and support each other to do well.

**Sustainability**

From the research, Case 6, Home Made Touch, presented a clear picture of growth and continuity for the business. Case 6 family members know their roles in the business and work at developing the business on a daily basis. The four family members in the business with their close relationship and strong value system provide a major competitive advantage. Open dialogue within the family as indicated by Sorenson, et al. (2009) benefit individuals to connect their own sense of morality to family beliefs. Growth in family business as presented by Stafford, et al. (1999) results from the union of family success, business success and the suitable management of risk and involves the family and business to work together. From the interview, Case 6 strong work ethics is rooted within family interpersonal relationship and value system.

Case 6 has been able to develop their business for over 37 years with the 1<sup>st</sup> and 2<sup>nd</sup> generations managing. According to Tagiuri and Davis (1996) the main characteristic that differentiates family from other businesses is the influence of the family relationship on the business. For Case 6, this relationship controls how the organisation is governed, structured, managed and transferred to the next generation. The information suggests that the interconnected and close family relationship of Case 6 strengthen family bonds and considerably influence the firm's ability to survive and grow. This is of particular importance and supported by Chua, et al. (1999) that what makes a family business distinctive is that the model of ownership, governance, management and succession, influences the firm's goals, strategies, structure, and the approach in which each is formulated, planned and implemented. From the research, the interconnected and close family relationships investigated through the themes of family history, experience, vision and governance provide a competitive advantage and support to the family relationships and sustainability of the business.

### **Value Creation**

The interview responses by Case 6 Home Made Touch to the sub-theme of Value Creation are organised and presented.

### **Value Creation**

#### ***1. How many key family members are in the business and in what areas are they involved?***

Response: The business is managed by four members of the family, my husband and I and our two children. Because of the many years of owning and preparing the meals I manage the meal preparation area of the business. My husband Maldon looks after the ordering of materials and inventory. My two children control housekeeping and customers' orders.

We work supporting and helping each other in each area since this is our business. We all live in the same house so we meet all the time to talk about the business.

***2. In what way do you train key family members to strengthen your business continuity?***

Response: All family members are encouraged to know every area of the business. This is a small business and we encourage each other to know how to operate in every area and to support each other. Each area of the business from orders to delivery and having the appropriate inventory of raw materials is very important and we encourage the children especially to learn. Since the business is located at home they have been in the business from small.

***3. In what ways are the family members in the business a resource for competitive advantage for the business?***

Response: Together, family members have tremendous knowledge of the business. I have been in meal preparation from my teenage days with my mom which is a long time ago. My husband uses his training to manage stock control and inventory levels. My children are learning and growing in the business.

***4. Explain your core values and how has this helped the survival and growth of the business?***

Our core values are rooted in our faith. Trust and respect for all and honesty and integrity in dealing with others. Respect and trust for everyone including our employees are important to us. Our employees know and share what is important in the business.

## **Value Creation**

The research reveals that Case 6 core values were recognised as an important factor in developing family relationship. Integrity and honesty and respect for all, were acknowledged as a source of competitive advantage, supporting business continuity and growth and the family relationships. Values as suggested by Aronoff, and Ward (2000) endure over time. As noted by Case 6 their core value are shared with everyone in the business. Values have power in shaping the business's performance and results. Dumas and Blodgett (1999) advise that values answer the question of what is important and core values are the deep seated pervasive standards that influence almost every aspect of lives, moral judgments, responses to others, relationship and commitments to personal and organisational goals. The research suggests that Case 6 from the informal meetings nurtures their family relationships and governance policies in support of the business survival and growth. At this forum, tacit and embedded knowledge resources, formed across years are conveyed to all family members in the business. Knowledge according to Grant (1996) and Smith (2001) is a considerable source of competitive advantage which enables an organisation to be innovative and grow in a competitive market. It is recognised as the most primary asset of the firm, which all other resources depend. Zahra, et al. (2007) agree that living within the family and working within the business from an early age allow family knowledge resources that are based on firm-specific expertise to form the basis of competitive advantage and lead to strong performance because they are both unique and relatively hard to imitate.

The interview responses by Case 6 to the sub-theme of Resource Management as identified are organised and presented.

## **Resource Management**

### ***1. Describe how the relationship among the family enhances the survival and growth of the business?***

Response: We all appreciate and support the work of each other in the business. We praise each family member and importantly the values they hold in the success and growth of the business. This respect for each other is instilled in all family members in the business. At the end of the day we recount our joys and sorrows and we applaud each other. The success of a family member is acclaimed by all because this is good for the benefit of all and the business.

### ***2. Are key decisions made through family consensus or centralised through leadership***

Response: We make decisions through family consensus with each family member supporting and contributing to the decision making process. We all know what to expect and we are all supportive of each other.

### ***3. Describe how you manage disagreements and conflict among family members in the business?***

Response: With two children in the business, as parents we have constant discussions and conversations so that any differences in opinions will be resolved. We use our parental wisdom and faith to guide and offer support to the children. From the start of the business we have grown familiar with discussions and sharing thoughts respectfully and trusting each other.

***4. What will you say is the most significant attribute of having a family business?***

Response: My family is very important and special. Each family member is very important and we support each other in the business. I can truly say that I feel proud to see the business grow over these years and the children learning to manage it. This business will be a legacy for them.

***5. Any other area of family relationship you see as important?***

Response: Working with the family and the business at the same time and integrating each one's strengths and weaknesses as family and business is important. It is also very important to support and to praise each one to help them in their work.

**Resource Management**

From the interview, Case 6 having been in business for over 37 years, the informal family gatherings and the bonds of common respect and trust for each other are strongly supported. Sirmon and Hitt (2003) indicate that family ambitions and values indirectly influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the family relationship. As revealed by Case 6, the family relationships can be an advantage when feelings of trust encourage cooperation. Chua and Chrisman (1999) maintain that a family business is distinguished from others, not on the basis of the mechanism of family involvement only, but by how the family relationships is used to pursue the family's vision. Miller (2014) reveal that a collective vision for the family business strongly visualises the leadership effectiveness of next-generation family leaders and touches the degree to which they are absolutely engaged with their work in the family firm. Olsen (1993) guides that very cohesive families spend quality time together, make decisions as a family and are strongly bonded to each other emotionally.

The interview supported that the acceptance and support of each member's role, the family core values, informal governance and the Company's value system is the fusion of the family relationships. Case 6 is in its 1<sup>st</sup>. and 2<sup>nd</sup> generation. Case 6 identified that decisions are made through family consensus with each member encouraging and accepting the input of the others. The family relationships as identified by Swart (2005) is a competence, in the sense that it is firm specific, is rooted in the firm and its processes and is not transferable to other firms.

### **Addressing the Research Question - how important is the family relationship to family business survival and growth in Case 6**

Case 6 has been in business for over 37 years, owned and managed by the founding nuclear family. Identifying how important is family relationships to family business survival and growth in Case 6, is simple as a result of the degree of the family's involvement in the business. Case 6 is owned by the 1st generation, with the 1st and 2nd generation managing at a strategic and operational level. Case 6 reveals a desire for knowledge in discovering, fostering, and exercising the family relationships for the continued growth and development of the business.

#### **Case 6. Summary**

The within-case analysis of Case 6, identified some key themes influencing the family relationship as a factor for family business survival and growth.

1. The everyday family meetings present the forum for discussion and strategy on many issues including the daily management, knowledge sharing, relationship building and business continuity.
2. There is a well-defined structure to the organisation with an informal governance framework and values that respects, trusts and supports each other.

3. The core values of trust, respect and integrity are involved in every aspect of the business and family.
4. Decision making is centralised with the family members.
5. There is a focus on mentoring for family members to share tacit and embedded knowledge in understanding the business and developing a strong relationship.
6. There is a commitment by the family for the business growth and development.
7. All individuals are treated with respect and value.

From the research, the importance of the family relationships for Case 6 family with its history of over 37 years in business with the same nuclear family has grown its core values of integrity, respect and trust. The family through its regular meetings and gatherings cultivates the wisdom of the family relationships and organisational growth.

## **Chapter Conclusion**

This Chapter addressed the research question of how important is the family relationships as a factor for family business survival and growth by means of the within-case analysis. The results from the six within case analysis, evaluated with the theoretical perspectives, strongly suggest that the family relationships is an important factor for family business survival and growth.

The findings of each of the cases were presented in three segments in accordance with the family relationship framework addressing the research question of how important is the family relationships to the survival and growth of family business. With regards to the research framework presented in Chart 1, the researcher advanced this framework, beginning from basic themes and focusing towards the central theme of the family relationships. The 13 repeated dimensions were equally spread across the three resource categories of resource management, sustainability and value creation for family business survival and growth.



The groupings of basic themes were collected and classified in accordance with the organising themes of sustainability, resource management and value creation. Chapter 5 extended this analysis to a cross-case analysis; the recommended next-step in multiple case analyses. Yin (1994) identifies that the validity of the relationships noted in the within-case analysis are developed by observing recurring patterns between the cases. Eisenhardt (1989) has added that the patterns present opportunities to enhance or extend theory. It is from these patterns that the importance of the family relationships to family business survival and growth will be confirmed.

## **Chapter 5**

### **Cross Case Analysis**

#### **5.1 Introduction**

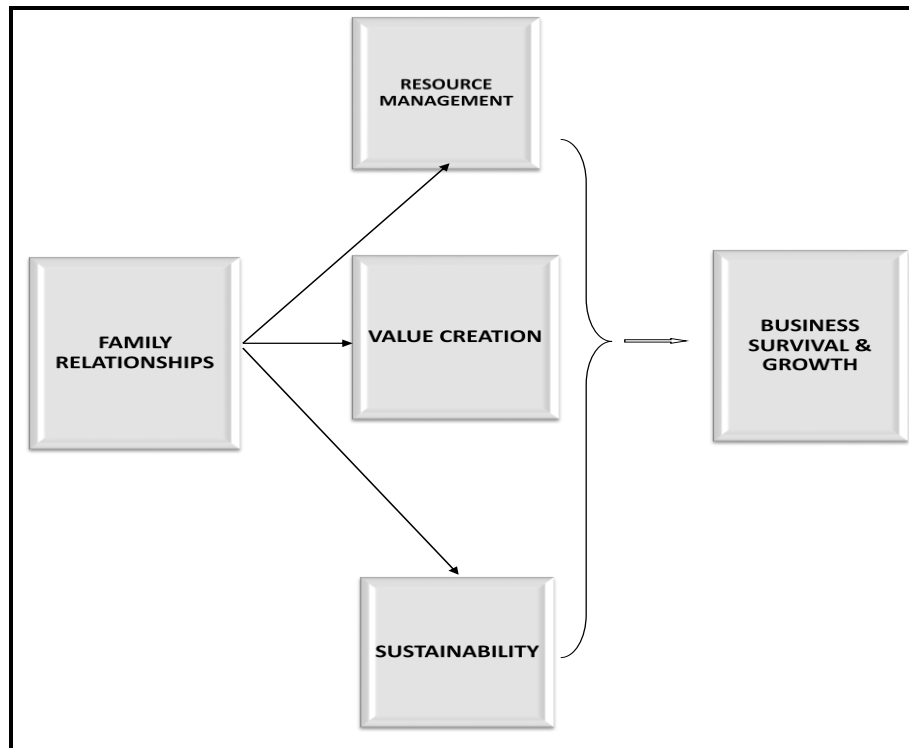
Chapter 4 analysed the family relationships as a factor for family business survival and growth by means of the within-case analysis. From the theoretical review, Habbershon and Williams (1999) maintain that by looking deeper than the typical resources such as physical capital, human capital, organisational capital and process capital, the resource-based view allows consideration of a distinctive, unique, sometimes intangible package of resources that to variable degrees commonly exist in the family firm, making it a viable framework for analysis. The framework of sustainability, resource management and value creation was identified. Chapter 5 extended the analysis to a cross-case analysis, the recommended next-step in multiple case analyses. Yin (1994) pinpoints that the validity of the relationships documented in the within-case analysis are developed by observing recurring patterns between the cases. Eisenhardt (1989) adds that the patterns present opportunities to enhance or extend theory. It is from these patterns that the importance of the family relationships to family business survival and growth in Trinidad and Tobago will be determined.

## **5.2 Comparison of the Within Case Findings**

A summary of the similarities revealed by the six cases concerning the importance of the family relationships as a factor for family business survival and growth from the framework of sustainability, value creation and resource management is discussed. This chapter considers the within-case findings of each case from Chapter 4 and codified the responses within the framework of sustainability, value creation and resource management. These outline the foundation for a comparative analysis and the discussion that follows the rest of the chapter. Regarding the research question how important is the family relationships to family business survival and growth, 13 responses were important in each case researched. These were brought together through the three resource categories noted from the gaps in the literature and as identified by Sharma, et al. (1997). Understanding the family relationships according to Chrisman, et al. (2005), exist in an in-depth examination of the resources within family firms that are family influenced. Most of the literature on family business as suggested by Sharma, et al. (1997) focus on the family relationships without considering how relationships affected the performance of the business.

## Chart 2

### **The Family Relationship Conceptual Framework**



Source: Researcher (2014) The Family Relationship Conceptual Framework

The family relationship conceptual framework presented as Chart 2 describes the three resource categories that create the fundamental characteristic of the family relationships for family business survival and growth. The framework of sustainability, resource management and value creation was identified. Through this framework - resource management, sustainability, and value creation the family relationships is most meaningful and best expressed between the cases as a factor for family business survival and growth. This framework provides a proposed agenda for business survival and growth within family business. A thematic analysis of each of the three resource categories of sustainability, value creation and resource management for business survival and growth is undertaken recalling the responses to the interview for each of the family business interviewed from Chapter 4 and the comparison to the theoretical perspectives.

## **Sustainability**

From Chapter 4, the responses from the six cases to the central theme of sustainability were analysed under the specific headings as listed:

**Table 12 Cross Case Summary - Sustainability**

Sustainability	Case 1	Case 2	Case 3	Case 4
1.Business History	1957- 68 yrs.	1940 – 75 yrs.	1987 – 28yrs.	1980 – 35yrs
2. Family Experience and relationship	Family members know their roles and fulfil their job	Frequent informal meetings.  Family relationship is a strength	Caring atmosphere, family values and communication	Frequent informal meetings
3.Vision	Strong growth – make Case 1 a Household name	Continued expansion of the business	Expansion of the business regionally and internationally	Strong Growth  plans to expand into other new types of products
4.Governance	Informal, Policies and practices	Informal, org. structure	Informal, family values and belief system	Informal, org. structure

Source: Researcher 2015.

**Table 12 Cross Case Summary – Sustainability (cont’d)**

Sustainability	Case 5	Case 6
1.Business History	1980- 37 yrs.	1980 – 37 yrs.
2. Family Experience and relationship	We interact with each other all the time.	Frequent informal meetings.  Family relationship is a strength
3.Vision	Continued growth with the children and grand children	Continued expansion of the business
4.Governance	Informal, Years of experience and practices	Informal, org. structure

Source: Researcher 2017.

