

**FACTORS AFFECTING MICRO FAMILY BUSINESS
SUCCESSION TOWARDS HIGH GROWTH PERFORMANCE:
A CASE STUDY OF THAILAND**



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ABSTRACT

In this study, we seek to identify factors that most related to micro family business achieving high post-transition performance and create valid and reliable measurement items for further empirical study. A conceptual framework was developed from the literature. The determinants of family business succession are successor related factors, relationship factors, and knowledge transmission. The study provides qualitative and quantitative assessment of the proposed framework using four case studies of family business succession and sixty six family business responses collected from two entrepreneurial business clubs in Thailand. From the case study, the results indicate support for the proposed framework. However, the ability to break the mold or innovation creation in family business was found as the most critical factor for micro family business in Thailand to achieve high post-transition performance. The measurement items are also developed for further empirical survey.

**KEY WORDS: SUCCESSION PROCESS/MICRO FAMILY BUSINESS/SUCCESS
FACTORS/HIGH POST-TRASITION PERFORMANCE**

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER I INTRODUCTION	1
1.1 Statement of Problem	4
1.2 Research Question	5
1.3 Research Objectives	5
1.4 Scope of the Study	5
1.5 Contribution of the Study	6
1.6 Organization of the Research	6
CHAPTER II LITERATURE REVIEW	8
2.1 Definition of Micro Family Business	8
2.1.1 Definition of Micro Enterprises	8
2.1.2 Definition of Family Business	9
2.2 Family Business Succession	10
2.2.1. Definition and Stages of Succession Process	11
2.3 Success Factors	12
2.3.1 Successor Related Factors	13
2.3.1.1 Preparation Level of Successors	13
2.3.1.2 Successor's Willingness to Take Over	13
2.3.1.3 Successor's Commitment to Family Business	14
2.3.2 Relationship Factors	15
2.3.2.1 Relationship between Successor and Incumbent	15
2.3.2.2 Relationship between Successors and Family Members	16

CONTENTS (cont.)

	Page
2.3.2.3 Relationship between Successors and Stakeholders	17
2.3.3. Knowledge Transmission	17
CHAPTER III THEORETICAL FRAMEWORK	19
3.1 The Relation of Success Factors to Micro Family Business in Thailand	19
3.1.1 External Preparation	19
3.1.2 Educational Level	20
3.1.3 Willingness to Take Over	20
3.1.4 Successor's Commitment	20
3.1.5 Relationship between Successor and Incumbent	21
3.1.6 Relationship between Successor and Family Member	21
3.1.7 Relationship between Successor and Stakeholder	22
3.1.8 Ability to Create and Transfer Knowledge	22
3.2 Framework	23
CHAPTER IV RESEARCH METHODOLOGY	25
4.1 Research Method	25
4.2 Case Study	25
4.2.1 Case Study Criteria	26
4.3 Measurement Items	27
4.4 Small Survey	27
4.4.1 Survey Sample	27
CHAPTER V CASE STUDIES OF MICRO FAMILY BUSINESSES	29
5.1 Case Study Description	29
5.2 Case Studies Analysis	35
5.3 Case Study Discussion	36

CONTENTS (cont.)

	Page
CHAPTER VI SURVEY DATA ANALYSES AND RESULTS	41
6.1 Measurement Items	41
6.2 Questionnaire Design	45
6.3 Pilot Test	45
6.4 Data Collection	46
6.5 Descriptive Analysis	46
6.6 Open-End Question	48
6.7 Reliability Test	48
CHAPTER VII CONCLSION AND RECOMMENDATION	53
7.1 Conclusion	53
7.2 Limitation and Recommendations for Future Research	54
REFERENCES	55
APPENDICES	63
BIOGRAPHY	74

LIST OF TABLES

Table	Page
5.1 Profile of Participation	29
5.2 Measurement of Independent Variable	34
5.3 Cross Case Studies Analysis	35
6.1 Measurement Items with Literature Sources	42
6.2 Descriptive Analysis	47
6.3 Reliability Statistics	49
6.4 Item Statistics	49
6.5 Cronbach's Alpha of Each Construct	50



LIST OF FIGURES

Figure	Page
1 Number and proportion by types of enterprises in Thailand in 2012	2
2 Contribution of SMEs and large enterprises on employment and GDP in 2012	3
3 Model of Succession Process (Handler 1990)	11
4 A proposed conceptual framework	24



CHAPTER 1

INTRODUCTION

Family businesses are among the most important contributors to wealth and employment creation in virtually every country of the world (Sharma, 1997). The proportion of family business in the United Kingdom and in the European Union is estimated to be 75% and 85% of business enterprises, respectively (Harvey, 1995). In Asia, family businesses are still predominant in most developed economies. In Singapore, about 80–90% of local industrial firms are operated by family businesses and they continue to be a vital force in the economy of country (Lee, 1996). In Thailand, 70 per cent of enterprises are family businesses and generated more than 90 per cent of GDP (Ausawass, 2010). In fact, family businesses are dominant players in both developing and developed economies, and the numbers of family businesses and their influences on the economies can be expected to increase substantially in the future (Ryan, 1995). With these importance, family business issues have been interested by many researchers and family business research have been viewed as an academic field for 30 years (Wortman, 1994). This study will focus on issues of family businesses in a developing economy.

In Thailand, enterprises are categorized by size of firm according to the number of employee and the total assets. Large enterprise is defined as a business employing over 200 people or owning total assets more than 200 million baht. Medium enterprise is a business employing 50 to 200 people or owning total assets between 50-200 million baht. While small business is determined as a business employing people lower than 50 persons and possesses total assets less than 50 million baht. Refer to the annual report in 2012 of the Office of Small and Medium Enterprises Promotion (OSEMP), a total number of enterprises in Thailand was 2,781,043 enterprises. The proportion of large, medium, small enterprise was 0.27%, 0.51% and 97.95% respectively (Figure1). Even though large enterprises are

accounted of 63% of GDP, it is important to note that 80 per cent of total employment or 11.8 million people were employed by the great number of small and medium enterprises (SMEs). , which is exactly the foundation of Thai economy (Figure 2). The importance of SMEs attracted interests and supports from the government and financial institutions.

