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Multi-generation family business succession at Mondial Printing Services in Nigeria: a case study

Titus Oyeladun
dbiyi@hotmail.com

Pepperdine University

Graduate School of Education and Psychology

MULTI-GENERATION FAMILY BUSINESS SUCCESSION AT MONDIAL PRINTING SERVICES IN NIGERIA: A CASE STUDY

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by

Titus Oyeladun

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Kent Rhodes, Ed.D. – Dissertation Chairperson

This dissertation, written by

Titus Oyeladun

under the guidance of a Faculty Committee and approved by its members, has been submitted to and accepted by the Graduate Faculty in partial fulfillment of the requirements for the degree of

DOCTOR OF EDUCATION

Doctoral Committee:

Kent Rhodes, EdD, Chairperson

June Schmieder-Ramirez, PhD

Leo Mallette, EdD

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DEDICATION

I am incredibly grateful to my family, especially my parents Peter & Sarah Oyeladun, for their love, prayers, and support throughout this journey. I am very thankful to my wife, Omolola, and son, Jeremiah, for their love, understanding, prayers, and continuing support to complete this dissertation.

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VITA

EDUCATION

Pepperdine University, Irvine, CA
Degree Conferred: Doctor of Education
Major: Organizational Leadership

Oklahoma Christian University, OK
Degree Conferred: Master of Business Administration
Major: Health Services Management; Leadership & Organizational Development

University of Oklahoma Health Sciences Center, OKC, OK.
Degree Conferred: Master of Public Health
Major: Epidemiology

University of Oklahoma, Norman, OK
Degree Conferred: Bachelor of Science
Major: Biochemistry

EMPLOYMENT

CancerCare Manitoba, Winnipeg, MB
Research Officer

Health Services Agency, Stanislaus, CA
Lead Epidemiologist

Utah Department of Health, Salt Lake City, UT
Epidemiologist/Evaluator

Oklahoma State Department of Health, OKC, OK
Epidemiologist

ABSTRACT

This qualitative single case study examined the factors that contributed to the successful transition of Mondial Printing Services (MPS)—a family business in Nigeria—to the second-generation. Secondly, this study investigated to what extent, if any, did formal succession planning impact the transfer of Mondial Printing Services from founder to second generation in Nigeria. And lastly this study investigated to what extent, if any, does succession experience of a second-generation family business leaders at MPS influence their approach to continuity and succession planning. This study analyzed qualitative data in the form of interviews from a sample population of five employees at MPS. Three of the interviewees were family members while two were non-family members. This study incorporated a single case phenomenological approach, collecting data through the use of interviews, with these data then transcribed and analyzed through the process of coding. Findings from this study highlighted factors including the importance of succession planning, well defined governance and ownership structures, conflict resolution, and the grooming and selection of a qualified successor as factors that contribute to successful transfer of the family business to the second generation. However, there was no evidence to suggest that a formal succession plan impacted the transfer of business to the second generation. Finally, 2nd-generation leaders at MPS believe the family business will not successfully transition to the 3rd generation without a formal succession plan.

Chapter 1: Introduction

Family business (FB) is regarded as being the longest-standing type of enterprise. It is a prevalent type of organization that makes vital socio-economic contributions to several nations across the globe. Family businesses range from small to large publicly traded organizations in diverse industries, such as Tata Consulting Services (Information technology), Novartis (Health Care), Walmart (Consumer Staples), Nike (Consumer Discretionary), and others (Eddy, 1996; Ibrahim & Elis, 2004; Stein, 2001; Venter et al., 2003; White et al., 2004).

At inception, most family owned businesses have several family members actively or passively contributing to the daily business activities. They invest their life, finances, passion, and emotions to make the business a success. However, if these emotions and roles are not clearly defined, they can lead to conflicts that often result in the demise of the business. Danco (1980) stated:

> The family-owned business is so much more than a business. It's a boiling pot of human concerns, a stew of family relationships, both of love and resentment, of opportunity and entitlement, all masked by the more obvious ingredients of jobs, money, taxes, products, markets, and benefits. No wonder it has a tendency to boil over. (p. 51)

This dissertation examined the factors that contribute to survival, business growth, and continuity across generations of family-owned or family-managed businesses in Nigeria, West Africa.

Background

Owners and managers have diverse and mixed motives—economic and otherwise—that fuel decision-making processes in their family business. These motives may promote or hinder transgenerational business stability. Statistics presented by Coleman (2011), Stalk and Foley

(2012) found 30% of North America's family-owned businesses make a successful transition to the second generation, 10% to the third generation, and a meager 3% continue through the fourth or subsequent generations. Family-owned businesses are reported to constitute up to 60% of GDP in the United States, constitute 35% of Fortune 500 businesses, generate an estimated two-thirds of employment in the United States, and create about three-quarters of new jobs. However, a staggering two-thirds lack a viable succession plan and/or process (Coleman, 2011; Eddy, 1996).

Family businesses (FBs) may display some fragility during transgenerational transfer. Bocatto et al. (2010), claimed that the paucity of an efficient succession planning process is the leading determinant of transgenerational family business failure and suggested that family business transitions tend to be more challenging and have broader impacts on business continuity. The general assumption among family business proprietors is that their children and wards would succeed them as organizational leaders regardless of the individual's knowledge, skills, abilities, interest, or passion. Stalk and Foley (2012) found that certain family business founders are susceptible to handing over the reins of business operation to their children or wards, regardless of the successors' interest, skills, experience, or training. They claimed that this sense of entitlement, belonging, or ownership often creates a fallback option of returning to the family business if their other interest areas fail. Onuoha (2013a), along with Musa and Semasinghe (2014), further attributed the failure of transgenerational succession to factors such as managerial capabilities, technical skills, business knowledge, inheritance rights, the absence of contingency plans, founders' feeling of infallible health, and founders' fear of losing control.

Mondial Printing Services: Background

Mondial Printing Services (MPS) is a second-generation family business that provides advertising services to diverse businesses in Nigeria. The organization has been in existence for over 30 years and prides itself as a leader in the printing industry in the entire African continent, staffed by experienced and competent teams.

MPS has maximized several opportunities to revolutionize the advertising support industry, increase the level of professionalism in the trade, and pioneer the introduction and production of many advertising concepts. MPS' vision is to continuously seek innovative ways of bridging the communication gap between its clients and the global market by delivering first-class advertising support services to its numerous clients.

Like several other family businesses, MPS has had a fair share of conflicts between the founder and the family members who worked in the organization.

MPS' competitive advantage is its organizational culture. As part of the strategic business plan, MPS seeks to foster an organizational culture that has the ability to create a thriving environment for healthy competition and success. Schein (2010) asserted that the workplace culture influences how effective organizations are. Across the global business world, it is nearly impossible to find any two or more organizations with the exact same work culture. Even within the same industry, there tends to be some level of variation, which may be a function of the wider national or societal culture. These unique idiosyncrasies enable organizations create and establish their brand or identity and create a sustainable competitive edge. Organizational culture influences how employees perform their daily roles. It outlines specific guidelines (written and unwritten), which clarify individual and team roles and delineate how and when tasks should be completed in line with core values. It also ensures that employees are clear about their roles, tasks to be accomplished, corporate vision, goals, and objectives.

Shahzad et al. (2012) argued that organizational culture facilitates employees' sense-making process and a deeper understanding of organizational objectives, which may in turn increase their efficiency and effectiveness. The leadership at MPS have implemented an organization culture that fosters increased employee autonomy and collaboration, trust, a flatter organizational structure, and support for employees.

Role of Leadership

Leadership is a critical factor that must be considered as family businesses move on towards generational transition plans. According to Schein (2010), and Schwendinger (2011), family business succession is the change in proprietorship and leadership in the family firm from one relative to another. Often times, this occurs from one generation to another, such as from the founder to his or her child or children. It may also be described as the stage where proprietors relinquish operational control of the organization to promoted or appointed leaders. It is established that trans-generational succession often involves several stages and processes, which must be designed to strengthen those sections of the organizational culture that afford identity, competitive advantage, and protection from anxiety among stakeholders. Senge (2006) claimed that promoting people to the right leadership position(s) has the ability to shape strategy and organizational climate for years. Family business succession planning should, therefore, take into consideration leadership skills, experience, and education when appointing or promoting next-generation leaders. Miller et al. (2003) found that family-owned businesses have a more challenging succession planning process due to a limited talent pool, as well as often complex emotional relationships between the founder and potential successors

A vital aspect that family business founders or proprietors consider in determining the posterity of the business is passion and commitment. Stalk and Foley (2012) found that proprietors who only employ committed and qualified relatives reduce the potential for business failure in the future. Furthermore, they recommended that for family businesses to successfully survive long term, through seemingly precarious transitional situations, they need to adopt formal policies regarding their choice of employees, leaders, and maintain diverse business and family interests.

According to Ogundele et al. (2012), family business succession in Africa is an evolving area for researchers. Countries such as Nigeria, Kenya, and Tanzania are understood to have a high number of small to medium family businesses with prominent Nigerian-based family businesses such as the Dangote group of companies, Globacom, the Okada Group, the Folawiyo group, the Dantata Organization, the Eleganza group, and Ibru Organization, each of which are located in Nigeria; the Mohammed Enterprise Limited (METL) in Tanzania; the Bidco Oil Refineries in Kenya; the Madhvani Group in Uganda; and the Kenyatta Family. More often than not, there is a paucity of effective succession plans among family business proprietors in Nigeria. Ogundele et al. (2012), along with Onuoha (2013b), noted that 94.2% of family business owners in Nigeria lacked an effective succession plan or process. They also found that family business proprietors in Nigeria either pass away in *active service* or are compelled to give up work on medical grounds, and this happens without there being an effective succession planning system or process.

This research indicates that promising family firms in Nigeria may be susceptible to business failure when their proprietors resign either voluntarily or under duress or suddenly pass away; one prime example is the late business leader Moshood Abiola, who was once believed to be the wealthiest man in Africa and ran a conglomerate of businesses, which included real estate, retail, a chain of newspapers, an airline, and fish farming. After his death, the business empire collapsed completely and has no functional business today (Chima, 2018). On the other hand, family businesses such as Danatata, Dangote, Diamond Bank, and First City Merchant Bank have had successful transitions and are still in existence and vibrant in their respective industries (Nsehe, 2014). Ogundele et al. (2012) found succession laws in Nigeria are entwined with a heterogeneous culture and conversely native laws and customs thereby limiting successful family business transgenerational succession.

Problem Statement

The general problem is the failure of family business in Nigeria to transfer from one generation to another, which in part is due to the lack of succession plans among family business proprietors in Nigeria. Ogundele et al. (2012), along with Onuoha (2013c), noted that 94.2% of family business owners in Nigeria lacked a formal succession plan or process. As a result of this, many promising family firms in Nigeria are susceptible to business failure when their proprietors resign either voluntarily or under duress or suddenly pass away.

Purpose of the Study

The purpose of this qualitative case study was to evaluate the succession planning process in a second-generation family business in Nigeria. The paper also analyzed the contributing factors of successful multigenerational transitions. The findings of this article provide a strengthened the awareness of family businesses succession by evaluating the circumstances and systems that facilitated effective transgenerational business continuity.

Research Questions

Creswell (2013) described the purpose statement in a qualitative research as consisting a fundamental hypothesis and related secondary premises. The fundamental question is the general question the researcher is investigating, while the secondary premise further subdivides the central hypothesis into more specific topics of examinations. The fundamental qualitative research question should begin with the word *how* or *what*, center around a primary phenomenon or concept, use a fact-finding verb that conveys the type of qualitative research, be open-ended, and specifies the participants and research site for the study (Creswell, 2013). This study sought to identify and analyze the factors that have contributed to the successful transition and survival of Mondial Printing Services, a second-generation family business in Nigeria. This research, therefore, sought to answer the following research questions:

1. To what extent, if any, does formal succession planning impact the transfer of a family business from founder to second generation in Nigeria?
2. To what extent, if any, does succession experience of a second-generation family business in Nigeria influence their approach to continuity/succession planning?

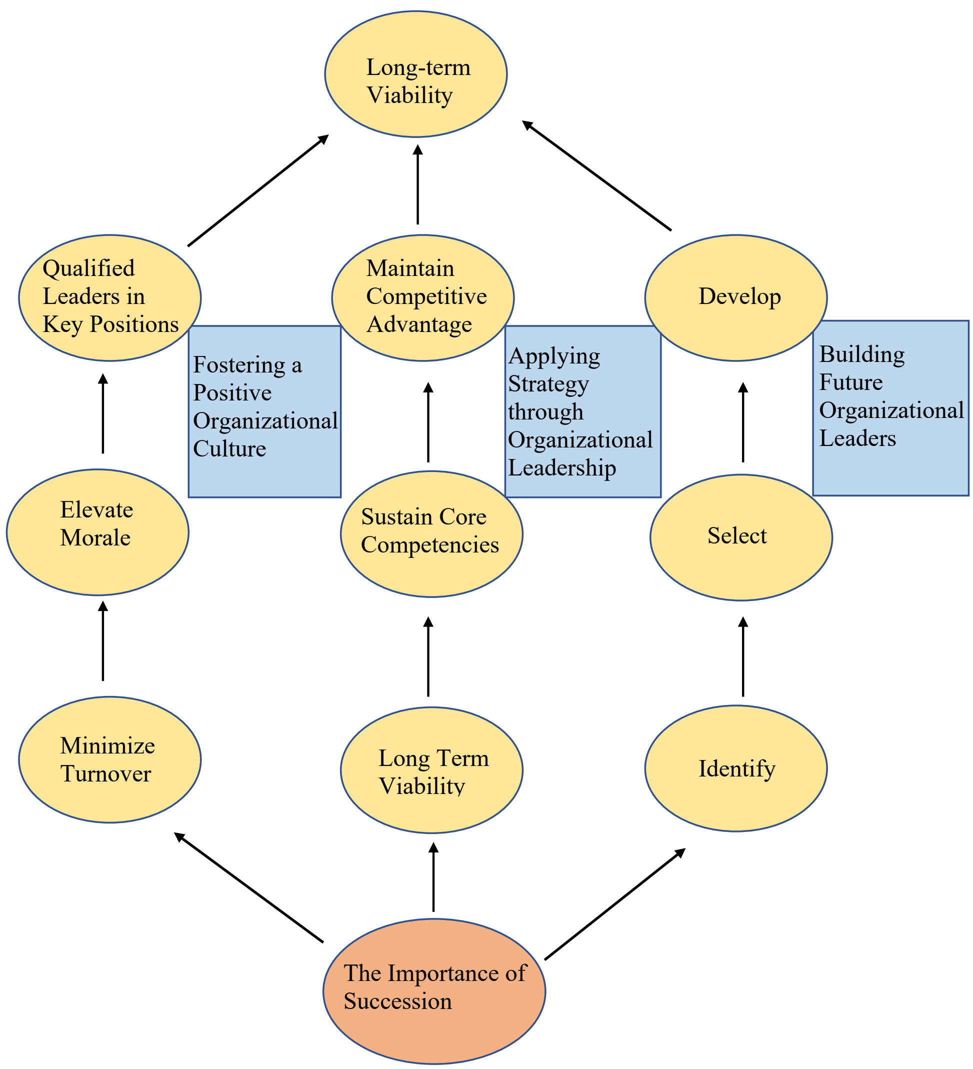
Rationale and Significance of the Study

In the family business context, Nigeria presents a variety of dynamic elements, such as the definition of *family*; which extends beyond parents, their offspring or extends to distant relatives (Barnard & Spencer, 1996).

Ogundele et al. (2012) reported that family feuds, conflicts, emotional attachments, or traditional expectations instead of objectivity in operating family businesses pose significant threats to family business growth and successful multi-generational continuity in Nigeria. Nigeria is a heterogeneous country with almost 250 indigenous ethnic groups, each with its unique culture, customs, values, and traditional laws. A high percentage of family systems in Nigeria function as polygamous and/or extended. These complex family structures significantly influence family business structures and succession processes; Figure 1 below illustrates the importance of family business succession.

Figure 1

Summary of the Importance of the Succession Planning Process



Note. Adapted from Mandi, A. R. (2008). *A case study exploring succession planning: Supported by quantitative analysis of governmental organizations in the Kingdom of Bahrain* [Doctoral dissertation, George Washington University].

This study enriches the growing body of research on family business succession, provides a localized view of succession in family firms by identifying factors that promote and limit successful transgenerational business continuity in Nigeria, and further strengthens the family business history of Nigeria. Consequently, family business proprietors, managers, policymakers, and scholars now have access to valid information that enables them to make better-informed decisions and strategic plans for business continuity, which in turn increases the chances of economic development, especially in Nigeria.

In addition, the findings of this research can guide future research in developing a practical framework for the best practice solution(s) for choosing next-generation leaders in family businesses, which may also significantly strengthen the continuity of family businesses beyond posterity, as well as create awareness in the family business community on the best practice(s) in grooming or choosing a successor.

Despite family businesses' observed effect on domestic socio-economic growth, Nigeria, specifically, and Africa in general, has received minimal attention to this field of studies (Ogundele et al., 2012). It is, therefore, evident that there is a clear correlation between business continuity and national economic development. The findings of this research can help more family businesses position themselves for a successful transition, and thereby increase economic opportunities. In turn, increased economic opportunities can lead to poverty reduction; promote business competition; increase foreign exchange returns, cultivate ingenuity, wealth creation, innovation; and consequently, grow the Gross Domestic Product (GDP) of Nigeria and other African nations. According to the European Family Businesses (2012), the other significant aspect of this research is evident in the fundamental weight the family businesses shoulder in domestic and international markets. Family firms account for a broad spectrum of business structures worldwide and generate jobs opportunities ranging from 50 to 80%. Family-owned firms are reported to constitute up to 60% of GDP in the United States. Bernard (2013) found that family businesses in India generate about 79% of jobs and 66.7% of its GDP, while Brazil attributes 85% of its employment and 50% of its GDP to family-owned firms. Despite family businesses' observed effect on domestic socio-economic growth, Nigeria specifically, and Africa in general, has received minimal attention to this field of studies (Ogundele et al., 2012). It is therefore obvious that there is an unequivocal correlation between business continuity and national economic development. The findings of this research can help more family businesses position themselves for a successful transition, and thereby increase economic opportunities. In turn, increased economic opportunities can lead to poverty reduction; promote business competition; increase foreign exchange returns, cultivate ingenuity, wealth creation, innovation; and consequently, grow the Gross Domestic Product (GDP) of Nigeria and other African nations.

In view of the obvious favorable study on international family firms, succession planning in family businesses remains an area of potential growth in business research. This may be because of the high failure risk(s) associated with family businesses during the move to subsequent generations or a combination of that and other demographic, social, and cultural trends. However, since family businesses have the potential to help sustain the Nigerian and global economies, it becomes imperative to provide sound research on their continuous growth and sustainable success across multiple generations.

Operational Definitions and Key Terms

The following operational and key term definitions yield better understanding of the words and concepts utilized in this paper.

- Family: There is yet to be a consensus on the definition of the word “family.” To facilitate the writing of this paper, a family is described as incorporating immediate and extended members such as sons, daughters, uncles, aunts, nephews, nieces, cousins, in-laws, as well as grandchildren and children from other affiliations (Danco, 1991; Ogundele, 2012).
- Family business: Researchers are still vacillating on a theoretical or functional definition of family businesses. Several definitions of family business are discussed in Chapter 2 of this research paper. In an attempt to present a formal definition, a family business is an organization where one or more family units have a majority shareholding, one or more members of the family are liable for its leadership and in which transgenerational succession is anticipated (Rosenblatt et al., 1985).
- Family business succession: Schwendinger (2011) described succession in family business as the transfer of ownership and business control from one member of a family unit to a different relative. Often times, this occurs from one generation to another, such as from the founder to his or her child or children.
- Succession planning: Coleman (2011) described this as “a purposeful initiative focused on leadership talent, regardless of whether the transition is to a family member, outside management, or for that matter, just building bench strength (a talent pipeline) in your organization” (p. 1).

Assumptions of the Study

According to Pyrczak and Bruce (2007), a research assumption is defined as "a condition that is believed to be true even though the direct evidence of its truth is either absent or very limited" (p. 73). The assumptions of this study include the following:

1. The general assumption among family business proprietors is for their children or wards to succeed them as organizational leaders, regardless of the individual's knowledge, skills, abilities, interest, or passion.
2. The family business granted access to family and business archives.
3. The family business granted access to business and family consultants that can provided historical information about the business and family.
4. The respondents responded truthfully to interview questions and surveys.