### **1. Business History**

#### **Researcher: How many years are you in business?**

**Case 1:** Response: The business began in 1957 in Central Trinidad with extremely limited resources. My father started the business with a hand mill grinding the curry. By 1968 we were producing many different types of curry flavours to satisfy our customers. We have been doing very well and continue to enjoy growth in demand for our products. We have expanded our range of products. We make over 50 products in several different categories including curry, spices and seasoning, drink mixes, coffee and snacks. We are now the largest manufacturer and exporter of spices, seasonings and condiments in the entire Caribbean region. Our children are also working in the business.

**Case 2:** Response: The business was started in 1940 by my father. At that time my father was working in a bakery and he heard that a small soft drinks plant was for sale and he bought it for \$600 dollars. Everything was done manually, my mother washed the bottles, boiled the syrup and hand filled the bottles adding the carbonated water and capping the bottles. The plant produced one bottle of soft drink per minute. Using old beer bottles, two flavours of soft drink were produced: Cola Champagne and Banana. My father would make one or two cases of soft drinks per day after he finished work at the bakery, which he would take with him on his rounds the next day. As he knew most of his customers well, he was able to convince them to buy his soft drinks. My brother, who has since died and myself started working in the factory at an early age after school and during school holidays to help with the business. The company was formed in the 1950'.

**Case 3:** Response: We started our ice cream business some 27 years ago. Anderson built a cart and with a \$3,000 loan from a credit union we bought a blender, an ice cream pail and other tools. We started selling ice cream from our carts in Arima and Dinsley. We wanted C's ice cream to be homemade, using local ingredients with a straight-out-of-grandma's-kitchen taste.

**Case 4:** Response: D's Candy has its origin in the early 1950's. The name derived from the wife of its founder, William Perriera. The company's vision was to establish exciting Caribbean flavours in candy form. The original Company was shut down because the owner migrated. We bought the defunct company in 1980 from Perriera's son, Peter. In 1998, the company relocated to new premises and have since doubled the size in acquiring the property next door.

We create sweets in the hard candy, sugar free, chewy, mint and bar candy sectors, as well as novelties. The Power Mint, a small, wrapped hard candy mint is the company's most famous creation.

**Case 5. Response:** I started the business in 1980 about 37 years ago. My finances were extremely limited and I had to make do with what I had. I was not able to borrow from the banks because they said I had no security and my business was a risk. At that time I operated from a temporary structure in Arima until I could have done better.

**Case 6. Response:** The business was started in 1980 by me as a source of income because I did not want to continue working in a hospital. Since I prepared home cooked meals for my family, my friends and other people began requesting products such as cakes and pastilles, pies and other food items that they needed. From those early days, more and more requests for specialty products and other food items were being received so our kitchen area was extended to a much larger space. My husband Maldon gave up his job and joined me in the business.

### **Summary – Business History**

The findings of the research from the cross case analysis with regards to the sub-theme business history from the six cases, identify that the family relationships is a critical factor in the survival and growth of these businesses. This is reinforced by the data from each case. There is a convincing focus on business growth and sustainability that is strengthened by the family relationships. Case 5 noted that finances were extremely limited and had to manage with personal finances. Case 2 identify that family members know their roles in the organisation and fulfill their job functions cultivating the growth and survival of the business.



This research discovered that the experience of the family in the business from an early age, provided a fundamental competitive advantage for the business. Strong trusting relationships generate environments conducive to collective learning and growth. Sorenson, et al. (2009) propose that in family businesses, family beliefs structure the foundation for values, norms and expectations that influence interactions among stakeholders, including employees and customers. From the interview, Case 2 Beverages confirms that the family relationships is an essential component of family business asserting that Case 2 acclaims each member's success. Case 1- has been able to sustain its business for over 57 years with the 2<sup>nd</sup> and third generations managing. It was acknowledged that the firm's strong value system and business development are ingrained within the family relationships and experience, built over three generations of family involvement and the strong commitment that emphasises stewardship behaviour. For Case 6, working for self was extremely important. The interviews with the six cases found that in each case the key managers are members of the family, the background, values and priorities spring from a familiar source and therefore such family relationships and culture often serve as an establishment of pride. The key characteristic that distinguishes family from other businesses as advised by Aronoff and Ward (1995) and identified in this research, is the influence of the family relationships on the business. These relationships as agreed by Tagiuri and Davis (1996) influence how the organisation is governed, structured, managed, and transferred to the next generation. Hodgetts and Kuratko (1998) suggest that some essentials of family businesses include trust, shared values and vision, opportunities for personal growth, social advancement, job security and independence. Family businesses acquire special strength from their shared history, identity and common culture of the families.

Schwass (2005) maintains that the most important strategic decision for some family businesses is the development of the next generation leaders.

## **2. Family Experience and relationship**

***Researcher: How do you cultivate the relationship among family members as the business grows to new generations?***

**Case 1:** Response: For us as a family we focus on growing the business. There is no open display of family relationships among the family when we are at work. We don't want our employees to feel separated from the family. We have eight family members in the business. Family relationships is acknowledged at lunch times and other family gathering when we meet together. We maintain our business history as well as our core values by sharing what we know and what we do to all family members All our staff are treated as part of our extended family so that not much family emotional emphasis is displayed among the family in the workplace. We see the family also as employees and we don't want them to believe that they have any special entitlement other than their job function and the staff expectation from them. Family members know their roles in the organisation and fulfill their job functions developing the business alongside the rest of the employees.

**Case 2:** Response: The family relationship is a strength for the business. We have many frequent, informal meetings and discussions among the family members regarding the future of the business and the younger members including minors of the family are encouraged to express their opinions and vision for the enhancement and growth of the business in years ahead. We have family gatherings, meals together, family visits and all members are persuaded to participate whether they intend to be actively involved or not in the company's activities in the future. Members are persuaded to be protective of each other.

**Case 3:** Response: The relationship in our family is central to everything that we do. As parents with two children in the business we maintain a caring atmosphere for each other, the family values, trust and respect for each other and open communication help develop the family relationship. The family is a valuable resource regarding linkages with key stakeholders within the country for example financiers, suppliers, industry specific players. With the parents and two siblings growing up in the business the foundation of family members are there for succession and generational growth of the business. The strength of our relationship carries over to respect and trust for each other and our employees and enhances how we work with each other. The children are part of all aspects of the business.

**Case 4:** Response: There are frequent, informal discussions among the members. There are family gatherings every Sunday to relax and to talk about many things to share knowledge of the business and build cohesion among members. All members of the family are included. The frequent interaction of family members in the business gives us and understanding of each other and helps us to support each other in each other's responsibilities. The family support provides a resource for guidance. D's candy applauds the family support and contribution in making the business a success and strengthening the family relationship. The founder stated that he has no tertiary level training, however, hard work, good business sense and the strong manufacturing experience have carried him forward. He believes that academic qualification and business training from a beginner's level is one way that business knowledge resources is shared with family members.

**Case 5.** *Response:* My family has been working along with me to develop and grow the business. Most of my customers know us as a family and have seen the children grow up with me in the business. They even know our first names and ask for us when they don't see us in the business. There are five family members in the business, parents and three children and we interact with each other and with our customers as a family. The family all live in the same house and we are constantly interacting with each other as family. All members of the family and the employees and even some of our suppliers know our journey from very humble beginnings. We interact as a family in the business with the children calling us mom or dad. Even our employees will interact with us calling us mom or dad.

**Case 6.** *Response:* My family is a deeply religious family so our family relationship is very important to us and in the business. We all live at home and our catering business is also done from our home. We have continuous conversations among ourselves in the business as we prepare our orders. At the start of the day there is a planning meeting for how the work will advance and at the end of the day we sit to talk about what we achieved and what else is there to do. Family members are encouraged to support each other.

### **Summary – Family Experience**

The findings from the research identify that the family experience and the family meetings are a key area for the growth of the family relationships in the six cases. There is a focus on training, mentoring and relationship building for family members to share tacit and embedded knowledge to support the business growth. The experiences of working in the business from an early age offer the opportunity to learn about what makes the family business unique and distinctive.

It is a development period when the relationships and values of the business are experienced on an individual level. The new generation learning by observation and then involvement, thus leading to experience is a substantial factor in the relationship, sharing of values, norms and family and business sustainability. This is identified in all of the six cases studied. Informal learning in the family business as proposed by Hoover (1999) and Stewart (2003) is reinforced by close-knit family structures and strong family relationships. Case 5 stated that the family all live in the same house and are constantly interacting with each other. Case 6 identified that family members are encouraged to support each other. In each of the organisations, the absence of one form of knowledge by one generation was generally balanced by the existence of this knowledge in another generation. Similar to Case 1, Case 2, worked and was mentored as a teenager in the business with the founder, understanding and learning the business which will be passed on to the next generation. With Case 3 and Case 4, the 2<sup>nd</sup> generation is in the business learning from the founder. Danes, et al. (2008) indicate that family businesses attract unique strength from their shared history, identity and common culture of the families. It is recognised that family relationships and collective family experiences within the business strengthen the business survival capability because proficiencies gained within the firm are directed at the core competencies required to address the firm's long-term vision and succession process. Case 2, Beverages, distinctly identifies the family gathering as a forum for speaking of the vision, sharing knowledge, a bonding exercises and team building. With all the cases under investigation, for the family meeting the entire group of family members is invited to participate. Having different generations of family members contributing to the business at the same time highlights the family's involvement and influence through their shared experiences.

Eleni (1998) highlights that early involvement can develop experiences that nurture within family members the culture and values of the family firm as well as strengthen family relationships. According to Ward (1987) the intentions of young family members to join and take over the family business may well be persuaded by their budding decision-making power. Tatoglu, et al. (2008) declare that succession of the leadership is one of the biggest challenges for most family businesses and an important area of study because one of the primary reasons family businesses fail is the lack of a written succession plan. Sharing decisions provides an environment for the older generation to communicate its business philosophies and the new generation to learn about values and leadership of the firm. Sharing decisions also provides a forum for both generations to understand each other's viewpoints. Case 3 stated that they live together in the same house, so there is always a conversation on strategy for the business and the daily activity among the family. The regular conversations and sitting together is an important inspiration because it helps to strengthen the relationships with each other. Case 2 Beverages has been able to support and grow the business for over seventy years with the second and third generations managing.

### **3. Vision**

***Researcher: What is your vision for the future of the business and the family?***

**Case 1:** Response: Our vision for the family and the business is to make Case 1 a household name not only in the Caribbean but in our International markets. We have been awarded Distributer of the Year by Supermarkets Association of Trinidad and Tobago as well as an award from International Food America for achievements in product development and for our high standards of quality. As a family business we want to continue our growth and achievements.

Family members are the strength of our business and the source of our continued growth. Family members always seek the interest of the Company first and foremost, thereby setting that example for the staff. Anything is possible when family members have their heart in this business.

**Case 2:** Response: The vision for the future is the continued expansion of our international markets with each family member actively involved in the business, having responsibility for a region/country in the world. Also, while soft drink manufacture is the main area of our business we are also involved in corporate sponsorship. We are part of the annual power-boat racing competition; we are sponsors of the Wallerfield race car championships and the steel-pan band the Case 2 Pan Knights. We sponsor the annual Regatta a yachting race, table tennis, lawn tennis and badminton and local cultural competitions Mastana Bahar and Scouting for Talent.

**Case 3:** Response: The vision of C's Ice Cream is to be the 'number one home-made Ice Cream Brand' in Trinidad and Tobago, whereby fostering excellent business networks and relations locally, regionally and internationally. The vision is for the family and siblings to take over management and future development of the company into the region and international arena.

**Case 4:** Response: The business of snack foods is extensive and growing. We have products to come on stream that will double our growth in the near future. We recently acquired the equipment to start manufacturing gum; not just any gum – it will be as unique as the rest of our line. We also have plans to expand into other new types of products. These include chocolates, snack foods and others that remain confidential at this time. We have great ideas and tremendous opportunities and a positive approach.

Most of all, we have the best employees: committed, hard-working and industrious. Many have been with the company for over 30 years. With the continued support of the family we will do even better in the future.

**Case 5:** *Response:* My vision for the business is that the business will continue to grow and develop and the children and grandchildren will continue to keep pushing the business forward. The business is expanding daily. We are seeing more customers visiting. Seeing the children growing up and accepting responsibilities in the business and working hard is a great joy.

**Case 6.** *Response:* We would like to move from the home kitchen and have our own restaurant. The children have learnt the business and are a great support. We want them to take over the business completely so that we can be in the background for support and guidance.

### **Summary – Vision**

From the research, in all six cases the family relationships is confirmed as a major influence on the family intergenerational vision and business sustainability. The response offered very credibly by each of the six cases is that there is a strategy for growth and development and a vision of a positive future. There was no suggestion or consideration of business failure or loss by any of the cases under review. Family businesses as noted by Leach (2007) and Hall and Nordqvist (2008) foster their special nature from the influence of family on the business. Hess (2006) recommends that a successful family business is one that does not destroy or weaken family harmony. There is a rich strategy and commitment to family and business growth and future development. With a vibrant vision of the future role of the family relationships in the business, it is certain that continuity of the family business can be sustained.



Miller (2014) confirms that a collective vision for the family business strongly visualises the leadership effectiveness of next-generation family leaders and touches the degree to which they are absolutely engaged with the work in the family firm. Business sustainability and growth is expressed by Case 2 Beverages as the expansion of the international markets with each family member actively involved in the business, having responsibility for a region/country in the world. Case 5 noted that the vision is for growth of the business with the children and grandchildren. For C's Ice Cream business survival and growth is stated as to be the number one, home-made ice cream brand. For Case 6, Home Made Touch desires the children to take over the business. For Case 1 Brand long term survival and growth is communicated and shared, by making Case 1 a household name. C's vision is for the family and siblings taking over management and future growth and development of the company into the region and international arena. Case 4 stated that there are products to come on stream that will double the growth in the near future. Case 4 recently acquired new equipment to start manufacturing gum considered to be as unique as the rest of their product line. There are also plans to expand into other new types of products. These include chocolates, snack foods and others that remain confidential at this time. Case 4 boasts of great ideas and tremendous opportunities and a positive approach. It is clear that interconnected and close family relationships reinforce family bonds and meaningfully influence the firm's ability to survive and grow. What makes a family business distinctive as stated by Chua, et al. (1999) is that the model of ownership, governance, management and succession, pointedly influence the firm's goals, strategies, structure, and the approach in which each is formulated, planned, and implemented for sustainability.

#### 4. Governance

***Researcher: What governance structure is in place for managing the family and the business?***

**Case 1:** Response: We don't have a written governance policy in the business. However the many years we have been in business as a family and our values and experience have given us an operating structure that works. We have policies and procedures and a code of conduct that govern what we do. Our values have been with us for as long as I can remember. From working with my father who started the business I learnt the values of hard work, respect, trust and honesty. Now, those same values are what carry us forward every day. We have eight family members in the business. The business is structured in such a way that there are two directors in charge of the business. There is a finance director and an operations director who are the second generation. We have five other family members who are the managers in the key departments of the business floor workers report to supervisors, supervisors to managers, managers to directors, and directors to board of directors. We also keep an open door policy whereby, any worker can address a matter with a director if needed, not necessarily via the chain of command. If the matter is of importance within a department, the human resource manager will discretely handle such matters.

**Case 2:** Response: Right now we don't have a written governance policy. With only three key family members in the business, our structure and policies guide what we do. Having worked with my father and brother for so many years, our value system of respect and support for each other guides us and is passed on to the family members and staff. We have individual responsibilities in the business and we support and celebrate each other.

