



Management International
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**Special issue:
Stakeholders in family business succession:
what roles, implications, stakes?**

Call for papers

Submission date: June 30th, 2012

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This special issue of the *International Management* review will be published in connection with the 8th annual Family Enterprise Research Conference (FERC), the 4th Georges Doriot Conference to be held in Montreal, Canada (May 11-13th, 2012); and the EIASM 8th Workshop on Family Firms Management Research to be held in Jonkoping, Sweden (May 30th-June 2nd, 2012).

Please visit the following websites for the FERC and EIASM submissions.

FERC: <http://johnmolson.concordia.ca/ferc2012>

EIASM: http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=869

Two distinct family and business sub-systems co-exist in family enterprises; sometimes peacefully, and sometimes not so peacefully. The differences between the family and the business systems are fundamental in nature, and as such influence both behaviours and processes within these organizations. For example, the intermingling of family and business, as well as management and ownership tends to make succession a particularly complicated matter in family-owned businesses. Considering the potential costs of unsuccessful business ventures for communities and society as a whole, there is a pressing need to identify the factors that contribute to the successful management of family-owned businesses. These issues, of particular importance in family businesses, have been studied extensively from a point of view of general organizational behaviour, specifically related to topics such as conflict management and organizational commitment. There remain many untapped and important opportunities to explore linkages between family, family firms and organizational behaviour issues.

A significant number of family firms manage succession with success. This is essentially due to the family commitment to the firm, good communication, a shared vision and good external

advice. In some successful cases, the form of top management evolves during the succession (two directors managing jointly – co-leaders – or a succession team). When this happens, there are numerous stakeholders in the process, some in the forefront and some behind the scenes. These stakeholders advise different members of the family with regards to the running of the firm and their influence is strengthened during the transfer of property and of the family firm's management responsibility.

The stakeholders in family business successions are diverse. They include the predecessor, the successor, the management board, the executive management committee, the family council, advisors, other members of the family, financial backers. There is, however, a growing trend for family members, of all generations, to surround themselves with advisors and to participate in activities run by organizations that support entrepreneurship or by specialized family business associations. While these entities may not directly impact the succession, they do play a useful role (sometimes this is just providing information) in encouraging the predecessor, and also the successor, to reflect on the process. Their influence is mainly on the succession process and concerns questions such as: Should the firm be sold? Donated? Part of it sold, but shares retained? Should a family holding structure be created? What approach should be taken when transferring the firm? What timing should be respected? How long should the period of joint management be? Should the family members who do not work in the company receive shares? Should the current head of the company retain majority shares/voting rights?

Succession is one of the areas of research related to family firms where the most work is done (Allouche et Amann, 2000 ; Sharma, 2004). The focus of this special issue is specifically on the network of contacts that initiate the process and support (sometimes from behind the scenes) the main actors in family successions. Who are these stakeholders? What role do they play? And what is their influence on the succession process?

Submission process

The papers must be submitted (in French, English or Spanish) by June 30th, 2012, at the latest (in other words one month following the conferences mentioned above).

Files must be sent by email to *International Management* review (management.international@hec.ca). Papers must respect the standards outlined in the editorial policy of *International Management* (<http://managementinternational.ca/> tab IM in brief). Papers considered for publication will be anonymously evaluated twice, by two different members of the reviewing committee.

For further information, or if you have any questions regarding the suitability of your paper, please contact the chief editors:

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