Limitations of the Study

Limitations are conditions or circumstance in analysis writing that are outside the researcher's control. These conditions may call into question the strength of the research findings (Pyrczak & Bruce, 2007). This paper has the following constraints:

- In Nigeria, family business privacy and image are taken seriously. Local culture discourages the public airing of one's family affairs. Hence, family members may withhold conflicting and undesirable views about the family business in an attempt to protect their family's image and business. The researcher therefore redacted the names of the organizations studied and interviewees to curb this constraint.
- Social desirability bias: The researcher's acquaintance with family business owners and interviewees could have led to respondents over-reporting good aspects of the family business and under-reporting undesirable outcomes. To address this limitation, the

researcher took adequate steps to cinch the interviewee's anonymity and confidentiality and specifically asked about undesirable outcomes to prompt candid responses.

- The researcher's background and over 10 years of involvement in a family business could have led to researcher bias. To address this limitation, the researcher tried to be as objective as possible and made use of prepared interview questions and verbatim transcripts.
- Generally, a key limitation of qualitative case studies is the lack of generalizability. Therefore, the results of this research would not be assumed to be the case for other family businesses. This is because the results of this case study are not being analyzed for statistically significant outcomes. With a small sample size, statistical significance cannot be determined.

Delimitations of the Study

Delimitations are constraints that are intentionally set by the researcher (Pyrczak & Bruce, 2007). This paper is therefore restricted to medium-sized family businesses in Nigeria, which controls a majority of stocks, has at least one relative responsible for daily business operations, and has effectively transformed business operations from a founder to another generation of relatives. Nigerian Small and Medium-sized Enterprises Association, Nigerian Central Bank, and the Federal Ministry of Industry broadly assume and consider businesses with annual profits of N100 million and/or fewer than 300 staff as small to mid-sized businesses (SMEs).

Summary

This chapter explored the impact of merit and credibility on multigenerational successions in family businesses, which stems from the proposition that family businesses are quintessential and allude to the booming socioeconomic conditions of the United States and other countries across the globe. This paper then sought to establish the connection between the aforementioned factors, family business succession planning and how they may positively influence business continuity among family businesses.

Organization of the Study

This paper is divided into five sections. Chapter 1 contains subsections highlighting the summary of the succession of a family business, research purpose, rationale, socio-economic importance of family business, research questions, assumptions, and limitations Chapter 2 of this research focuses on relevant family business literature that provides evidence of factors that contribute to multigenerational survival and succession. This chapter also reviews the conceptual framework that evaluates the survival of the family business being studied. This section also examines the conceptual framework for assessing the posterity of the family business being reviewed. Consequently, Chapter 3 provides an overview of the study design that includes the methodology, population, sampling, collection, and analysis of vital information, while Chapter 4 discusses the research findings. Finally, Chapter 5 explores the outcomes of the assessment, impacts, observations, and feedback.

Chapter 2: Literature Review

This section explores relevant literature on family business and family business succession across the globe. This includes: (a) the family as a variable and unit of analysis (b) diverse definitions of family business, (c) the dynamics of family businesses, (d) the historical background of family businesses in Nigeria, (e) the impact of the founders' style(s) of leadership, (f) the current and potential effects of family businesses on the Nigerian economy, and (g) factors that may promote or hamper business continuity and successful transitions across several generations with its emphasis in Nigeria. Given the tremendous contributions of family businesses to the global economy, it is reasonable to expect that family business succession is potentially a big issue. Zaudtke and Ammerman (1997) estimated that about $15 trillion of family business assets will be transferred across generations as baby boomers that are current family business proprietors attain retirement age and choose to cease being the leaders of their business enterprises.

The Family as a Variable and Unit of Analysis

Diverse publications revolve around expounding a true and universal definition of "family" and delineating a family's scope of involvement in business operations. While some authors argue that the family is simply a group of people with a common history and allegiance to a unified future and development of each member, others describe the family as a social institution that influences the values of its members (Hoy & Sharma, 2010). Being a social institution, the family is often laden with diverse forms of conflicts that impact the family business.

The family unit has great potential to add value to the family business in more ways than one. This may include social, cultural, financial, or intellectual contributions that may enhance or hinder business growth and development. Sharma and Salvato (2013) found diverse factors such as cohabitation, blood ties, legal status, lineage patterns, gender, and birth order may improve the functionality of the family as a variable unit of analysis. Researchers including Nordqvist and Melin (2010) found that families are uniquely predisposed to leverage all emotional and intellectual resources to foster business growth and family development.

For the purpose of this research, 'family' incorporates immediate and extended members such as sons and daughters-in-law, uncles, aunties, nephews, nieces, cousins, other in-laws, grandchildren, and children from other affiliations (Danco, 1991; Ogundele, 2012).

Definition of Family Business

Researchers are yet to reach a consensus on a theoretical or functional definition of family business. Wortman (1995) identified over 20 different definitions of family business while Heck and Trent (1999) noted that most literary definitions of family businesses are conceptually based and lack empirical evidence to bolster the choice or use of any particular definition. Handler (1989, 1990) classified family businesses based on the following four techniques: (a) extent of ownership by family members, (b) management structure, (c) level of family involvement, and (d) possibility of multigenerational transfer. Villalonga and Amit's (2006) review of 508 Fortune 500 family firms found that family business is mostly defined as a firm where "one or more family members are officers, directors, or block holders" (see Table 1).

Table 1

Definition of Family Firm

Definition	Proportion of family firms in the sample
One or more family members are officers, directors, or block holders	37%
There is at least one family officer and one family director	26%
The family is the largest vote holder	20%
The family is the largest shareholder	19%
One or more family members from the second or later generation are officers, directors, or block holders	19%
The family is the largest vote holder and has at least one family officer and one family director	14%
The family is the largest shareholder and has at least 20% of the votes	12%
One or more family members are directors or block holders, but there are no family officers	8%
The family is the largest vote holder, has at least 20% of the votes, one family officer and one family director, and is in second or later generation	7%

Bird et al. (2002) suggested that family businesses have historically "struggled for an identity in an effort to be recognized and accepted as an intellectually rigorous, independent domain" (p. 338). Like Handler (1990), they claimed that this tussle involved going beyond elementary and unconstructive suggestions that family businesses are on a similar scale with small business.

Chua et al. (1999) attempted to differentiate between the hypothetical and functional definitions of family business. They projected that as long as there is a clear definition of the behavior that characterizes family businesses, an organization may be considered as family business if it functions as such and that conduct cannot be attributed to non-family businesses. The proposed definition by Chua et al. (1999) assumes that the behavior of those who own, lead, or manage a family business is geared towards a specific purpose of creating a more promising future for the family.

Ogundele et al. (2012) described family business as an institution where members of a monogamous, polygamous, or extended household maintain governing stakes and do not distinguish between ownership and management, while Ellis (as cited in van der Merwe, 2011, p. 31) defined family business as an organization where more than half of the enterprise control lies within a primary family unit that also has a minimum of two members involved in the daily business operations, and the chances of trans-generational succession is expected.

Family Business is considered as an organization led by family members who direct the policy making process in conjunction with "members of an emotional kinship group and that has experienced at least one generational transition" (Bigliardi & Dormio, 2009, p. 45). Dunn (1996), on the other hand, suggested that it is imperative for a family to have ruling proprietary stakes or be jointly responsible for the management of the organization before it may be considered as family business. Donnelly (1964) identified generational transfer of ownership or management as the main differentiating factor for an organization to be considered a family business. Miller et al. (2003) opined that family business is an organization wherein diverse members of the family are engaged in strategic transactions of the business either as founders, proprietors, or leaders. According to Danco (1980):

The family-owned business is so much more than a business. It's a boiling pot of human

> concerns, a stew of family relationships, both of love and resentment—of opportunity and entitlement—all masked by the more obvious ingredients of jobs, money, taxes, products, markets, and benefits. No wonder it has a tendency to boil over. (p. 51)

According to Pradhan and Ranajee (2012), family businesses are grouped based on their ownership, management, and succession. They claimed that family businesses are characterized by a merging of roles and have close supervision and control of family members. Woodfield (2013) also claimed that proprietorship, organizational and management structures are the main attributes that define a family business.

Rosenblatt et al. (1985) identified the foundation of the family business paradigm as being the superimposition of otherwise independent units, that is, a business organization and a family unit. Litz (1995) then opined that an organization may be classified as a family business if a particular family unit is solely responsible for its proprietorship and administration to the extent that its associates work towards intra-organizational family connection. Davis and Harveston (1998) also claimed that family businesses vary from other businesses because family firms are predominantly owned and managed by families.

Ibrahim and Ellis (2004) opined that family businesses are organizations where 51% or higher is controlled by a single-family unit or close relatives are accountable for the daily business operations and has the potential for leadership transfer top the next generation. At the same time, Rosenblatt et al. (1985) described family firms as organizations where a family owns a majority of shares or are responsible for its daily operation. This suggests that a family business needs to demonstrate posterity before it can truly be perceived as being a family business.

Diverse researchers (Barach et al., 1988; Ward, 1987) proposed that a business is considered as a family business when the objective, plan or allegiance is the posterity of the business. It is worthy to note that an intention or plan to transfer a business to subsequent generation(s) is not restricted to family businesses.

This study adopted the definition of family firms proposed by Rosenblatt et al. (1985), because it incorporates majority ownership of shares, family involvement in management, and the chances of trans-generational succession.

Mondial Printing Services: Environmental Assessment-SPELIT Power Matrix

The SPELIT power matrix afforded the researcher the opportunity to conduct a holistic analysis of an organizations social, political, economic, legal, intercultural, and technical environment (Schmieder-Ramirez & Mallette, 2007). The following paragraphs describe the SPELIT analysis of the case study organization, Mondial Printing Services (MPS).

Social Environment

This assesses social networks, reporting structures, and socio-cultural norms at MPS (Schmieder-Ramirez & Mallette, 2007, p. 6). The sub-Saharan socio-cultural norm of respecting and reverencing one's superiors and elders has a significant impact on MPS's reporting structure. Subordinates revere their bosses as well as any colleague who are deemed older, regardless of such a person's position in the organization. Interaction among colleagues appears cordial and informal, while there appears to be a more formal top-down approach in communication from senior management that encourages communication via emails, as well as team, department, or general meetings.

MPS has a very hierarchical organizational structure coupled with a highly structured chain of command. Information tends to flow one way, that is, top to bottom, which inhibits the ability of management to understand the needs and perspectives of most employees. On one hand, MPS values and wants to promote team interactions, but the leadership does not see how its hierarchical structure foils this intent. Another social factor that influences the success and longevity of family businesses in Nigeria is polygamy. Polygamy may be defined as the concurrent marriage of one man to several wives. Although practiced in diverse forms across the globe, polygamy seems more prevalent in sub-Saharan Africa with about 25% of marriages being polygamous ones.

Political Environment

This frame assesses how MPS interacts with government legislations and regulatory guidelines. However, it also assesses how MPS relates with competing interests, views, values, and assumptions, which are sometimes a function of internal politics. In the countries where MPS operates, the political environment is very unstable and constantly changing. Rules and regulations are not being implemented on a consistent basis. The playing field is not the same for all organizations. Some organizations engage in corrupt practices to meet their goals. For example, although some raw materials used in production are on import ban list, some organizations still find ways to import these products even under the watch of the government officials, while gaining cost advantages. MPS has to tread carefully in this murky situation, while maintaining its ethical and moral standards.

Internal politics at MPS have significant impact on operational and sometimes strategic activities. There appears to be a culture of advancing the “chosen few,” where only those perceived to be bright and worthy are given opportunities for training and development. Understandably, this creates resentment and discouragement in other employees who feel undervalued and may not see a career path or growth for them in the organization.

Economic Environment

This frame assesses MPS's financial reports such as balance sheets, income statements, and annual reports. Due to MPS's high operational costs, it is difficult to match the price war its competitors are waging to lure away some of its clients. Employee turnover is also on the rise because competitors offer larger compensation packages to lure away MPS's skilled employees. Although these competitors initially make good their offers, work conditions appear not to be as favorable as MPS. Consequently, these ex-employees actively seek the opportunity to return to MPS, which is often impossible as their positions tend to have been filled. Although MPS is a private company, the government requires the organization to report its yearly revenue and pay applicable taxes to government revenue services. In addition, the exorbitant interest rate offered by local financial institutions has restricted MPS's access to external financing and therefore its growth opportunities.

Legal Environment

This assesses how organizational actions are regulated and policies made. MPS seeks to be in compliance with the rules and regulations concerning labor law and workplace safety (employee protection) instituted by the government. MPS's innovative ideas are registered as intellectual properties under intellectual property laws to protect against infringement and piracy. However, enforcement of these laws and clamping down on infringement and piracy by the regulating body is ineffective, and the legal process involved can be very slow, cumbersome, and expensive.

The majority of MPS' clients require MPS to sign a binding contract on the procedure and quality of work MPS produces for them. Failure to abide by these rules could result in the client cancelling and nullifying a contract. Some require MPS to sign a confidentiality agreement before a contract is awarded.

Intercultural Environment

At the time this research was conducted, MPS was in the process of moving some operational activities to Ghana. Ghana is an ideal location for reasons such as consistent availability of power supply compared to the erratic power supply in other sub-Saharan African countries. This in turn will reduce the costs of purchasing, installing, and maintaining alternative power supplies such as inverters and generators, which unfortunately MPS currently relies on.

Technical Environment

MPS boasts of having world-class resources and staff to meet the diverse needs of its growing client group. However, these resources no longer afford the company the competitive advantage they once had, as MPS' competitors have now acquired similar technology and have begun poaching MPS's renowned staff. Regardless of how technologically savvy MPS claims to be, it has a noteworthy absence of research and development.

Family Businesses in Nigeria

Family businesses are common place in Nigeria; they cut across "mom and pop" stores such as salons, beauty shops, tailoring, petty trading to the larger national and multinational businesses such as telecommunications (Globacom) manufacturing (Dangote), farming (Obasanjo Farms) and so on. According to Obadan and Ohiorenoya (2013), family businesses tend to be organized around a set of interpersonal relationships that are emotionally charged with a potential for positive or undesirable consequences. Ogundele et al. (2012) identified the following three attributes peculiar to family businesses in Nigeria.

Commencement

Nigerian family businesses are often established through the visionary efforts and resourcefulness of their proprietor(s) who often times have mentors with vested interests in their business establishments. For example, Akanbi (2004) reported that Aliko Dangote of the Dangote Group is reported to have received N500,000.00 (about U.S. $2,500) from his maternal grandfather and business mentor, Alhaji Sanusi Dantata.

Leadership and Proprietorship

Family businesses in Nigeria often tend to have an unsophisticated business structure. For example, Chief Samuel Adedoyin is the CEO and Chairperson of Doyin business group while some of his children function as directors over strategic business units. This business structure influences decision making and succession planning processes.

Informal Employer-employee Relations

Many family businesses in Nigeria hire immediate and extended family members, thereby encouraging a laid-back culture, business orientation, and relations. Sadly, the hiring of familial relations oftentimes triggers nepotism and conflicts that remain unresolved and lead to the demise of the organization. Ogundele et al. (2012) confirmed that vacant positions in family businesses in Nigeria are often subject to the proprietors' emotional sentiments. This is because oftentimes, positions are filled by the proprietors' family members who lack the required skills; qualification, expertise, and passion in effectively fulfill the job responsibilities' and grow the business.

Family businesses, therefore, appear to have a tendency to prioritize family traditions over the business' needs and purposes. Examples include MKO Abiola's business estate, Balogun group of companies, Ekene Dili Chukwu group of companies, to mention a few. At its peak, Ekene Dili Chukwu Transport Company was the travelers' delight. It had a fleet of luxury coaches and trucks that business and touring passengers preferred. However, with the 2007 demise of its patriarch, his family struggled to build on his legacy and instead engaged in a fearsome legal battle for their portion of his wealth. Yahaya and Ebrahim (2016) noted that family business proprietors should exercise due diligence in putting together an effective succession plan that must not necessarily be delegated to immediate family members, and family business successors must not hesitate to reposition the business for effective service delivery.

Obadan and Ohiorenoya (2013) confirmed that the rate of failure of small business enterprises in the Nigerian economy has been of great concern to all and sundry. The Small and Medium Enterprise Development Agency of Nigeria (2008) also found that most small and medium scale businesses in Nigeria die before their fifth anniversary.

Family Business Succession

Researchers agree that succession planning in family businesses requires a thorough process of identifying and preparing potential successors and the next generation of managers and leaders. Family businesses that have successfully transitioned across several generations have implemented a thorough and effective plan for business growth and continuity. Some of these family businesses include Walmart, IKEA, and Ford. Family businesses appear to have access to diverse routes for succession and business continuity. This includes: (a) sell to one or more co-owners (may be family members), (b) retain ownership but become a passive owner, and (c) engage in an Initial Public Offering (the family may retain the public stock).

According to Dyer (1986), family businesses experience the following four phases in their organizational growth:

- Phase 1: The Proprietor has a vision and establishes a business and is usually the principal driver of the business.
- Phase 2: The family business undergoes significant progress and possibly variances related to business ownership, control, and family members.
- Phase 3: This is typically the succession stage where the proprietor transfers the reins to a successor. Some family businesses experience a failed succession and do not recover. Consequently, some family businesses fail and discontinue business during this phase.
- Phase 4: This stage is defined by undesirable experiences that often influence business operations. It is not uncommon for family businesses to transition to public ownership or management by external skilled professionals.

Succession is the main distinguishing factor between family businesses and non-family businesses. Succession planning is an intricate process that involves diverse factors and an extended timeframe. Haberman and Danes (2007), Cabrera-Suárez (2005), and Cabrera-Suárez et al. (2001) claimed that the success of a succession planning process is largely subject to the proprietor, relational factors and the changes in responsibilities between the founder and the successor. De Massis et al. (2008) and Miller et al. (2003) confirmed that succession is more of a process than an event because successors must be fully prepared to take over the reins of the business.

Miller et al. (2003) and Zellweger et al. (2011) opined that the onus for a successful succession planning process lies heavily on the proprietor as first-generation owner. Sharma et al. (2001) noted that proprietors tend to neglect this crucial issue and attempts as initiating a conversation about succession planning are often perceived to be a hostile act as though one wished them dead.

Obadan and Ohiorenoya (2013) argued that since family business founders are susceptible to lingering to the business they founded despite having transferred the reins of leadership to another, it is therefore pertinent for them to believe in their successor's qualifications, skills, and competencies to pursue and fulfill business goals and continuity. The succession process in family businesses therefore involves various participants such as family members, other business executives, suppliers, bankers, and customers, which affect the behavior and expectation of the CEO, parents, and employed offspring. To facilitate a smooth process, notable decision makers must be in agreement with and trust one another (Barnett et al., 2012; Cabrera-Suárez, 2005; De Massis et al., 2008).

Ogundele et al. (2012) described succession planning as a process with definite steps to promote business growth and continuity through possible challenges with the main purpose of retaining business control among select family members or shareholders. De Massis et al. (2008), Bruce and Picard (2006), Steier (2001), and Ukoko (2014) acknowledged that identifying, choosing potential successors, and communicating the choice(s) to stakeholders is fundamental to an effective succession plan. They further suggested that family businesses without a succession plan are predisposed to indecision, insecurity, and uncertainty. Family business proprietors, therefore, have a responsibility to exercise due diligence in identifying and preparing potential successors to commit to leading and growing the business. Pyromalis and Vozikis, (2009) suggested the following four-step process in facilitating the succession process: (a) owner-manager, (b) instructing and coaching the next generation of family business leaders, (c) multigenerational collaboration, and finally, (d) handing over power to the next generation.

García-Álvarez et al. (2002) and Sharma and Rao (2000) claimed that the succession planning process should uphold the family's interests as well as the business's finances. An effective succession plan has the potential to maintain the founder's values across multiple generations, however, it is a major challenge in family-owned businesses and several family businesses are known to have gone down with their founder(s). Succession planning processes are contingency plans for the possible premature death or disability of the founder(s). For example, Dalpiaz et al. (2014) found that succession especially executive succession in family businesses is significantly different from nonfamily businesses in that newly appointed executives tend to create a vision that is consistent with and complementary to the established legacy of previous family leaders. Whereas in nonfamily businesses, newly appointed leaders tend to undermine previous leaders in order to establish a clean break and boost their acceptability.