Most of our employees have been with us for many years, they know our value system and our policies and we treat them as part of the family, we respect them.

**Case 3:** Response: Since the business was started by my husband and me, we determined how we would operate the business, what we stand for, how our employees will be guided. Our corporate governance even though unwritten, contributes to a stronger company and hence improves our policies and procedures, our legal compliance transparency, our ethics and best practice and social responsibility. Our employees know our policies and procedures.

**Case 4:** Response: At present a formal governance policy is not in place, with only three key family members in the business. Our value system and faith based foundation and practices govern us and the business. There are frequent, informal discussions among the members. There are family gatherings every Sunday to relax and to talk about many things to share knowledge of the business and build cohesion among members. All members of the family are included. The frequent interaction of family members in the business gives us and understanding of each other and helps us to support each other in each other's responsibilities. Our policies, our structure and operating practice over the many years guide how we operate. Some of our employees have been with us since we started and they understand our system.

**Case 5:** ***Response:*** We don't follow a written governance policy. As a mom and dad with three children in the business the guidance of parental wisdom is what obtains. The many years that we are in business have provided valuable experience in managing ourselves, the employees and the business. The children respect our role as parents and follow our guidance at home and in the business. They learn from us.

**Case 6.** Response: There is no written governance policy in place for us. Our strong religious base and values keep the family bond working in peace. With only two children in the business with us our family values and strong faith base set the tone of how we manage with each other, the business and our customers. Each of us have individual responsibilities to keep the business functioning and we help and support each other to do well.

### **Summary – Governance**

The findings from the interviews highlight that there is no written governance policy in the six cases. However, the system of governance is maintained in the family and the business through the family relationships, the policies, procedures and the organisation's structure and intergenerational history. The regular family meetings afford the forum for discussion and planning on many issues including governance, knowledge sharing, relationship building and business continuity. In the six cases, informal governance is the approach to managing long and short-term plans, decisions, rules, policies and of managing conflict within the business.

Chrisman, et al. (2005) identify that the involvement and commitment of the family are able to impart distinct advantages such as the entrepreneurial spirit of founders, the firm's reputation, its management practices and the trust and communication among family members. The governance system is also the system of building relationships and consensus in the family regarding the direction and vision of the family business. The informal system of governance helps shield the business from misunderstanding, the potential for conflict and guides strategy and decision-making. Carney (2005) suggests that the effects of family governance may lead to efficiency and effectiveness advantages in smaller family firms and that although some of these advantages may diminish with firm size, the social capital of family firms may be more accessible.

As identified by Case 4, that at present a written governance policy is not in place, with only three key family members in the business. The family relationships and value system and faith based foundation and practices govern us and the business. The policies, structure and operating practice over the many years guide how the business grow together and operate. Hoffman, et al. (2006) agree that the heart of family social capital is the family member beliefs about themselves and how family members should relate to one another and to the larger community. Case 5 identified that the many years that they are in business have provided valuable experience in managing. Case 4 stated that there are frequent, informal discussions among the members. There are family gatherings every Sunday to relax and to talk about many things to share knowledge of the business and build cohesion among members. All members of the family are included. Sorenson, et al. (2009) distinguish that through dialogue, often around a family meal, family members can create common beliefs about their family and business identity. The frequent interaction of family members guides the family and the business. Case 6 noted that their strong religious base and values keep the family bond working in peace. Governance in the six cases as suggested by Davis (2007) defines and supports the basic direction of the organisation through structures, plans and policies, processes, rules and agreements. In the six cases, the most commonly seen governance system for the family business is the family meeting with the intent to strengthen the cohesion, understanding and effectiveness of the family at improving their shared goals and cultivating the business. These meetings develop transparency on roles, privileges, and responsibilities for family members. Ward (2001) explains the relevance of family governance indicating that a strong family can build a strong business, but a strong business cannot build a strong family.

From the six case studies and from the theoretical perspectives in Chapter 2 and the within case analysis from Chapter 4, family business is meaningfully influenced by the family relationships. Family history, vision, family experience and governance are shaped through the foundation of the family relationships. Applying the themes of family business history, vision, family experience and governance, the six cases provided rich data identifying that the family relationships is a primary strength in the business sustainability. As acknowledged by Case 2 the family relationships is a strength for the business. Aronoff, et al. (1997) confirm that family harmony depends on the quality of the relationships between family members. The findings suggest that the implication of the family relationships is evident in the level of trust, commitment and effective communication in the business and has a confirmatory influence on family harmony and business sustainability. Interconnected and close family relationships help reinforce family bonds and radically influence the firm's ability to survive and grow. This is clearly demonstrated in the six Cases. Tagiuri and Davis (1996) declare that these relationships control how the organisation is governed, structured, managed, and transferred to the next generation. The more cohesive the family, as suggested by Santiago (2000) the greater the desire to share the responsibility of perpetuating the family business.

## Value Creation

**Table 13 - Cross Case Summary - Value Creation**

Value Creation	Case 1	Case 2	Case 3	Case 4
1.Family involvement	Eight members	Three members	Four members	Three members
2. Entrepreneurial spirit	Members must know every aspect of the business	Academically qualified and must know every aspect of the business	Academically qualified and must know every aspect of the business.	Learning all aspects of the business
3. Family Cohesion/ relationship	We lead by example	Our business history and wealth of experience	entrepreneurial solid integrity family linkages	Experience and support
4.Core Values	Hard work, respect, trust and honesty	Integrity and honesty. Respect for all and trust.	Respect, integrity, faith based and caring	Family relationship, integrity, trust and respect

Source: Researcher 2015.

**Table 13 - Cross Case Summary - Value Creation (cont'd)**

Value Creation	Case 5	Case 6
1.Family involvement	Five members	Four members
2. Entrepreneurial spirit	Family trained to know all sections of the business.	Must know every aspect of the business
3.Family Cohesion/ relationship	Dedication to the business and family.	Our business history and wealth of experience
4.Core Values	Hard work, respect, trust and honesty	Integrity and trust. Respect for all.

Source: Researcher 2017.

***1. How many key family members are in the business and in what areas are they involved?***

**Case 1:** Response – We have eight family members in the business. The business is structured in such a way that there are two directors in charge of the business. There is a finance director and an operations director who are the second generation. We have five other family members who are the managers in the key departments of the business - human resources, occupational safety and health, export, information technology and accounts as well as the cashier. We have structured the business in this way so that the direction and strategy could be easily implemented with family members heading the key departments in the business. Decision making is also much more productive and easier to manage.



**Case 2:** Response: Currently the business is managed by three family members, my wife, my son and I. Because of the many years of being part of the business with my father I manage the manufacturing area of the business. My wife is a qualified lawyer with a keen emphasis on contract and commercial law and manages the administrative part of the business. My son is highly qualified academically in finance and he keeps an eagle eye on the financial status of the business and reports to other members on an almost daily basis.

**Case 3:** Response: The business was started with my husband and me some 27 years ago. Now our two children are full time with us in the business. So we have four members, Husband - Plant/Operations Director, Daughter – Human Resource Manager, CEO and Business Development Director and son. We all live together in the same house, so there is always a conversation on strategy for the business and the daily activity among the family. The regular conversations and sitting together is an important influence for us, it helps to clarify matters and strengthen our relationship with each other.

**Case 4:** Response: Presently, there are three family members in the business, the founder, spouse and son. They are involved in manufacturing, marketing and administration. There are three other siblings who are still at school, support the business by sharing ideas and opinions at the family meetings. We are a close knit family and family support through our family meetings and socials helps us bond together. Our meetings help us to talk. We have been working together for many years with specific responsibilities and we support and respect each other's input.

**Case 5: Response** – As a family, there are five of us in the business. I own the business with my husband. I started the business before we got married. We now have three children with us in the business. My husband manages the purchasing and inventory control.

My eldest daughter manages all aspects of food preparation and food safety matters. My two other children manages customer satisfaction and marketing and I coordinate and manage overall.

**Case 6** Response: The business is managed by four members of the family, my husband and I and our two children. Because of the many years of owning and preparing the meals I manage the meal preparation area of the business. My husband Maldon looks after the ordering of materials and inventory. My two children manages housekeeping and customers' orders. We work supporting and helping each other in each area since this is our business. We all live in the same house so we meet all the time to talk about the business.

### **Summary – Family Involvement**

From the research, the six family businesses involved in the study are nuclear families, with 100% ownership of their business.

- They are all registered businesses in Trinidad and Tobago
- They are in the food and beverage industry as a manufacturer.
- They have been in existence for at least two generations.
- They are owned and managed by the founding nuclear family.

Case 1 has eight family members, Case 2, 3 members, Case 3, 4 members, Case 4, 3 members, Case 5, 5 members and Case 6, 4 family members. This research informs that the six family businesses have invested time and effort over the years to nurture their family relationships built on mutual trust, respect and family support. These are intergenerational relationships that are rooted in trust, loyalty, and altruistic behaviour and afford the business a long-term performance advantage.

Leaptrott and McDonald (2010) distinguish that though family situations differ, the common concerns about balancing family and the management of a family business involve relationships, time and energy. These organisations acquire distinctive strength from their shared history, identity and common culture of the families. The managers are members of the family, their background, values and priorities spring from a familiar foundation and such a family culture serves as a source of pride. The concept of causal ambiguity is noted here as a robust model that endorses the assessment that family relationship is a factor for family business growth. The relationships within the family as put forward by Morris, et al. (1997) has the single greatest impact on successful transition between generations of family businesses. What is extremely well-defined in each of the evaluations is that the family influences the business and that the growth, survival and success of the family business are influenced by the family relationships and family harmony. Bourdieu (1986) and Nahapiet and Ghoshal (1998) and Putnam (2000) maintain that the concept of stewardship arises among parties when relationships are stable, where there is significant interdependence and interaction and when people share a similar social network. Arrègle, et al. (2007) submit that family members are concerned about the firm because it is part of their collective patrimony and is often the main asset of the family.

***2. In what way do you train key family members to strengthen your business continuity?***

**Case I:** Response: Training takes place for all family members who want to join the business - all family members must know every aspect of the business. They must work in every department under the existing manager and learn the knowledge and operation until they know the job. We want family members to understand how and why some processes are done the way we do them.

It is only when they know the entire business and understands the operation flow, find their passion for what they could accomplish and once they can effectively manage staff, only then, they may be promoted to the position of a manager. This can take a number of years.

**Case 2:** Response: All family members are encouraged to become academically qualified and equipped as a first step. When new members join the business there is a plan for them to learn about the entire business. Training begins at a very low level that might not be associated with that member's academic qualifications. The member is required to work and learn about every department before being assigned to manage one. This period is really an exercise in knowing the business from the bottom to the top when learning is shared with the new member.

**Case 3:** Response: Efforts are made to ensure the family members are educated to the highest levels, for example the CEO has a MBA, the daughter has a BSC Management and MBA in Psychology, The son is pursuing Business law. Everyone attends specific training and skills based development training for the key area of business operation that fall within their portfolio. All members of the family are required to know and to function in every aspect of the business in the event that a member may not be in the business.

**Case 4:** Response: With 51 years of manufacturing experience and 31 years in the confectionary business the founder has passed on his experience to other members of the family. According to the founder, his son, as marketing director has developed his own line of confectionary and one of his daughters has developed her own line of pastry products. Training begins at a very basic level. This training according to the founder, is really an exercise in knowing the business from the bottom to the top. Knowledge of the confectionary business together with creativity guides the business growth and strengthens the family according to the founder.

**Case 5:** *Response:* Each member of the family is trained to know all sections of the business so that they can fill in for another family member. Every family member have specific duties and responsibilities in managing the business and members are interchanged at times in other parts of the business so that they understand the linkages in the business. We share all aspects of the business with each other every day. Our communication is very open and supportive of each other. Having the children grow up in the business helped them to understand our values of hard work and respect.

**Case 6** *Response:* All family members are encouraged to know every area of the business. This is a small business and we encourage each other to know how to operate in every area and to support each other. Each area of the business from orders to delivery and having the appropriate inventory of raw materials is very important and we encourage especially the children to learn.

### **Summary: Entrepreneurial Spirit**

The research findings draw attention that in all six cases studied that the growth of the business is facilitated by knowledge and the sharing of training and resource dimensions. There is an emphasis on training and relationship building for family members to share tacit and embedded knowledge to support the business growth. In-house training as well as academic qualifications were considered as important in creating value for the business. There is a strategy by C's Ice Cream for developing growth and continuity in the business. C's stated that efforts to ensure the family members are educated to the highest levels are created. Chirco and Salvato (2016) propose that family firms can achieve and sustain product development (goods and services), by effectively internalising their members specialised knowledge.

Chirco and Salvato (2016) also suggest that knowledge internalisation within the family enable action, leading to the transformation of family members' specialised knowledge into new products. Learning and embedded knowledge resources in the six cases, formed across the generations are disclosed to the family members in business. Everyone is provided with specific training and skills based development training for the key area of business operation according to Case 3. Sharing decisions provides an environment for the older generation to communicate its business philosophies and the new generation to learn about values and leadership of the firm. Sharing decisions also provides a forum for both generations to understand each other's viewpoints. Chrisman, et al. (2005) pinpoint that the involvement and commitment of the family are able to bestow distinct advantages such as the entrepreneurial spirit of founders, the firm's reputation, its management practices and the trust and communication among family members. Case 3 stated that they live together in the same house, so there is always a conversation on strategy for the business and the daily activity among the family. The regular conversations and meeting together is an essential influence for them, it helps to reinforce the relationships with each other. Case 6 identified that all family members are encouraged to know every area of the business. According to Case 2, the family celebrates each other. Zahra, et al. (2007) agree that living within the family and working within the business from an early age allow family knowledge resources that are based on firm-specific expertise to form the basis of competitive advantage and lead to strong performance because they are both unique and relatively hard to imitate. Zahra, et al. (2007) note that they are unique because they depend upon how people cooperate in organisations to develop deep levels of firm-specific tacit knowledge. Case 2 Beverages has been able to support and grow the business for over seventy years with the second and third generations managing.

Case 5 identified that they share all aspects of the business with each other every day.

Knowledge is an important source of competitive advantage as suggested by Grant (1996) and Smith (2001) which empowers an organisation to be innovative and grow in a competitive market. This is recognised as the most primary asset of the firm, which all other resources depend. Gersick, et al. (1997) believe that succession involves revealing and examining the dreams of all the key future players and creating from that a rational dream for the family business.

***3. In what ways are the family members in the business a resource for competitive advantage for the business?***

**Case 1:** Response: Family members seek the interest of the Company first and foremost, thereby setting that example for the staff. Our work days are not limited to the eight hour days or Monday to Friday. We are manufactures and at times we have to work additional hours to satisfy our international orders. Our approach to work as a family member set the example for all our staff, we lead by example and no job is beneath us. Our staff is well treated with fairness and equity.

**Case 2:** Response: The family members together have a wealth of knowledge of the business. In manufacturing: the member who is responsible for manufacturing has been involved in the area for fifty years and therefore highly cognisant of the preferences of the consumer and is able to see at an early stage any changes in consumer preferences of the company's products. In finance: the member is highly qualified academically and maintains an eagle eye on the financial status of the business and reports to other members on an almost daily basis. A close watch is also maintained on the national and international economic situation. Law: member is qualified with a strong interest on contract and commercial law.