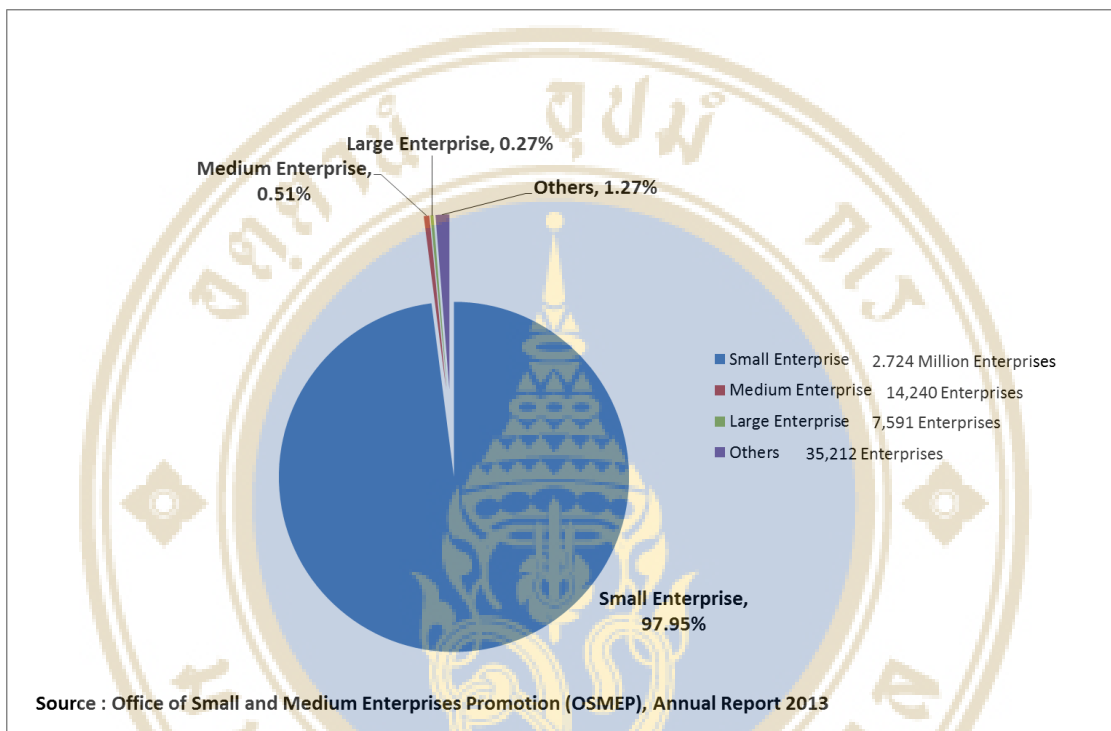


Figure 1: Number and proportion by types of enterprises in Thailand in 2012

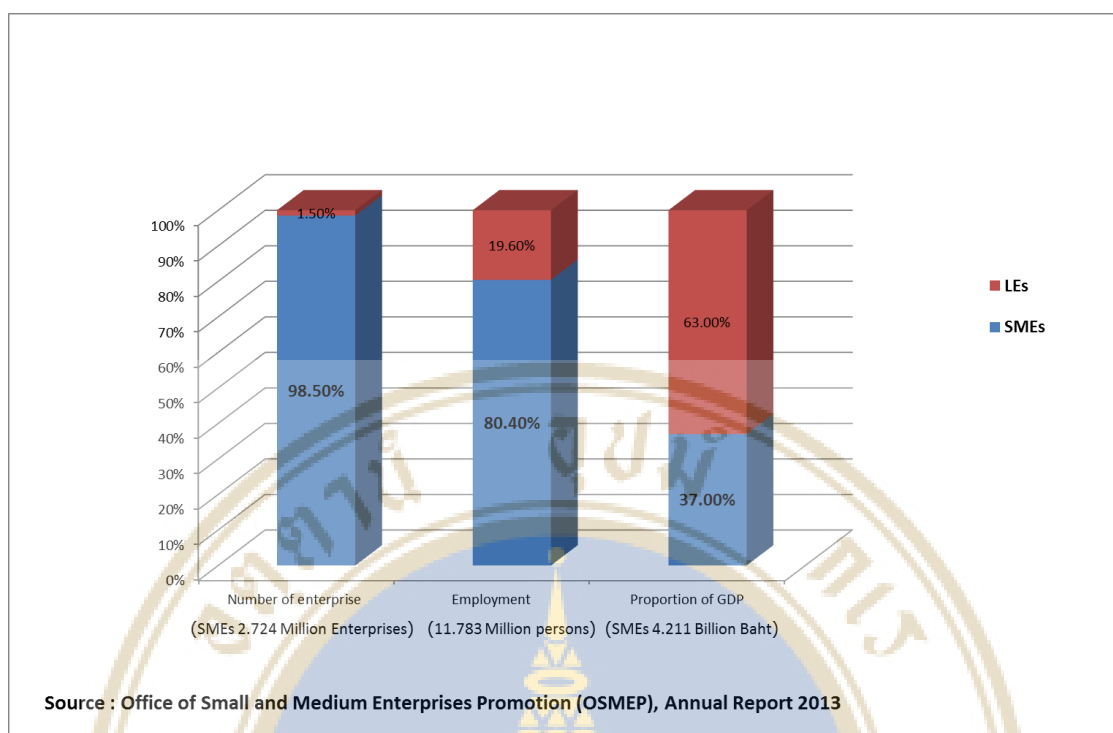


Figure 2: Contribution of SMEs and large enterprises on employment and GDP in 2012

Refer to the 2007 OSEMP annual report, the astonishing information shows that under the vast number of small enterprises, around 66% are the business section that is usually ignored. The commercial unregistered and very small size of enterprise might be the reasons for its ignorance. Of those unregistered are micro businesses. In Thailand, micro businesses normally owned and managed by one person. They are very small family businesses. The good samples of these micro family businesses are grocery shops, street vendors, traditional garages, small machine shops, etc. The work place and residence is in the same place. Businesses are set up because of the founder's skill or competence and operated by few people. Despite very limited resources, they struggle on their own and survive in the competitive markets.

This research was initially focused on micro family business because of the doubt about this business sector's growth opportunity. Refer to 14 of Thailand's

50 richest business people (Forbes, 2013) are family businesses. It has been acknowledged that most of them came from micro family business. Mr. Dhanin Chearavanont & family, owned CP Group, the richest one in Thailand is a good example. The question is “What makes a micro family business successfully transfer to the next generation and transform to be a medium or large enterprise?” The obviously example that can answer this question is the Office Mate Plc., the catalog and e-commerce business model of office supplies distributor. Khun Worrawut Aunjai, CEO, was the successor of a traditional stationary retail shop, Kijvitaya Stationary Ltd., Part. He turned his roll house family business into a giant building and warehouse within 15 years. The case of Office Mate leads to a central question of this research “What factors are most related to a micro family business succession achieving high post-transition performance?”

1.1 Statement of Problem

In the past ten years, the Thai government implemented supporting programs to promote SMEs which included micro enterprises. However, the supporting programs mainly provided for registered SMEs, but not directly addressed the needs of micro enterprises, a foundation of the economy. The author assumed that the government has a little understanding about micro enterprises and family businesses in Thailand.

In order to recognize the importance of micro family businesses, the government needs to perceive its potential to the Thai economy. This research will be contributed to understand micro family business succession and its success factors. The result of this research will be a guideline for micro family business successors in post-transition period. First of all, we need to deeply understand the nature of business and succession process of micro family businesses in Thailand, emphasize the opportunity to grow in businesses, find out what are the vital factors that truly affect post transition performance of micro family business. The results of this study not only benefit for individuals (incumbents and successors) and family businesses which are in

between the succession process, but also provide the government and other state agencies useful information for supporting this business sector effectively.

Therefore, this paper aims to identify factors that influence micro-family business to achieving high post-transition performance in Thailand.

1.2 Research Questions

The research question is “What factors are most related to a micro-family business achieving high post-transition performance?”

1.3 Research Objectives

To determine the context of this research, two main objectives are set as follow:

1. To identify the factors that make a successor succeeds in micro family business transferring with high post-transition performance in Thailand context.
2. To construct and test validity and reliability of measurement items for further empirical study.

1.4 Scope of the Study

This research focuses on the 2nd generation (successor) of a family business which started as a micro enterprise and could improve its business performance after the transition. The samples are selected from any business sectors. The successors need to be successfully transferred the management authority.

1.5 Contribution of the Study

The outcome of this research will make a contribution to the understanding of various factors that bring to high post-transition performance of micro family business. Moreover, the result of the study will be benefit the entrepreneurs who are in the process of transition, and encourage the successful transition with high post-transition performance.

1.6 Organization of the Research

In order to see the overall context of the research, the organization of this study and its main contents are briefly described below:

Chapter 1 illustrated foundation by providing the background for the study, describing the importance of family business, the existence of micro family business and its contribution to Thai economic. Thereafter, the research questions, objectives and scope of the study are addressed as well as significant contributions of the findings.

Chapter 2 describes the relevant theoretical frameworks through literature reviews for the achievement of the research objectives and questions previously mentioned. The definition of micro family business, the succession process, and success factors are addressed in this chapter.

Chapter 3 covers the research model by developing a framework base on empirical study of literature reviews.

Chapter 4 This chapter presents the research method and measurement of this study.

Chapter 5 offers the conclusion of case study, cross case studies analysis and findings.

Chapter 6 offers measurement items, questionnaire design, pilot test, data collection, descriptive analysis. Reliability test were also conducted and presented in this chapter.

Chapter 7 is dedicated to conclusion, limitation of this research and recommendation for future research.



CHAPTER 2

LITERATURE REVIEW

To understand the theoretical background in determining success factors of micro family business succession, this chapter presents a review of literature relevant to the study. The literatures were selected based on family business succession process and success factors.

The review starts from the basic understanding about the definition and characteristics of micro family businesses. Then it follows by the family business succession which indicates an interesting issue; the success after transition which is the ongoing health of the firm, quality of life and family dynamics. This leads to the focus of the study, the success factors that have an influence on success after transition.

This chapter covers three main sections: 1) the definition of micro business, family business and micro family business; 2) family business succession, its definition and stages; 3) the success factors of family business transition.

2.1. Definition of Micro Family Business

2.1.1. Definition of Micro Enterprises

The definition of micro enterprises varies from country to country and can be viewed by quantitative and qualitative perspectives. In many countries, the definitions of large, medium, small and micro enterprises are categorized by the number of employees in the business and the value of assets, sales or other financial measurement (O'Dwyer and Ryan, 2000; Coetzer. 2002). However, considering solely from the quantitative view can cause some misunderstanding, especially with the

micro business definition which is not widely recognized in Thailand. For example, small businesses in Thailand are defined as business employing up to 50 people or with total assets less than 50 million baht (OSMEP, 2009). From this definition, micro businesses are included unintentionally, and defined as a business employing less than 5 people and not officially registered (OSMEP, 2009). Burrow and Curran (Burrows and Curran, 1989) argued that the emphasis to define micro business only from quantitative basis is not sufficient to explain its uniqueness. The qualitative view such as the type of economic activities, types of employed technology or characteristics of decision making process should be considered. However, uniformity of approach to define micro business does not exist. Furthermore, the previous research argued that researchers should provide reasoned justifications for the definitions they adopt for their particular research project (Curran and Blackburn, 2001; Storey, 1994).