According to Sharma et al. (2001), key family members who double as board members are crucial to the succession process; however, when family members are unable to resolve their differences, the succession process becomes hampered and the business may require reorganization to break through.

Unsuccessful Family Business Succession

Several factors influence the succession process. Some of them are internal while others are external. In the following subsections are some of the internal complications of family businesses.

Absence of Succession Planning

There is an urgent need for family business proprietors to take decisive, calculated steps in preparing a pool of potential successors. Cultural values, beliefs and mental models in Nigeria appear to preclude family business proprietors from making strategic preparations for their eventual exit from the business. This is probably a function of the belief that preparing for one's demise is viewed as a negative and terrifying act. Family business proprietors believe that they are healthy, vibrant, and full of vitality and therefore, have several healthier years ahead. Senge (1994) described mental models as the conceptual framework of images, assumptions, and stories that we carry in our minds about ourselves; other people, institutions, and all aspects of the world. They help us better understand the world and take deliberate actions.

Cultural Barriers

Culture also plays a significant role in the success of multigenerational family business succession. Culture influences the prevailing culture in family businesses, the organizational structure and the relationship between management and employees and within employees. Bolman and Deal (2008) claimed that organizational structure is the "blueprint for officially sanctioned expectations and exchanges among internal players (executives, managers, employees) and external constituencies such as customers and clients" (p. 50). They further claimed that organizational structures both enhance and constrain potential organizational accomplishments.

Besides, the prevailing culture in Nigerian societies outlines written and unwritten guidelines that clarify individual and team roles; and delineates how and when tasks should be completed in line with core values. This also ensures that employees are clear about their roles, tasks to be accomplished, corporate vision, goals, and objectives.

The level of competition in today's global business arena requires continuous improvement of organizational structure. Family businesses that want to sustain strategic competitive advantage must constantly evaluate their structure to identify and forecast business interventions in line with their core values. As part of an evolutionary organizational structure, Singh (2011) recommended that management and employees are constantly learning, unlearning, changing, adapting, and reinventing themselves in order to achieve sustainable competitive advantage.

According to Dyer (1986), the prevailing culture in a family business may prevent the organization from making necessary changes to the family business. Dyer claimed that family businesses that function as a learning organization and are constantly learning together are more likely to succeed across multiple generations. Dyer further established the following hypotheses for each cultural element and pattern of the family unit, business, and governance that may influence the leadership of successful or failed family businesses:

1. The family business is theoretically led by a "paperboard" made up family members in compliance with the law.
2. The family business has a "rubber-stamp" board comprising of family members who mainly support the family's decisions.
3. The family business has an "advisory board" after it becomes a public company. At this stage, the family business is led by external directors who exert significant interest on the business decisions in order to protect the shareholders' interest.
4. The family business has an "overseer board" where tactical decisions are made through a collaboration of the board and the family.

Inhibitors to Family Business Succession

Many factors can hinder the succession process in family businesses. The following subsections describe several of the most challenging.

Structure and Relationships in Succession Planning

Gundry and Welsh (1994) opined that an increase in the number of active family members in a family business has the potential to drive decision-making processes in family businesses; on the contrary, Dyer (1986) and Astrachan and Shanker (2003) claimed that active or influential family members do not always add value to the decision-making processes in family businesses.

Founder's Role

Founders are primarily known to be passionate about continuing their legacy and keeping the reins of the business within their family. As a result, the onus lies heavily on them to establish an effective succession plan that has the potential to continue their legacy and implement the core values on which they built the organization. Crittenden et al. (2015) established that the founder or founding generation is primarily responsible for planning the organization's future leadership, outlining a growth plan with room for further development in alignment with the organization's current and potential capabilities. A founder's position affords them the discretion to execute strategic plans and facilitate a smooth operation of the market's changing demands.

Birth Order and Life Stage

According to Cabrera-Suárez et al. (2001) and Cabrera-Suárez (2005), the relationship between father and son is affected by life stages. They suggested that the father progressively transfers authority to the son and the son assumes growing obligations "…because the father influences his son's development and expectations during all their shared lifetime experience" (Cabrera-Suárez, 2005, p. 90). Ward (1987) seconded that the succession planning process is given about 20 years in order to sufficiently groom the successor.

Gender Factors

Sulloway (2001), Gordon and Nicholson (2008), and Kuratko et al. (1993) found that most proprietors choose their sons as potential successors above their daughters. This is particularly true in Nigeria where most cultures believe that sons are preferred and have more customary rights than daughters even in cases where the daughters may be better qualified to manage the family business. Furthermore, the Nigerian culture expects the first male child to assume leadership and become the founder's successor, thereby inhibiting possible deliberate well-thought out succession plans. Newer generations of family businesses in Nigeria are starting to debunk this practice, for example, Mike Adenuga of Globacom and Haliko Dangote of Dangote group each has their daughters actively involved in the executive management of their businesses.

Family Size

According to Ogundele et al. (2012), the extended family system in Nigeria (which comprises of sons and daughters-in-law, uncles, aunties, nephews, nieces, cousins, other in-laws, grandchildren, and children from other affiliations), its cultural values, and customary laws place acute demands on the family business succession process. This is because it enables extended family members to potentially claim family business assets. The head of the extended family reserves the discretion to select whoever they deem fit regardless of the deceased proprietor's choice. Understandably, such scenarios lead to conflicts, bitterness, and resentment among family members as some may engage in intrigues, lobbying and campaigning to increase their chances of securing the coveted position of authority.

Polygamy

Succession planning is largely influenced by polygamy. For instance, the first wife's children are traditionally believed to have more rights than the children of the other wife (wives). The situation becomes more challenging and almost impossible if the proprietor dies unexpectedly and has no written will. According to Sagay (2006), in the Nigerian context, an illegitimate child, that is, a baby born out of wedlock may be deemed legitimate by a simple letter or statement of acknowledgment from the father or other public confirmation by the close relatives or friends of the late father. Ogundele et al. (2012), and Ukaegbu (2003) found that family members of the deceased founders often struggle for a portion of the inheritance and family's business, during which the family business may experience lack of corporate direction and poor management which could ultimately lead to business failure as seen in the case of Ekene Dili Chukwu Transport Group mentioned in Chapter 1. Sequel to the demise of a polygamous proprietor, there is often severe cases of rivalry between the siblings and spouses of the deceased. Often times, the rivalry is fueled by the diverse cultural laws guiding inheritance in Nigeria. The best skilled or most suitable successor may not be put forward for the role; besides, the elders may choose to split the inheritance including the family business among all the qualified children. Another example is the case where the successor of Chief M.K.O Abiola was said to have been extremely qualified to restore several of the defunct companies in the conglomerate was said to have been skeptical of the large family members' claim to the family inheritance.

Owner's Hesitation to Relinquish Power

Ibrahim and Ellis (1994) attributed this to some founders being excessively attached to their business, phobia of retirement or even death while Ogundele et al. (2012) reported that a good transition process is often hindered by certain variables unique to the Nigerian setting. For instance, the founder may suddenly understand that their successor's hypothesis of greater accountability and authority implies less power and visibility to them. Consequently, this could generate unnecessary tension between the founder and the successor. Handler (1989) also claimed that a founder's reluctance to let go may dissuade potential successors from taking over the reins of leadership. Churchill and Lewis (1983) found that family business proprietors struggle to let go of the businesses they helped create or develop while Kets de Vries (1993) concluded that family business proprietors are inclined to control and be wary of potential successors.

Sonnenfeld (1988) identified four strategies adopted by retiring CEOs. They are monarchs, generals, ambassadors, and governors. On the one hand, monarchs and generals are similar in that their domineering styles contribute to their choice of vulnerable successors. Consequently, their successors need their continuous support to maintain business success and they can retain control for an extended time period. Royal families and politicians in general, however, differ in that monarchs retain their power and influence until they die while generals adopt crafty techniques to regain their leadership position. On the other hand, ambassadors and governors are meticulous in choosing and preparing successors. Upon retirement, ambassadors choose to remain as business specialists or subject-matter experts, while governors relinquish the family business in pursuit of further business or personal activities.

Inadequate Preparation and Development of the Next Generation

Family business proprietors who fail to effectively prepare the next generation set the stage for business failure at some point in the future. Foster (1995) argued that next generation successors may experience when they have not thoroughly internalized all aspects of the family business. Besides, family business proprietors do not stand down or prepare a successor in a timely manner. Regrettably, this has the potential to lead to successors who lack business sense, are uninterested, inexperienced, and unskilled to successfully run the business. According to Kets de Vries (1996), some successors have a strong sense of fear of failure that incapacitates them and prevents them from taking calculated and business-savvy risks to facilitate business continuity and growth. One such example is M.K.O. Abiola, the democratically elected presidential winner of the famous June 12, 1993, election who was incarcerated by the then military government and later died in prison. Abiola's successful group of companies declined steadily until it completely fizzled out after his demise. Again, it may be said that Abiola did not adequately prepare any of his many children to take over the reins of power and foster business continuity.

Failed Succession

A failed succession can potentially facilitate the abrupt end of a family firm that was once successful. Life often throws mankind curveballs through seemingly unanticipated events such as sudden death or incapacitation of the family business proprietor. Some family business proprietors in Nigeria have a sense of immortality or indispensability that largely hampers business continuity. Ogundele et al. (2012) identified that according to Nigerian cultural values and beliefs, preparing for one's death are not positively received in the society. According to Kets de Vries (1993), this could lead to one acknowledging one's mortality. One such example is the once successful Ekene Dili Chukwu transport group that was cut short soon after the demise of its founder. In its prime, Ekene Dili Chukwu was the traveler's preferred choice for cross-country travel in Nigeria. The proprietors widows and family members struggled to build on his legacy and were caught in one of the fiercest family legal battles ever.

Limited Financial Resources

Some family businesses struggle without external capital. Vicente-Lorente (2001) found that some family business proprietors fear that, despite the potential advantages of having external capital invested in the business and leveraging strategic partnerships with these investors, these external resources may threaten family autonomy and corporate management.

Visscher et al. (1995) suggested that certain family members may choose to divest their shares and redirect capital that may have been used for business growth. Conversely, Sirmon and Hitt (2003), like Romano et al. (2001) found that family businesses struggle to accept investment from non-family members because they prefer family and firm internal equity. This, however, impedes business growth, investment opportunities, and potential business continuity and success.

Family Conflicts

Interpersonal differences tend to inhibit the success and continuity of family firms evident in the earlier discussed Ekene Dili Chukwu transport group. Family conflicts are disruptive for the family business, particularly if they happen among family members who are actively or passively engaged in the company, family staff, shareholders, and family and non-family staff. Some conflicts transcend across multiple generations such as sibling rivalry or father and son. Regardless of the feuding parties, family conflicts interrupt business growth, continuity and success as individual and team efforts are then redirected to non-business issues. Left unresolved, family conflicts could potentially lead to a family business' breakdown or demise.

Ogundele et al. (2012) reported that family feuds, conflicts, emotional attachments, or traditional expectations instead of objectivity in operating family businesses pose significant threats to family business growth and successful multi-generational continuity in Nigeria. With an estimated population of about 180 million Nigerians, Nigeria is the most populous nation in Africa. Nigeria is a heterogeneous country with about 250 indigenous ethnic groups each with its unique culture, customs, values, and traditional laws. A high percentage of family systems in

Nigeria function as polygamous and/or extended. These complex family structures significantly influence family business structures and succession processes.

Risk-averse Leadership

Family business leaders must be willing to take calculated risks and channel tensions business pressures for change in the current international market. On one hand, some family business proprietors pride themselves on their faithfulness to their employees and will not downsize or severe business ties with contractors who no longer add significant market value to the business. Sadly, this often hampers the business's continued success. On the other hand, some next generation leaders feel compelled to maintain the founder's values even when this outlook yields dwindling profits; yet some others just lack the founder's tenacity and vision and are rigid.

Conflict Between Family Norms and Business Values

Burack and Calero (1981) argued that each family and corporate unit has a distinctive set of values, norms, and ethics for various reasons. For example, business values are geared towards business production, service delivery and increasing profits while family values aspire to foster equality, unity, and mutual benefits to all family members. Family members with vested interests in the business may therefore become strongly resist changes in the family dynamics and vice versa.

Disintegrated Ownership

Family business ownership or management disintegrates over time. That is as a family business continues across generations and new owners or managers are added, diverse interests and objectives are added to the family business. Left unattended, this poses a significant risk to continued business success as discrepancies could be amplified. Besides, split business ownership decreases the number of shares owned by each shareholder, which could potentially lead them to explore other financially rewarding interests and therefore reduce the skills and expertise being harnessed in the family business. Schlze et al. (2003) reported that disintegrated ownership decreases managers' motivation to give their best to an enterprise thereby deterring the best possible business performance and increased chances for successful multigenerational business continuity.

Declining Business Commitment

Declining commitment to the business is an offshoot of disintegrated ownership. This is because the fewer vested interests such as shares a person has in a family business, the less loyal they tend to be to the family business. Subsequent owners/managers often lack the zeal and passion of the founding fathers of the family business. Loewenstein and Issacharoff (1994) believed that one's bond to a subject matter is relative to the extent of an individual's contribution to actualize the subject matter. Issacharoff (1998) further asserted that the less loyal relatives are likely to be to the family business, the more relatives/stakeholders are uninvolved in corporate activities.

Poor Outlook and Governance

Several family business proprietors in Nigeria struggle with trust and successful delegation. They believe that they have to be physically present at every point in time to manage all business decisions. Sorenson (2000) described such business leaders as "action-oriented" and "doers" because they appeared to make solo decisions without conferring with subject matter experts, family members or business associates and were largely focused on business structure and operations. Consequently, this poses a challenge to trans-generational business continuity that may exceed the proprietor's expertise or perhaps intra-generational business expansion such as when the family business goes public. Besides a poor outlook may hinder the proprietor's objectivity in evaluating business climate, making tactical business decisions, or formulating strategic policies that will facilitate business growth, expansion, and continuity.

Governance describes the theoretical framework by which the plans, actions, processes, and policies of stable organizations are stirred. Governance in family businesses is a three-fold chord: First is the governance of the family (proprietors, spouses, children and so on) that owns or manages the business. Secondly is family proprietor's governance, that is, the high-ranking members of the family with the reins of power and influence over the business structure. The third and final governance is that of the actual business organization and comprises of the plans, policies, processes that are geared towards the actualization of business objectives. Sadly, many family businesses in Africa and indeed across the globe are unenthusiastic about enacting such control, which distorts the vision and understanding of individual responsibilities in a family firm and potentially limits successful multigenerational business continuity.

Restricted Human Resources

The percentage of relatives actively engaged or seeking involvement in day-to-day business operations often describes family businesses. One weakening challenge family businesses experience is, therefore, the absence of skilled family members to fill available positions. This is because family businesses tend to consider filial factors such as biological, gender and blood relationship in matching skilled talent to available position(s). For example, the patriarch of the Ekene Dili Chukwu transport group favored his second wife and her first son in his will. This was ill-received by the family as the patriarch had a first wife with eight daughters who were presumably older than the first son; and a third wife and other children. It is not believed that the patriarch considered each child's skill set before choosing his first son to lead the business; needless to say, that the business crumbled soon after the patriarch's death.

According to Ogbechie and Anetor (2015) the Nigerian culture favors the first male child who, without a thorough succession plan, is automatically assumed to be the heir. It is not uncommon for certain factors unique to the Nigerian society to foil a proprietor's attempt to execute a thorough succession planning process. Ogundele et al. (2012) submitted that a family business proprietor may suddenly recognize that the less involvement in day-to-day management, visibility, and decision-making powers they have, the more their successor has which may then trigger variances between both parties.

Family Business Succession

The following variables facilitate the family business succession process: open, clear, honest, and consistent communication is critical to successful multigenerational succession. Senge (1990) noted that it is expedient for family business proprietors to continuously and consistently communicate the corporate vision, goals and objectives to all employees and particularly potential successors. According to Senge (1994), family business proprietors may *command compliance* but never promote or attain *commitment* without a shared future vision.

Handler (1990) proposed the following four stages to facilitate effective succession planning:

- Stage 1: the proprietor is the sole owner and manager in the family business.
- Stage 2: the protégés (sons and sisters) collaborate with the proprietor to effectively manage the business.
- Stage 3: the proprietor assumes the office of Chairman and Chief Executive Officer (CEO) while the protégés becomes managers/directors.

- Stage 4: the CEO functions as a coach/mentor/consultant/board member in the organization while the protégé assumes management function of the family business.

Shared Vision

The notion that a shared vision transforms the interactions of people with an organization and generates a *spark* between people and a feeling of *commonality*, is attributed to Senge (1990). Family business proprietors should, therefore, adopt this concept in preparing their succession plan.

Learning Organization

Senge (1994) then described an organization of learning as, “an organization that is continually expanding its capacity to create its future” (p. 14). Family businesses that want to succeed across multiple generations must, therefore, gravitate towards becoming a learning organization because it alters how they manage their experiences. Learning organizations learn from their experience rather than being bound by them.

Strategic Planning

Having an effective first-generation strategic plan potentially increases and supports a slicker transition into the second and possibly subsequent generations. Crittenden et al. (2015) reported that first generation family businesses with no strategic and succession planning processes in place experienced minimal growth in comparison with those that had such plans in place. Crittenden et al. also argued that strategic planning is vital to ongoing growth and product development for family businesses; has the potential to increase levels of organizational integration, foster cooperation across the organization and promote continued business success.

For family businesses, strategic planning is helpful as it protects the foundation while enhancing organizational development. Stimulating the company’s future advancement initiatives through competitiveness, long-term viability, development and inevitably prosperity. Protecting the fundamental organizational traditions, family values and inner cohesion that make a family want to work together. Crittenden et al. (2015) affirmed that this is the sentimental connection to an emotional commitment that seals the promise of pristine management as part of the process of succession planning. Strategic planning may lower flexibility while promoting risks for the family; however, it is crucial to organizational competitiveness, long-term viability, and business development (Crittenden et al., 2015).

Multi-generational Survival

Intermingling family (via succession planning) and business acumen (via strategic planning) leads to long-term success for the family business (Crittenden et al., 2015). Family mingling (through succession planning) and leadership skills (through strategic planning) facilitates continuous business success (Crittenden et al., 2015).

Next Generation Preparation and Development

Family business proprietors help prepare, develop, and equip their successors for continued business success. Proprietors are committed to sharing unequivocal business knowledge and essential values to facilitate business transition from one generation to the other.

Family Harmony

Constructive family relationships and open communication are fundamental to the successful running and continuity of family businesses. Sharma (2004) found that families in agreement often have means of resolving such differences amicably such that there is minimal effect on business growth and continuity. This is because all the family members' physical, emotional, financial, and intellectual resources are harnessed to business growth, expansion, and multigenerational continuity. Sharma (2004) attributed the continued success of family businesses to successful familial relationships while Olson et al. (2003) concluded that good relationships may surmount poor business decisions, however, poor relationships are not likely to surmount poor business decisions.

Leadership Theories and Family Business

In decision-making processes, family business owners or leaders are the big players that often continue through the succession process. According to Feltham et al. (2005), three-quarters of family-led organizations are either dependent on the founder and more than half have fewer than two staff members other than the founder. The founder's leadership style is crucial to the organization's culture, values, and performance and has direct correlation to business revenue and development.

Transactional Leadership

Bass (as cited in Si & Wei, 2011, p. 301) argued that transactional leadership is a leadership style founded on a collective interchange of fulfilling based promissory expectations, largely defined by achieving set goals, governance, and production control. Transactional leaders reward good performance based upon a pre-conceived idea of what "good performance" is. This style of leadership may be subjective, thus leading to favoritism, hostility, and communication breakdown among employees, increase in poor performance, further punitive measures, and reduced staff morale. Besides, this style of leadership may inhibit learning, employee development, commitment to individual roles and consequently lead to an ineffective organizational culture.