**Case 3:** Response: The founders are very strong entrepreneurial visionaries with solid integrity having developed and grown the business for over 27 years. They are a valuable resource regarding key relationship with key stakeholders within the country for example financiers, suppliers, industry specific players. The Chief Executive is very charismatic and fosters a family-like culture which impacts employees in a positive way, which results in long-term employee loyalty and commitment. The founder is also a speaker on small business development forums and at tertiary level training sessions.

**Case 4:** Response: The tremendous experience in manufacturing and marketing has led to the development of D's as the finest unique candy manufacturers because of the single purpose: to capture the exotic flavors of the Caribbean and present them to the world as a true Caribbean treasure. D's operation allows the offer of old-time Caribbean recipes faithfully rendered from the textures and flavors traditionally produced. The family support provides a resource for guidance. D's candy applauds the family support and contribution in making the business a success and strengthening the family relationship. The founder stated that he has no tertiary level training, however, hard work, good business sense and the strong manufacturing experience have carried him forward. He believes that academic qualification and business training from a beginner's level is one way that business knowledge resources is shared with family members.

**Case 5: Response:** How thoroughly each family member achieve their job in each section of the business is very important for the success of the business. We are a small organisation and functioning at high quality is primary for all of us to encourage our customers for return business. Each member of the family is dedicated to the business and the family. We work very hard every day to ensure that all our customers' orders are fulfilled and that they are satisfied.



**Case 6** Response: Together, family members have tremendous knowledge of the business. I have been in meal preparation from my teenage days with my mom which is a long time ago. My husband uses his training to manage stock control and inventory levels. My children are learning and growing in the business.

### **Summary – Family Cohesion / Relationships**

The research findings from the six cases acknowledged that the system of regular informal meetings, with family members is a fundamental factor for developing the family relationships in support of the family and the business. The intergenerational family values as well as tacit and embedded knowledge about the business, as with Case 2, formed over seventy years are revealed to new family members entering the business. Case 5 stated that they are a small organisation and functioning at high quality is primary for all family members. The unity within the family cannot be hired or imported; it occurs within the family relationships and the nature of family relationships is substantial and a primary asset to the businesses under study. Sorenson, et al. (2009), propose that in family businesses, family beliefs structure the foundation for values, norms and expectations that influence interactions among stakeholders, including employees and customers. The concept of causal ambiguity as a source of competitive advantage in each of the organisations under review is apparent. Family relationships differentiate family from nonfamily businesses. Family relationships exist in and is limited to family. Its advantage is in the unique dimensions residing within the strength of the relationship between individual family members. Case 1 Brand identified that the family seek the interest of the Company first and foremost, thereby setting that example for the staff. Danes, et al. (2009) agree that the intense, immediate, and lasting presence of family capital within family businesses, can lead to a quicker union of individual goals toward a collective goal within family businesses.

This research documented the strategy of Case 1 Brand for enhancing the family relationships in support of the business survival and growth. Tacit and embedded knowledge resources, formed across the generations are revealed to new family members entering the business. The family members work in the respective departments, learn the operation flow, find their passion for what could be accomplished and once they can effectively manage staff, only then, they become managers. Zahra, et al. (2007) guide that living within the family and working within the business from an early age allow family knowledge resources that are based on firm-specific expertise to form the basis of competitive advantage and lead to strong performance because they are both unique and relatively hard to imitate. Family capital, according to Coleman (1988) involves obligations and expectations, information channels, social norms, identity and the moral infrastructure that emerges within the family relationships.

***1. Explain your core values and how has this helped the survival and growth of the business?***

**Case 1:** Response: Our core values have been with us for as long as I can remember. Trust in the people who work for you. Understand what affects your workers by their body language and not just what they say, most people tell you what you want to hear, not what they really feel. Respect everyone and with fairness and equity, call someone aside and assist them with self-growth, don't publicly embarrass them. Publicly praise them for accomplishments. Lead by example and with integrity, people react to how you treat them. Show respect, compassion and openness to all including our employees.

**Case 2:** Response: What is important to us has been with the business for many years. Our values of integrity and honesty in dealing with others whether that person is on the highest or lowest rung of the ladder. Respect and trust for everyone including all our employees are important.

The same values apply to those individuals and organisations - local and international with whom the company has a relationship. In many instances the long lost concept of the gentleman's handshake has been maintained successfully in our business. Our employees know and share what is important in the business.

**Case 3:** Response: Our core values have grown with us and solidify how we work with each other. Our values are a family-like caring atmosphere of respect, open-communication, integrity, strong faith based and customer satisfaction. We treat our employees, our customers and other stakeholders with integrity and respect in all our interactions. The relationships in our family is central to everything that we do. As parents with two children in the business we maintain a caring atmosphere for each other, the family values, trust and respect for each other and open communication help develop the family relationship. This has benefitted us and helps us to grow.

**Case 4:** Response: Our core values are strongly rooted in our faith. Our family relationship is built on our values of integrity, respect for all and trust. Our core values are integrity, respect for all and trust. We work hard to do a good job and maintain high quality standards. We also hold very strongly to our faith in all that we do. As family members we trust and support each other. We have grown up together and we support and respect each other. For each member our heart is seeing the business doing well over the years, our interaction with each other, hard work, commitment and creativity grow the business and the family.

**Case 5: Response:** From the start of the business what has kept us going every day is hard work, respect for each other and our customers, honesty and trust. Our employees know our values and share them so that the business functions as a harmonious one. Our customers tell us that they come back because they trust us and what we do.

We live our values every day in our family and in the business. Our values of trust, respect for each other and hard work have kept us focused in the family and in the business.

**Case 6** Response: Our core values are rooted in our faith. Trust and respect for all and honesty and integrity in dealing with others. Respect and trust for everyone including our employees are important to us. Our employees know and share what is important in the business.

### **Summary – Core Values**

The research discovered that intergenerational core values such as trust, respect and integrity are immersed in every aspect of the family, the business and the employees in the six cases studied. The six cases researched, revealed that the family relationships provide the environment for the family values to be shared from generation to generation through the family relationships and are embedded in the culture, values and management of the family business. Aronoff and Ward (2000) state that values thrive and endure over time. When shared among owners, decision makers and employees in a business, they have power in shaping the business's performance and results. Tàpies and Ward (2008) establish that family businesses are values driven. Distinct, powerful, intergenerational values define their methods. Values inundate every aspect of a family business. According to Deal and Kennedy (1982) in a business, values provide a sense of identity to its members, augment the strength of its social system, direct a manager's attention to important issues, guide subsequent decisions by managers and facilitate commitment to something larger than self. Neubauer and Lank (1998) declare that it is the obligation of the family to make clear what its values are, what it stands for as a family so that the family, the board and top management can appreciate the rules of the game as it is to be played by the family and the business it owns. The core values of Case 1 Brand were acknowledged as an important factor in developing family relationship.

Trust, equity and good leadership were discovered as a source of competitive advantage, supporting business continuity and growth and the family relationships. Case 2 Beverages core values were recognised as an important influence in developing the family relationships. Integrity and honesty and the gentleman's handshake and good leadership were acknowledged as a source of competitive advantage, supporting business continuity and growth and enhancing the family relationships. C's core values of family-like caring atmosphere, open-communication, integrity, strong faith based and customer satisfaction were discovered as important factors in building the family relationship. According to Case 5, what has kept them going every day is hard work, respect for each other and the customers and honesty and trust. Values as stated by Dumas and Blodgett (1999) answer the question of what is important and core values are the deep seated pervasive standards that influence almost every aspect of lives, moral judgments, response to others, commitments to personal and organisational goals. Van der Merwe, et al. (2012) confirm that the family relationships is built on values such as fairness, trust, respect, honesty, integrity, commitment, openness, peace and harmony among family members. Three generations of family values have been nurtured and cultured within Case 1 brand. These values identify the standards of what is acceptable or unacceptable, important or unimportant, within the organisation.

## **Value Creation**

### **Summary**

From the theme of Value Creation in family business and utilising the sub-themes of core values, family involvement, entrepreneurial spirit and family relationships, the data from the six cases determine that relationships within the family considerably influence the strategy and entrepreneurial behaviour of the firm.

The information from the six case studies verifies the assessment that the family relationships is of consequence for family business survival and growth. Sharma and Nordqvist (2008) declare that long lived family firms are a fit between family values and governance structures. Arnoff and Ward (2001) advocate that values influence performance and support longevity. The family relationships is effectively fashioned by the intergenerational core values of the organisation which forms a legacy from the founder to the present day. These cases are motivated by a sense of responsibility for the stewardship of the business. They manage not only the assets and performance of the business, but also the family's most important heritage—the values that are handed on from generation to generation. Values reinforce the sustainability and culture. Intergenerational values that are imbedded in trust, loyalty and altruistic behaviour afford the firm with a long-term performance advantage. Deal and Kennedy (1982) ascertain that in a business, values provide a sense of identity to its members, enhance the strength of its social system, direct a manager's attention to important issues, guide ensuing decisions by managers and facilitate assurance to something larger than self. Van der Merwe, et al. (2012) maintain that family businesses that invest time and effort to foster harmonious family relationships based on mutual trust, respect and support, can ensure the future continuity and success of the family business.

## Resource Management

**Table 14 - Cross Case Summary - Resource Management**

	Case 1	Case 2	Case 3	Case 4
1.Family Relationship	Trust and respect for each other	Respect and support for each other	Faith based  Trust and respect enhance our relationship	Trust, support and family interaction
2.Decision Making	Centralised	Centralised	Centralised	Centralised
3.Conflict	Core values and governance structure	Close bonding and respect. Family meetings	Team work  Support and help each other	Family meetings
4.Significance of the family business	We are all one and we support each other.	Family that works and prospers together stay together	Seeing the business grow from humble beginnings. A legacy for generations.	Creativity and Entrepreneurial
5.Family Meetings	We treat everyone with respect and professionalism	leadership to determine what matters should/ should not be discussed at gatherings	The regular conversations and sitting together is an important influence for us,	Family members adhere to the policies and guideline of the business and the founder

Source: Researcher 2015.

**Table 14 - Cross Case Summary - Resource Management (cont'd)**

	Case 5	Case 6
1.Family Relationship	Work in harmony with each other and the employees.	We praise each family member and importantly the values they hold
2.Decision Making	Centralised	Centralised
3.Conflict	Discussions and sharing respectfully	Discussions and parental wisdom
4.Significance of the family business	One day the business will belong to the children and the grandchildren.	Proud to see the business and the family grow.
5.Family Meetings	The joy of knowing it is our business	Proud to see the business grow.

Source: Researcher 2017.

***1. Describe how the relationship among the family enhances the survival and growth of the business?***

**Case 1:** Response: Our family relationship is a good strength for us. Our values of trust, and respect for each other gives us the ability to work together and do a good job. We maintain our business history as well as our core values by sharing what we know and what we do to all family members joining us. Our family relationship supports and helps us since we also see ourselves as employees and part and parcel of the team with a job to do. We want family members to understand how and why some processes are done the way we do them.



As family in the business we don't hold division in what we should or should not do for the Company, once a job has to be done and we are short staffed, we all pitch in to do whatever is required. Our employees see us working at any job, from the lowest to the highest job, if required no job is menial. So the family lead by example for all, we create a sense of due respect for all, with an open door policy.

**Case 2:** Response: Each of the other three members recognises and respects the territory and more importantly the value attached to a member's input in the success and growth of the business. This respect and value for each other is inculcated before a family member joins the business. We have many frequent, informal discussions among the family members regarding the future of the business and the younger members including minors of the family are encouraged to express their opinions and vision for the enhancement and growth of the business in years ahead. The personal success of a family member is celebrated by all and members are reminded that the success of one augers well for the benefit of all and the family as a whole. The aim of this approach is to ensure that there is no room or tolerance for envy.

**Case 3:** Response: The relationship within the family is in keeping with our values and faith based convictions. With the parents and two siblings growing up in the business the foundation of family members are there for succession and generational growth of the business. The relationship in our family is central to everything that we do with two children in the business we maintain a caring atmosphere for each other, the family values, trust and respect for each other and open communication help develop the family relationship. The children are part of all aspects of the business. The strength of our relationship carries over to respect and trust for each other and our employees and enhances how we work with each other.

**Case 4:** Response: Family members trust and support each other. When decisions are made we respect and support each other. There are family gatherings every Sunday to relax and to talk about many things to share knowledge of the business and build cohesion among members. All members of the family are included. The frequent interaction of family members in the business gives us an understanding of each other and helps us to support each other in each other's responsibilities. For each member, our interaction with each other, hard work, commitment and creativity grow the business and the family.

**Case 5:** Response: The relationships in the family is outstanding. We work in harmony with each other and the employees. Each member of the family assist and support each other in the business and at home. We all live in the same house. We talk with each other every day about what is taking place in the business and what support is needed. Every member of the family is open and willing to reach out and help so that the business continues to grow and the employees can see our commitment. There is no disagreement among us and our employees.

**Case 6** Response: We all recognize and support the work of each other in the business. We praise each family member and importantly the values they hold in the success and growth of the business. This respect for each other is instilled in all family member in the business. At the end of the day we recount our joys and sorrows and we applaud each other. The success of a family member is celebrated by all because this is good for the benefit of all and the business.

### **Summary - Relationships / *survival and growth of the business***

The findings of this research on the sub-theme identify that the family relationships meaningfully influence the survival and growth of the organisation. The relationships within the family provide the foundation for the family values including trust, respect and the ability to work together to enhance unity. Sundaramurthy (2008) advises that trust is central to family businesses, where a group of individuals affiliated with the enterprise are connected through common ancestry or marriage because their existence goes past economic rationale. Case 2 - relates this notion within that family as they celebrate each other. Of importance also is that all employees are considered and treated with respect and as part of the family. Case 5 noted that they talk with each other every day. Case 6 indicated that they praise each family member and importantly the values they hold in the success and growth of the business. This study pinpoints that the family relationships are meaningful, that it is ingrained in the value system of each of the six businesses, its strategy and processes and is not transferable to other firms. Vilaseca (2002) expresses that the family council's main objective is to preserve and strengthen family values, which are considered a critical asset of the family business. Family assemblies help reinforce a family's unity and harmony, a distinguishing feature of the family business. From the family meetings, each member of the family business forms an important part of the family dynamics. In order for people to unite to achieve their goals, Field (2003) mentions that they need not only to know one another, but also to trust each other so that they will not exploit or cheat in their relationship and can expect truly to benefit from their cooperation. Rousseau, et al. (1998) disclose that trust facilitates cooperation, promotes network relationships, reduces harmful conflict, decreases transaction costs and facilitates the effective functioning of groups and responses to crises.

Case 3 reported that the foundation of family members is there for succession and generational growth of the business. Schwass (2005) declares that the most important strategic decision for some family businesses is the development of the next generation leaders. The vision of C's is for the family and siblings to take over management and future development of the company into the region and international arena. Chua and Chrisman (1999) affirm that a family business is distinguished from others, not on the basis of the mechanism of family involvement but by how the family relationship is used to pursue the family's vision. C's Ice Cream expressed that it provides a legacy for generations to come. As stated by Case 1 Brand that anything is possible if the family members have their heart in this business. Van der Merwe, et al. (2012) propose that family businesses that devote time and effort to nurture harmonious family relationships based on mutual trust, respect and support, can guarantee the future continuity and success of the family business.