This study applied both quantitative and qualitative views to define micro businesses which differ from the definition of Office of Small and Medium Enterprises Promotion (OSEMP). The author assumed that the micro enterprises with high growth potential, the number of employees may exceed 5 people, but should not greater than 20 people. In addition, this study characterizes a micro business as the business which is owner-managed in a personalized way, not through a formal management structure.

2.1.2 Definition of Family Business

Researchers generally accepted that family's involvement in the business makes the family business unique (Miller and Rice, 1967). This involvement has usually been characterized in term of ownership and management (Handler, 1989). Research of Chua, Chrisman and Sharma (1999) found that defining a family business by its components is not sufficient to differentiate a family business from a non-family business. Previous research have tried to define family business by its ownership and management, but enterprises having the same level of family involvement in ownership and management may or may not consider themselves or behave as family businesses. The result of Chrisman and Sharma's research indicated that family's

involvement does not capture the essence of family business, which consists of the vision held for the firm by family or a small group of families and the intention of the dominant condition to shape and pursue this vision across generations of the same family or small group of families. This study will propose the definition of family business based on these two components.

From the review of the definition of micro businesses and family businesses, in this study a “micro family business” is defined as a business that employ workers less than 10 people and an owner of business is self- managed in a personalized way, with the firm’s vision that held by family or a small group of families and the intention of the dominant condition to shape and pursue this vision across generations of the same family or small group of families.

2.2 Family Business Succession

Family business succession has been defined as “the passing of leadership baton from the founder-owner (incumbent) to a successor, who will either be family member or non-family member; that is professional manager. Barry (1975) divided “leadership baton” into the ownership and management. The succession is not limited to whether successor has been designated as president, the ongoing health of the firm, quality of life and family dynamics are critical to the success of succession process. The outcome after transition is called as “post-transition performance” (Morris et al., 1997). Some researchers measure the success of succession process by the increase in the sales turnover and benefits (Churchill, 1987; Goldberg, 1996). Meanwhile, Friedman (1986) considers simultaneously, the financial performance, the reputation of the company and the progress of the succession process itself. Still others were concentrated on the perception of the stakeholders’ satisfaction (Sharma et al., 2003; Venter, 2005) Based on these review, the success of succession process in this thesis is considered by two aspects, the fully transfer of managerial control from the incumbent to successor and the post-transition performance which is measured by financial

performance indicator such as sale growth, profit growth, employment growth (Covin and Slevin, 1990; Churchill, 1987; Goldberg, 1996; Friedman, 1986).

2.2.1. Definition and Stages of Succession Process

Succession process can be defined as the actions, events, and developments that affect the transfer of managerial control from one family member to another (Sharma et al., 2001). Typically, successors do not assume leadership of a family business at a particular moment in time. Instead, a long drawn out process of preparation and transition is customary. The process can take time over years and often decades (Churchill, 1987; Handler, 1990; Vancil, 1987). It is described as “the lengthiest strategic process for family firms” (Barach and Ganitsky, 1995). It is considered to be a slow multistage process that involves an increasing participation of the successor and a decreasing involvement of the incumbent until the real transfer takes place.

The succession process in family business can be described in term of stages. Stage in succession process is phases in the process of transferring leadership of family business from incumbent to successor (Longenecker et al., 2009). Succession process in family business has been investigated by many researchers (Churchill, 1987; Longenecker and Schoen, 1975; Ibrahim et al., 2001; Handler, 1990)

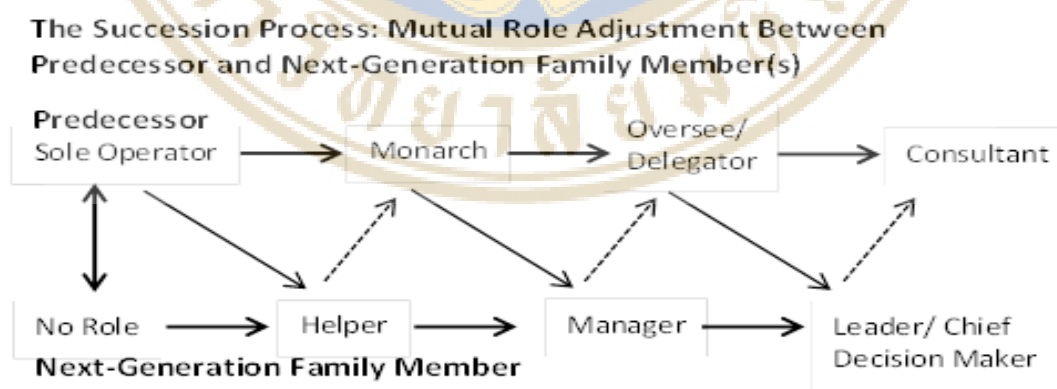


Figure 3: Model of Succession Process (Handler 1990)

Longenecker and Schoen (1975) break down the succession process into seven stages, three of which take place before the successor actually enters the business as a full-time employee. This third stage typically ends by age 24 and is followed by four stages of more intensive involvement in the business. Thus, there is (1) the pre business stage, where the successor may be only passively aware of some facets of the organization; (2) the introductory stage, where the successor may be exposed by family members to jargon and organization members although he or she has not worked even on a part-time basis in the business; (3) the introductory-functional stage, where the successor works as a part-time employee; (4) the functional stage, where the successor enters the organization as a full-time member; (5) the advanced functional stage, where the successor assumes managerial responsibilities; (6) the early succession stage, where the successor assumes the presidency; and (7) the mature succession, where the successor becomes the "de facto leader" of the organization.

While Handler's study (Handler, 1990) found that succession represents a process of mutual role adjustment (See in Figure 3) between incumbent and successors. The result from qualitative interviews with 32 individuals revealed a parallel process of successor gaining increasing involvement while the incumbent's role lessens in the firm. This succession dance involves the incumbent moving from sole operator (central and often sole family member in the organization) to monarch (having preminent power over others), to overseer/delegator, and finally to consultant who is disengaged or retired from the organization. At the same time, the successor moves from having "no role" or an undefined role, to helper, manager, and finally to leader and chief decision maker.

2.3 Success Factors

Succession is a widely research topic in the family business literature and there are a number of theoretical and empirical papers aimed at discovering the various determinants of superior succession performance (Handler, 1994; Le Breton-

Miller, 2003). The key variables or constructs in the literature that are predicted to result in superior succession performance can be grouped by three broad categories: (1) the successor related factors; (2) relationship factors; and (3) knowledge transmission factors.

2.3.1 Successor Related Factors

2.3.1.1 Preparation Level of Successors Except for the study of Stempler (1998) who reported a non-significant correlation between the preparation level of the successor and a successful succession process, there is overwhelming anecdotal and empirical support for the existence of positive relationship between these two variables (Brockhaus, 2004; Ciampa and Watkins, 1999; Hume, 1999; Kaye, 1999). There is considerable evidence that in successful transition successors are reasonably well prepared (Morris et al., 1997; Weinstein, 1999). The study of Venter, Boshoff, and Mass (2005) indicated that **a high external preparation level of successor would have a positive influence on the continued profitability of the family business which brings to success of succession process.** There was a clearly perception among respondents that if successors worked elsewhere before joining the family business, he or she is likely to gain self-confidence and credibility regarding his or her abilities and generally earn respect and support of non-family employee. **The successor should have a formal education, regularly attended business related-courses and seminars, so they would probably be more competent and ready to increase the revenue and profit of the family business and ensure its continued successful performance.** Morris et al. (1997) also suggest that preparation of successors is some crucial elements for family business. According to this study, the more the educational level is high, the more the post-performance is high.

2.3.1.2 Successor's Willingness to take over Both anecdotal evidence (Bjuggren and Sund, 2001; Fox et al., 1995; Matthews et al., 1999; Neubauer, 2003) and empirical results (Dumas et al., 1995; Stavrou, 1999) have shown that the successor's interest in and willingness to take over the family business play an important role to the success of succession process. The three factors that have

a positive relationship with successor's willingness to take over are the rewards from business, the personal need alignment, and the incumbent's trust in successor's ability (Venter, 2005). The compensation successor will gain from involvement in the business both monetary such as financial security and nonmonetary such as enjoyment, personal satisfaction are the factors that induce them to join family businesses (Fox et al., 1995; Stavrou, 1995). Stavrou (1999) has indicated that there is a positive correlation between business size and intentions of successor to join the family business. The successors whose parents owned larger businesses tended to be more inclined to join business. Sharma (1997) has suggested that the alignment of career interests of successor with opportunities available in business has more positive influence on successor's willingness to take over business (Carlock and Ward, 2001; Kaye, 1999; Lansberg, 1999). Handler (1989) has shown that the next generation family member will have a positive succession experience if the following needs have been satisfied, namely, career interest needs, psychosocial needs, and life stage needs. The reluctant of incumbent to let go business is another obstacle for succession. This may be underpinned by feelings of doubt about the successor's ability, willingness and desire to take control (Goldberg and Wooldridge, 1993). In Sharma (1997)'s study, a positive relationship emerged between the trust that the founder had in successor's capabilities and the propensity of the successor to take over the business.