Transformational Leadership

Si and Wei (2011) described transformational leaders as charismatic leaders. This is because of their innovative and entrepreneurial abilities that usually lead to change. Si and Wei

(2011) found that transformational leaders display the following attributes: charisma, ability to inspire, challenge and improve their subordinates' logical reasoning as well as employee satisfaction.

Transformational Versus Transactional Leaders

On the one hand, transformation leaders tend to inspire and motivate their staff through anticipating future needs and sharing the vision to fulfill set needs. They are also open-minded to new ideas, learnings, and strategies. It is highly recommended that leaders who favor this approach be more flexible to adopt their preferred style such that they are sure to effectively influence their employees, achieve maximum employee performance and profits or value for money. Flexibility would enable such leaders achieve their intended outcome and probably more.

On the other hand, transactional leaders are task-oriented, have a pre-conceived path to success, and emphasize maximum adherence to old and trusted ways of doing business. Such leaders tend to be close-minded. In today's global world where business is constantly evolving, such leaders and their organizations may soon become archaic and consequently lose the strategic edge they may have had to innovative and evolving transformational leaders and their organizations. Although, it may be expedient to adopt the transactional approach to leadership in some instances, leaders must continuously check to ensure that their approach remains relevant and effective; and in alignment with their organizational goals and values.

Effects of Transformational Leadership on Organizational Culture

Randolph (as cited in Si & Wei, 2011) discovered that teams working in optimal cultures are great with data sharing which promotes the likelihood of having shared visions, objectives, interwoven skill sets; intrinsic team harmony, creativity and consequently high-level performance and results. Si and Wei also found that important associations between creativity and transformational approach and recommended that this style of leadership is facilitated.

Transformational leadership promotes trust, innovation, and self-management. Si and Wei (2011) also found that the prevailing culture in the physical environment where an organization is located might influence the leadership style of organizational leaders in each specified area. In addition, Gibbs et al. (2012) claimed that rising complexity in global organizations might lead to organizational friction and consequently pose a significant challenge to leadership. They also argued that organizational friction may hinder growth and strategic decision-making and therefore recommended coordinated communication, information sharing and unity fostering approach to leadership as effective tools to combat friction.

Katzenbach et al. (2012) found from their research with Aetna that many of the problems Aetna had at the time were traceable to its prevailing culture. This therefore emphasizes the need for organizational culture and leadership style to be effectively synchronized in order to promote organizational goals. This is also exemplified when Aetna's CEO who was appointed in 2000 adopted his management style such that it not only strengthened Aetna's culture but also increased employee engagement, reinforced employees' commitment to customers and increased their financial performance.

Effective family business leaders should learn to adapt their style of leadership to suit the realization of their business goals. Katzenbach et al. (2012) affirmed that organizational leaders who desire a more effective culture must align their leadership style with the culture they aspire to. Considering the fact that transformational leaders achieve more with seemingly less energy, it may therefore recommend that subject to organizational goals, organizational leaders favor being transformational rather than transactional. Katzenbach et al. claimed that transformational leaders perceive organizational culture as a strategic business advantage. This facilitates business performance, profitability, and wealth creation.

An effective leader is one who is capable of leading across cultures. An effective leader is aware of the character of his or her followers, ongoing situations and is able to adapt the best form of leadership—either transformational or transactional in fulfilling organizational goals and objectives. Thus, an effective family business leader is able to change from one style of leadership to the other depending on the situation and his or her followers.

Economic Theories of Family Businesses

Family businesses constitute significant portions of economic prosperity and development. Bammens et al. (2011) reported that family firms contribute significantly to economic wealth development thereby being the leading system of business organization across the globe. Sindhuja (2009) claimed that entrepreneurs and founders of family businesses excel in creating value for themselves, their partners, shareholders, and families through a careful blend of talent, momentum, and vision.

Resource-based View

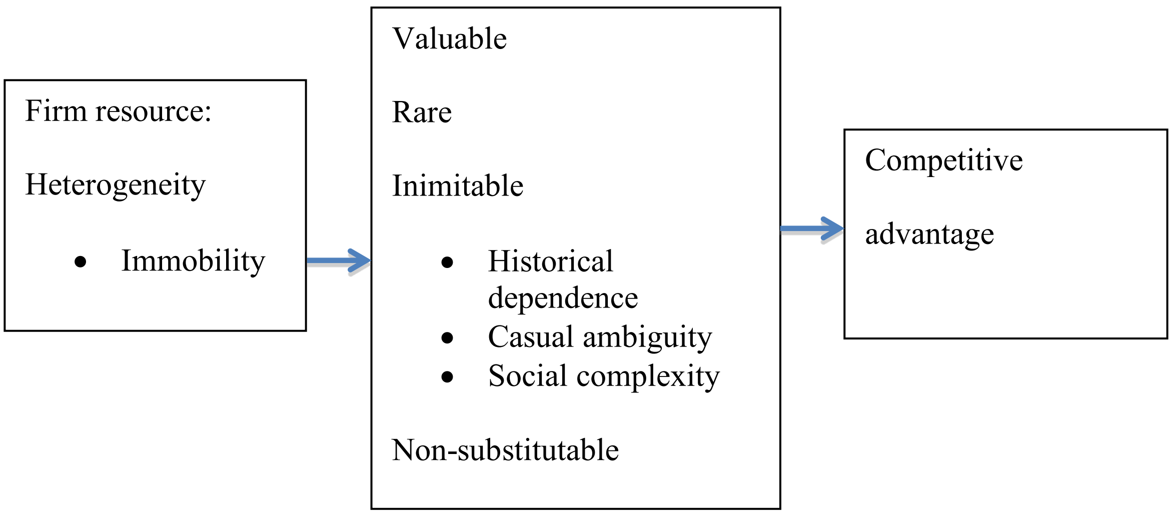
This examines the connection between the resources of a business and the sustained competitive advantage. A firm will gain competitive advantage if it has resources—that are heterogeneous and immobile—with right attributes and characteristics (Barney 1991; Chrisman et al. 2005; Habberston & Williams, 1999). Barney posed that there are four resource characteristics that promote competitive advantage. These attributes are as follows:

- Valuable: improve the effectiveness and efficiency of operation and helps company address opportunity or minimize a threat
- Rare: not available to competitors

- Inimitable: competitors cannot substitutive equally valuable resources
- Non-substitutable: businesses lacking these resources cannot readily acquire them because they are historically dependent, casually ambiguous, and socially complex (see Figure 2).

Figure 2

A Firm's Success is a Function of Its Resources and Capabilities



Simon and Hitt (2003) opined that the strategic uniqueness and flexibility of family business in accumulating or acquiring, evaluating, and deploying assets afford them a competitive advantage over non-family-led organizations. Dyer (2006) discovered that the human, social, and physical or financial capital of family businesses contribute to the competitive advantage and better performance, profitability, and wealth creation than non-family businesses.

Agency Theory

Refers to the relationships between agents who are directors and executives of a firm and principals that are the shareholders and owners. This ideology is based on the premises that: (a) principals and representatives behave in their own interests in order to maximize their advantages, and (b) agents are in the position of power since they have access to more information than the principals. The principal agent problem is an asymmetric information problem.

These conflicts of goals between agents and principal leads to mistrust and hen high cost of governance. Jensen and Meckling (1976) identified three major sources of high cost of governance in the agency theory: (a) cost associated with agents monitoring day to day activities of the agent, (b) costs associated with aligning agents' incentives with that if the principal; and (c) the associated with lack of harmony between principal and agent.

Agency costs in family firms is minimal in comparison to non-family-led business. According to Chrisman and Chua (2004) and Dyer (2006), family business owners often act as principal (owners and shareholders) and agent (directors and managers); principal-agent goals are aligned this leads to leads to less monitoring, high trust and consequently better performance. On the other hand, when there are competing goals between different several family members, the principal-agent agency cost increases. Dyer (2006) opined that conflicts arise in family business when goals, values, and compensation roles do not align.

Overlapping Roles in Family Business

When family members work in or share ownership in a family business, the dependency on the family business and vice-versa is inevitable. These overlapping roles of family and the family business in the study of the family business are examined below.

The Dual Identity of Family Business

This involves the shared relationship between the social and family structures of the organization. As previously discussed, family-led businesses are predisposed to interrelating family emotional and rational systems. According to Ibrahim and Ellis (2004), this concurrent relationship affords family businesses competitive advantages such as increased employee commitment, buy-in, and engagement, motivation, relaxed and speedy decision-making processes.

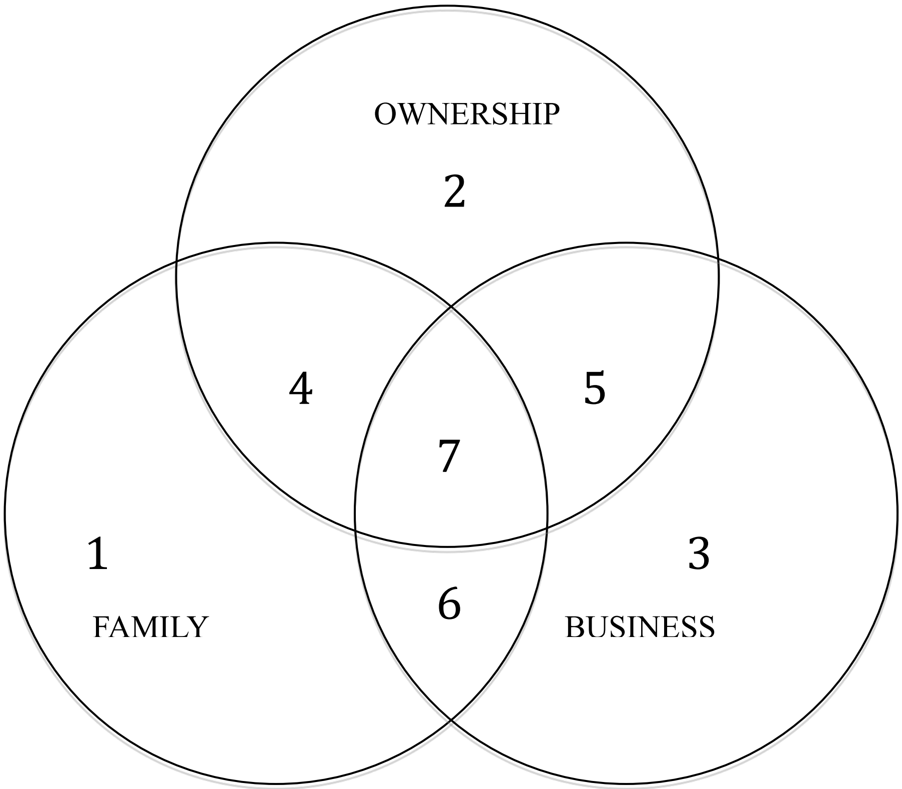
Churchill and Hatten (1987) submitted that family-led businesses are distinguished from their counterparts because of relatives' emotional involvement and sentimental attachment to the business, which are the fundamental factors that contribute to an in-house selection of a prodigy. Habbershorn et al. (2003) observed that the sustainable family business consists of mutually independent units namely: family unit(s), organizational unit, and close relatives working together.

The Three-circle Model

Davis and Tagiuri (1982) developed this model to share their insight into the dynamics of family businesses. The model is the central organizational framework that illustrates the interrelationships between family, ownership, and the business and simplifies the incentive and outlook of each person at diverse spots in the entire system. See Figure 3 and Table 2.

Figure 3

The Three-circle Model



Note. Adapted from Davis, J., & Tagiuri, R. (1982). *The influence of life stages on father-son work relationships in family companies*. https://doi.org/10.1111/j.1741-6248.1989.00047.x

Table 2

Definition of Stakeholders

Stakeholders	Examples
1. Members of the family who are not working in the business and do not own stocks	Spouses
2. Non-family owners who are not working in the business	Investors
3. Non-relatives working in the firm and lack stocks in the business	Non-family employees
4. Family business proprietors who choose to work independent of the firm(s)	Founder
5. Non-relatives who are mere employees	Executives and managers
6. Relatives who are mere employees and lack vested interest(s) in the business	In-laws
7. Business proprietors who also work to ensure successful daily operations	Founder, CEO

Davis and Tagiuri (1982) founded the bivalent attributes that are essential features that apply to all family businesses. The bivalent attributes illustrate significant nuances in family businesses. They are as follows:

- Simultaneous roles: This describes the multiple roles each family member may hold as business owner or proprietor, manager and how the weight of each role may promote the relationship or conflict among family members. They suggested that family members' behavior in business often differs from their familial behaviors.
- Shared identity: Family members who work together share a common identity such that each family member/employee's action has a business and familial implications.
- Communal history: The volume of common exclusive knowledge and experiences could potentially be beneficial or detrimental. For example, positive information may facilitate a durable foundation for business growth and multigenerational continuity while negative information could trigger infinite conflicts and consequently the demise of the family business.
- Emotional involvement: Family members, on the one hand, appear overtly enthusiastic and often times sensitive about their family businesses. These emotions often becloud one's objectivity and family members may misinterpret the communication, actions or inactions of other family members thereby promoting a blame culture, anger, strife, hatred or worse still, bitterness. On the other hand, positive emotions could foster loyalty and trust among family members.
- Continuous communication: Shared familial experiences may generate exclusive verbal and non-verbal linguistics among family members which may prompt effective verbal or non-verbal communication and facilitate express decision-making processes. Davis and Tagiuri (1982) however cautioned that the exclusive language may be abused especially by non-family members in the business.

- Shared socialization: Davis and Tagiuri (1982) found that nuclear family members often shared common behaviors and standards which promoted mutual awareness which in turn facilitated communication, understanding and business decisions.
- The meaning of the family association: The generation holding the reins of the family business influences its value. This is because the first generation with the proprietor or owner has strong affiliations with the family business while the second generation often leans towards a custodial role.

Gap in Literature

There are several gaps in past and current literature on family business succession in Nigeria with respect to the fact that many businesses in Nigeria have an informal business and ownership structure. There appears to be a lack of research with respect to how these informal associations hinders or contribute to successful transfer of family business in Nigeria.

The concept of family in Africa constitutes broader associations than those that are typically in western nuclear families. Family definition in Africa extends to aunts, uncles, grandparents, cousins, and other relatives that form a family that functions in unison. There is lack of research on the broader definition of family in Nigeria and its impact of family business succession.

For the purpose of this study, the researcher evaluated to what extent, if any, a formal succession plan contributed to the successful transfer of business from founder to second-generation leader and to what extent this informal succession experience would influence future succession planning.

Summary

In this chapter, the literature relevant to family business and family business succession, both within and outside of Nigeria, was detailed and discussed. This included literature from a number of areas, including the family, definitions of family business, family business dynamics, the historical background of Nigerian family businesses, the ways in which the style of leadership exhibited by the founders of the business may impact the family business, effects of family businesses on the economy of Nigeria, and finally, factors that may have positive or negative effects on business continuity and the transition of the family business from generation to generation.

A number of factors were cited as being relevant to the successful transition of a family business from one generation to the next. With regard to potential inhibitors, this included the number of active family members, factors relating to the role of the founder, birth order and life stage, gender, family size, polygamy, the reluctance of some owners to relinquish power, failing to adequately prepare and develop the next generation to take over the business, limited finance, characteristics of leaders, and others. Positive factors included that of communication, having a shared vision, maintaining an organization of learning, strategic planning, intermingling of the family and the business, preparing the next generation to take over the business, and maintaining harmonic relationships within the family.

This chapter also presented relevant leadership theories, with foci including that of transactional leadership, transformational leadership, a comparison between the two, and the impacts that transformational leadership have on organization culture. Economic theories of family businesses were also presented, which included the resource-based view and agency theory. Finally, features and dynamics of family businesses, and relevant models, were presented and discussed. The following chapter discusses this study's methodology, population, sampling, collection, and data analysis.

Chapter 3: Methods

This study identifies and analyzes the factors that have contributed to the successful transition and survival of a second-generation family business in Nigeria. This section explores relevant literature on qualitative research and explains how the study was conducted. This study is targeted at family business founders—who are also the owners and specialists—who are looking for more effective ways to promote succession planning and business continuity across multiple generations. Research findings provide vital information to promote the preparation of family business succession, significant policy consequences, and a basis for the growth of fresh theory. This chapter describes the research questions, sample, data collection methodology, and research methods that were utilized.

Research Questions

The purpose statement in a qualitative study is guided by a fundamental question and related sub-questions. This study sought to identify and analyze the factors that have contributed to the successful transition and survival of a second-generation family business in Nigeria. This research, therefore, sought to answer the following research questions:

1. To what extent, if any, does formal succession planning impact the transfer of a family business from founder to second generation in Nigeria?
2. To what extent, if any, does succession experience of a second-generation family business in Nigeria influence their approach to continuity/succession planning?

A Qualitative Research Framework

Qualitative research adopts differing inquiry methods than its quantitative counterparts. Qualitative research integrates diverse methodologies such as social justice thinking and ideological perspectives. Creswell (2013) found that qualitative research is traceable to cultural anthropology and American sociology but has been embraced by scholastic researchers. Qualitative research is an investigative process that seeks to comprehend distinct social positions, experiences, role, associations, or communications. The researcher is responsible for comparing, contrasting, duplicating, cataloguing, and classifying facts in qualitative research in an attempt to establish connections. Qualitative research provides the analyst with the chance to integrate into the informants' life in an effort to perceive and comprehend the study through the worldview of the informants. Therefore, by its unique characteristics, the qualitative study can be differentiated from its quantitative counterpart.

Validity and Reliability in Qualitative Research

To create the confidence of the results of a qualitative study, Lincoln et al. (2011), opined that researchers should actively incorporate credibility, confirmability, dependability, and transferability strategies into their research proposals. These characteristics are described in the following paragraphs.

According to Anney (2014), reliability is described as the trust that can be put in the results of the study. To establish accuracy of the findings of this phenomenological case study, each participant interviewed received a report of the major findings, case analysis, and themes generated from their respective interviews. Participants were instructed to evaluate whether the interpretations were accurate and to provide suggestions about any findings that may have misrepresented their views. This review strategy limited bias in the researcher's analysis and interpretations of research findings (Guba, 1981).

To further establish credibility of research findings, the researcher compared in the textural-structural descriptions in Chapter 5 with findings from previously conducted research on family businesses that have planned and executed a successful trans-generation leadership transfer.

According to Tobin and Begley (2004), confirmability ensures that the data and interpretations of the research findings are not “figments of the inquirer’s imagination,” while reliability relates to the stability over time of the results but are obviously obtained from available data (p. 392). Bitsch (2005) made similar recommendations about confirmability (p. 86). Therefore, the researcher conducted a post-analysis audit trail to establish the integrity and validity of the phenomenological research results. This entailed a review of the research assumptions, process, protocols, data collection, and analysis.

Transferability relates to the extent to which other participants can transfer the outcomes of qualitative research to other situations. It is the generalizability interpretative equivalent (Anney, 2014). By documenting a comprehensive overview of the research methods in this manuscript, the researcher was able to explore the transferability of this study: sampling methods, data collection instruments, interview procedures and settings, data analysis, and interpretations. In this manner, in order to find its transferability, future researchers and analysts could replicate the study.

Case Study Research

Research on case study included the study of a representative situation in today’s society. On one hand, Stake (2005) argued that the researcher conducting the case study research determines an object of interest within determined parameters of time and place rather than the research methodologies. Conversely, Creswell (2013) asserted that this is a qualitative approach to research with the potential to double as an object of study and an investigative product. This research adopted Creswell’s definition as well as a qualitative strategy that enabled the researcher to explore an actual family business in Africa through specific data collection from a variety of sources.

Examples of Case Studies Used to Study Family Business

Several researchers have used case studies to research challenges experienced by multiple family firms. One of such researchers is Ram (2001) who utilized case studies to study the family dynamics issues in a small consultancy firm. Rautiainen et al. (2010) studied the dual role of proprietorship and business management in a Finnish family firm. Steier (2001) used multiple cases to investigate the role trust plays in ensuring effective governance and competitive advantage within a family firm while Ikäheimonen et al. (2013) preferred a single case to evaluate the process by which family firms develop business boards. Steen and Welch (2006) used case study to investigate how family firms respond when they are faced with acquisitions and mergers. Boyd et al. (2010) used a single case in a Danish family firm to explore internationalization problems and global policy. Toledano et al. (2010) used comparative case studies to study corporate entrepreneurship in Catalonia family firms.