***1. Are key decisions made through family consensus or centralised through leadership?***

**Case 1:** Response: The major decisions for the business are made through the family, the senior managers who look after the various sections are family members. The business is structured in such a way that there are two directors in charge of the business. There is a finance director and an operations director who are the second generation. We have five other family members who are the managers in the key departments of the business - Human Resources, Export, Computer Technology and Accounts as well as the – Cashier. We have structured the business in this way so that the direction and strategy could be easily implemented with family members heading the key departments in the business.

Decision making is also much more productive and easier to manage. Some operational decisions are made with participation from all employees with 'whats app' group consensus from administrative level to floor room attendants.

**Case 2:** Response: For us decisions are made through family consensus with each member encouraging and accepting the input of the others and in particular the member at the helm. Our family meetings and sharing allow each member to share on any area of the business or family they may wish to talk about. At this point in the history of the business the family members involved in the business are so closely bonded and respectful of the input value of each other that disagreements and conflict are minimal and minor in the general scheme of things. Occasionally we may ask key members of the staff to contribute to operational type decisions.

**Case 3:** Response: We are a small business with the family members leading the business. Our decision making is kept within the family. From time to time we consult with staff members for routine or daily operations situations. The relationship in our family is central to everything that we do. As parents with two children in the business we maintain a caring atmosphere for each other, the family values, trust and respect for each other and open communication help develop the family relationship. The children are part of all aspects of the business.

**Case 4:** Response: There are only three key members of the family in the business so that all major decisions such as investments and major spending and such types are made by the family. The frequent collaboration of family members in the business gives us an understanding of each other and helps us to support each other in each other's responsibilities. Our policies, our structure and operating practice over the many years guide how we operate. Decisions with regard to the daily operations of running the business will include the senior managers.

**Case 5: Response:** The decisions for the business are made through consensus with the family members so that we all are aware of what is taking place. This approach helps each family member to function effectively in their area as a result of knowing what is taking place. By involving the children in making decisions for the business helps them to take ownership for what they are doing.

**Case 6:** Response: We make decisions through family consensus with each family member supporting and contributing to the decision making process. We all know what to expect and we are all supportive of each other.

### **Summary – Decision Making**

The findings for the sub-theme decision making, establish that major decisions are centralised with the family members and with some operational decision including employees. From the research, decisions that are a substantial influence on the business, both at an operations or strategic level, are ultimately the privilege of the family after discussion and consultation with key managers within the firm. Employees have freedom within their roles concerning everyday operational decisions. Decision-making is centralised within the family but also involves collaboration from others. Gomez-Mejia, et al. (2010) express that in a family controlled business, responsibilities are often defined and the decision-making process is deliberately limited to one or two key members of the family. Major decisions in all six family businesses are totally controlled by the family.

According to Sharma, et al. (1997) the family thus has the mechanism to direct the business in the direction that best achieves their goals and objectives and for the security and continuation of the family's wealth. The family relationships influence the decision criteria, dynamics and operation with regards to the survival and growth of the business. Case 1 Brand is currently in its 2<sup>nd</sup> and 3<sup>rd</sup> generation. Decision making is centralised through key family members who are the heads of the various departments. Case 1 Brand family's core values overshadow the policies, strategies and objectives set for the Company. Case 2 Beverages is in its 2<sup>nd</sup> and 3<sup>rd</sup> generation. Key decisions are made through family consensus with each member encouraging and accepting the input of the others and in particular the member in control. Olson (1993) states that very cohesive families spend quality time together, make decisions as a family and are strongly bonded to each other emotionally. C's Ice Cream is in its 2<sup>nd</sup> generation with the founder at a strategic and operational level. Decision making is centralised through key family members who are the heads of the various departments. C's family's core values of family-like caring atmosphere, open-communication, integrity, strong faith based and customer satisfaction direct the policies, strategies and objectives set for the Company. For Case 5, decision making is also centralised within the family.

***1. Describe how you manage disagreements and conflict among family members in the business?***

**Case 1:** Response: There are no major disagreements and conflict among the family members. We have been working with each other for a long time and we respect each other and support each other in the business. We treat everyone with respect and professionalism and there is no disparity between family and employee at the workplace. Our family core values and governance is important to us. We also see ourselves as employees.

So the family lead by example for all, we create a sense of due respect for all, with an open door policy. If by chance there is some kind of misunderstanding, the Company's Code of Conduct and governance will be adhered too.

**Case 2:** Response: At this point in the history of the business the family members involved in the business are so closely bonded and respectful of the input value of each other that disagreements and conflict are minimal and minor in the general scheme of things. Perhaps it is safe to say that the management of disagreements and conflicts takes place before a member becomes actively involved in the business. Our family meetings and sharing allow each member to share on any area of the business or family they may wish to talk about.

**Case 3:** Response: The business is managed through the governance policies and organizational structure. With the parents and two children in the business, conflict situations are really not an issue. Our core values have grown with us and solidify how we work with each other. Our values are a family-like caring atmosphere of respect, open-communication, integrity, strong faith based and customer satisfaction. We work as a team together with roles and job descriptions just like any other organisation structure. Family members understand the competitiveness of the business that we are in and the support and linkage for each other's area is important. All family members do have key performance indicators to attend to.

**Case 4:** Response: We are a close knit family and family support through our family meetings and socials helps us bond together. We have been working together for many years with specific responsibilities and we support each other. We applaud the family support and contribution in making the business a success and strengthening the family relationship.



The founder stated that he has no tertiary level training, however, hard work, good business sense and the strong manufacturing experience have carried him forward. He believes that academic qualification and business training from a beginner's level is one way that business knowledge resources is shared with family members. Family members adhere to the policies and guideline of the business and the founder manages the cohesion of the business. Family members are also directed by their strong value system and faith based approach. Our employees know what is important to us and support us.

**Case 5:** Response: As parents with three children in the business we have discussions and differences in opinions but not conflict. From the inception of the business with the children growing up in the business we have grown familiar with discussions and sharing thoughts respectfully and trusting each other. We also use our parental wisdom to guide and offer support to all the children.

**Case 6:** Response: With two children in the business, as parents we have constant discussions and conversations so that any differences in opinions will be resolved. We use our parental insight and faith to guide and offer support to the children. From the start of the business we have grown familiar with discussions and sharing thoughts respectfully and trusting each other.

### **Summary: Conflict management**

The research findings on the sub theme conflict and disagreement offer support for the importance of the family relationships to family business survival and growth. Having developed and grown for 57 years, Case 1, has cultivated ability in managing disagreements and conflicts among family members. The family relationships, the family's core values, the governance system and the Company's code of conduct are all strengths for family harmony.

In a similar manner, with a history of 70 years, Case 2, improved their capability in managing disagreements and conflicts among family members. Case 2 reported that it is straightforward to state that the management of disagreements and conflicts takes place before a member becomes actively involved in the business. For Case 2, the acceptance and support of each other's role, the family core values, informal governance and the Company's code of conduct is the blending of the family relationships. Case 6 stated that there is frequent discussions and conversations so that any differences in opinions will be resolved. Keen (2003) and Hitt, et al. (2006) affirm that cohesion in a team occurs when team members are attracted to each other, enjoy being with each other, get along and interact well with each other. Hellriegel, et al. (2001) and Hitt, et al. (2006) uphold that team cohesion is positively related to team performance and viability and members of cohesive teams are more likely to be satisfied with their teams. According to Case 3, C's Ice Cream that over the last 28 years has developed proficiency in managing disagreements and conflicts among family members. C's response was that family members have responsibilities and job descriptions just as any other organisation. C's core values, governance policies and organisation's structure are strengths for the family's relationships. As reported by Case 3, the family members understand the performance based importance and all family members have key performance indicators to achieve. Tagiuri and Davis (1996) emphasise that the family businesses have a family language that allows them to communicate more efficiently and exchange more information with greater privacy. Case 4 identified that as family members they trust and support each other. They have grown up together and support and respect each other. There are family gatherings every Sunday to relax and to talk about many things, to share knowledge of the business and build cohesion among members.

For each member the commitment is seeing the business doing well over the years, the interaction with each other, hard work, commitment and creativity to grow the business and the family. The frequent interaction of family members in the business provides and understanding of each other and helps to support each other in responsibilities and resolve any type of disagreements.

***2. What will you say is the most significant attribute of having a family business?***

**Case 1:** Response: The most significant thing I think is the understanding that as family members we are all one and we support each other. We work together as a team with our employees, some of whom have dedicated their lives to working with us making us a very stable company. Our values of trust and respect for each other give us the ability to work together and do a good job. Our family relationship supports and helps us since we also see ourselves as employees and part and parcel of the team with a job to do. As family we are very proud of what we have achieved so far, from very humble beginnings.

**Case 2:** Response: For me, my family is very important and special. We support each other in the business. We have many frequent, informal discussions among the family members regarding the future of the business and the younger members including minors of the family are encouraged to express their opinions and vision for the enhancement and growth of the business in years ahead. I can truly say the family that works and prospers together stays together. Respect for each other is inculcated before a family member joins the business. The personal success of a family member is celebrated by all and members are reminded that the success of one augers well for the benefit of all and the family as a whole. The aim of this approach is to ensure that there is no room or tolerance for envy

**Case 3:** Response: From humble beginnings with a \$3,000 loan from a credit union for a blender, an ice cream pail and other tools and selling ice cream from pushcarts in Arima and Dinsley to our current business of a modern factory and an export business. At that time we were two, now we are six members. Having developed the business and seeing its growth and having the family members with me is truly a legacy for the generations to come. The family is the support for the growth of the business.

**Case 4:** Response: Growth and the ability to be creative and entrepreneurial. We have moved from a small local supplier to a regional and international supplier of high quality candy with the support of the family members. D's is built on long hours of hard work. It is not a very large organization, but it has the heart of one. The company operates on the highest corporate principles. The children in the business have also learnt to be entrepreneurial creating their own brand and line of products. D's will continue to grow and prosper as its watchwords are: safety, quality, efficiency and service and its employees are seriously committed to this. Our motto is, we love our customers and we truly live this out every day.

**Case 5:** Response: For me I think the most important factor of owning a family business is to be able to work for myself in my own business with my family around me and knowing that one day it will be theirs. How the business develops is totally up to us as a family.

**Case 6:** Response: My family is very important and special. Each family member is very important and we support each other in the business. I can truly say that I feel proud to see the business grow over these years and the children learning to manage it.

## **Summary – Family Ownership**

The outcomes from the research on the sub theme family ownership verified that family relationships can be an advantage when feelings of trust encourage cooperation. Such family relationships expand family human and financial capital for business growth and survival. Trust and respect detailed from the case studies support family members to depend on each other and benefit the daily subject of cooperation and coordination. In response to the most substantial attribute of having a family business, Case 2 stated that the family that works and prospers together stays together. Very interconnected families dedicate special time together, make decisions as a family and are deeply bonded to each through their family relationship. Case 2 Beverages is convinced that having been in business for over 70 years coupled with many informal family gatherings, the bonds of common respect and value for each other are strongly supported that the family members involved in the business are closely bonded and respectful of the input value of each other. Case 6 noted that they are proud to see the business grow over these years and the children learning to manage it. Family ambitions and values as put forward by Sirmon and Hitt (2003) indirectly influence a family firm's effectiveness and efficiency in resource management through the creation of unique resources, financial capital, social capital and human capital resulting from duality in the relationship. Friedman (1991) and Kepner (1991) declare that family dynamics among family members have been identified as a critical factor in multigenerational transfers among such businesses. Chua, et al. (1999) propose that what makes a family business distinctive is that the model of ownership, governance, management and succession, considerably influences the firm's goals, strategies, structure, and the approach in which each is formulated, planned and implemented.

***3. Any other area of family relationship you see as important for the business?***

**Case 1:** Response: Family members separate their family relationship from their job functions.

At work you are an employee with employees looking up to you for guidance. There are no family conflicts in front of employees to belittle or cause disrespect to anyone. The family relationship, meetings and bonding is after work, so we call each other home names then. At work we show respect to everyone and address everyone with Mr. Khan or by their first name. Employees and customers will identify with professionalism and know that you have respect for them in return, regardless of the family relationship.

**Case 2:** Response: It has been observed that while blood members of a family usually enjoy a good relationship, when others enter the family by marriage or otherwise, problems can arise. Our family meetings and sharing allow each member to share on any area of the business or family they may wish to talk about. It is therefore advisable to ensure that such members are embraced in a genuine and sincere way into the fold. Again discussion about the business should include such members not immediately, but eventually. It will be the role of leadership to determine what matters should or should not be discussed at such informal gatherings and when and how to introduce new or confidential topics and issues related to the business.

**Case 3:** Response: We all live together in the same house, so there is always a conversation on strategy for the business and the daily activity among the family. The regular conversations and sitting together is an important influence for us, it helps to strengthen our relationship with each other.

Seeing the business actually grow and develop from humble beginnings with a \$3,000 loan from a credit union for a blender, an ice cream pail and other tools and selling ice cream from pushcarts in Arima and Dinsley to our current business of a modern factory and an export business. Family members are always on the look-out through the media or television for new systems and opportunities that can help us.

**Case 4:** Response: I have seen the business grow with the support of the family. Even now with the children as adults, the close relationship we have as family provides strong support for the business. We have moved from a small local supplier to a regional and international supplier of high quality candy with the support of the family members. D's is built on long hours of hard work. It is not a very large organization, but it has the heart of one. Decision making is a discussion. We have grown up together and we support and respect each other. For each member our heart is seeing the business doing well over the years, our interaction with each other, hard work, commitment and creativity grow the business and the family.

**Case 5:** *Response:* We come to work every day with the joy of knowing it is our business. We work hard among ourselves and with our staff to do the best job we can. We easily interact among ourselves and with the employees. We show respect for all our employees and our customers all the time and reach out to help them. Our business is very interactive with our customers and ourselves. We prepare and serve meals and we must show our best face.

**Case 6:** Response: Working with the family and the business at the same time and integrating each one's strengths and weaknesses as family and business is important. It is also very important to support and to praise each one to help them in their work.

## **Summary – Family Gatherings /Meetings**

The research findings verify the importance of the family meetings as a considerable influence to the development of the family relationships and the survival and growth of the family business. Growing up together and trusting and respecting each other as noted from the case studies is an extremely important characteristic of developing business continuity in the six cases. Gersick, et al. (1997) suggest that what is unique about family firms, is that they begin with a deep level of trust because the family is a common identifying factor. Common history, experience, identity, rituals and realities serve as a substantial affection mechanism nurturing trust. Gersick, et al. (1997) express that family members are willing to commit, even to the point of self-sacrifice in the name of the general family welfare. A family business as suggested by Chua and Chrisman (1999) is distinguished from others, not on the basis of the mechanism of family involvement but by how relationships are used to pursue the family's vision. Case 1 Brand has strongly articulated that the family has the understanding that they are all one in response to the most substantial attribute of having a family business. The family relationships can be an advantage when feelings of trust encourage cooperation. Such family relationships improve family human and financial capital for business growth and survival. Shared trust sanctions family members to depend on each other. Case 5 stated that they work every day with the joy of knowing it is their business. Case 6 specified that it was important to support and to praise each member to help them in the work. The importance of the family relationships is best described by Case 2 as the family members involved in the business are so closely bonded and respectful of the input value of each other. The family relationships is a foundation of strength for the business. Olsen (1993) describes this as cohesive families spend quality time together, make decisions as a family and are strongly bonded to each other emotionally.