2.3.1.3 Successor's Commitment to Family Business Although successors' commitment toward family business has been identified as the most important attribute (Chrisman et al., 1998), the commitment has been treated as unidimensional construct in family business research. On the other hand, the construct of commitment has received significant research attention in the organizational behavior literature (McGee and Ford, 1987; Meyer and Allen, 1991; Morrow, 1983; Reichers, 1985). Drawing on the organizational commitment literature, Sharma and Irving (2005) seek to understand the attitudes that compel next-generation members of family business to pursue careers in their family business. They propose four mind sets of successor commitment to family firm. Each mind set will reflect different

motivators, different commitment, and different discretionary behavior which include work attendance, job performance, and organizational citizenship behaviors.

The first type of mind set is “desire”. Successor will display affective commitment when they are based on a strong identification and emotional attachment with the business, combined with desire and ability to contribute. They perceive that career values are aligned with family business opportunities. Affective commitment has the strongest positive relationship to discretionary behaviors on the part of successors that lead to effective functioning of family business.

The second type is mind set of obligation or normative commitment. Successors will have a sense of ought or they have been socialized to follow such career. Although they are not convinced that joining family business was the good decision, they felt “need” or “unable to let the family down. This normative commitment has a strong positive relationship to discretionary behaviors that lead to effective functioning of family business.

The third is mind set of “have to”. Successors will display calculative commitment to pursuing a career within the family business when they perceive significant accumulated investments in their family business or potential for high emotional costs of not pursuing a career in family business.

The last type of mind set is “need to”. Successors will display imperative commitment to carry on family business when their reason for pursuing a career family business is based on their self-doubt and uncertainty of their ability to successfully work outside business. When decision to pursue career of family business is motivated by mind sets of calculative or imperative commitment, successors are likely to devote minimal efforts to business which negatively related to discretionary behaviors that lead to the effective functioning of the family business.

2.3.2. Relationship Factors

2.3.2.1 Relationship between successor and incumbent Many literatures indicate that the quality of relationship between the incumbent and successor is a critical determinant of the success of succession process (Brockhaus,

2004; Chrisman et al., 1998; Dickinson, 2000; Lansberg and Astrachan, 1994). Successors who have positive working relationship with their incumbents indicated desirable effects on their experience in the family business including enrichment, growth, and further strengthening of the relationship (Handler, 1991). If there is conflict, the succession process might be put at risk because the successor may decide to leave the business or the incumbent might block the appointment (Lansberg, 1988).

A high quality relationship is characterized by a high level of trust, mutual support, open and earnest communication, and willingness to acknowledge each other's achievements (Harvey, 1995; Neubauer and Lank, 1998). Similar to Morris (1997)'s study, the research has suggested that the two most critical issues in relationship are trust and affability. Trust is characterized by openness and honesty among family members, as well as confidence in family member's reliability and integrity. It can be associated with such quality as consistency, competence, fairness, responsibility, helpfulness and benevolence. Affability is concerned with mutual respect between incumbent and successor, on the other hand, and with the minimization of rivalry, bickering, hostility, and tension.

Goldberg and Wooldrige (1993) and Goldberg (1996) concluded that effective successors have significantly better relationships with their incumbent than do less effective successors.

2.3.2.2 Relationship between successors and family members
Handler (1991) studied intra-generation relationship and indicated that an individual's relationship with siblings and other relatives involved in business can impact on their quality of experience in family business. Among 32 family members interviewed, two-thirds of successor indicated that a sibling had or was presently working in the business. These relationships were experience positively to the extent that there was sibling accommodation which is defined as agreement on relative positions of responsibility and power in the family business. However, working together with other siblings gave the impression of a team and was some degree of sibling rivalry. To conclude that the more siblings can accommodate rather than conflict with one another in family business, the more likely it is that the individual will have a positive

succession experience. In other words, when family members support themselves mutually and work together in coherent way, they are more likely to transfer the business to the following generation in more effective way (Venter, 2005)

2.3.2.3 Relationship between successors and other stakeholders

In addition to relationships with the family members, the relationship with the stakeholders of the family project; customers, suppliers, bankers, associations are also important. Previous work suggests that entrepreneurs that are technically qualified can fail to lead their project if they cannot manage their relationships with the firm stakeholders (Ding and Lee, 2008).

Indeed, it is shown that the successor which is accepted by the firm stakeholders is likely to get legitimacy due to the development of strong ties between them and bring to the success of the transmission. In this perspective, it is shown that when the successor has strong ties with the family project stakeholders, he may obtain their help, collaboration, knowledge and resources that allow him to acquire tacit knowledge relating to the family project and to learn the required skills necessary to ensure his new role (Ding and Lee, 2008). Relationships between the successor and stakeholders that are characterized by respect and mutual understanding improve communication flows and ensure that important information and resources are shared between them (Ding and Lee, 2008). Goldberg (1997)'s case study shows the conflict between successor and key non-family managers was the main factor making family business unable to survive after its incumbent retired.

2.3.3. Knowledge Transmission

A major challenge facing the family firm is the succession process. One reason for this challenge might involve successor's ability to acquire the incumbent's key knowledge and skills adequately to maintain and improve the organizational performance of the firm. Louise (2007) affirmed that knowledge transfer is the most incumbent's concern in small and medium sized family businesses. Knowledge is a non-consumable resource, which can be accumulated, created, shared, and transferred in family business over time (Francesco, 2007). The combination of knowledge is pure

knowledge and skills. Pure knowledge (explicit knowledge) is information and understanding of fundamental, principles acquired through education. It can be transmitted and communicated easily by text book, manual, databases and so on. Whereas skills or tactic knowledge refer to personal knowledge rooted in individual experience and involves mental models, beliefs, perspectives and values. It is ability to apply accumulated pure knowledge but it is not easy to describe, share, and transfer (Nonaka, 1991; Nonaka and Takeuchi, 1995; Smith, 2001; Hildreth and Kimble, 2002).

Since knowledge is a source of competitive advantage (Cabrera-Suarez, 2001) which enables an organization to be innovative and remain competitive in the market (Nonaka and Takeuchi, 1995; Grant, 1996; Smith, 2001). Family firms can create better performance over time when the second generation is integrated into the family business and the transfer of knowledge from the previous generation to the next takes place (Cabrera-Suarez, 2001; Grant, 1996). In the same time the second generation has to add new knowledge and offer new perspectives in family business (Handler, 1992). In this respect, family firm's specific knowledge, as well as the ability to create and transfer it, are considered a key strategic asset that may be positively associated with higher level of performance (Kellermanns and Eddleston, 2004; Cabrera-Suarez, 2001)

CHAPTER 3

THEORETICAL FRAMEWORK

This chapter introduces the research model through the framework. It begins with the relation of eight factors that were found on previous researches to micro family business in Thailand. Then the model framework was illustrated.

3.1 The Relation of Success Factors to Micro Family Business in Thailand

After review on family business literature, success factors that have a relationship on high post-transition performance also relate to micro family business in Thailand.

3.1.1 External preparation

The reluctant of incumbent to let go business is another obstacle for succession. This may be underpinned by feelings of doubt about the successor's ability control (Goldberg and Wooldridge, 1993). In order to gain credibility and trust from incumbent, successors need to improve their competence, thinking ability, personality, intuitiveness and business perspective. Working in other organizations before joining to family business is generally accepted that can prepare successor in these aspects. At least if successor can apply the management skill from their work experience to their micro family business which has informal structural management, it will be very useful for strengthening business.

3.1.2 Educational Level

Founders of micro family businesses in Thailand mostly are low and medium level of education. Normally, their capability in production is the strength of business setting up. However, to survive and grow in a high competitive market, micro family businesses need to be adapted in many managerial aspects. Dipboye, (Smith and Howell, 1994) find that the factor most clearly related to managerial effectiveness is intelligence. Intelligence might be roughly measured by education level. An empirical study from Morris et al. (1997) on 177 American family businesses finds a positive relationship between formal education and post-transition performance.

3.1.3 Willingness to Take Over

Stravrou (Stavrou, 1999) has indicated that there is a positive correlation between business size and intentions of successor to join the family business. The successors whose parents owned larger businesses tended to be more inclined to join business. This implies that successors whose parents owned micro businesses should not be attracted to join because of its low liquidity and financial security. In this way, successors who have willingness to takeover micro family business must have the spirit of entrepreneurship. Even they have to work hard but they realize what are the rewards from family business; the opportunity to create financial security, the authority to design their lifestyle. This type of person normally knows how to reach their business goal and have a great confidence in their ability to create growth to family business.

3.1.4 Successor's Commitment

Successor's commitment is the most important attribute of successful successor. Successors who have different commitment will have different discretionary behavior which includes work attendance, job performance, and organizational citizenship behaviors. The different behavior will bring to different outcome of succession.