Types of Case Study Research

Case studies are often distinguished by the size of the case, that is, the population, programs, and activity(ies) involved in the analysis, as well as the significance of the case analysis. Intentionally grouped case study research may be classified as follows: (a) the specific instrumental case study research, (b) the multiple (group) case study, and (c) the inherent case study. According to Stake (1995), for the premier active case study, the researcher narrows down to a specific area of concern and then chooses a single bounded case to explain the challenge. For the multiple (collective) case study, Stake (1995) claimed that the researcher narrows down on a specific area of concern, but for this strategy, adopts multiple case studies to demonstrate the issue. Creswell (2013) seconded this by suggesting that the researcher has the prerogative to choose from diverse research sites or diverse programs from one site. Research shows that the general preference among researchers is for diverse cases because this is more probable to demonstrate different focal problem views.

Examples of Family Business Case Study Used to Explore Succession Planning

Historically, case studies were used in evaluating succession planning in family firms, such as Howorth, and Assaraf (2001) who used case studies to evaluate family business succession in the Portuguese furniture industry. Going forward, Dyck et al. (2002) chose to examine the leading factors of failed family firm succession. Cadieux et al. (2002) researched succession in family firms led by minorities, especially women, and Vera and Dean (2005) studied family firm succession difficulties faced by female children. Haberman and Danes (2007) used various case studies to study the father-daughter and father-son transition of leadership differences. Mazzola et al. (2008) used case studies to study the challenges associated with selecting successors and training next generation family members. Frese (2015) used multiple cases to analyze the attributes of a successful group of family businesses, while researching the issues common to Chinese family businesses during succession process. Hunt (2006) researched the variables in African American family-owned companies affecting succession. Tarhan (2010) utilized case studies to investigate the challenges with communication and conflict in Turkish family businesses. Rahael (2012) used exploratory methods to examine family business proprietors' managerial attributes and their role(s) in enhancing business posterity.

Description of the Research Methodology

A single case phenomenological approach to qualitative research was employed in this paper, where Creswell (2013) described a phenomenological study as the universal meaning of the lived experiences of a concept by several individuals. This phenomenological analysis sought to illustrate the experiences of the family business proprietors and leaders who successfully planned and executed transgenerational business continuity of family firms in Nigeria. According to Moustakas (1994), a phenomenological study needs "a return to experience" to acquire detailed reports that provide establish "a reflective structural" assessment illustrating the significance of the experience (p. 13).

Phenomenological research studies typically follow these four steps:

1. Bracketing: To avoid impeding the phenomenon being studied, the method demands the analyst to forego prior knowledge and observations and concentrate on the participants ' experiences in the research. "The researcher should not base insights on traditional or well-established theories [or prior conclusions reached through personal experiences], whether philosophical or scientific, but only on immediate insights into the phenomena themselves." (Stewart & Mickunas, 1974, p. 36)
2. Data collection: The researcher typically classifies people who have experienced the phenomenon and interviews them while also documenting additional data sources such as historical documents, memos, fiscal records, and observations.
3. Data analysis: The researcher produces topics or categories that describe the phenomenon from the view of those who lived it through a systematic coding method.
4. Description: Using the results of the analysis, the researcher describes and defines the phenomenon of the research. According to Creswell (2013), the researcher "discusses the

essence of the experience for individuals incorporating *what* they have experienced and *how* they have experienced it" (p. 79).

Data Sources

Interviews in this research were the primary source of information. In the following parts, participants and the interview process are defined. Relevant to the particular family business the participants are part of a variety of sources such as observations, interviews, documents, and reports that were investigated from that business.

Prior studies were used as a comparison for the findings in the interviews, and these were discussed in Chapter 5. Lam (2009) identified five factors that made the Molson family business undergo five leadership transitions; these variables include early protégé training, mutual adjustment of roles across all generations, choice of protégés based on skills, and minimizing conflicts through separate family and business systems. Jaidah (2008) carried out a survey aimed at understanding the challenges of succession experienced by three businesses in the Gulf States. These factors include informal traditional line of succession (appointing the eldest son), grooming of next generation successor, family harmony, informal governance structure, consultative form of leadership, adequate financial and human capital, prioritizing family norms over business values, and loyalty. Ogundele et al. (2012) conducted a study to explore why many family businesses fail in Nigeria. They identified several reasons why family businesses in Nigeria do not make a successful trans-generational transition including poorly defined ownership and management structure, family size (due to polygamy), owner's hesitations to relinquish power, cultural values and beliefs, family conflict, and lack of succession planning. These factors helped the researcher ask relevant questions in interviews.

Process for Selection of Participants

Purposeful sampling is a method used to strategically and intentionally evaluate multiple cases in an attempt to choose cases that align with the research purpose within available resources (Patton, 2002). Creswell and Clark (2011) recommended that researchers use purposeful sampling to select study participants that have wealth of knowledge or have actually been through of the phenomenon of interest.

For participants in this research, the eligibility requirement was for the family business to be located in Nigeria and to have successfully transferred from the founder to a subsequent generation. The researcher developed a list of publicly known businesses in Nigeria through internet sources such as the Forbes list of most successful business in Africa and the Nigeria small business list directory. The researcher then sent an introductory letter to the organization inviting participation in the research study by interviews of employees that have experienced the transition (Appendix A). Participants who consented to the research and an interview date received a detailed consent form (Appendix B) enumerating the paper's purpose and intent, what to expect on the interview day, and interview preparation tips.

Definition of Data Gathering Instruments

A partially-structured interview with an interview guide was adopted as the effective information collection strategy in this qualitative study (Appendix C). "In a semi-structured interview, the researcher asks informants a series of predetermined but open-ended questions" (Lioness, 2012, p. 811). This method gave the researcher flexibility to further probe participants' responses and ask questions for clarifications. According to (Patton, 2002), samples are used to solidify the factual answers, boost the wealth and depth of answers as well as specify the magnitude of each participant's response.

The researcher used audio recording equipment during the interviews to record the interview and jotted notes to document major themes, follow-up questions, and settings of the interview that were not captured by the audio recorder. The interviews lasted approximately 45 minutes to 1 hour. The researcher utilized Sony JCD UX 560 DVR with built in USB. To maintain audio quality for easy transcribing, the interviews took place in an atmosphere void of background noise and distractions.

Validity and Reliability of Data Gathering Instrument

According to Roberts and Priest (2006), reliability is the extent to which the data gathering device repeatedly evaluates something while validity is the level at which the instrument truly completes the assigned task, and, in this case, calculate what it is designed to calculate. In this paper, the researcher utilized an existing research instrument that was historically utilized in a large Canadian business to collect data (Lam, 2009). Each question in the survey instrument addressed a theme and conceptual framework discussed in the Chapter 2 literature review. The consistency of this instrument was demonstrated in the fact that the research questions measured what the researchers intended to measure. According to Kimberlin and Winterstein (2008), a researcher needs to ponder on the following questions before selecting an existing instrument.

1. Are there tools that may measure the same or very similar construction to the one you want to measure?
2. How well do the recognized hypotheses in the tools match the structure you described for your conceptual research?
3. Is the reliability and validity proof well-established? Was it validated in a population like the one being studied?

4. Has there been diversity in results without floor or ceiling impacts in prior studies? Has there been a big quantity of missing information in past research, either on the measure itself or on items within the measure?
5. If the selected measure is to be used to assess health results, interventions impacts, or modifications over time, are there studies that determine the responsiveness of the instrument to alter the interest structure?
6. Is the tool in the government domain? If not, it is expedient and ethical to ask and receive the author's permission prior to usage.
7. How cost effective is the tool?
8. If an interviewer administers the tool or the methodology requires judges or other subject-matter experts, what is the level of required expertise or training needed to successfully administer the tool?
9. Will the tool be comprehensible to research participants?

Data Collection

A partially structured interview with an interview guide was adopted as the effective information collection strategy in this qualitative study (Appendix C). "In a semi-structured interview, the researcher asks informants a series of predetermined but open-ended questions" (Lioness, 2012, p. 811).

The following steps below were used by the researcher during the data collection process:

- Introductory letter sent by email to organizations inviting participation in the research.
- A signed request letter for permission to conduct research was obtained from organization who was selected to participate in the research study (Appendix A).

- A signed letter of informed consent was secured from five participants to be interviewed in the organization (Appendix B).
- The researcher scheduled date and time with each participant (to last between 45 to 60 minutes).
- The researcher sent a reminder and interview guide to the participants 2-3 days before interview.
- The researcher interviewed each participant over the phone using the interview protocol (see Appendix C). The Interviews were audio-recorded. The researcher asked for permission to audio record the interview in the consent letter and on the day of the interview.
- After all the semi-structured interview questions were answered, the researcher asked each participant if there was anything else they would like to add.
- The researcher thanked the participants after the interview for their time and contribution.
- The researcher stopped data collection after five participants from the organization were interviewed.
- The researcher then embarked on data analysis and interpretation.

Data Analysis

Successful data organization begins with the lead researcher putting their research experience and transcribed interviews through specific phenomenal analytical techniques and processes such as: (a) the horizontalization of the data, and (b) the equivalent value of each horizon, statement or phrase relevant to the research topic. The units of meaning or significance are then identified from the horizontal statements and grouped into general categories or topics while eliminating overlapping and repetitive statements and leaving only the invariant constituents. Invariant constituents are statements that contain essential elements of the research experience, which facilitates a better understanding of the topic. They are clustered and identified as the core themes of experience; then the clustered topics and meanings are used to create experiential descriptions.

- Horizontalization: This process entailed the exact listing of each statement or phrase that illustrates an independent thought concerning the phenomenon. Each piece of information was handled equitably; that is, no quote or extract was deemed to be more integral than the others. Horizontalization is the introduction to coding, grouping, and listing of every quote that is critical to the intelligence gathering experience.
- Reduction and elimination: The researcher enumerated each quote at this stage and asked two valid questions: (a) does it contain a moment of experience that is essential and adequate to understand it? And (b) can it be abstracted and labeled? (Moustakas, 1994).
- Thematize the unchanging datatype: Upon a successful conclusion of the preceding process, the researcher explored and grouped the data based on the concealed meanings of the excerpts and quotes that passed the two-question test. The groupings then formed the themes that express the experience for each participant.
- Verifying the concepts and available data: the researcher evaluated the themes against the dataset once the key issues are established. This ensured that the themes were representative of each participant's experience and help tell the participant's story.
- Generate textural reports for each entity: For each contributor, the investigator generated individual textural stories by indicating descriptions that used verbatim excerpts and quotes from the participant. These descriptions reported each family business owner's experience and illustrated clear images of what happened during the succession process.

The subsequent composition of the textural-structural description expressed idiosyncrasies of family business succession planning at a particular time, place, and from a distinctive viewpoint.

- Create structural reports for each entity: To examine the emotional, social, and cultural connections between what each participant says, the researcher used innovative variation to create individual structural descriptions. This step was the foundation of data interpretation and accounted for "how" the feelings and thoughts of the experience of alienation are connected.
- Create a fusion of textural descriptions: The researcher generated a table that outlines every participant's interest to help in identifying recurring and prominent themes across all the participants. This composite description relays what participants said during their interview and noted the common themes of the lived experience of the phenomenon.
- Create a fusion of structural descriptions: The researcher analyzed the mental, social, and cultural associations of both the experiences of each participant across all respondents and defined prevalent aspects of their experiences such as comparable answers from respondents of specific demographics such as socioeconomic backgrounds or a specific ethnicity. At this point, the researcher evaluated the common elements and determined the specific elements to be considered; that is, the researcher conceptualized what elements factor the most into their experiences and what elements inform such experiences.
- Generate a fusion of structural-textural descriptions: Also referred to as a *synthesis* is this final phase. One general explanation of the experience was the respondents' explanations of the experience and the psychological significance to be implemented by the researcher.

This experience integration was structured thematically to describe the essence of the phenomenon. To offer a thorough knowledge of the phenomenon, the researcher combined the textural and structural descriptions to strengthen the phenomenon's lived experiences.

Human Subjects Protections

The researcher was required to adhere to the ethical principles of human subject protection when conducting research involving humans. According to Stacey and Stacey (2012), the underlisted are the ethical research paradigms:

1. Informed consent, which meant avoiding covert or secret observation of the participant
2. Participants‘ privacy (confidentiality and anonymity)
3. To avoid damage (including psychological impact) and to do well
4. Vulnerable group cognizance
5. The right of withdrawal or termination of participants
6. Limited information use
7. Due care for data storage
8. Avoid conflicts of concern

To guarantee that participants‘ welfare, freedom, and privacy were protected in this research, permission was obtained from the institutional review board of Pepperdine University prior to the information collection process. Participants received an informed consent form (Appendix B) indicating (a) they recognized the purpose of the research study and that involvement in this study was of their own volition and that (b) they reserved the right to retract their decision at will and with no consequences. Audio recorded interviews and transcripts were kept in a locked safe and destroyed 3 years after this research has been published.

Summary

This chapter summarized the methods used in this study. Initially, this study's research questions were presented, along with a background to the qualitative approach taken in this study. The topics of validity and reliability, as it pertains to qualitative research, were discussed, and how the researcher accounted for these factors in relation to this specific study. The case study approach, which was taken in this study, was also elaborated upon, with examples presented, followed by the phenomenological approach, which was also taken in this study. This was followed by a discussion of the data sources used in this study, the method of selecting participants, and the semi-structured interview that was used in this study. The proposed data analysis was then discussed, followed by the protections relevant to the participants included in this study.

The following chapter discusses the results of the qualitative analysis conducted on these data. This includes a list and extensive discussion and presentation of the data collected on the basis of the code, which consisted of the following: attitude, beginnings, business growth, conflict, culture, decision-making, experience, family, life experience, Nigerian culture, personal background, the role of the family alongside growth, sacrifice, satisfaction with succession, succession planning, training, transitions, and trust. Following this, the results are summarized in a theoretical coding summary, which consisted of a presentation and description of the themes that emerged from the analyses of these data. These themes consisted of: (a) the importance of attitude over blood relations, (b) business growth beyond the family and trust, and (c) the lack of succession planning within informally structured family businesses in Nigeria.

Chapter 4: Results

This chapter provides a phenomenological analysis of data collected through semi-structured interviews of five employees at Mondial Printers Solution—a medium-sized second-generation family business in Nigeria. The interviews comprised of questions based on the beliefs of succession planning; including factors that contributed to a successful transition, successor grooming, and development. The purpose of this qualitative case study is to evaluate the succession planning process in a second-generation family business in Nigeria. The paper also seeks to analyze the contributing factors of successful multigenerational transitions. A single case phenomenological approach was selected for use within this qualitative study to understand the lived experiences of the respondents.

The researcher developed a list of publicly known businesses in Nigeria through internet sources such as the Forbes list of most successful businesses in Africa, and the Nigerian small business list directory. Through this process, the researcher identified ten medium-sized family businesses that met the research criteria. This listing consisted of businesses in different sectors including, oil and gas, banking, agriculture, real estate, and printing. Initially, two business owners indicated an interest in participating in the research study. However, one family business decided to withdraw from the research study citing no consensus among family members. The researcher then contacted the reaming interested organization (Mondial Printing Services) to identify participants within the organization to be interviewed. This process led to the identification of five participants within the organization who have lived experience of the organization's succession and transition from the founder of the organization to the second-generation leader. Three of the participants interviewed were family members: the founder, his wife, and the successor (the founder's first son). Two of the participants interviewed were nonfamily business managers who have worked for at least a decade each at the organization (Table 3).

Table 3

Participants Demographics

Participant	Job Title	Family Member	Years working with the organization
A2019	Founder	Yes	30
B2020	Managing Director	Yes	25
C2021	Business Director	Yes	30
D2022	Financial Manager	No	15
E2023	Operations Manager	No	11

To establish the accuracy of the findings of this phenomenological case study, each participant interviewed received a copy of transcribed data from their respective interviews. After receiving the amendments from the participants, the researcher then read through the data getting an overview of the information and reflecting on its meaning (Creswell, 2014). The amendments received from participants were included in the original transcript, which was loaded into Dedoose (SocioCultural Research Consultants, 2018) qualitative software for analysis.

The qualitative software Dedoose (SocioCultural Research Consultants, 2018), a computer-assisted qualitative data analysis software, was employed in this study for sorting, coding, and analyzing the qualitative data in question. All participants' responses were uploaded into Dedoose software and carefully read in the interest of finding clusters of meaning. During this process, the researcher documented notes and annotations that emerged from the transcripts.

Concerning the process of coding, all transcribed data were reviewed by the researcher twice to allow codes to evolve, new codes to be added to the previous set of codes, as well as to increase the researcher's ability to check and potentially revise all previously coded data. In the first cycle of coding, the researcher used in vivo coding elemental methods to group codes into themes or sub-categories. Saldaňa (2012). The second cycle method allowed the researcher to identify central categories that identify the primary research theme to find thematic and conceptual similarities. The second cycle methods are coding strategies that "require such analytic skills as classifying, prioritizing, integrating, synthesizing, abstracting, conceptualizing, and theory building" (Saldaňa, 2012, p. 58). The themes that emerged out of this process are presented in Table 4. These themes and the interpretation of data are described in detail within this chapter.

Once data analysis was completed, the researcher sent a report of the significant findings, case analysis, and themes generated from the study to interviewed participants. They were instructed to review and evaluate whether the interpretations were accurate and to provide suggestions about any findings that may have misrepresented their views. According to Tobin and Begley (2004), confirmability ensures that the data and interpretations of the research findings are not "figments of the inquirer's imagination" (p. 392). The researcher then conducted a post-analysis audit trail to establish the integrity and validity of the phenomenological research results. This entailed a review of the research assumptions, process, and protocols; data collection; and analysis. This review strategy limited bias in the researcher's analysis and interpretations of research findings (Guba, 1981).

Overview and Thematic Development

The initial data analysis revealed 18 themes associated with second-generation successful business transfer in Nigeria. The themes that were developed include adequate preparation and development, beginnings, business growth, conflict, culture, decision-making, experience, family, life experience, Nigerian culture, personal background, the role of the family alongside growth, sacrifice, satisfaction with succession, succession planning, training, transitions, and trust.

During the coding process, themes and the associated excerpts were reviewed to ensure that each theme was associated with an adequately large number of excerpts. The themes of "culture," "life experience," and "sacrifice" were removed during this process, as these only related to a single or a small number of excerpts. Also, the theme of the role of the "family" alongside "growth" and "training" was felt to contain material that was entirely subsumed by other codes, and these were also removed. "Transitions" and "business growth" were combined as both were found to overlap extensively. The resulting themes are presented in Table 4 and Figure 4.

