



THE SUMMARY OF THE PHD DISSERTATION

Non-family succession of management in Polish family businesses

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Families own or manage approximately 75% of all enterprises in the world and dominate most economies. In scientific research, the issue of family businesses has been taken up relatively recently. The interest in this topic grew significantly after 2000. Research are conducted from various research perspectives. It makes difficult to compare the results and draw conclusions. There is no coherent theory of a family enterprise. Research conducted in various fields covers from several to tens of thousands of enterprises. The methodology varies,

including techniques such as questionnaire interviews, telephone interviews, postal surveys, case studies, online surveys, and even anthropology of the organization

Recognizing that a family enterprise includes an element of generational continuity, succession should assume a sufficiently narrow circle of successors. These are the so-called intrafamily successions. There are situations in which, for important reasons, intrafamily succession cannot occur. In Poland, most researchers and observers of functioning family enterprises adopt a narrow definition of a family enterprise. They assume that the ownership and management of such entities may be the domain of family members. Such perspective is in contradiction to the paradigm of growth and development of the company and the paradigm of the competency profile of a modern manager.

The subject of the research is the non-family succession of management in family businesses. *The main goal* is to develop knowledge about non-family succession of management in family businesses.

The specific objectives are:

- Continuation of the scientific discussion on the non-family succession of management in family enterprises in Poland, which may help to adopt a single definition of a family enterprise for the twenty-first century and recognized by the majority of the scientific community.
- Recognizing the motives and determinants of non-family succession of management in family businesses.
- Indication of non-family succession as a good alternative to family succession in family businesses.

The following hypotheses were made:

I. The main factor determining the transfer of management to an unrelated person in family businesses in Polish conditions are difficulties with family succession, related to the successor or lack thereof.

II. Attachment to the family's business heritage and financial security are decisive factors in leaving the company in the possession of the family despite delegating management to a manager from outside the family.

III. The will to transfer the management of the family business to an outsider, unrelated to the family, is associated with the lack of plans to transfer ownership of the business to the next generation of the family.

Modelling a succession process, due to the importance of family business entities for the national economy, cannot be overestimated. Considering the importance of the process itself for the functioning of enterprises, as much as possible should be done to support entrepreneurs and provide them with knowledge, at this difficult for the enterprise moment, one of the most critical moments of functioning. Its outcomes will contribute to understanding the factors that determine the delegation of business management to an outsider unrelated to the family