Whilst there are many advantages to micro family business, there are also various disadvantages that must be concerned such as the adaptability to an uncertainty of market and economy, the financial limitation, the inefficiency of management and production. Hence successor may be required to work long hours, potentially take work home, as well as being responsible for many, if not all, aspects of the business. This burden can result in personal stress and pressures, as well as a changed lifestyle, with less time for family and recreation. Differ from successor with affective and normative commitment, successor who has calculative and imperative commitment are likely to devote minimal efforts to business which negatively related to discretionary behaviors that lead to the effective functioning of the family business.

3.1.5 Relationship between Successor and Incumbent

The key person of micro family business is an incumbent who takes total responsibility over business and owns knowledge which is the key competence of family business. Once successor join family business, they need to be transferred knowledge and share the work from father. Knowledge transfer is a critical process, because cognitive abilities are difficult to articulate explicitly and transfer to others. Consequently, the reproduction of knowledge has been based on relationship between incumbent and successor (in which the competencies of a youngster were developed through observation, imitation, listening), but they can easily fail when contacts between old and new generations become rarer. Harmonious relation between them can not only facilitate the successor's learning process but also boost his performance (Lansberg, 1988; Chrisman et al., 1998).

3.1.6 Relationship between Successor and Family Member

In micro family business, except parents and non-family employee, there might be sibling and relatives who involve in business. The process of transitioning the family business is the first and foremost about managing relationships and expectations among family members. Conflicts/rivalries/competition among family members, perils related to high consensus sensitiveness of the family business such as

a requirement for a unanimous vote to make decisions. Lack of trust in the successor by family members, a lack of commitment to the successor by the family member are the relationship problems that can inhibit high work performance.

3.1.7 Relationship between Successor and Stakeholder

As micro business has many resources limitation, it needs to be supported and nurtured. Stakeholder who includes non-family manager, employee, customer, financial institution, is very important for business survival and success. Normally, micro family businesses have a limit stakeholder's network but they are very close in relationship. For example, the founder of family business might be supported by few suppliers, customers, employee, and financial institution at the initial stage of business. The long relationship and the feeling of obligation allow them to be monopolized. When successors take over family business, they might need a longer credit term from supplier, push new products to customers, ask for longer work hour from employee or ask for a loan to expand business, these needs will be easier accomplished if successors are kind by stakeholder.

3.1.8 Ability to Create and Transfer Knowledge

Businesses are recognizing that one of the most valuable assets is their business know-how, which is a core intangible asset of the business. In family business, knowledge transfer is the key to successful wealth transfer. Successors need to acquire particularly tacit knowledge of the incumbent, since this knowledge will create the competitive advantage to their family business. However, to improve the organization performance, successors need to be developed and nurtured over time.

3.2 Framework

As early mentioned, micro family business is the root of Thai economic. To push forward this business sector is not just helping successors to make a successful transition, but encouraging them to create the big change to their family business after they are fully transferred. Therefore the answer that this research needs to fulfill is what factors are most related to micro-family business achieving post-transition performance.

Even though the relationship between these independent variables and dependent variable was tested in the previous research (Morris et al., 1997; Venter, 2005; Sharma and Irving, 2005; Francesco, 2007), it is not reasonable to suppose that the research result is applicable under the context of micro family business in Thailand. Not just because the definition of enterprise differs from country to country, but the different in nature of characteristics between small, medium and large size of family business in previous research probably create different results toward the study of micro family business in Thailand.

Therefore these eight factors will be examined with micro family business in Thailand context by case study. The interview with successor helps to understand the nature of Thai micro family business and the relation and level of importance of these factors toward succession and business performance. Then the measurement items of these factors will be created and tested both validity and reliability by pilot test and small survey. The result of this study aim to identify any other factors, except the previous research, that is critical to high post transition performance and provide the quality measurement items which will be benefit for further study and empirical survey (see figure 4.)

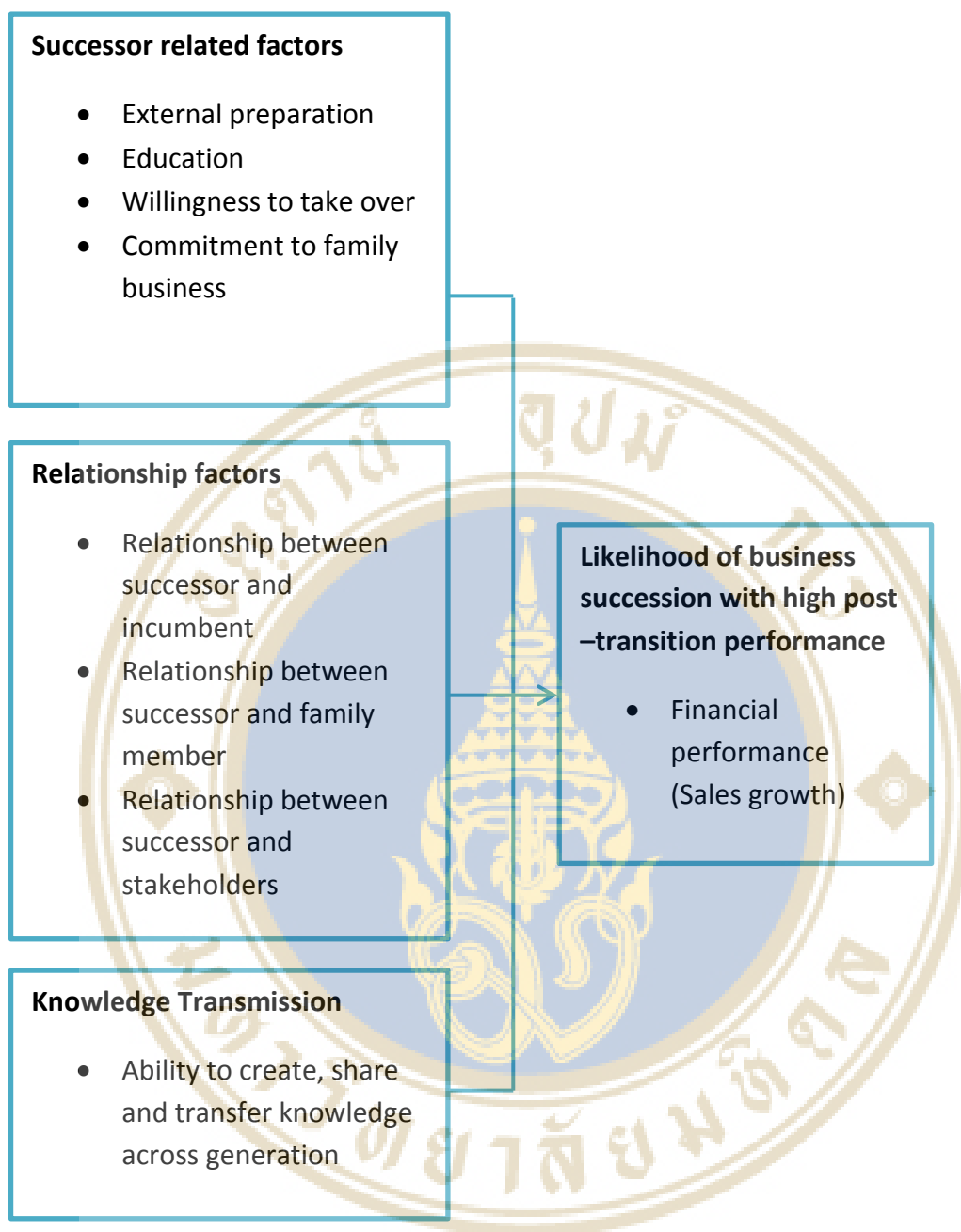


Figure 4: A proposed conceptual framework

CHAPTER 4

RESEARCH METHODOLOGY

This chapter presents the research method and measurement of this study.

4.1 Research Method

Refer to eight success factors according to literature review, in order to identify critical factors that influence on successors achieving high post transition performance of micro family business in Thailand, this study employed a qualitative method by using case study for exploratory purposes. Semi-structured interviews were used to identify independent variables. Then the result of case study will be used to design the measurement items. This study will end up with the assessment of validity and reliability of these measurement items and propose the different findings compare with the previous research.

4.2 Case study

The initial qualitative approach took the form of semi-structured interviews with successor of micro family businesses from a variety of industry sectors. The insights from the case studies of successful family business transition provide in-depth understanding of micro family business succession, its opportunity to grow as well as each proposed factors affecting family business succession. The case studies were selected by the purposive and snowball method. Four successors who are actively involved in the business and fully own management control were interviewed.