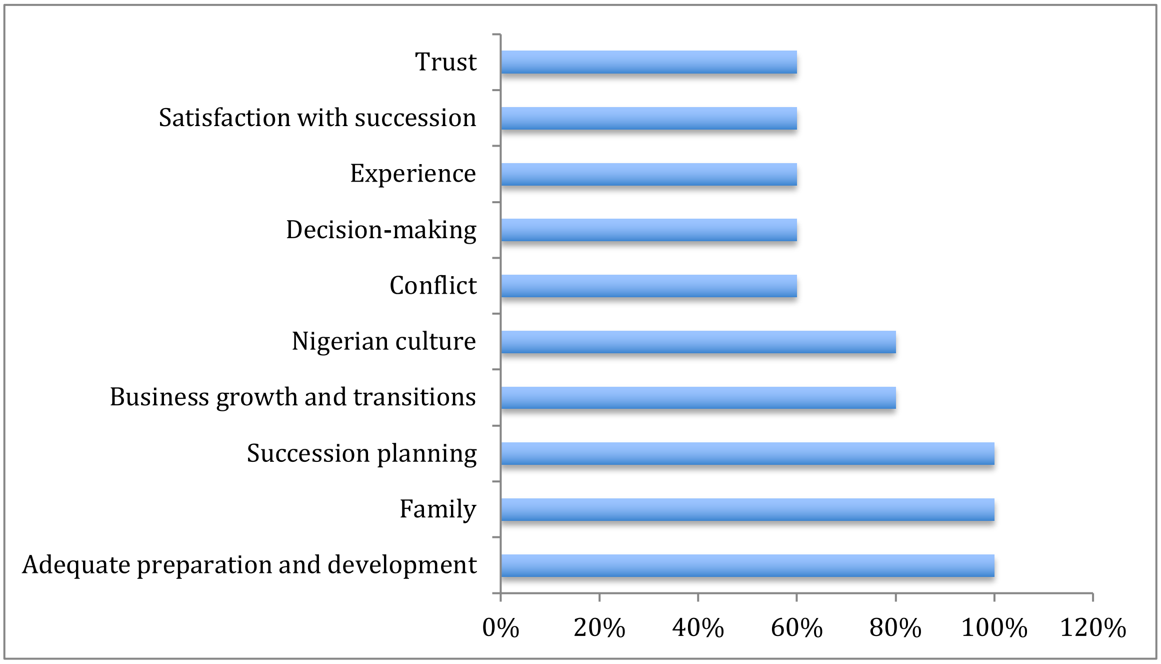
Table 4

10 Themes Identified from Data Analysis

Themes	Number of Participants	Percentage of participants
Adequate preparation and development	5	100%
Business growth and transitions	4	80%
Conflict	3	60%
Decision-making	3	60%
Experience	3	60%
Family	5	100%
Nigerian culture	4	80%
Succession planning	5	100%
Satisfaction with succession	3	60%
Trust	3	60%

Figure 4

10 Themes Identified from Data Analysis, in Descending Order of Frequency



All participants (100%) mentioned that adequate preparation and development of a potential successor was an important factor in a successful transition. Most participants (80%) identified business growth and transition as a contributing factor to the succession plan. Nothing that non-family members were promoted to the role of leadership and management once the family realized the business was growing faster than the capacity of the family's ability to handle all aspects. Three participants noted that conflict among family members in the early stages of business growth and conflict resolution played a crucial role in the development of ownership structure, which in turn contributed to a smooth succession.

Sixty percent of the participants mentioned the importance of empowering non-family members to make decisions in the interest of the business as a factor that contributed to the successful business transition. Three participants mentioned that the lack of outside work experience for the successor, which sometimes affect his decision-making process. Respondents see this as one aspect that was not thought of as the successor was being groomed. All participants (100%) indicated that the involvement of the family members in the business was crucial to the survival of the family business and are not sure if the business would continue to exist without the involvement of family business in the future.

The majority of participants opined that the Nigerian culture did not influence the selection of the eldest male son as the successor. They felt that the successor was selected based on merit and interest, with 60% of the participants indicating that the successors' background and experience working in the organization from a young age facilitated the successful transition.

The majority of the participants expressed satisfaction with the informal succession process and transition of the business from the founder to the second-generation leader. However, 60% of stated that the business will not transfer to the next generation if a formal and active succession plan is not put in place. Three participants (60%) noted that trust between the founder and the successor made it easier for the founder to let go of the business. These themes and the interpretation of data are described in detail within this chapter.

Themes

Ten themes were developed through qualitative data analysis. These themes were: (a) adequate preparation and development, (b) business growth and transitions, (c) conflict, (d) decision-making, (e) experience, (f) family, (g) Nigerian culture, (h) succession planning, (i) satisfaction with succession, and (j) trust.

Adequate Preparation and Development of the Next Generation Leader

In describing their lived experiences regarding succession planning and adequate preparation and development, a strong focus found throughout the responses related to interest as well as the character of the potential successor. All participants (100%) mentioned that adequate preparation and development of a potential successor was an important factor in a successful transition. Respondents felt that the family business was able to transfer to the second generation because the current leader was (and is still) passionate, self-motivated, and sought out diverse growth opportunities at a very young age. The second-generation leader of the family business discussed how he was exposed to the business at a very young age, which fostered his passion for the business. This facilitated the founder passing the business to him. Respondent similarly suggested that the next generation must develop a similar interest in and passion for the work and enjoy the work before the business can be transferred to them. Similarly, one respondent mentioned the importance of "early involvement of potential successors in the business" to gauge their level of interest and nurture those that express interest in the business early on to ensure a smooth transition. The importance of tenacity, sacrifice, simplicity, openness, and commitment was also highlighted, along with the importance of prioritizing business success over family needs and being hard-working.

The following excerpts illustrate participants' experiences regarding adequate preparation and development of the next generation leader. Thematic structure related to the theme of adequate preparation and development of the next generation leader is illustrated in Table 5. Participant A2019 stated:

> This succession was possible solely because of the interest of the successor. At a very young age, I saw the interest. When we have some jobs without calling him [successor], he will throw himself into that job. Whatever we are doing, he will make sure that he participates. I was able to leverage his interest in the business to mentor him.

Participant B2020 stated:

I think in terms of a successful transfer, good teamwork contributed. I[successor] was not forced into the business. I developed a passion for it. This business has been all my life. There is no aspect of the business I am not an expert in. So, getting leadership transfer from the founder was quite easy all because I have been around for a while, and I developed myself in the business.

Participant C2021 stated:

He [successor], on his own, identified and attended several trainings, conferences, workshops that he thought will help him in the business. His father [founder]was also a mentor to him. He took him along to meet with different clients and other business owners; this early exposure and development at an early age helped with the transfer of business

Participant D2022 stated:

The successor had a lot of on the job training at a very young age. Before he even turned 18, he was working in the business with his other siblings. He also attended industry-specific training, workshops, conferences, and exhibitions outside the country. I will say his father, the founder, was his mentor.

Participant E2023 stated:

He [successor] was groomed based on his interest in the business. He was not forced to assume the responsibility to take over the business. Out of all the founder's children, he was the only one that continued working in the business during and after completing his education. He also developed skills and gained valuable experience at a very young age. He worked in the business for over 20 years before he was made the successor.

Table 5

Thematic Structure Related to the Theme of Adequate Preparation and Development of the Next Generation Leader

Theme	Sub-themes
Adequate Preparation and Development of the Next Generation Leader.	1. Exposure to the business at a young age 2. Mentorship 3. Training and workshop 4. Passion and Interest 5. Self-motivation

Business Growth and Transitions

In describing their lived experiences regarding business succession planning, most participants (80%) identified business growth and transition as a contributing factor to the succession plan. Business growth incorporated a substantial number of aspects and concepts, including transitions. For example, one respondent discussed how the influx of faster and advanced technology by international companies provided substantial challenges to the family business. Finding itself lagging and losing clients, the family business needed to take on a great deal of risk in acquiring this technology to have these same capabilities in-house. While challenging, this respondent stated that today, they have the "most technologically advanced process in the industry;" in this case, competition and difficulty led to business evolution and positive growth.

Family conflict was also found to lead to business growth, or at least evolution, in some cases. Respondents described how the lack of a well-defined ownership structure led to family disputes among family members working in the organization. Family members felt more and more entitled to an ownership share of the business over time. This led to the disruption of business activity and distrust among siblings. Respondents also felt that this conflict early on in the business was a “blessing in disguise” as it made the succession of the business easy. Respondent also discussed the dynamic nature of the relationship between the family and the business, with business decisions driving the family’s decisions following the resolution of the conflict, replacing decisions that put the family or family members over that of the business. Despite this change, the business continues to reflect the values of the family.

The family businesses in its initial stage, lacked discrete plans and a well-defined ownership structure. Also, respondents mentioned that in the beginning, they did not think there was a plan to pass the business along, mentioning how there was no clear plan or process in place or evidence that it was being considered. After the family conflict was resolved through a mediator, and the founder bought out his siblings, better business planning was put into place.

Some felt that the growth of the family business was aided by transitioning from a solely family-based business to one in which non-family personnel were empowered to manage and run the day-to-day business activities. While the business itself is still completely owned by the family, non-family employees have been promoted to management and leadership positions as the business continues to grow. Allowing more non-family members to take leadership positions while family members occupy the role of “owners” leaves the management of the business to non-family members. This involved a lengthy process of finding honest individuals and building trust with non-family members. Other respondents simply brought up various aspects of business growth, mentioning growth in the size of the business, creativity, as well as advancement in technology and diversity.

The following excerpts illustrate participants’ experiences regarding adequate preparation and development of the next generation leader. Thematic structure related to the theme of business growth and transitions is illustrated in Table 6 below.

Participant A2019 stated:

> The role of the family has changed over the years. In the beginning, we[family members] made all the decisions; but over the last 10-15 years that has changed, we have developed our employees and given them the tools they need to make decisions. Our role in the business is changing.

Participant B2020 stated:

> Of course, the ownership of the business still remains 100% in the family; however, over the years, the family has promoted and appointed non-family employees to management and leadership positions.

Participant D2022 stated:

> As I said earlier, there were many challenges for us getting to the point where we are today. The influx of international companies really challenged local companies in the industry. They had better printing technology, and their systems were faster and better. The influx of international companies moved us from our sleeping terrain, or should I say our comfort zone and if we did not take actions we would not be in this business as of today.

Table 6

Thematic Structure Related to the Theme of Business Growth and Transitions

Theme	Sub-themes
Business Growth and Transitions	1. Leadership 2. Family Conflict 3. Disruptive Change 4. Empowering nonfamily employee to make decisions

Conflict

Conflict was not found to be pervasive among interview responses, while it did consist of an important theme; conflict was associated with other themes, such as business growth and family. In describing their lived experiences regarding succession planning and conflict, three participants (60%) noted that conflict among family members and conflict resolution played a crucial role in the development of ownership structure, which in turn contributed to a smooth succession. Respondents mentioned how the informality of the family businesses led to conflict through the lack of governance and a clear ownership structure. Respondents discussed how when the family business was young, one of the family members involved in the business decided to leave, which caused a great deal of misunderstanding within the family, and concomitant trouble for the business. The importance of having a succession plan was also mentioned, such that the business can be transferred to the next generation without conflict. In addition, disagreements in the decision-making process between the founder and the non-family business managers were also cited as a source of conflict.

The following excerpts illustrate participants' experiences regarding succession planning and conflict. Thematic structure related to the theme of conflict is illustrated in Table 7 below.

Participant B2020 stated:

> I remember when the family business was seeing some growth, a member of the family that was working in the company then decided to pull out. That caused much misunderstanding within the family, and it was only by God's grace that the business survived the rancor that happened during that period.

Participant C2021 stated:

> As the family business grew, the family members became entitled to the business; and without an ownership structure, different family members lay claim to the business and wanted out. This was a difficult time for the business and the family. The conflict was settled through a mediator. Eventually, all the family members left the business, and the founder gained 100% control of the business. To an extent looking back now, this family conflict was a blessing in disguise because it made the succession easy.

Participant D2022 stated:

> At management meetings, we might agree on a direction to go, but when it comes to implementation, the authority [family business leader] will say NO, let us do it this way. And so many times the management team get discouraged and complain why do they get to agree on a decision, but the family will overturn it when it comes to implementation.

Table 7

Thematic Structure Related to the Theme of Conflict

Theme	Sub-themes
Conflict	1. Lack of ownership structure 2. Siblings entitlement 3. Emotional sentiments 4. Lack of governance

Decision-making

In describing their lived experiences regarding succession planning and decision making, 60% of the participants mentioned the importance of empowering non-family members to make decisions in the interest of the business as a factor that contributed to successful business transition. The importance of including non-family members in decision-making was tied to the growth and evolution of business. Non-family members to be brought into a business as it grew over time, with employees ending up in management roles and having leadership duties and having decision-making ability. The transfer of decision-making ability is also an important part of the succession of a business. One respondent mentioned how the founder of the business yielded more and more decisions to them over time as they became more knowledgeable and more skilled in the business. He mentioned how he was involved in decision-making at the top management level, which increased over time as part of a planned succession. Respondents mentioned that the family maintaining an association with the business often extends the process of decision-making, making it lengthier than necessary.

The following excerpts illustrate participants' experiences regarding succession planning and decision making. Thematic structure related to decision-making is illustrated in Table 8 below

Participant B2020 stated:

> We have since developed many of our employees, and some of them have been working with us for over 20 years and are now in management roles. We have invested in them by sending them to various leadership and management training over the years and empowered them to make sound business decisions without always relying on the family members.

Participant D2022 stated:

> Some of the staff we have today been empowered to make decisions without involving the chairman or Managing director. Nevertheless, a lot of decision making still lies in the family members working in the business. Maybe it is the nature of the business we are

running or the environment that we find ourselves, but it is a major task [getting non-family members in management to make sound business decisions] that we have to get it done.

Table 8

Thematic Structure Related to the Theme of Decision-Making

Theme	Sub-themes
Decision-making	1. Business management 2. Finances 3. Leadership 4. Priority on family needs vs. business needs

Experience

In describing their lived experiences regarding succession planning and experience, three participants (60%) mentioned that the lack of outside work experience for the successor, sometimes affect his decision-making process. Respondents see this as one aspect that was not thought of as the successor was being groomed. The theme of experience is related primarily to work experience. The successor worked in different departments within the family business to gain credibility and was only promoted on merit. Acquiring internal and external experience was considered to be an important part of the grooming process; however, the successor has worked only in the family business and does not have outside work experience.

The following excerpts illustrate participants' experiences regarding the internal and external work experience of the successor. Thematic structure related to the theme of experience in succession planning is illustrated in Table 9 below.

Participant C2021 stated:

> The respect he gets today was earned based on what he has to offer and from years of learning on the job with the employees. However, he does not have job experience from any other company or industry. I think he would have learned a lot from that experience and would have been a better leader and strategist

Participant D2022 stated:

> …but one key thing is missing, the experience. The experience in the sense that he [successor] would have probably been better if he [successor] worked in some other organization before coming into the family business. What I saw was a young man [successor] who just finished school and is asked to come into the family business. I think he should have been allowed to work outside of the family business. Getting outside corporate experience that would help me run the business better. Maybe the organization's growth speed would have been faster, and maybe the organization would have diversified into many businesses; who knows?

Participant E2023 stated:

> The founder, like many Nigeria family business, bring in their child(ren) to work in the family business as soon as they graduate from school. Many of them do not have the knowledge that the successor needs outside experience before coming into the business.

Table 9

Thematic Structure Related to the Theme of Experience in Succession Planning

Theme	Sub-themes
Experience	1. Exposure to different department in the organization 2. On the job training 3. Lack of external work experience 4. Developing relationships

Family

In describing their lived experiences regarding succession planning and family systems, all participants (100%) indicated that the involvement of the family members in the business was crucial to the survival of the family business and are not sure if the business would continue to exist without the involvement of family business in the future. Business growth beyond the family's size and capabilities and the importance of the family in relation to the survival of the family business was discussed by several respondents. Currently, the family business relies on the family members to bring in about 70% of the workflow and contracts that the business receives, suggesting a fragile future for the business in their absence. A respondent claimed that in Nigeria, the death or departure of the owner or family members of the business spells the end of the business. Concerning succession, it was generally assumed that the business would be passed on to another family member, in consideration of their education, training, skills, interest in the business, and passion. The extent to which respondents felt that the business would be easily passed on to another family member varied, with areas of importance including that of passion and interest. Despite the focus on the family, it was also mentioned that family members tend to make decisions that favor the family, while non-family members tend to make decisions that favor the business.

The following excerpts illustrate participants' experiences regarding family decisions and business. Thematic structure related to the theme of family is illustrated in Table 10 below.

Participant A2019 stated:

> It is always the business first because when the business survives, then the family can benefit and can claim that they own a business. So, the way the business has been run is such that when we are taking any decision, it has been in the interest of the business, not necessarily in the interest of the family.

Participant B2020 stated:

> Luckily, the founder of the business, based on his previous experience, tried as much as possible to separate the family from the business. That is why we do not have many numbers of family members in the business.

Participant C2021 stated:

> When the family is being factored into business decisions, emotions are involved. On the process of decision-making? I believe the family's association with the business prolongs decision-making process which does not necessarily translate to a positive outcome

Participant D2022 stated:

> The family association with the business has been dynamic over the years. At inception, it was obvious that the decisions that were made were putting family first over the business, but since the family conflict about 15 years ago, business decisions started to drive the family's decisions. Also, the business is a reflection of the family's values. To

an extent, the family's values and culture shaped what the culture and value of the business is today

Participant E2023 stated:

I will say the family is the lifeline of the business. Before the family grew to this level, the founder and family members were in charge of the business. And I mean from clerical work to business management and operations. Over the years, this has changed somewhat. They have tried to involve other non-family members in managing the business.

Table 10

Thematic Structure Related to the Theme of Family

Theme	Sub-themes
Family	1. Important to business survival and continuity 2. Client relationship 3. Family values 4. Family Harmony

Nigerian Culture

In describing their lived experiences regarding succession planning and selection of the second-generation successor, the majority of participants (80%) opined that the Nigerian culture did not influence the selection of the eldest male son as the successor. Within the Nigerian culture, the importance and role of the family in family-owned businesses cannot be understated: in fact, it was mentioned that businesses would commonly close down if the owner leaves or dies. Several respondents noted that culture did not influence the choice of the successor, with the eldest son not guaranteed the position of the successor of the company with this instead of being primarily related to interest. The informality culture of family businesses in Nigeria was also cited, which led to a lack of governance and clear ownership structure and subsequently incited conflict. Accepting customer-imposed conditions was also mentioned as a component of the Nigerian environment; this includes short deadlines and taking work that is not profitable to get and retain a new client.

The following excerpts illustrate participants' succession planning experiences regarding the impact of Nigerian culture in selection of next generation leader. Thematic structure related to the theme of Nigerian culture is illustrated in Table 11 below

Participant B2020 stated:

> I would not say culture affected the person that was chosen as a successor. For it boils down to learning, training, skills, interest, passion. These influenced the founder's decision to pass along the business to me [successor] rather than anything else. There is also the belief that the founder had seen that I would carry on the vision he has for the business before he passed it on to me. Without me having a good understanding of what is expected of me, the founder would not have appointed me just because I am his eldest son.

Participant C2021 stated:

> So, over the years, it has been interesting, because of the environment we operate in. The Nigerian environment where many things happen, where you have to dance to the tune of your customers most of the time. It is always difficult to say "No."

Participant C2021 stated:

> In this particular situation, the culture did not influence who was selected. Again he [the successor] is the first child and also a male son which is the norm in our society for the

eldest male child to take over from the founder. Working with the founder for so many decades, I do not think culture would have played a role in him selecting his successor, for example, if it was a female child that showed interest, the founder would have handed over to her instead of a de-facto eldest son.

Participant D2022 stated:

> To me, it looks more like he [successor] is the one that was available. And I think if others had been available, I would not think if there will be a preference for the eldest son to be the successor. If other siblings were available and equally interested, of course, naturally, it will be ideal for the eldest to be in charge. But then for a good businessman. He wants to look at who is more qualified, who will take the business up, and of course, there will always be a crisis, and it becomes a tough decision to make when you have to say the younger one is more competent.

Participant E2023 stated:

> Looking at our Nigerian culture, it is expected of the first make child to take control of their family's business. Did the other three children subconsciously not show interest in taking over the business because of this? It is hard to say. But knowing the founder and his character, culture would not have influenced who was chosen if he had to make that choice.

Table 11

Thematic Structure Related to the Theme of Nigerian Culture

Theme	Sub-themes
Nigeria Culture	1. First male child 2. informal business relationships 3. unsophisticated business structure 4. Broad definition of family 5. laid-back business culture and orientation

Succession Planning

In describing their lived experiences regarding succession planning, 60% of the participants emphasized that the business will not transfer to the next generation by using the same approach and methodology that was used by the founder to transfer the business to his son. Future succession planning was found to be a major concern among respondents. Participants discussed the importance of having a formal and active succession plan, which is agreed to by all family members. The importance of having a family member in subsequent generations willing and capable of leading the family business was discussed as being crucial to the existence of the family business. The ease of succession planning was mentioned when there already exists a candidate with the necessary qualities, education, and experience to take over the business. A respondent felt that in the future, a board of directors would be required for adequate succession planning to take place and that a single-family member will not be able to adequately select a successor as witnessed in the transfer from founder to second-generation leader.

The following excerpts illustrate participants' experiences regarding succession planning. Thematic structure related to the theme of succession planning is illustrated in Table 12 below. Participant A2019 stated:

> Having a succession plan for the company is very important. Without it, the company might not survive the next transition. A succession plan to me is like a wheel of a vehicle. A succession plan ensures that the business will continue to transfer without rancor from generation to generation.