Family closeness encourages constant interaction and decrease family conflict, resulting in strengthened the relationship between family members. This research informs that family businesses are driven by a sense of obligation for the stewardship of the business. They seek to accomplish not only the assets and performance of the business, but also the family's most important heritage—the values that are passed on from generation to generation. Klien (2007) suggests that values reinforce the sustainability of the family business and its culture. Olsen (1993) advocates that very cohesive families spend quality time together, make decisions as a family and are strongly bonded to each other emotionally. Hitt, et al. (2001) reveal that while the resource profile of the firm may be important to performance, these resources must also be integrated and deployed effectively. Hitt, et al. (2001) guide that resources alone are not likely to produce a sustainable competitive advantage. The resources must be managed appropriately to produce value.

### **5.3 Findings and their importance**

In Chapter 4, individual in-depth case profiles for the six cases were recorded and examined. Chapter 5 expanded this analysis to a cross-case analysis. Each of the 6 cases presented 13 responses contributing a total of 78 responses for the research. These were brought together through the three resource categories noted from the gaps in the literature and as identified by Sharma, et al. (1997). The researcher used content analysis supported by N-vivo 10, as the research instrument to examine the functioning of the family relationships in the Trinidad and Tobago's family business and to acquire meaning from the themes across the cases. Coding categories from the interviews were done manually by the researcher. This process permitted the researcher the opportunity to illustrate concepts and the family relationships directly from each participant's response.

The research further identified that within each of the three resource categories investigated and the 13 themes examined, three themes were acknowledged as having a fundamental or pivotal role to the other themes, noted as the family meetings, core values and the family vision. These were verified with N'vivo and is presented as Appendix 2. The three pivotal themes verified that all six cases had high percentage data in the form of coded responses. For this study, the main purpose of engaging N'Vivo was to augment the transparency of the research process in conducting and interpreting the qualitative data. Sinkovics and Alfoldi (2012) declare that computer assisted qualitative data analysis such as N'Vivo create an auditable footprint of the progressive dialogue between the researcher and the data. Miles and Huberman (1994) advise that the key to the qualitative analysis process is reducing any doubt surrounding the reliability and validity of qualitatively produced findings and formulating a serious method of data analysis. There is well explained evidence from this research that the family relationships is important to the survival and growth of family business in Trinidad and Tobago. From the research, each of the family businesses are very distinctive organisations having their own unique history, identity and managing their own resources and capabilities for their sustained competitive advantage and growth. The 13 repeated themes researched were equally spread across the three key business processes identified in Chapter 2, as resource management, sustainability and value creation for family business survival and growth. This provides support as to how these families have survived and grown their business leveraging their relationships as a source of competitive advantage. The findings of this research clearly validate that the family relationships is of importance to the survival and growth of the family business. The researcher further identified that within each of the three resource categories investigated and the 13 themes examined, some themes were identified as having a fundamental or essential role to other themes.

Within the resource management category, the family meeting is fundamental to the other themes within that category as illustrated in Chart 3. The data from the research determined that the family meetings provide the forum for all members to gather, share, discuss and bond with each other. Intergenerational learning about the business and the family is the conduit for growth. From the value creation category, the core values is essential to the other themes, as indicated in Chart 4. The family's core values are rooted within every aspect of the business and the employees and the family. From the research, the family's core values generate the deep seated sense of the family culture, behavior, the value system and how the family and the business is viewed. From the sustainability category, the family's vision is fundamental to the other themes, as presented in Chart 5.

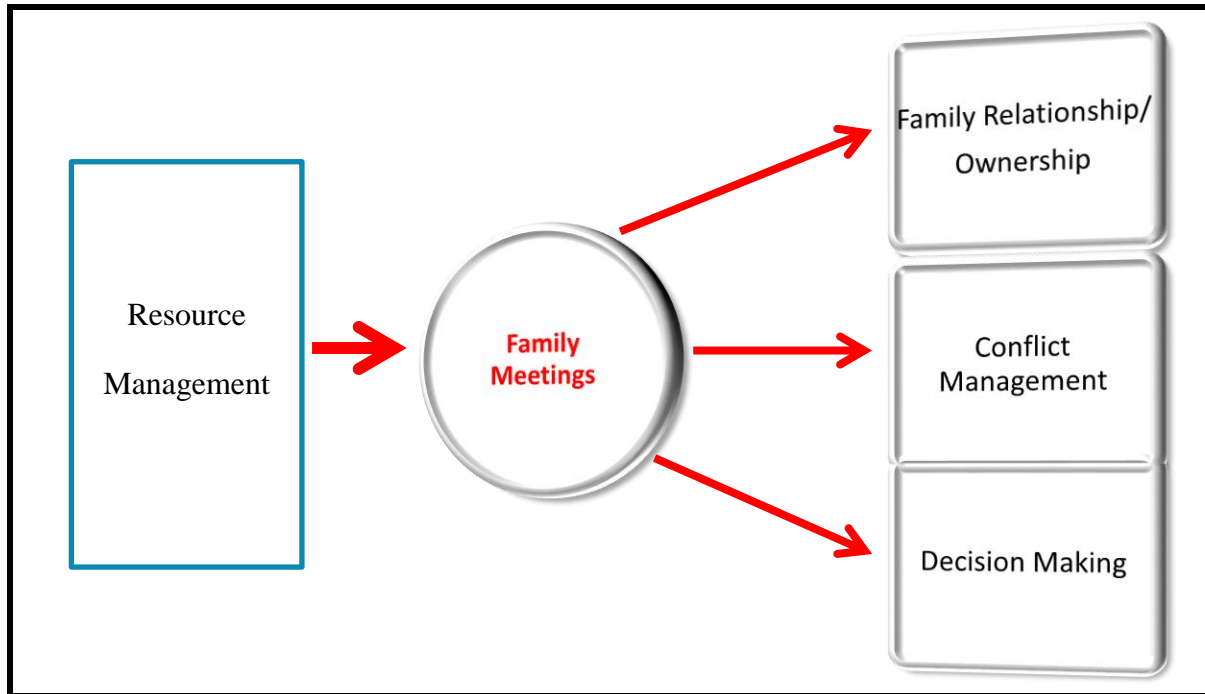
This research validates that the family's vision is a considerable strength regarding the family's commitment and the relationships within the family and between the family and the business and is a fundamental characteristic of the family business. The family legacy determines the drivers as to why the family is in business and the vision is what drives the business strategy. The family experience and the family meetings are key areas for the growth of the family relationships in the 6 cases.

### **The importance of the Family Meetings**

The data from the research, identify that in each of the six cases examined, the family meetings presented the forum for all members to gather, share, discuss and bond with each other.

Intergenerational learning about the business and the family is the conduit for growth.

**Chart 3. Resource Management Key Themes**



**Source: Researcher 2017**

From the research, Chart 3 reveals that the family meetings is a fundamental characteristic of the family business and provides the platform for crafting and observing the code of conduct and governance policy for the business and the family and the environment for managing conflict and disagreements. From the interviews, the researcher declares that each member of the family business forms an important part of the family dynamics. Farrington, et al. (2010) support that the growth, survival and success of a family business are often influenced by issues relating to the family relationships and family harmony. This research establishes that the family relationships is important, that it is ingrained in the value system of each of the six businesses, its strategy and processes and is not transferable to other firms. Sorenson, et al. (2009) distinguish that through dialogue, often around a family meal, family members can create common beliefs about their family and business identity.

Sorenson, et al. (2009) included that to build and sustain the family social capital, many families establish meetings and councils. Ongoing collaborative dialogue benefits family members remaining grounded in their family social structure. Growing up together and trusting and respecting each other as substantiated from the case studies is a major aspect of developing business continuity in the six cases. What is unique about family firms, according to Gersick, et al. (1997) is that they begin with a deep level of trust because the family is a common identifying factor. Common history, experience, identity, rituals and realities serve as a substantial affection mechanism nurturing trust. Gersick, et al. (1997) express that family members are willing to commit, even to the point of self-sacrifice in the name of the general family welfare. All of the businesses are wholly owned and are well supported by the family meetings and relationships building.

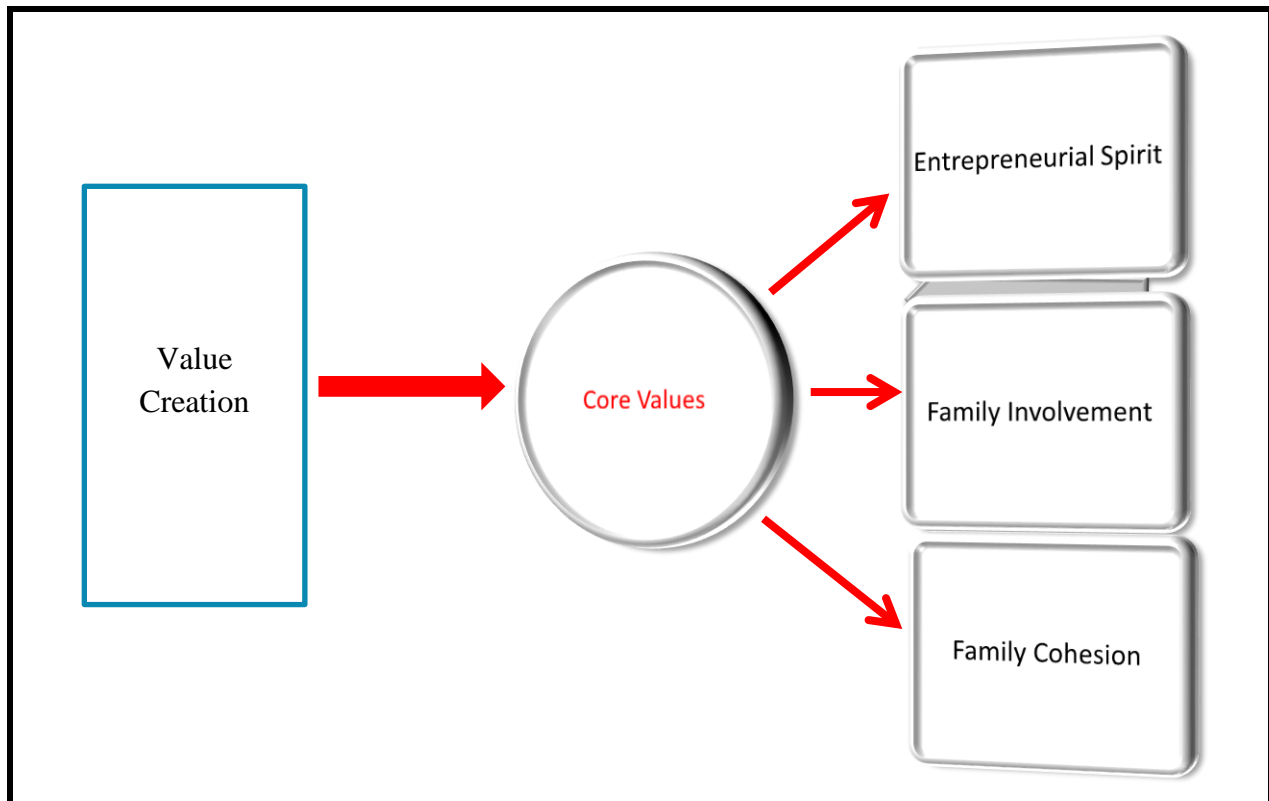
The research findings establish the importance of the family meetings as an important factor for the growth of the family relationships and the survival and growth of the family business. The family relationships is acknowledged as a source of strength for the business. Olsen (1993) defines this as cohesive family spend quality time together, make decisions as a family and are strongly bonded to each other emotionally. Santiago (2000) observes that the more cohesive the family, the greater the desire to share the responsibility of growing the family business. Family closeness encourages constant interaction and family conflict as minor, resulting in strengthened relationships between family members. Poza, et al. (1997) establish that family meetings, councils, retreats and assemblies are systematic communication forums that are critical to positive family culture and also enable family firms to reinvest inter-personal trust as the firm's family and business grows. From the research, the strength of the family relationships carries over to respect and trust for each other and the employees and enhances the business operations.

Bourdieu (1986) and Nahapiet and Ghoshal (1998) and Putnam (2000) maintain that stewardship occurs among parties when the relationship is stable, where there is meaningful interdependence and interaction and when people share a similar social network. James, et al. (2006) advance that these conditions are said to develop within family businesses where the family members identify with and are emotionally attached to the firm and are willing to make sacrifices to maximize long term value. These family businesses that spend time and effort through their meetings, to nurture the harmonious family relationships based on shared trust, respect and support can guarantee the future stability and achievement of the family business. The researcher ascertained that centralised decision making within the family provides the opportunity for shared responsibility and strategy and future growth of the business. Family participation in strategy and decision making is an essential element to the development of trust and relationships. Ward (1987) upholds that the intentions of young adults to join and take over the family business may be influenced by their potential decision-making power. Sharing decisions provides the environment for the older generation to impart its business philosophies and the new generation to learn about leadership of the firm. These families thus has the mechanism to direct the business in the direction that best achieves their goals and objectives and for the security and continuation of their family's wealth. The family relationships influences the decision criteria, disagreements, dynamics and implementation with regards to the survival and growth of the business. As stated by Case 2 that the family that works and prospers together stay together. Vilaseca (2002) expresses that the family council's main objective is to preserve and strengthen family values, which are considered a critical asset of the family business. Family assemblies help reinforce a family's unity and harmony, a distinguishing feature of the family business.

This investigation discovered that for each of the cases, family businesses shared special time together, make decisions as a family and are genuinely bonded to each other, through their family relationships. In order for people to unite to achieve their goals, Field (2003) expresses that they need not only to know one another, but also to trust each other so that they will not exploit or cheat in their relationships and can expect to benefit from their cooperation. Poza, et al. (1997) establish that the family meetings, councils, retreats and assemblies are systematic communication forums that are critical to positive family culture and also enable family firms to reinvest inter-personal trust as the family and business grows. The research findings from the six cases established that the system of regular informal meetings, by family members is a fundamental factor for developing the family relationships in support of the family and the survival and growth of the business.

## The Importance of the Family Core Values

**Chart 4. Core Values**



**Source: Researcher 2017**

Chart 4 identifies that from the value creation category, the core values is central to the other themes. The research revealed that the family core values are rooted within every aspect of the family, the employees and the business. From the theoretical framework, the family core values generate the deep seated sense of the family's principles, conduct and morality, what values are exhibited and the culture for the family and the business. Neubauer and Lank (1998) suggest that one of the potentially great strengths of a family owned business is that it is influenced by the family's values in ways that are good for the business, the family and society at large. Core values and relationship fostering among the family support the intergenerational patrimony and contribute to the succession process.