4.2.1 Case study Criteria

This study used the model-building approach by Yin (Yin, 1994). Only existing family businesses in Bangkok and surrounding provinces that experienced a leadership transition and follow these criteria are considered. Firstly, the case must be family businesses that consist of the vision held for the firm by family or a small group of families and the intention of the dominant condition to shape and pursue this vision across generations of the same family or small group of families. Secondly, the family businesses must be successfully transferred leadership to second generation at least two years prior to the study without the judgment about post-transition performance. Thirdly, before the transition, the family business must be a micro family business by referring to the definition employing in this study. Fourthly, the family businesses can be in service sector, manufacturing sector and trading sector.

From the above criteria, the participants were selected from author's contact; friends and supplier. Four family businesses were approached, and agreed to participate in the study. The successors of selected family businesses were interviewed. All of them are actively involved in the businesses and fully control and manage the businesses. The interviews took about 30 minutes to 40 minutes with these main 5 sections.

Section 1 Successor's background, includes educational background, work experience inside and outside the family business, reason for joining the business.

Section 2 Family business background, includes, type of business, age of business, the characteristic of family business, number of employee, sale volume, management person, relationship with incumbent, family members, employees and stakeholders.

Section 3 Turning point of family business, what is the event or turning point that makes business obviously changed in the positive way. What is the post-performance in family business?

Section 4 Transition experience, includes the transition experience along the succession process such as, the length of each stage, the smooth and ease of transition, comfortable, conflict, or complicated.

Section 5 Success factors, includes the factors that successors found important for them to make a success transition with high post performance.

4.3 Measurement Items

The results of case studies will provide a foundation for developing measurement items which will be helpful for further empirical study. The investigative questions and measurement scales will be developed in order to assess the validity and reliability through questionnaire survey.

4.4 Small Survey

The questionnaire will be developed for the purpose of validity and reliability test of measurement items. The questionnaire will be tested through pilot interviews with 10 micro business successors and conducted a survey with 100 micro business owners/successors who are members of two entrepreneurial business clubs in Thailand.

4.4.1 Survey Sample

This study was undertaken in Thailand among family business which was micro business. As mentioned that micro family business database in Thailand is in blank spot, the selection of respondent was purposive sampling and snowball sampling method. The first group of sample was the author's network such as friends, colleagues, senior and junior students, and business owner network. Then these potential respondents were also requested to identify other family businesses that meet following criteria; family business successor is 2nd generation, before successor entering, family business was micro business size which number of employee did not exceed 20 persons, the successor have been successful transferred the managerial

control in family business, and there must have an outstanding growth in family business after transition.



CHAPTER 5

CASE STUDIES OF MICRO FAMILY BUSINESSES

To answer the research question, the case of micro family businesses in Thailand is used to provide insights by in-depth interview. This chapter presents case study description, cross case study analysis and case study conclusion and discussion.

5.1 Case Study Description

We interviewed successors of four selected micro family businesses with successful leadership transition longer than two years. We examined the succession experience of four selected micro family businesses to identify factors that strongly affected the succession process and post transition performance. The cases include VS Solid Tire, Varaporn Sompong Food, Poon Suchon, and Thai Silp Factory. All case studies have succeeded the transition to the next generation, but only three cases achieved high post-transition performance except Thai Silp Factory (see Table 1).

Table 5.1 Profile of Participation

Company	Type of Business	Year in Business	Year of Successor in Business	Successor own management control	Number of workers		Sales Volume		Critical Change in Business	
					Before Transition	After Transition	Before Transition	After Transition	Before Transition	After Transition
VS. Solid Tire Co., Ltd.	Solid tire manufacturer	15 yrs.	10 yrs.	Yes.	10	95	12 M.	134 M.	Low quality of product which was sold in lower market	High quality of product which was expand to global market
Varaporn Sompong Food	Steamed Bun shop	20 yrs.	10 yrs.	Yes.	3	100 (factory)-300 (shops)	-	-	One small row house use in producing and selling	Expand 40 branches within last 5 years with own factory
Poon Suchon Co., Ltd.	Ready-made Curtain and textile product manufacturer	25 yrs.	13 yrs.	Yes.	7	75	1.2 M.	70 M.	Curtain made to order shop at small row house	Ready-made curtain / sell through every modern trades over the country
Thai Silp Factory Co., Ltd.	Jewelry production factory	27 yrs.	11 yrs.	Yes.	11	20	11M.	14 M.	-	-

Case 1: VS Solid tire

VS Solid Tire, a forklift tire manufacturer, is a successful case of micro businesses. The company was founded in 2000 by a school teacher who turned himself to be a production manager of a solid tire factory. After several years of experience, he quit the job and decided to start his own small solid tire business. In the first five years of business, the founder faced many problems in quality of production and financial management. To move the business forward, the successor decided to quit his job and started working in the family business. The reason he joined the family business is a belief in career potentials and financial returns rather than an obligation in doing so. With an education background in industrial engineering and two years of experience as a production manager in a large solid tire factory, he could turn around his father's business by improving the quality of products and solving many manufacturing problems in the production line.

The successor admitted that he rarely consulted the problems with his father due to the fact that he perceived his father's knowledge in production operations are not sufficient. With his dedication in doing business, the business performance has tremendously improved from the outset. In his opinion, the most important thing that brings a high growth in his business is capability to use of his technical and business knowledge and experiences gained from outside to continuously improve the production process and quality of products. The sales volume increased from 10 million baht per year with 10 workers prior to his engagement to 134 million baht with almost 100 workers at present. The father appointed the successor to become Managing Director and reduced his role in making decisions in the business.

Case 2: Varaporn Sompong Food

Varaporn Sompong Food Co., Ltd. was found by Mrs. Varaporn Suthanya who started making steamed buns and family's recipe for her own kids. Later on it turned out to a small family business selling steamed buns. Prior to participation of her successors, the business run only one shop located at the first floor of her small commercial building, with only three unskilled employees. The successor who is the

eldest son of the family, took over the business after 6 months experience in automobile sales executive. He quit the job and decided to help his mother running the family business. He believes that working for his family business will allow him much more time to take care his wife and children. He had strong determination to grow the business. Although having some disagreement with his mother, it was only about the business issues. From the close relationship within the family, they always communicate everything with each other.

The second branch was opened five years later after he joined the business. He believed that the success of his family business resulted from his willingness to change. Despite the financial constraint, he decided to launch the second branch as a prototype. He wanted to test his hypothesis. If it went well, he will expand the business by this model. Within five years, the business expanded from 2 to 40 branches operating in 2012 with 1,000 percent sales growth. The factory was relocated from a small commercial building to a larger place with 100 workers. Currently, three family members are participating in the family business (including the successor). The successor has undertaken full management control with supports from his two brothers. His mother had stepped down from the business.

Case 3: Poon Suchon

Poon Suchon founded in 2000 as a small curtain making shop run by the founder and four sewers. Most of the customers are retail customers and from word of mouth. The business earned only 100,000 baht in sales per month. The eldest daughter of the family took over the business without hesitation after graduation. She realized that it was her responsibility for taking care of the family. She did not expect high remuneration from the business, but she committed herself to the business. Her parents strongly supported her and handed over management control within a short period of time and welcomed her new initiatives. They always encourage and allow her to explore a new way of doing things.

What the successor learned from helping her parents in the business since childhood contributes to her business perspective. She realized that if she followed the

same process of doing business, she needed to spend her weekend measuring the curtain at customers' places. So they reinvented the business model from made-to-order to ready-made products, "Roman curtain," which the concept was new to the market at that time. Instead of selling at the shop, she proposed the new product to large hypermarkets. The first ready-made roman curtain was placed in the retail markets through all hypermarkets and department stores in Thailand. Currently, she has her own factory employing 70 workers and generating 70 million baht of total sales annually.

The successor believes that her commitment to the business is the most important factor that leads to high growth performance. Good relationship between her family and the biggest wholesale fabric supplier supports her new venture when credit terms are needed. Good relationship with employees supports her product quality and production capability. Also, her education background in economics helps her in making decision.

Case 4: Thai Silp Factory Co., Ltd.

Thai Silp is a small jewelry manufacturer founded by a Chinese family. The founder has strong intention to transfer the business to his eldest daughter. After graduation in Business English from the university, the eldest daughter took over the business from her father. Even though she has been familiar with the family business since her childhood, she has not directly involved in the family business or gained any working experience outside. Her father did not transfer knowledge in doing the business to her. Indeed, her relationship with the incumbent is not smooth, and she never asked any supports from her father. However, her relatives who involve in business become her advisors.

A key issue is that the business serves only one customer for 30 years. Profitability of the business has declined for more than 10 years after her succession. Her role in the business is to manage skilled workers to deliver products on time. Senior staffs do not trust her decision because she lack of work experience and education background in the business. She attended many courses such as jewelry

design and mini business administration program, but it is difficult for her to apply knowledge to the business. As a leader of the family, she starts worry about the future of the business. She is wondering that it might be better for her if she should start other things she loves to do. Currently, she has received more orders from a new customer, but she still feels uncertain in pursuing the family business.