Participant B2020 stated:

> I believe the business will transfer to the 3rd generation. The involvement of the 3rd generation is what I do not know for now. However, I am not certain that following the same principle and methodology used by the founder to transfer to the second generation will work. A succession plan is very important even if the next generation is not going to be actively working in the business the way I am. At least they should be on the executive board managing the business from an owner's perspective.

Participant C2021 stated:

> Now to the question of the future, that is where I am worried because you talked about next-generation after this one. To the best of my knowledge, none is existing now. In fact, of recent we were talking about succession and of course before now we have kind of concluded that it is like we are not going to have another family member actively work in the business. Now, what is the succession plan?

Participant D2022 stated:

> I do not think there was a written succession plan and that even other family members were carried along. I think the founder was going to hand the business over to whoever of his children showed interest, and he was going to groom that individual through on the job training, and things just aligned. Even looking at the other children of the founder, they support the decision and not vying for positions in the business. It is strange to an

> extent. I think for this particular family, it worked; maybe this is the 1% anomaly. However, I do not know if this will work for future succession, the family is growing, and the business is diversifying and growing as well. I think the owners need to sit down and pen down an active strategic plan on future business successions.

Participant E2023 stated:

> Unless the future generations are groomed and developed, it seems the family will have to find a non-family outsider to manage the business in the future. I have not seen evidence of younger family members involved in the business. The current successor was groomed for over 20 years; I do not see the grandchildren children of the founder involved in the business. I am not sure the children of the founder have thought about introducing their own children to the business the way their father (founder) introduced them to the business at an early age.

Table 12

Thematic Structure Related to the Theme of Succession Planning

Succession planning	1. Informal process 2. Founder's desire to pass business over to children 3. Board of directors important for future succession planning 4. Availability of family members in subsequent generation.

Satisfaction with Succession Process

In describing their lived experiences regarding succession planning and succession process, the majority of the participants expressed satisfaction with the informal succession process and transition of the business from the founder to the second-generation leader. Respondents felt that the founder planned that his son would eventually take over the business.

The founder nurtured the successor for a number of years and handed over the business when he felt the successor was ready to lead the organization.

The following excerpts illustrate participants' experiences regarding succession planning and succession process. Thematic structure related to the theme of satisfaction with succession process is illustrated in Table 13 below

Participant A2019 stated:

> Well, I am satisfied with the succession experience because it happened naturally. His[successor] growth in the business happened seamlessly, moving from one position to the other with an increase in responsibility. I remember the day I told him I was transferring the business over to him, and he was not surprised, I was not either. It was a matter of when not if. I think the trust and relationship that we have built over the years made it easy for me to transfer the company over to him.

Participant B2020 stated:

> Yes, I am satisfied with the succession experience, it was seamless, and the plan of the founder worked. The fact that the succession was based on merit and not solely by blood relationship made the transition very successful, and I am satisfied with the experience.

Participant C2021 stated:

> The succession was always planned. The founder clearly wanted one of his children to take over the business. This was evident in the early days; all the four children were introduced to the business; they were always around working in various departments at an early age. So, to me, the succession was planned, albeit informally.

Participant D2022 stated:

> I will say I am satisfied [with the succession process from founder to successor]. The reason is that before it was done formally, it was already happening. We were already seeing that the successor was taking on more leadership responsibilities. It is just like when you say someone qualifies for a position but not in that position yet. In fact, at the time he [successor] was being confirmed, it did not come as a surprise; it was expected. In fact, we were waiting for when, because practically for years, he [successor] had already taken charge of running the organization.

Participant E2023 stated:

> Yes, I am satisfied with the succession experience. It worked! So, I am satisfied. I am excited that the company transitioned to the second generation. I think it is a great achievement. I am satisfied because everything fell in place.

Table 13
Thematic Structure Related to the Theme of Satisfaction with Succession Process

Theme	Sub-themes
Satisfaction with Succession	1. Natural process 2. Based on credibility and merit 3. Family commitment 4. No power struggle

Trust

In describing their lived experiences regarding succession planning and trust; three participants (60%) noted that trust between the founder and the successor made it easier for the founder to let go of the business. The necessity of finding and employing trustworthy people was a major theme as the business grew and evolved. Trust within the family was also important, with respondents describing how multiple claims of ownership caused great problems within the family business. The following excerpts illustrate participants' experiences regarding succession planning and succession process. Thematic structure related to the theme of trust is illustrated in Table14 below.

Participant A2019 stated:

> I think the trust and relationship that we have built over the years made it easy for me to transfer the company over to him. When he makes mistakes, I tried not to condemn him, but I try as much as possible to let him know what the right thing to do. This was important in building trust between us [founder and successor].

Participant C2021 stated:

> I see the transition from the founder to the second generation as a grace of God and also as a result of trust between the founder and the successor.

Participant C2021 stated:

> …of course, building trust was critical in empowering non-family members to make decisions without family members interfering. As we know, it takes time to build trust and to find honest people to put in such positions. In fact, all the non-family executives have worked in the business for at least ten years; so, you can say the founder also groomed them into such positions.

Participant D2022 stated:

> The socio-economic situation of the environment we operate also makes it difficult to find people to trust, and when you are transiting a business trust is key, you want to hand over to someone who is trustworthy but when you look around, and you find it difficult to find someone who is trustworthy it becomes a big problem.

Table 14

Thematic Structure Related to the Theme of Trust

Theme	Sub-themes
Trust	1. Vision and Legacy 2. Non-family managers and leaders 3. Trust between family members 4. Family values

Evaluation of Findings

Central research question: In understanding the factors that have contributed to the successful transition of Mondial Printing Services from founder to second generation, participants mostly identified with themes in current literature including: defined ownership structure, selection and grooming of a successor who is interested in and passionate about the business, training, culture, and family systems. Effective transition and posterity were associated with the ability to solve conflicts, whether related to the family or the business.

Participants emphasized the importance of selecting family business successors based on adequate preparation and development over blood relations as a critical factor in a successful family business transfer. Results from this study suggest that succession and succession planning with a bias for family members was a priority within the family, the experience and development of the individual, incorporating aspects including passion, interest, and desire were more important than age, gender, or sibling order when determining who was chosen as successor.

Most participants opined that conflict between the family system and business values could be a hindrance to successful business transfer from one generation to another. The conflict between family values and business values was also mentioned in the literature, with business values focusing on production, delivery, and profits, and with family values focusing on equality, unity, and mutual benefits to all family members (Burack & Calero, 1981). These data from this study also found a disconnect between family and business values, with it being found that family members tend to make decisions favoring the family. In contrast, non-family members tend to make decisions favoring the business. Overall, a high degree of correspondence was found between the results indicated in the body of literature relevant to this area of study, and the results found in this present study.

In managing the succession from a cultural perspective, participants mentioned that the Nigeria prevailing culture of appointing the eldest male child as a de-facto successor was not a factor in selecting the next generation leader. Although the successor in this study happened to be the eldest son, participants felt that he was selected based on his interest, passion, and experience in this business and that this would have been the case if any of the other children had shown interest in the family business as well. In agreement with literature, informality of family businesses in Nigeria was cited by participants as a threat to the transfer of the family business from one generation to another. This lack of governance and clear ownership structure and subsequently incited conflict. This led to fragility and almost brought an end to the family business.

Most participants identified the founder’s decision to involve trustworthy non-family members in decision making as the business grew as a benefit to the succession plan. The transfer of decision-making ability is also an essential part of the succession of a business. Respondent mentioned their involvement in decision-making at the top management level, which increased over time as part of the planned succession. The successful transfer of the family business was also aided by trust between the founder and the successor, and the belief that the successor will carry on the founder's vision for the business. This aligns with findings identified from the literature suggesting that trust reduces degree of uncertainty within family business.

Finally, participants attributed the early identification and grooming of potential successor as another factor that contributed to the successful business transfer. In agreement with the literature, result from this study suggest that introducing the potential successor to the family business at an early age and incremental job and leadership responsibilities were was; as observed in this study, the successor worked in the family business for over 20 years in various roles before being appointed as the successor.

Research Question 1

Regarding the first research sub-question, to what extent, if any, does formal succession planning impact the transfer of a family business from founder to second generation in Nigeria, the result of this case study suggests that the transition process followed an informal path. The founder noted that he didn't have a written or formal succession plan in place, but his desire had always been to transfer the business to one of his children. He mentioned that this was the reason why he exposed all his children to the family business at a very young. He felt that the thought or presence of a succession plan could have prevented the family conflict fueled by an undefined ownership structure.

The majority of the respondents expressed that the succession plan was hatched, planned, and executed solely by the founder. However, results from the study suggest the succession did not happen spontaneously, and that the founder had a process; although that process or plan was not known or communicated with anyone else. Respondents felt the process was "natural" because many factors that promote a successful business transition fell in place naturally; for example, the eldest male son was the only one that showed interest in the business out of all the founder's children. Many respondents wonder what would have been the case if the founder's other children had shown interest in the business. Respondents also cited the family conflict that happened early in the business as a critical event that resulted in the founder controlling 100% of the company's shares.

Research Question 2

The final area of exploration for this study was to examine whether the succession experience of a second-generation family business in Nigeria would influence their approach to future succession. Participants noted that the lack of succession planning within an informally structured family business in Nigeria poses a threat to generational transfer and success. In particular, negative experiences with regards to previous successions led individuals to comprehend the need for a clearly defined succession plan. Although this family business was able to transfer from founder to second-generation leader without having a formal succession plan, respondents felt the need for a clear and discrete succession plan for the family business to transfer to the third generation successfully.

Respondents noted the need for a formal succession plan, especially within the culture of Nigeria, where family-run businesses are often structured informally and frequently without extensive legal documents. With the founder allocating shares in the family business to his other children, participants opined that because the pool of third generation of successors will consists of cousins and the successor, unlike the founder, cannot make the sole decision of selecting who the next generation leader would be. The complexity of choosing a potential successor from the consortium of cousins could lead to the possibility of conflict and hence, unsuccessful transfer of the family business to the third generation without a succession plan in place.

Summary

This chapter provided a phenomenological analysis of data collected through semi-structured interviews of five employees at Mondial Printers Solution—a medium-sized second-generation family business in Nigeria. This study incorporated a primary research question, along with two sub-questions. The central research question included in this study consisted of the following: What variables led to the effective transition and business posterity in Nigeria?

The sub-questions, which break down this primary research question into two more specific questions, consist of:

1. To what extent, if any, does formal succession planning impact the transfer of a family business from founder to second generation in Nigeria?
2. To what extent, if any, does succession experience of a second-generation family business in Nigeria influence their approach to continuity/succession planning?

The results of these analyses found that effective transition and business posterity of a family business in Nigeria was associated with a clearly defined ownership structure, along with the careful selection and grooming of a successor who is interested in and passionate about the business, and who is adequately educated and experienced. Effective transition and posterity were associated with the ability to solve conflicts, related to competition, the economy, or conflicts within the family or the business.

Next, regarding the first research sub-question, succession planning—although informal and not well defined—was found to positively impact the successful transfer of a business from the founder to the second generation in Nigeria. This allowed for a smooth transition while minimizing conflict and negative impacts on the family business, so long as the candidate was selected carefully and had attributes that made them a strong candidate for the position.

Finally, regarding the second research sub-questions, the successful experience of a second-generation family business at Mondial Printing services was found to influence their approach to continuity planning (succession planning). In particular, negative experiences with regards to previous successions led individuals to comprehend the need for a clearly defined succession plan.

The following chapter will serve to discuss and compare the results found to those found in previous literature and will also discuss any potential implications to the relevant theory. Limitations of this study will also be discussed, along with possibilities for future research in this area of study. Finally, conclusions and implications were drawn based on this study's results.

Chapter 5: Discussion

This final chapter presents a summary of the results found and a comparison of the study's findings with those found in previous literature. This is followed by the limitations present within this study and how these impacted the investigation. Next, the researcher will draw conclusions and implications of the findings on family businesses. Recommendations for future research will also be discussed.

Purpose of the Study

The purpose of this qualitative case study was to evaluate the succession planning process in a second-generation family business in Nigeria. The paper also seeks to analyze the contributing factors of successful multigenerational transitions. The findings of this article will strengthen the awareness of family business succession by evaluating the circumstances and systems that facilitated effective transgenerational business continuity.

Musa and Semasinghe (2014), attributed the failure of transgenerational succession to factors such as managerial capabilities, technical skills, business knowledge, inheritance rights, the absence of contingency plans, founders' feeling of infallible health, and founders' fear of losing control. Ogundele et al. (2012) reported that family feuds, conflicts, emotional attachments, or traditional expectations instead of objectivity in operating family businesses pose significant threats to family business growth and successful multi-generational continuity in Nigeria.

The research involved in this case study aimed to understand the lived experiences of participants within Mondial Printing Services who have lived experience of the organization's succession and transition from the founder of the organization to the second-generation leader. Three of the participants interviewed were family members: the founder, his wife, and the successor (the founder's first son). Two of the participants interviewed were non-family business managers who have worked for at least a decade each at the organization.

This study investigated the factors that contributed to the successful transfer of MPS from the founder to 2nd generation leader from the perspective of family and non-family members who worked at MPS. The analysis of data extracted from the semi-structured interview process of these participants reveals that factors including the importance of succession planning, well-defined governance and ownership structures, conflict resolution, and the grooming and selection of a qualified successor as factors that contribute to the successful transfer of the family business to the second generation. However, there was no evidence to suggest that a formal succession plan impacted the transfer of the family business to the second generation. Finally, second-generation leaders at MPS believe the family business will not successfully transition to the 3rd generation without a formal succession plan.

Research Questions

Creswell (2013) described the purpose statement in qualitative research as consisting of a fundamental hypothesis and related secondary premises. The fundamental question is the general question the researcher is investigating, while the secondary premises further sub-divides the central hypothesis into more specific topics of examinations. The fundamental qualitative research question should begin with the word *how* or *what*, center around a primary phenomenon or concept, use a fact-finding verb that conveys the type of qualitative research, be open-ended, and specifies the participants and research site for the study (Creswell, 2013). This study seeks to identify and analyze the factors that have contributed to the successful transition and survival of a second-generation family business in Nigeria. This research, therefore, aims to answer the following research questions:

1. To what extent, if any, does formal succession planning impact the transfer of a family business from founder to second generation in Nigeria?
2. To what extent, if any, does succession experience of a second-generation family business in Nigeria influence their approach to continuity/succession planning?

Key Findings

The process of qualitative data analysis conducted in this study led to a substantial number of themes being found and applied to these data, with several themes also emerging from these data. This analysis also allowed the researcher to answer the research questions included in this study. The themes determined and used include adequate preparation and development, business growth, conflict, culture, decision-making, experience, family, life experience, Nigerian culture, personal background, the role of the family alongside growth, sacrifice, satisfaction with succession, succession planning, training, transitions, and trust. These themes were reviewed and refined during the data analysis process, with the themes of "culture," "life experience," and "sacrifice" eventually removed as they related to only one or a small number of relevant excerpts. Additionally, the themes of "the role of the family alongside growth" and "training" were removed as well as it was determined that the excerpts that were associated with these themes were subsumed by other themes. Finally, the themes of "transitions" and "business growth" were combined as the relevant excerpts were found to overlap heavily.

The excerpts associated with the final list (Table 4) were found to provide substantive and meaningful data, which led to the emergence of relevant themes in the study and to help answer the study's research questions. First, adequate preparation and development mostly focused upon the character or nature of the potential successor. The importance of adequate training, development, and passion in potential successors was highlighted here, along with the early involvement of potential candidates, and the nurturing or grooming of these candidates. Other essential characteristics mentioned included that of tenacity, sacrifice, simplicity, openness, and commitment, being hard working, and that of making the business a priority. The ability to work as a team was felt to be necessary, not only for the family business but also for its successful transfer.

Next, regarding the theme of "business growth and transitions," this included outside forces which required the family business to change and shape their business, such as new international competition, along with family conflicts, which, in some cases, was found to substantially and negatively impact the business. Part of the process of evolution within family businesses consisted of a lack of formality and discrete plans in the initial stages, with this tending to improve over time. In addition, the hiring of non-family employees as the family business grew was significant with trusted individuals eventually being promoted to management positions, while ownership and the top positions in these companies were still retained by the family. All of these changes supported a distinction and separation between the family and the business, which grew over time.

Though the theme of conflict was not found to be very common, it was present within a fair number of excerpts and was also associated with other identified themes, including business growth and family. This included conflict that resulted from the presence of competition, the financial recession of 2008, as well as other challenges, including that of customers and the demands that they impose, along with staff who may not be completely trustworthy. Another significant factor here consisted of family conflict, which participants suggested was a result of the informality of the family businesses and the associated lack of governance and lack of a clear ownership structure. Family members leaving businesses or claiming ownership of the company, which was not agreed upon, also led to conflict. The presence of a succession plan was felt to be important in the prevention of conflict. An ongoing source of conflict consisted of disagreements between high-ranking family members in the company and non-family managers, along with the selection of a successor, and the lack of interested family members in the business.

The theme of decision-making was related to the family business' growth and evolution. During the family business' growth, non-family members needed to be brought in to perform essential functions within the family business, including taking on management responsibilities. This required a partial transfer of decision-making duties and responsibilities from family members to non-family members. This was a cause for concern among family members. Also, family members' involvement in decision-making led to informality and the lack of standardization, which reduced accountability and the prolonged decision-making process.

The theme of internal and external work was central in connection to the business' successor. Varied experience, as well as outside experience, was felt to be necessary. In addition, it was thought that the lack of external work experience sometimes has a negative impact on the successor's decision-making process. Regarding the theme of family, this was a significant theme and pertained to the family nature of the business; the family business began as a small family enterprise owned and operated, at the highest level, by a family member. After a certain point, the business needed to grow beyond the family, while the family remained crucial to the business and its operation. The importance of the relationships between the family and the business was mentioned, with it being expected that the successor would always be a family member.

Nigerian culture was also a salient theme, with the family and the business being inseparable in some ways. The theme of cultural values and beliefs best fit the theme of Nigeria culture in this study. According to Ogundele et al. (2012) most family business founders in Nigeria:

> Always bask in the euphoria that they still have many years of healthy life ahead. Still on cultural influence, the first male child in many African cultures is automatically assumed to be the “heir apparent” giving no reason for a deliberate well-thought out succession plan. (p. 215)

Despite this, it did not appear that culture influenced the choice of the successor, while the noted informality associated with family businesses could be seen to lead to a lack of governance and the lack of a clear structure within the business ownership.

Regarding the theme of the successor’s background, having worked within their specific business for a substantial proportion of their lives was a factor that helped the transition process. However, succession planning was a significant concern, including how vital individual family members were to the business. This was found to be an easy process when the suitable candidate already existed, while the extent to which a succession plan was already in place varied among respondents. Succession planning also tied into concern over bringing non-family members to lead the organization in the future.

Regarding this study’s research question and sub-questions, these results indicated that formal succession planning and ownership structures were associated with effective transition and business posterity, with the selection of an appropriate successor early on also being of great importance. Other important and relevant factors included conflict resolution. Formal succession planning, which included the selection of an appropriate candidate, was found to be associated with a family business’s successful and smooth transfer. However, participants noted that there was no formal succession plan in place that guided the transfer of the family business from the founder to the second-generation leader. Participants mentioned that the succession happened through an informal process rather than a concrete plan. Finally, a relationship was found between succession experience and continuity or succession planning, with the feeling that formal succession planning was required for the transfer of the family business in subsequent generations.

Summary of Key Findings and Comparison of Results to Literature

Similarities were generally found between the results associated with this study and those found in previous literature. As supported in the literature, the informality of relations between employer and employee among family businesses in Nigeria led to a relaxed corporate culture, orientation, and associations. The family's focus on family needs and priorities over that of the business was also reflected in this study's data. With regard to succession planning, the suggestion by Yahaya and Ebrahim (2016) that those running a family business should create an effective succession plan was strongly reflected in these data; although the family business was able to transition to second generation without a succession plan, the respondents recognized the importance of having a concrete succession plan in place for the business to transfer to the 3rd generation. Respondents highlighted the importance of succession planning, with researchers also agreeing with the importance of planning in relation to the successful transition of family business across multiple generations. Both respondents and researchers also agreed that successful succession planning also requires identifying and grooming the right successor for the business and the damage that would be caused by failing to take these steps (Foster, 1995).