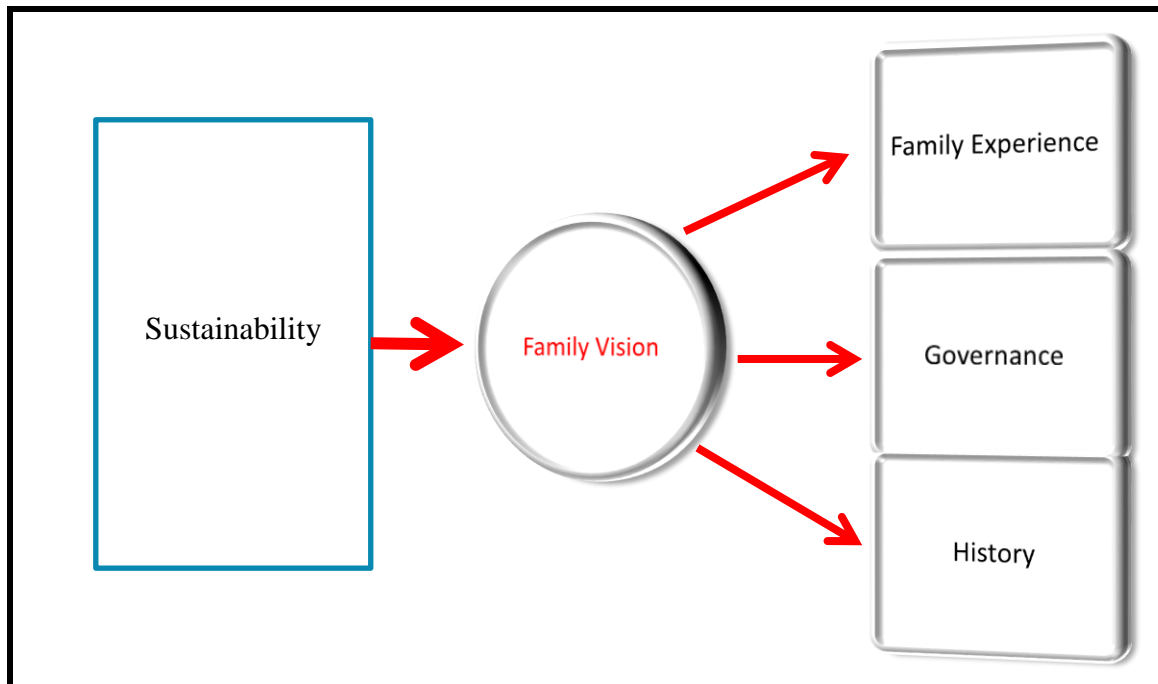


Arnoff and Ward (2001) confirm that values influence performance and support longevity. Van der Merwe, et al. (2012) reinforce this view that family businesses that invest time and effort to foster harmonious family relationships based on mutual trust, respect and support, can ensure the future continuity and success of the family business. The research discovered that the relationships among family members inspire a clear strategy and commitment for business survival and future development. Values, in these businesses, cultivate a sense of identity to the family, enhance the strength of its shared system and direct attention to key issues. Sorenson (2014) suggests that a characteristic of a strong culture is having a clearly defined set of values. Family firms with strong cultures tend to emphasise core values in the family and business. This research confirms that the family values reinforce the cohesiveness of the family working and interacting with each other over the years and is foremost in the survival and growth of these businesses. Tàpies and Ward (2008) declare that the owning family's values drive their key decisions. The family relationships is the emotional bonding that family members have towards one another. This research suggests that the six family businesses have invested time and effort over the years to nurture their family relationships built on mutual trust, respect and family support. These are intergenerational family values that are rooted in trust, loyalty and altruistic behaviour and afford the business a long-term performance advantage. Values as stated by Dumas and Blodgett (1999) answer the question of what is important and core values are the deep seated standards that influence almost every aspect of the family, moral judgments, responses to others and commitments to personal and organisational goals. Van der Merwe, et al. (2012) propose that relationships are nurtured on values such as fairness, trust, respect, honesty, integrity, commitment, openness, peace and harmony among family members.

From the research, the intergenerational family values as well as tacit and embedded knowledge about the business, as with Case 2, formed over seventy years are revealed to new family members entering the business. The relationships within the family cannot be hired or imported, it occurs within the family relationships and the quality of the family relationships is substantial and a primary asset to the businesses under study. The researcher determined that learning and embedded knowledge resources in the six cases, formed across the generations are shared with the family members in business. As stated by Case 3, that everyone attends specific training and skills based development training for the key area of business operation. Family relationships ensue in and is limited to family. Its advantage is in the exclusive dimensions residing within the strength of the relationships between individual family members. Van der Merwe, et al. (2012) uphold that family businesses that invest time and effort to foster the harmonious family relationship based on mutual trust, respect and support, can ensure the future continuity and success of the family business. From this research, with the second and third generation in the business as acknowledged in Case 1 and 2 and in Case 3, Case 4, Case 5 and Case 6, the first and second generations, sharing decisions provides an environment for the mature generation to share its business philosophies and the new generation to learn about values and leadership of the firm. The researcher also found that the family meetings afforded the forum for both generations to understand each other's viewpoints. Knowledge is a substantial source of competitive advantage as suggested by Grant (1996) and Smith (2001) and enables an organisation to be innovative and grow in a competitive market, it is recognised as the most primary asset of the firm, which all other resources depend. In all cases, from the research, the family values are passed down from generation to generation and are embedded in the culture and the family involvement and cohesion and management of the family business.

## The Importance of the Family Vision

**Chart 5. Family Vision Key Themes**



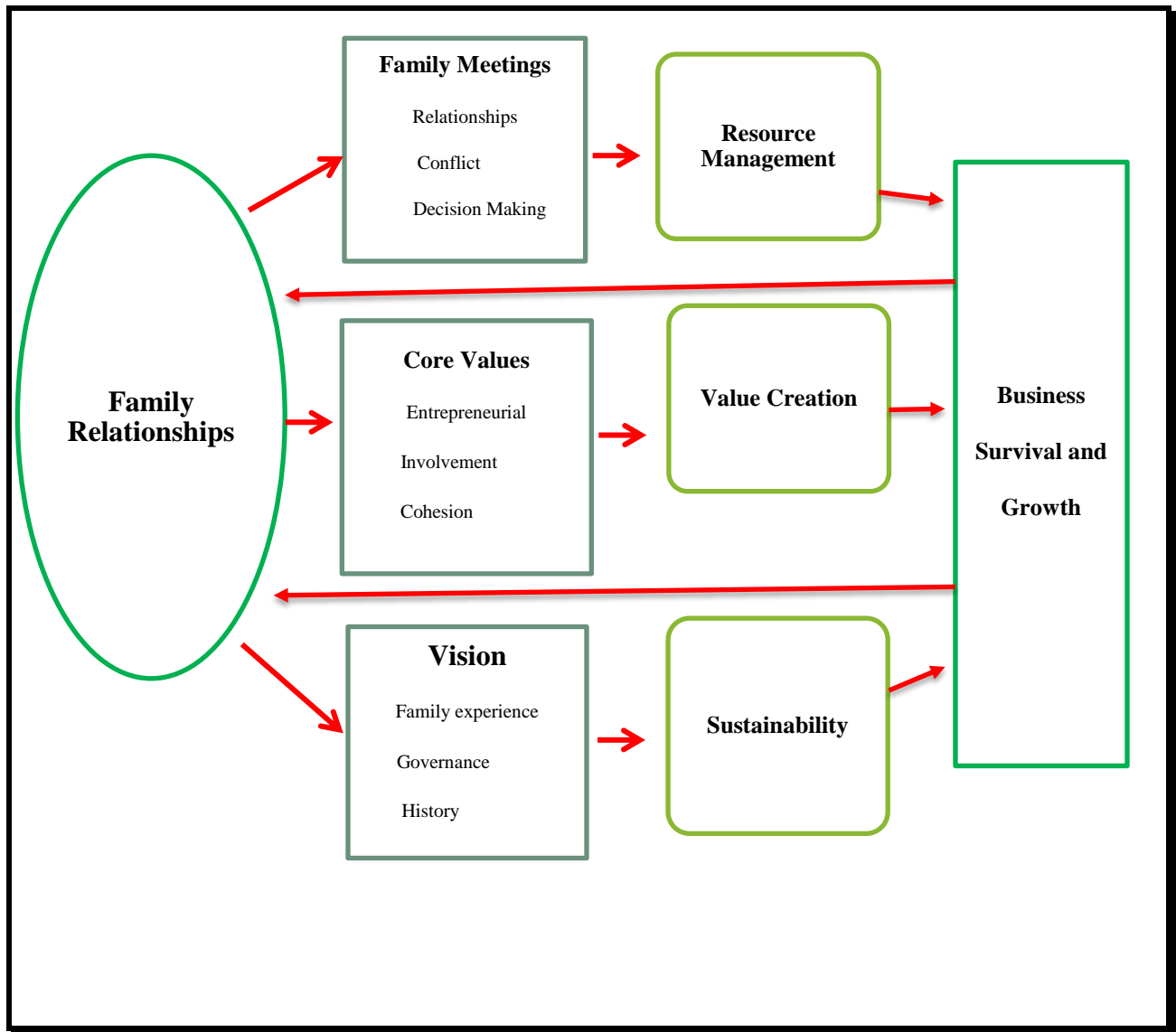
**Source: Researcher 2017**

From the research, Chart 5 demonstrates from the sustainability category, that the family vision is central to the other themes. The findings of this research, identify that the family vision is a substantial strength regarding the family commitment and relationships within the family and between the family members and the business and is an important characteristic of the family business. Lansberg (1999) reveals that the family's vision requires the family to define the hopes and dreams that they share for the business. The family legacy establishes the drivers as to why the family is in business and the vision is what drives the business strategy. The family experience and the family meetings are key areas for the growth of family relationships in the six cases.

Miller (2014) defines that a collective vision for the family business strongly visualises the leadership effectiveness of next-generation family leaders and touches the degree to which they are absolutely engaged with their work in the family firm. From the research, the family intergenerational vision and values provide direction and a legacy for business continuity. The experiences of working in the business from an early age present the opportunity to learn about what makes the family business unique and distinctive. It is a development period when the relationships and values and vision of the family business are experienced on an individual level. The researcher found that for the family businesses in this study the intergenerational vision identified by the founder, defined what the business will be. This vision offers the basis for the strategy and management of the business. The new generation learning by observation and then involvement, thus leading to experience is an important influence on relationships, sharing of values, vision, norms and family and business continuity. In each of the business researched, the absence of one form of knowledge by one generation was generally compensated by the existence of this knowledge in another generation. In all the cases, having different generations of family members contributing to the business at the same time highlights the family's involvement and influence through their shared experiences, common values and vision. Eleni (1998) suggests that early involvement can develop experiences that help cultivate within family members the culture and values of the family firm as well as strengthen family relationships. The data from the six cases informed the researcher that the family vision and values system provide the structure for governance in the family and the business through the family relationships.

Ward (2007) defines the importance of family governance asserting that a strong family can build a strong business, but a strong business cannot build a strong family. The regular family meetings furnished the forum for discussion and planning on many issues including governance, knowledge sharing, relationship building and business continuity. In the six cases, informal governance is the methodology for managing long and short-term plans, policies, rules, decisions and of managing conflict within the business. The system of governance is also the system of building the family relationships and consensus in the family regarding the direction of the family business. The informal system of governance helps to safeguard the business from misunderstanding, the potential for conflicts and directs decision-making. This research pinpoints that within the vision of the six cases, business continuity is maintained with an emphasis on training and relationship building for family members to share tacit and embedded knowledge in supporting the business growth and stability. The business history, vision and competitive advantage is sustained within the family relationships, as well as the family core values by communicating what is known and what is done with all new family members. Mentoring and induction training take place for all family members who join the business, all family members must know every aspect of the business. Zahra, et al. (2007) agree that living within the family and working within the business from an early age allow family knowledge resources that are based on firm-specific expertise to form the basis of competitive advantage and lead to strong performance because they are both unique and relatively hard to imitate. In summary, the overall findings from the evidence of the research demonstrate that the family relationships impacts the business survival and growth and the business success reinforces the family bonds. This is identified in Chart 6 with the movement of the arrows indicating this synergistic and symbiotic relationship between the family and the business.

**Chart 6**  
**The Family Relationship Framework**



**Source: Researcher 2017 – The Family Relationship Framework**

Chart 6, the researcher's graphic representation of the Family Relationship Framework brings to light that the family relationships enhanced by the three fundamental themes of family meetings, core values and family vision augment the competitiveness and capabilities of the family business in resource management, value creation and sustainability and consequently the survival and growth of the family business.

It is well-defined from this research that the family relationships influence the business survival and growth and the business success strengthens the family bonds. This is in keeping with the definition of a family business from Chapter 2, that a family business in Trinidad and Tobago is a business owned and managed by the founding family with the specific purpose of creating value and growing the vision of the business and the family in a manner that is sustainable across generations of the family. This is identified in Chart 6 with the movement of the arrows representing this synergistic and symbiotic relationship between the family and the business. In achieving the objective of this research, the findings of this thesis is developed by the researcher, from this research and presented as Chart 6, The Family Relationship Framework.

### **Chapter Conclusion**

From the analysis and conclusions of this research, the researcher identified that the family relationships is a substantial influence for family business survival and growth in Trinidad and Tobago. The research further established that within each of the three resource categories investigated and the 13 themes examined, three themes, family meetings, core values and family vision were found to have a fundamental or pivotal role to other themes. The researcher states that the family relationships expressed through the key themes identified enhanced the importance of the key business processes of resource management, value creation and sustainability leading to the survival and growth of these businesses and the business in turn enhances the family relationships in a synergistic and symbiotic relationship between the family and the business. Chapter 6 will provide a review of the relevant literature regarding the research question and the way forward.

The key findings from the research from the six case studies effectively support the primary research objective that the family relationships is a factor for family business survival and growth. This is demonstrated through the Family Relationship Framework as key business processes of resource management, sustainability and value creation in Chart 6.



## Chapter 6

### Conclusion and Recommendations

#### 6.1 Introduction

This research set about to determine how important is the family relationships as a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago. In this chapter, conclusions are drawn from the research evidence, highlighting their contribution to knowledge. In addition, the research objective is answered and opportunities for further research are acknowledged. This chapter also introduces research suggestions for others to investigate in their particular contexts. The important feature of this research was to establish how important is the family relationships as a factor for the survival and growth of family business. Analyses within cases (Chapter 4) and between cases (Chapter 5) identified the resource dimensions of the family relationships as a factor in influencing and nurturing survival and growth activity within the six family firms and across generations. The research presented that within each of the three resource categories examined and the 13 themes studied, three themes were recognised as having a fundamental or pivotal role to other themes. These were pinpointed as the family meetings, core values and family vision. This finding was supported by N'vivo 10 identified as Appendix 2. N'Vivo was useful to enhance the transparency of the research process in conducting and interpreting the qualitative data. Miles and Huberman (1994) recommend that the key to the qualitative analysis process is reducing any doubt surrounding the reliability and validity of qualitatively produced findings and formulating an important method of data analysis. This study is of major value as there is limited research on family business in Trinidad and Tobago or even within the Caribbean Region.