Table 5.2 Measurement of Independent Variable

No.	Items	VS. Solid Tire Co.,Ltd.	Varaporn Sompong Food Co., Ltd.	Poon Suchon Co., Ltd.	Thai Silp Factory Co., Ltd.
1	External Preparation (Morris, 1996)				
1.1	Years outside experience and Relation of outside experience to family business	2 years/ Industrial engineer in Michelin	6 months/ Sale Executive at Isuzu	No	No
2	Educational Level (Morris, 1996)				
2.1	Level of education and Relation of education to family business	Bachelor's and Master Degree: Industrial Engineering/Entrepreneurship and Innovation	Bachelor's Degree: Accountancy/Master Degree: Economics	Bachelor's Degree: Economics	Bachelor's Degree: Business English
3	Willingness to take over (Ventor,2005)				
3.1	Reward from business	Believe that own business can offer favourable financial security	Believe that own business can offer more time to stay with	Offer the opportunity to be grateful to parents	No
3.2	Personal need alignment	Yes	Yes	Yes	No.
3.3	Incumbent trust in successors' ability and intention	Not sure	Medium	High	Not sure
4	Successors' Commitment (Sharma,2005)				
4.1	Primary motivation to join family business (want to/ought to/have to/need to)	Affective commitment	Normative commitment	Normative commitment	Normative commitment
5	Relationship between successors and incumbent(Morris,1996,1997)				
5.1	Level of Trust	Medium	High	High	Low
5.2	Mutual support and Openness communication / Willingness to acknowledge each other's achievements.	Medium	High	High	Low
6	Relationship between successors and family member (Morris,1996,1997)				
6.1	Trust : Openness and honesty among family members/Confidence in family member's reliability and integrity	Medium	High	High	Low
6.2	Affability : Mutual respect	Medium	High	High	Low
6.3	Sibling rivalry	Low	Low	Low	Low
7	Relationship between successors and stakeholders (Lee, 2008)				
7.1	Mutual understanding and Collaboration	High	Medium	High	Low
8	Ability to create, share and transfer knowledge across generation (Francesco, 2007)				
8.1	Ties, cooperation and collaboration enhanced by trust in family firm	High	High	High	Low
8.2	Motivation and commitment	High	High	High	Low
8.3	Academic courses and practical training courses inside and outside organization	High	High	High	Low
8.4	Employing/Using talented non-family members	Yes	No.	No.	No

5.2 Cross Case Studies Analysis

Table 5.3 presents the cross-case study analysis.

Table 5.3 Cross Case Study Analysis

No.	Success Factors	VS. Solid Tire	Varapon Sompong Food	Poonsuchon	Thaisilp Jewelry
1	External Preparation	●	◐	◐	x
2	Educational Level	●	●	◐	◐
3	Willingness to Take Over	●	●	●	○
4	Successor Commitment	Affective	Normative	Normative	Normative
5	Relationship with Incumbent	◐	●	●	○
6	Relationship with Family Mwmber	◐	●	●	○
7	Relationship with Stakeholder	●	○	●	○
8	Ability to Share and Transfer Knowledge Across Generation	○	○	○	○
9	Ability to Create New Knowledge to Business	●	●	●	○

Remark x = No
○ = Low/weak
◐ = Moderate
● = strong

Refer to case study description and cross case study analysis in table 3, there were four interesting issues. Firstly, the first three successors seem to be better prepared in maturity and had more opportunity to develop thinking capability and business perspective than Thaisilp Jewelry successor, since they had high level of first three success factors; external preparation, educational level and willingness to take over family business.

Secondly, although Sharma and Irving (2005) indicated that successor who had affective commitment had the strongest positive relationship to discretionary behaviors that lead to effective functioning of family business. But from case studies, successors who had normative commitment seem to have the **spirit of entrepreneurship which was the dedication and endeavor** to develop and drive business to achieve goal as same as the successor of VS. Solid Tire who had affective commitment.

Thirdly, even though the relationship between successors and incumbent, family members and stakeholders were important to succession process. But the case of Thaisilp Jewelry implied that the successful transition was not obstructed by the low level of relationship between successors and incumbent, family members and stakeholders. However, the smooth of transition and the successors' experience with the succession process might be unhappy. While the other successors who had medium and high level of relationship between successors and incumbent, family members and stakeholders would be encouraged the **smooth transition** and a good support at the first step of successor in business.

Fourthly, all successors could be successfully transferred business even they had a low ability to share and transferred knowledge from their parents. However, it was clear that only three successors, except Thaisilp Jewelry, who had high ability to create new knowledge or innovate to business could create high post-transition performance to business.

5.3 Case Study Discussion

Finding 1: Successors of micro family business who have high external preparation and educational level are likely to create a successful transition with high post- transition performance, if they have ability to apply those knowledge and experience to their family businesses.

From the case studies, external preparation and educational level seem to be significant to successor. Since normally micro family business was found by parents who have their own capability and skill in specific career with education at elementary, high scholl or vocational scholl level (Dr. Mitree Wasuntiwongs). Although they can run businesses for a decade but their business perspectives are limited. Therefore, it is very difficult for them to create a big change in business in order to survive or run away from competitors. The successors, who have high education level, are better prepared in basic knowledge to be used in real life. The successors who have external preparation, work experience outside family business,

normally are better prepared in maturity. They have a chance to explore the real world and learn to survive in the real file. Moreover, they have more opportunity to develop their thinking capability and business perspective when they join the large organization. When successors use their knowledge or experience to develop business and bring about a good result, they are acceptable by their parents and this can support successful transition. However, knowledge and experience they gained from education and working outside would not be useful if the successors are not able to apply it to the family business, as in the example of jewelry production factory. On the other hand, the successor of solid tire manufacturer employed all resources he gained both technical knowledge from education and connection of solid tire expert from work experience. Therefore his family business was recovered and turned around with succession in a short period of time.

Finding 2: Successors of micro family business who have willingness to take over business and have affective or normative commitment are more patient with succession process and use the spirit of entrepreneur to develop and drive business to achieve goal.

Stavrou (Stavrou, 1999) has established that there is a positive correlation between business size and the intention of successor to join the family business. Those successors whose parents owned larger businesses tended to be more inclined to join business. In other words, micro family business is normally unable to attract the successor in term of monetary matters. Therefore, successors who decide to take over micro family business with willingness, especially leaded from seeing monetary or non-monetary rewards, they generally have the spirit of entrepreneur. When they picture the growth of business, they always set business goal. Then they will find the way to reach these goals. This is the pattern of thinking process of successful successors in case studies. Moreover, successors will put a great effort in driving family business if they have affective and normative commitment. Most of micro family businesses employed their residences to be business premises. Therefore successors have seen their parents working hard every day. They are also implanted from our culture that the eldest child or only son must taking care of family.

Sometimes successors do not hesitate to enter family business. Conversely, they devote their effort to push the family business. This type of successor tends to be patient and avoid transition obstacle such as disagreement between them and parents, so they tend to be successful transferred.

Finding 3: Relationship between successor and incumbent and family members of micro family business has influence on successful transition but to create a high post-transition performance depends much more on successors' competence and business perspective.

Relationship between successor and incumbent and family members are important to successful transition. The successors of Varaporn Sompong Food Co., Ltd. and Poon Suchon Co., Ltd. are good examples. The trust and open communication between them and their parents and family members encourage the successful transition of managerial control in a short period. However, to create a high post-transition performance in micro family business depends much more on successors' competence and business perspective. For example, the successors of solid tire manufacturer and jewelry factory do not seem to have a good relationship with parents, finally both of them have successfully transferred managerial control. But the growth of solid tire manufacturer obviously comes from the competence of successor. His perspective toward his business is always positive and advance, which is opposite to jewelry successor who always see the impasse of business.

Finding 4: Relationship between the successor and stakeholders are important to support the successful transition and the first step of successor in business but its importance tends to decrease when business is growth.

Stakeholders in this study mean suppliers and employees who involved in family businesses before the transition. The level of importance of relationships between successors and stakeholders toward successful transition and post-transition performance depends upon the characteristic of micro businesses. For a traditional business such as Varaporn steamed bun, the key of the business is the steamed bun recipe which belongs to his mother. There were only 3 unskillful labors. So there was

no resistance from employees when successors were transferred into the family business.

Since the business characteristic of micro family business is simple, the necessary raw materials for production are generally supplied. However, the lower amount of materials per order decreased bargaining power with suppliers. So parents normally create good and long term relationship with the only one supplier in order to get the long term credit. When successors enter into the business, they can use this relation to support the operation. Once they develop business and grow up and the former supplier cannot support them, they can find other suppliers with better condition. Sometime the trust of former suppliers is two-edged sword. The case of solid tire, he found that his father had bought raw materials more expensive than the market price up to 10% for 45 days credit term for 5 years. Therefore, he searched for new suppliers immediately and gradually decreased the amount of order from the former supplier.