While the family business in this study is still in operation, the high rate of failure of small businesses in Nigeria, as stated by Obadan and Ohiorenoya (2013) was reflected in the findings of the study. Respondents noted factors that include the economic recessions, the possibility of a valuable family member leaving the business could hurt succession planning, and the successful passing on of the family business to the next generation. Family conflict was also an essential factor, with situations like conflicting business ownership claims mentioned in the literature (Ogundele et al., 2012).

Similarly, family harmony was found to be conducive to business success (Sharma, 2004), with these data also finding the lack of family conflict to be associated with more positive business outcomes. Other factors, such as polygamy and the owner's resistance to giving up power, were not mentioned among these data. Dependence on the founder (business owner) or the family, was found to be common (Feltham et al., 2005).

The first three stages of organizational growth as discussed by Dyer (1986) was reflected in this study's data, with these consisting of the proprietor having a vision and establishing the business, the family business progressing, growing, and changing, followed by a succession of the family business. Family business succession was found to be a process, as is reflected in the literature (De Massis et al., 2008; Le Breton-Miller et al., 2004). The importance of the successor's qualifications and skills was also supported (Obadan & Ohiorenoya, 2013), with the importance of trust to the succession process also highlighted (Barnett et al., 2012; Cabrera-Suárez, 2005; De Massis et al., 2008), along with the importance of finding and selecting a potential successor (Bruce & Picard, 2006; De Massis et al., 2008; Steier, 2001). However, the focus on factors such as age and birth order, while found to be salient in previous literature (Cabrera-Suárez, 2005; Gordon & Nicholson, 2008; Kuratko et al., 1993; Sulloway, 2001), was not found to be important in this present study.

Implications

This study enriches the growing body of research on family business succession, provides a localized view of succession in family firms by identifying factors that promote and limit successful transgenerational business continuity in Nigeria, and further strengthens the family business history of Nigeria. Consequently, family business proprietors, managers, policymakers, and scholars will have access to valid information that will enable them to make better-informed decisions and strategic plans for business continuity, which in turn increases the chances of economic development, especially in Nigeria.

In addition, the findings of this research will guide future research in developing a practical framework for the best practice solution(s) for choosing next-generation leaders in family businesses, which may also significantly strengthen the continuity of family businesses beyond posterity as well as create awareness in the family business community on the best practice(s) in grooming or choosing a successor.

Despite family businesses ‘ observed effect on domestic socio-economic growth, Nigeria, specifically, and Africa in general, has received minimal attention to this field of studies (Ogundele et al., 2012). It is, therefore, evident that there is a clear correlation between business continuity and national economic development. The findings of this research could help more family businesses position themselves for a successful transition, and thereby increase economic opportunities. In turn, increased economic opportunities can lead to poverty reduction; promote business competition; increase foreign exchange returns, cultivate ingenuity, wealth creation, innovation; and consequently, grow the Gross Domestic Product (GDP) of Nigeria and other African nations.

Limitations

Limitations of this study included potential bias as respondents may not have wanted to present an unfavorable image of their family or their family members. Similarly, respondents may have also tended to over-report positive aspects of the family business, and under-report negative ones. Additionally, external validity and generalizability was limited in this study as this study was qualitative and did not incorporate random sampling. Also, the lack of a quantitative approach made hypothesis testing impossible and did not allow for the determination of causality. The small sample size used in this study and the possibility of insufficient data to describe the phenomenon of interest and address the research questions could limit the validity and generalizability of the study findings.

Recommendation for Future Research

Future research could expand upon this area of study by going beyond the limitations of this study. This could include quantitative analysis that incorporates hypothesis testing, as well as the determination of causality. At the same time, random sampling could be used to increase the external validity and generalizability of the study. Also, these same factors could be studied in other African countries to determine how and to what extent these same relationships hold.

Current literature must change to explore the effect of cultural values, beliefs, and norms that are prominent in Nigeria and Africa on the succession planning process. According to Ogundele et al. (2012), many family businesses in Nigeria are informally conceived and lack a clear ownership structure. Additionally, polygamy and large families are widespread in Nigeria, and it is not uncommon for a family business founder to have two or more wives and many children.

Furthermore, the concept of family in Africa constitutes a broader association than those that are typically in western nuclear families. Family definition in Africa extends to aunts, uncles, grandparents, cousins, and other relatives that form a family that functions in unison. There is a lack of research on the broader definition of family in Nigeria and its impact on family business succession.

Finally, the researcher used a qualitative single case approach to explore the factors that contributed to the successful transition of a small medium sized business from founder to 2nd generation leader in Lagos, Nigeria. Researchers should conduct a mixed method or quantitative study to understand succession process among small business owners in multiple cities and geographical regions in Nigeria. This would enhance the generalizability of the research findings.

Conclusion

This study served to explore factors that facilitated the transition and survival of second-generation family businesses in Nigeria. The results help to fill essential gaps in the literature and substantially expand upon this area of study, with the results also found comprehensively answering this study's research questions. Many significant findings resulted from this study about succession planning as well as many other areas of interest, with the importance of succession planning, ownership structures, conflict resolution, and the grooming and selection of a qualified successor found to be significant factors for family business transition and prosperity. Consequently, findings of this study illuminated the following: (a) family business founders must have an active succession plan to include both ownership and management succession, (b) more research is needed on family business succession and planning in the Nigerian and African context, and (c) the survival of family business in Nigeria could lead to socio-economic growth, reduction in unemployment, and poverty.

Findings from this study highlighted factors including the importance of succession planning, well-defined governance and ownership structures, conflict resolution, and the grooming and selection of a qualified successor as factors that contribute to the successful transfer of the family business to the second generation. However, there was no evidence to suggest that a formal succession plan impacted the transfer of the family business to the second generation at MPS. Based on their succession experience, second-generation leaders at MPS believe the family business will not successfully transition to the third generation without a formal and active succession plan.

Summary

This phenomenological case study sought to illustrate the experiences of the family business proprietors and leaders who successfully planned and executed transgenerational business continuity of family firms in Nigeria. The literature review included relevant literature on family business and family business succession across the globe. This includes (a) the family as a variable and unit of analysis (b) diverse definitions of a family business, (c) the dynamics of family businesses, (d) the historical background of family businesses in Nigeria, (e) the impact of the founders' style(s) of leadership, (f) the current and potential effects of family businesses on the Nigerian economy, and (g) factors that may promote or hamper business continuity and successful transitions across several generations with its emphasis in Nigeria. And lastly, this study investigated the factors that contributed to the successful transfer of MPS from founder to 2nd generation leader from the perspective of family and non-family members who worked at

MPS. A partially-structured interview with an interview guide was adopted as an effective information collection strategy in this qualitative study.

From an ethical perspective, the welfare and rights of the participants were protected throughout the research process. Permission was obtained from the institutional review board of Pepperdine University prior to the information collection process. Participants received an informed consent form (Appendix B) indicating (a) they recognized the purpose of the research study and that involvement in this study was of their own volition and that (b) they reserved the right to retract their decision at will and with no consequences. Audio recorded interviews and transcripts were kept in a locked safe and destroyed 3 years after this research has been published.

All participants' responses were uploaded into Dedoose software and carefully read in the interest of finding clusters of meaning. During this process, the researcher documented notes and annotations that emerged from the transcripts. During the coding process, all transcribed data were reviewed by the researcher twice to allow codes to evolve, new codes to be added to the previous set of codes, as well as to increase the researcher's ability to check and potentially revise all previously coded data. The results of the coding process are discussed in detail in Chapter 4. Once data analysis was completed, the researcher sent a report of the significant findings, case analysis, and themes generated from the study to interviewed participants. They were instructed to review and evaluate whether the interpretations were accurate and to provide suggestions about any findings that may have misrepresented their views.

The analysis of data extracted from the semi-structured interview process of these participants reveal that factors contribute to a successful transgenerational family business transfer: (a) adequate preparation and development, (b) business growth and transitions, (c) conflict, (d) decision-making, (e) experience, (f) family, (g) Nigerian culture, (h) succession planning, (i) satisfaction with succession, and (j) trust. This study uncovered no evidence to suggest that a formal succession plan impacted the transfer of the family business to the second generation. Lastly, this study found that second-generation leaders at MPS believe the family business will not successfully transition to the 3rd generation without a formal succession plan.

The comparisons of responses from this qualitative study to existing literature are predominately consistent. The emergent themes developed through qualitative data analysis is in some way supported by past research presented in Chapter 2.

Although there is literature with respect to succession planning among family business in western economy, the opinions of family business founders in an informal and unsophisticated business structure is minimal.

Similarly, past research involved with evaluating the succession process in a family business that successfully transfer from one generation to another without an active/formal succession plan is even more negligible.

In conclusion, from the findings of this current study, it appears that informal traditional line of succession, informal governance structure, and informal succession planning pose significant threats to family business growth and successful multi-generational continuity in Nigeria.

Reflections & Insights

Many family businesses in Nigeria have informal and unsophisticated business and ownership structure. In Nigeria and several other countries, the first male child is the “de-facto” successor and "succession plan." These norms and beliefs often lead to the founder not conceiving a need for a formal and active succession plan. Although the findings of this research showed that the culture of handing over the business to the first son - whether qualified or not - was not a factor in selecting the next generation leader, it is worth mentioning that the successor at this family businesses is the first male child of the founder.

Culture refers to the values, beliefs – written, or unwritten. It describes the way things are done. This then begs the question if culture indeed subconsciously affected the business's transfer to the eldest male child of the founder? Did these cultural beliefs and expectations influence the passion and interest developed by the successor at a very young age? The founder noted that he did not have a written or formal succession plan in place, but his desire had always been to transfer the business to one of his children. Did the other three children of the founder choose a different career path because they realized that the prevailing culture dictates that the eldest son takes over the business from their father? What would have happened if none of the children showed interest in the business; as noted in the literature review, many family businesses in Nigeria fold up after the founder's demise because of lack of formal succession plan. These questions are not within the scope of this research, but they underscore the importance of having a formal succession plan, which would reduce the randomness in selecting next-generation leaders(family and non-family) in family businesses.

This research showed that conflict -although counterintuitive - contributed to the successful transfer of business from the founder to his son. Respondents also cited the family conflict that happened early in the business as a critical event that resulted in the founder controlling 100% of its shares. This conflict among siblings spurred the "natural process" of business transfer from the founder to his son. The respondents felt that, had there been split ownership between the founder and his siblings, selecting who would take over the business ownership and leadership would have been a difficult decision without a formal succession plan.

The lack of a formal and active succession planning process is the leading determinant of transgenerational family business failure. Research has shown that only 30% of family businesses make a successful transfer to the 2nd generation. Therefore, having no formal succession plan in an organization with informal business and ownership structure could present a ZERO chance of transgenerational transfer.

Finally, the case study of this research presents an anomaly, because against all the odds (family conflict, lack of ownership structure and governance earlier on in the business, lack of succession plan, business competition and disruption) was able to transfer leadership and ownership from the founder to the 2nd generation leader. This family business's succession experience speaks more to the family’s values and tenacity of the founder, interest, and passion of the successor to carry on the family’s legacy.

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APPENDIX A

E-mail Script for Potential Family Business Research Participants

Good day,

My name is Titus Oyeladun and I am a doctoral student in the Graduate School of Education and Psychology at Pepperdine University. I am conducting a research study focusing on family business succession and why some organizations have been able to succeed in transitioning from one generation to another while numerous family businesses fail.

The interview will last for about 45-60 minutes and will be audio-recorded. Participation in this study is completely voluntary and your answers will be confidential. All audio recordings will be discarded at the completion of the study.

If you have questions or would like to participate, please contact me at (E-mail address) or at (phone number)

Thank you for your time,

Titus Oyeladun

Pepperdine University, Irvine, CA.

Graduate School of Education and psychology

Doctoral Student

APPENDIX B

Interview Participation E-mail

Dear (Insert Name),

Thank you for agreeing to be a part of my research study family business succession. Please find attached the informed consent letter and additional information regarding my study and interview process. After you review this document, we can set up a date and time to meet, the interview will last for about 45-60 minutes and will be audio-recorded.

Please let me know if you have additional questions, I look to our interview

Sincerely,

Titus Oyeladun

Pepperdine University, Irvine, CA.

Graduate School of Education and psychology

Doctoral Student

APPENDIX C

Informed Consent for Participation in Research Activities

Multi-generation Family Business Succession in Africa

You are invited to participate in a research study conducted by Titus Oyeladun and Dr. Kent Rhodes, PhD at Pepperdine University, because your family business has successfully transferred from founder to second generation. Your participation is voluntary. You should read the information below and ask questions about anything that you do not understand, before deciding whether to participate. Please take as much time as you need to read the consent form. You may also decide to discuss participation with your family or friends. You will also be given a copy of this form for your records.

PURPOSE OF THE STUDY
This study seeks to identify and analyze the factors that have contributed to the successful transition and survival of a second-generation family business in Nigeria.

STUDY PROCEDURES
If you volunteer to participate in this study, you will be asked to give your responses to approximately ten interview questions. The questions will be related to your perception of what life experiences you believe contributed to a successful business succession.
The interview will last approximately 30 minutes and will be audio recorded. You will not be able to participate in the study unless you agree to be audio-recorded.

POTENTIAL RISKS AND DISCOMFORTS
The foreseeable risks associated with participation in this study include breach of confidentiality, loss of self-esteem and self-efficacy.

POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY
While there are no direct benefits to the study participants, there are several anticipated benefits to society which include adding to the research of family business succession in Africa. This research will be valuable to current and perspective family business owners in planning for business succession and how family business selects the next-generation leaders.

CONFIDENTIALITY
The records collected for this study will be confidential as far as permitted by law. However, if required to do so by law, it may be necessary to disclose information collected about you. Examples of the types of issues that would require me to break confidentiality are if disclosed any instances of child abuse and elder abuse. Pepperdine's University's Human Subjects Protection Program (HSPP) may also access the data collected. The HSPP occasionally reviews and monitors research studies to protect the rights and welfare of research subjects.

The data will be stored on a password protected computer in the principal investigator's place of residence. The data will be stored for a minimum of three years. The data collected will be coded, de-identified, and transcribed. Any identifiable information obtained in connection with this study will remain confidential. Your responses will be coded with an alpha-numeric code and transcript data will be maintained separately. The audio-tapes will be destroyed once they have been transcribed. The alphanumeric list will be kept in a locked file.

SUSPECTED NEGLECT OR ABUSE OF CHILDREN
Under California law, the researcher(s) who may also be a mandated reporter will not maintain as confidential, information about known or reasonably suspected incidents of abuse or neglect of a child, dependent adult or elder, including, but not limited to, physical, sexual, emotional, and financial abuse or neglect. If any researcher has or is given such information, he or she is required to report this abuse to the proper authorities.

PARTICIPATION AND WITHDRAWAL
Your participation is voluntary. Your refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this research study.

ALTERNATIVES TO FULL PARTICIPATION
The alternative to participation in the study is not participating or only answering the items for which you feel comfortable.

EMERGENCY CARE AND COMPENSATION FOR INJURY
If you are injured as a direct result of research procedures, you will receive medical treatment; however, you or your insurance will be responsible for the cost. Pepperdine University does not provide any monetary compensation for injury

INVESTIGATOR'S CONTACT INFORMATION
You understand that the investigator is willing to answer any inquiries you may have concerning the research herein described. You understand that you may contact the following if you have any other questions or concerns about this research.
Titus Oyeladun, titus.oyeladun@pepperdine.edu
Dr. Kent Rhodes, kent.rhodes@pepperdine.edu

RIGHTS OF RESEARCH PARTICIPANT – IRB CONTACT INFORMATION
If you have questions, concerns or complaints about your rights as a research participant or research in general please contact Dr. Judy Ho, Chairperson of the Graduate & Professional Schools Institutional Review Board at Pepperdine University 6100 Center

SIGNATURE OF RESEARCH PARTICIPANT
I have read the information provided above. I have been given a chance to ask questions. My questions have been answered to my satisfaction and I agree to participate in this study. I have been given a copy of this form.

AUDIO/VIDEO/PHOTOGRAPHS

□ I agree to be audio-recorded.

□ I do not want to be audio-recorded.

____
Name of Participant

______________________________ ____________________
Signature of Participant Date

______________________________ ____________________
Signature of Investigator Date

I have explained the research to the participants and answered all of his/her questions. In my judgment the participants are knowingly, willingly and intelligently agreeing to participate in this study. They have the legal capacity to give informed consent to participate in this research study and all of the various components. They also have been informed participation is voluntarily and that they may discontinue their participation in the study at any time, for any reason.

____
Name of Person Obtaining Consent

___________________________________ __________________
Signature of Person Obtaining Consent Date

APPENDIX D

Interview Guide

These questions were based on previous family business research. (Adapted from Cheokas, 2013, "In Their Own Words: How Does the Succession Experience of Second-Generation Family Business Owners Influence Future Approaches to Succession")

To what extent, if any, does formal succession planning impact the transfer of a family business from founder to second generation in Nigeria.

1. How many total employees, other than you, work for the business? (fulltime, part-time)

2. How many family members are actively working in the business? At what levels / roles? (sketch org chart if possible)

3. How old is the business?

4. How many years have you been involved with the business?

5. Please walk me through your time with the company – different positions/roles and their timing to the present.

6. What events and issues have been most important in shaping the firm as it is today?

7. What is the family's role in the business?
    a. How has it changed over the years?
    b. What changes do you see in the future?

8. How would you evaluate the contributions of the family association with the business?
    a. What difficulties does it create?
    b. What impact do family factors have on the decisions that are made?
    c. On the process of decision-making?

9. Do you see any changes in the association of the family and the business in the future?

10. How would you describe the role of non-family executive in the decision-making process of the family firm?

Now I'd like to ask you to reflect on your personal experience with the succession in the family business.

1. Tell me about (the story of) how the family decided how they were going to pass the business along.
    - o Who made the decision (made alone by founder(s), others involved, what were their roles)?
    - o How the decision was taken (informal discussion with family members, formal
    - o family meeting – votes, others involved and their roles)
2. How was the successor(s) identified? (age, skills, experience, eldest, son, etc.)

3. Probe how culture influenced who was chosen.

4. What development opportunities were there to the successor?
    - o Education – post secondary professional (industry specific), outside of firm work experience
    - o OTJ training – learning from doing, working with mentors other than the founder(s)
    - o Professional development – workshop, conference, industry specific external training
    - o Mentoring by founder(s) – all knowledge sharing; including but not limited to CEO role
    - o Other

5. Why or why were they not possible development options?
    - o Education – post secondary professional (industry specific), outside of firm work experience
    - o OTJ training – learning from doing, working with mentors other than the founder(s)
    - o Professional development – workshop, conference, industry specific external training
    - o Mentoring by founder(s) – all knowledge sharing; including but not limited to CEO role
    - o Other
6. what life experiences you believe contributed to a successful business succession

7. Let's talk briefly about the timing of the succession decision. I'll make a few statements; please indicate which statement best represents your family business' experience. (timing of succession decision and triggers) (Note: probe choice of statement)
    - o The succession was always planned.
    - o There was a critical event that accelerated the succession decision.
        - ▪ Can you elaborate about the critical event (health, retirement, availability of successor – return from college, coming of age, etc.)
    - o Other

To what extent, if any, does succession experience of a second generation family business in Nigeria influence their approach to continuity/succession planning.

1. Were you satisfied with your succession experience?

If yes, how so?
If no, how so?

2. Are there things from your experience that you would use for future successions?

What?
Why?
How would you make these changes?

3. Are there things from your experience that you would not use for future successions?

What?
Why?
How would you make these changes?

In closing (or - - As we windup) –

4. (Name), how important do you think a succession plan may be to the future of your family business?

5. To what extent is the younger generation being involved in the business?

How is this being done?
How does this reflect what you learned from your experience with the succession of the family business?

6. Do you have a succession plan?

If yes, - can probe for thoughts on timing and how it will be communicated.
If no, - (i.e. not at this time), probe to see if there is a trigger when s/he thinks s/he will make a succession decision.

7. Do you think the business will successfully transfer to third generation by following the same principles and methodology.

8. Before we conclude, I'd like to ask if there is anything you'd like to add about your family business or your experience? Or in general? Do you have any questions for me?

Thank you for spending time with me today. Should you have any follow up questions or comments, please feel free to contact me.