The researcher, by means of exploratory in-depth interviews with the owners of six family firms, compiled data by way of semi-structured interviews, observations and secondary documents. Content analysis coordinated the coding and analysis of data to identify the common patterns and themes from both within-case and across cases. In Chapter 4, individual in-depth case profiles for the six cases were written up and examined. Chapter 5 extended the analysis to a cross-case analysis. Each of the six cases provided 13 responses which gave a total of 78 responses for the research. These were brought together by way of the three resource categories noted from the gaps in the literature and as identified by Sharma, et al. (1997). The researcher further identified that within each of the three resource categories investigated and the 13 themes examined, three themes were recognised as having a fundamental or pivotal role to other themes, family meetings, core values and family vision.

The major objective of the research that was answered is:

- that the family relationships is a factor for the survival and growth of family business in the food and beverage industry in Trinidad and Tobago.

The findings from this research in achieving the stated objectives clearly affirm that the family relationships is of consequence to the survival and growth of the family business in Trinidad and Tobago. Following from the Family Relationship Framework identified as Chart 6, a brief re-cap of the relevant literature regarding the research question and the way forward is presented.

## **6.2 A review of the theoretical Perspective**

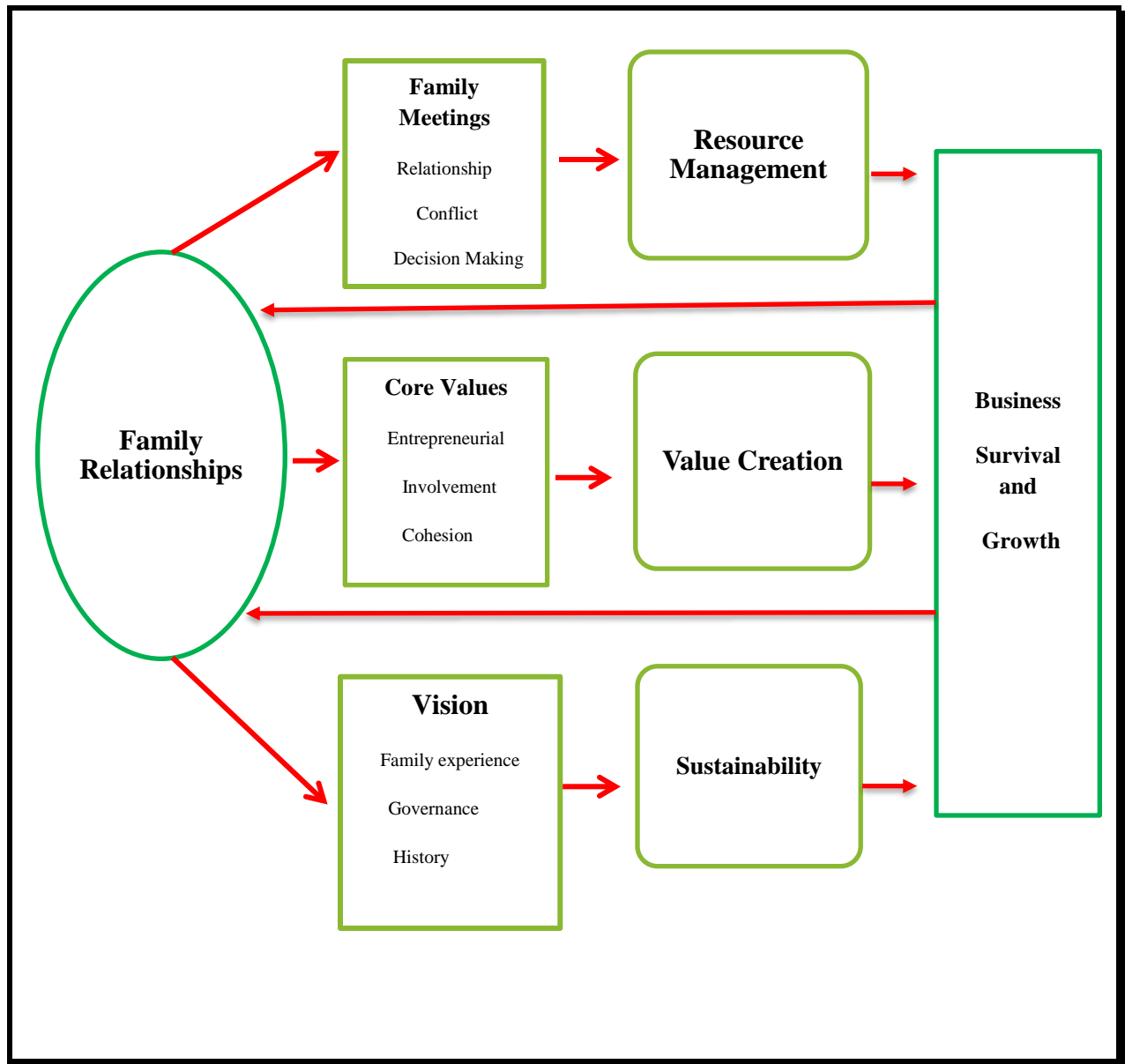
The researcher, in establishing a new understanding of the importance of the family relationships to the survival and growth of family business, determined that the literature on family business is extensive and varied and at times even conflicting and did not answer the question under investigation. Chapter 2, acknowledged the existing research in the field of family business and noted that this has steered the research and pinpointed that the predominant umbrella model in this study that enriched the survival and growth of family business may be viewed as the family relationships within the family in family business. According to Aronoff and Ward, (1995) the primary characteristic that differentiates family from other businesses is the influence of the family relationships on the business. This relationship as stated by Tagiuri and Davis (1996) influence how the organisation is governed, structured, managed and transferred to the next generation. Astrachan (2003) proposes the idea that the family is the critical variable in family business studies and that the central concept is about understanding the shared impact of family on business and business on family. The literature informed this study that the principal focus of this research on the industry specific grouping of family business in the food and beverage industry is of tremendous importance to the study of relationships in family businesses and can add value to the existing literature. The research emphasis on the food and beverage industry was that in Trinidad and Tobago the food and beverage industry is very essential to the economy from the perspective of being a major user of indigenous inputs, employment generation and the potential for generating foreign exchange and improving the country's food security.

### **6.3 Contribution to Theory**

This research on the family relationships as a factor for family business survival and growth is positioned within the framework of Habbershon and Williams (1999) resource base model. Habbershon and Williams (1999) recommend that by looking deeper than the typical resources such as physical capital, human capital, organisational capital and process capital, the resource-based view allows consideration of a distinctive, unique, sometimes intangible package of resources that to variable degrees generally exist in the family firm, making it a viable framework for analysis. How the family relationships is of importance to the key business processes was not found in existing literature. What this thesis set about to achieve was to build on Habbershon and Williams (1999) recommendation to look deeper than the typical resources and considered resource management, sustainability and value creation as a viable framework for analysis that can enhance the literature. The research has also made a meaningful contribution to knowledge in the field by developing Chua and Chrisman (1999) statement and provided the evidence that a family business is distinguished from others, not on the basis of the process of family involvement but by how the family relationships is used to pursue the family's vision. This vision as stated, provides the framework, meaning and reason for family involvement just as the strategy provides the background for survival and growth of the firm. Accordingly, how the research moved forward was by clarifying the construct relationships in terms of its dimensions and as acknowledged in Chapter 2, three key areas of family business were presented – resource management, sustainability and value creation. The researcher identifies that the findings of this study is important since it makes an original contribution to knowledge and add to existing literature on family business in this region.

The findings of the essential elements that impact the family relationships as identified in Chart 6, the Family Relationship Framework, will increase understanding to existing and emerging issues in family business and are an important contribution to theory.

**Chart 6**  
**The Family Relationship Framework**



**Source: Researcher (2017) – The Family Relationship Framework**

From the findings, Chart 6, The Family Relationship Framework developed from this study, generated a logical model of the connection between the family relationships and the survival and growth of family business in Trinidad and Tobago.

The family relationships act as inspiration and fortification to the family and adds value to the key business processes of resource management, value creation and sustainability leading to survival and growth in the family businesses that formed part of this study. The findings from the six case studies credibly confirm the research objective that the family relationships is a factor for family business survival and growth. The research further identified that in each of the three resource categories investigated and the 13 themes examined, three primary themes were identified as having a fundamental or central role to the other themes. Within the resource management category, the family meeting is pivotal to the other themes within the category as illustrated in Chapter 5 as Chart 3. The data from the research determined that the family meetings provide the forum for all members to gather, share, discuss and bond with each other. Intergenerational learning about the business and the family is the channel for growth. From the value creation category, the core values are fundamental to the other themes, as indicated in Chapter 5 as Chart 4. The family core values are rooted within every aspect of the business and the employees and the family. From the research, the family core values generate the deep seated sense of the family, how they behave, what they represent and the culture for the family and the business. From the sustainability category, the family vision is pivotal to the other themes, as revealed in Chapter 5 as Chart 5. This research demonstrated that the family vision is a substantial strength regarding the family commitment and relationships within the family and between the family and the business and is an essential characteristic of the family business. The family intergenerational values establish the drivers as to why the family is in business and the vision is what propels the business strategy. The family experience and the family meetings are key areas for the growth of the family relationships in the six cases.

This graphic representation of the family relationships enhanced by the three fundamental themes of family meetings, core values and family vision leading to reinforcing resource management, value creation and sustainability and thus the survival and growth of the family businesses developed by the researcher, from this research is presented as The Family Relationship Framework in Chart 6. It is evident that the family relationships impacts the business survival and growth and the business success fortifies the family relationships in a synergistic and symbiotic relationship between the family and the business. The Family Relationship Framework, developed from this research and identified as Chart 6, provides a thorough description of the research model and underscores this concept. This research provides evidence as to how these families have survived and grown their business leveraging their relationships as a source of competitive advantage and in turn business growth sustaining the family. This study of the family relationships as a factor for family business survival and growth within the specific sector of food and beverage and existing within a similar social and economic climate contribute to existing literature on family business and produced new knowledge on the importance of the family relationships to the business survival and growth. This study is of major importance and as noted, there is limited research on family business in Trinidad and Tobago or even within the Caribbean Region. Leading from this study, the researcher suggests that the results from this study can make a contribution to knowledge in the field of family business.

#### **6.4 Contribution to Policy and Practice**

The research based evidence of this study has an important application to policy and practice and can influence thinking and purpose of the importance of cultivating sustainable family business in Trinidad and Tobago. It is without question that the Trinidad and Tobago's oil and gas resources are finite and subject to an international price systems.



The challenge for Trinidad and Tobago, therefore, is to stimulate the attractiveness of the non-energy sector and the development and support of new businesses as a means to sustainable economic development. The vision for the food and beverage industry in Trinidad and Tobago as expressed by the Ministry of Trade and Industry is to generate an expanded, diversified and export oriented non-oil business sector and make the economy less vulnerable to the fluctuations of oil and gas prices. Hence the findings of this thesis have important implications for practitioners and policy makers. The implications indicated in the study are outlined.

- Family business owner.

For the family business owner an important construct is the nurturing and supporting of family members in the business. For family firms intending to sustain the survival and growth of their business across generations, there is need to attach importance to the foundations of their family relationships and identify how this influences the business. Family businesses therefore can take advantage of the key themes from this study, the family meetings, the family core values and the family's vision and the related dimensions identified in The Family Relationship Framework in an attempt to strengthen, to cultivate and to mentor the family relationship and the business. For the family business, the Family Relationship Framework may be considered as a dynamic methodology for the review and enhancement of family and business. Each family business is unique, hence, the key themes of the family meetings, core values and vision may vary according to the nature of the business, the family and the environment within which the two participate and function. The suggested Family Relationship Framework provides a structure through which family businesses can identify their growth and development.

- Funding agencies and Government.

The importance of the family business is noted in Chapter 2 of the research. In the development and funding of family businesses in Trinidad and Tobago, the Government and other agencies need also consider as a policy to make available support for the internal harmony and entrepreneurship of the business and the business family in conjunction with the customary business management funding and practices. This research provided tremendous knowledge on the survival and growth of the six family businesses in the study and offered a logical approach to survival and growth through the Family Relationship Framework. Of importance is that the research evidence revealed that the six businesses that formed part of the study were at different stages of growth, of varying sizes and had distinctive numbers of family members in the business. This advocates that the entrepreneurial family may benefit from the knowledge of the Family Relationship Framework at any period in their lifecycle.

- Academics and business students.

For academics and teaching institutions, this research established that for family businesses, the teaching of standard business management models should also be linked to the family relationships and entrepreneurship practices to support the survival and growth of the business and the family. In family business, business models and strategies without the mentorship and relationship development of the family may only achieve a limited level of business growth and development. Family-owned businesses, particularly the small-to-medium sized, are the grassroots of the economy in Trinidad and Tobago and are clearly the majority of all the businesses in the world.

This thesis identified and filled a knowledge gap proposing that family businesses can sustain their survival and growth and contribute to sustainable economic development and be successful across generations in Trinidad and Tobago. Hence, the strengthening of the family relationships and its critical nature to the survival and growth should be recognised and cultivated. The researcher believes that in undertaking this research and creating an understandable picture of family business survival and growth in the food and beverage industry in Trinidad and Tobago that the current thinking in the family business environment is enhanced and that from the evidence this research has added to literature and to policy and practice on family business.

### **6.5 Recommendations for Further Research**

At the close of the research it is possible to propose three research foci that merit investigation. Firstly, an important next step for family business researchers would be a review of the findings of this study on the family relationships and its occurrence within other successful multigenerational family businesses in a context external to the food and beverage industry and to determine if these relationships are similar to those found in this thesis.

A second area that merits research is a review of the Family Relationship Framework in family businesses outside of Trinidad and Tobago and the wider Caribbean that may be in different industries and may give rise to different patterns in their cultural context and environment. This can create the overall performance proposition for the Family Relationship Framework described in this work.

The third area leading from this research in multigenerational family businesses would be an examination of the succession process built on the foundation of The Family Relationship Framework.

The evidence from this research informs that the six family businesses committed time and effort over the years to cultivate their family relationships fashioned on mutual trust, respect and family support. These are intergenerational relationships that are entrenched in trust, loyalty and altruistic behaviour and afford the business a long-term performance advantage. These organisations draw distinctive strength from their shared history, identity and common culture of the families. What is absolutely well-defined from the evidence in each of the six cases is that the family influences the business and that the growth, survival and success of the family business are influenced by the family relationships and family harmony. From the evidence, the researcher recognised that the survival and growth in the six multigenerational businesses involved a succession process, even though this was not expressed. The researcher recorded the interview responses from the six cases that when new family members entered the business there was a mentoring process. The family meetings, the family values and the family vision – the three critical themes in nurturing the family relationships identified in this research provided training for business continuity and succession. The business history, vision and competitive advantage are safeguarded within the family relationships, as well as the core values by sharing what is known and what is done with all new family members. Mentoring and induction training takes place for all family members who join the business. The new generation learning by observation and then involvement, thus leading to experience is a substantial influence on relationships, sharing of values, vision, norms and family and business continuity.

In this study the family relationship and mentoring provided the foundation for the succession process for business continuity. The findings presented in this study require follow-up with the outlook as to their reliability and validity and can provide an agenda for further research.

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## **APPENDICES**