Finding 5: In order to make high post-transition performance, the ability to create, share, and transfer knowledge across generation is less important than ability to innovate and formulate business strategies.

Because of hard working and engaging day by day operation, it might be difficult for parents in a micro family business to think and consider other alternative for business development. Business operation or marketing strategy had never been changed since the establishment. This is one thing in common for the four case studies. The successors had learn how their parents run business since they were young. The successor of Poon Suchon Co., Ltd. revealed that her parents did not need to teach her about the business. She can sew curtain and measure the window by herself because she helped her parents since childhood.

In some cases, successors deny to be transferred knowledge from parents if their knowledge in education and work experience directly relates to the family businesses, especially when they trust that their knowledge can create the better results for businesses. For example, solid tire manufacturer, successor never learned how to run the production process from his father, since his father's production method is

obsolete and bring about a great number of wastes. On the other hand, micro family business will be developed and expanded to a greater size of business easier when successors have ability to add new knowledge or experience they gained through education, work experience, and social to business. For example, the successor of solid tire manufacture employed his working experience to continually develop production efficiency and search for new market opportunity which supports the growth of business.

In conclusion, all the factors proposed in the research framework seem to be consistent with successor's post-transition performance. All factors are important to the successful transition and the first step of successors' experience in businesses. But the degree of importance varies from successors' perspective and their abilities.

However, these factors should be assessed more comprehensively by large empirical evidence. The next step of this research is to construct the valid and reliable measurement items for further empirical survey. The measurement items for the eight factors from the previous research should be created, while the interesting factor that found from case studies and should be paid more attention is the ability to create, share and transfer knowledge across generation. Since the case studies show the different result between Thailand micro family business context and literature review. The ability to create, share and transfer knowledge across generation seem to be less important for successor to create high post-transition performance.

CHAPTER 6

MEASUREMENT ITEMS

This chapter begins by elaborating on measurement items, questionnaire design, pilot test, data collection, descriptive analysis and reliability test.

6.1 Measurement Items

From literature review and the results of case study analyses, 32 measurement items were created and will be measured by Likert scale. The rating scale questions, anchoring from strongly disagree to strongly agree, were used to determine the respondents' perception about various aspects of their transitional experience. All measurement items were drawn from the previous research, only the items of relationship between successor and stakeholders were written from the researcher experience in interviewing case studies (see Table 6.1).

Table 6.1 Measurement Items with Literature Sources

Variable	Measurement Item	References
External Preparation	At the time of succession I had business experience other than that obtained in the family business that prepared me to take over the family business	The Influence of Successor-Related Factors on the Succession Process in Small and Medium-Sized Family Businesses E. Venter, C. Boshoff, G. Maas, P.303
	My experience which is related to family business prepared me to take over family business	
Educational Level	My Level of Education prepared me to take over family business	The Influence of Successor-Related Factors on the Succession Process in Small and Medium-Sized Family Businesses E. Venter, C. Boshoff, G. Maas, P.303
	My education background which is related to family business prepared me to take over business	
Willingness to take over	At the time of succession I had a strong desire to take over the family business	The Influence of Successor-Related Factors on the Succession Process in Small and Medium-Sized Family Businesses E. Venter, C. Boshoff, G. Maas, P.303
	At the time of succession I was happy to work in the family business	
	At the time of succession I was willing to put in a great deal of effort beyond that normally expected in order to help the family business be successful	
	At the time of succession I was proud to tell others that I was part of the family business	
	At the time of succession I had a great deal of confidence in my ability to successfully manage the family business	

Table 6.1 Measurement Items with Literature Sources (Cont.)

Variable	Measurement Item	References
Successors' Commitment	Affective Commitment	The measurement and antecedents of affective, continuance and normative commitment to the organization, Natalie J. Allen*, John P. Meyer, 1990; P. 6-7
	I would be happy to spend the rest of my career with family business	
	I enjoy discussion my organization with people outside it.	
	I really feel as if this family business's problems are my own	
	This family business has a great deal of personal meaning for me	
	Normative Commitment	
	One of another major reasons I continue to work for my family business is that I believe that gratefulness is important and therefore feel a sense of moral obligation to remain	
	If I got another offer for a better job elsewhere I would not feel it was right to leave my family business	
	I was taught to believe in the value of remaining grateful to family business.	
	Calculative Commitment	
	One of the major reasons I continue to work for family business is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here	
Imperative Commitment		
I feel that I have too few options to consider leaving this family business		

Table 6.1 Measurement Items with Literature Sources (Cont.)

Relationship between successors and incumbent	During the succession process the retired owner-manager and I had a mutually supportive relationship	The Influence of Successor-Related Factors on the Succession Process in Small and Medium-Sized Family Businesses E. Venter, C. Boshoff, G. Maas, P.303
	During the succession process I preferred to cooperate with the retired owner-manager rather than compete with him/her	
	During the succession process the retired owner-manager and I were willing to share information with each other	
Relationship between successors and family member	Family members trusted one another	Factors influencing family business succession, Morriss 1996, P.75
	Family members were co-operative with one another	
	Family members treated each other as significant	
	Family members worked together as team.	
Relationship between successors and stakeholders	The former employees and non-family manager in family business are the vital obstacle for me to develop business. (Reversed Item)	Developed by the researcher
	In the early stage of succession process, the strong ties with older suppliers and customers supported me to get advice and useful information for running business.	
	My parents have been respectful among their employee, and so do I.	
Ability to create, share and transfer knowledge across generation	Family members were open and honest with one another	Correlates of success in family business transition, Morris et al, 1997 , p. 396-394
	This is MY Organization	
	I sense that this organization is OUR company.	Psychological ownership and feelings of possession: three field studies predicting employee attitudes and organizational citizenship behavior, Linn Van Dyne, and Jon L. Pierce, p. 439-459
	Our family business employed talented non-family business.	

6.2 Questionnaire Design

In order to test the validity and reliability of these measurement items, the questionnaire is developed. It divided into three main parts. The first part is the general information of the respondent such as name, contact information, and type of business. The second part is about the respondents' background, their management authority in business, and post-transition performance. This part also covers various aspects of the respondents and businesses such as educational background, work experience outside family business, years of management authority, growth in number of employee and sale volume. The last part is a reflection of the perception of the respondents in various aspects toward the family business transition. The five-point Likert scale will be used as the measurement of the perception, ordered from 1= strongly disagree to 5= strongly agree, under 36 sub questions in this part.

6.3 Pilot Test

Before the small survey is processed, the pilot test was executed with 10 respondents to see whether they well understand the questions based on the constructed questionnaire. From the data collection and phone interviews, it was found out that some respondents were not clear whether now they are an executive or not and they cannot remember the exact year they started to be an executive. The respondents also could not identify the sale growth after 2 years of their management as an executive. Therefore the definition of an executive and the question about level of incumbents' involvement in business were added to the questionnaire for further clarification. The respondents were asked to identify sale growth in present to measure post-transition performance. Thus the revised questionnaire was tested again and again to eliminate ambiguity. Then the questionnaire was modified and translated into Thai.

6.4 Data collection

The questionnaire was conducted a small survey with 100 micro business owners/successors who are members of two entrepreneurial business clubs in Thailand. We received responses from 66 firms, a 66 percent response rate, and followed up with telephone interviews to clarify the managerial role of successors in making decisions in the family businesses. For the analyses, we included only firms that undergone succession from incumbent to successor and has an outstanding change in business. Based on this criterion, 44 firms were chosen in this study.

6.5 Descriptive Analysis

Below table reports the summary of demographics (table 5). More than half of respondents are female (54.5%). The majority of respondents fell into the age of 31-35 at 52.3%. Respondents generally tended to be well-educated and completing a bachelor's degree was the norm. Most had relatively few years of experience outside family business, but 36.4% had never entered other organizations. The large majority have worked in family business not more than 5 years. Almost half of respondents (47.7%) have management authority for 1-3 years and 27.3% experience 4-7 years for all management control. Almost half of respondents were in retailing sector, with 34.1% in manufacturing and 20.5% in service industries. Most of respondents can increase the number of employees after enter to family business (70.5%). Before transition, more than half of respondents (65.9%) employed up to 10 employees. After transition, only 15.9% of respondent had business that employed less than 10 employees, while the rest of them employed between 11 and 50 employees. Most of respondents (43.2%) have sale growth around 5-25%, and 27.3% of respondents have more than 51% of sale growth rate. Finally, the size of enterprise is larger, 61.4% now are small enterprises, 36.4% are medium enterprises, and 2.3% are large enterprise.

Table 6.2 Descriptive analysis

Categories		Number	Percent
Gender	Male	20	45.5%
	Female	24	54.5%
Age	25-30	13	29.5%
	31-35	23	52.3%
	36-40	6	13.6%
	41-45	1	2.3%
	46-50	1	2.3%
Educational Level	Bachelor's degree	16	36.4%
	Master's degree	28	63.6%
Year of experience	None	16	36.4%
	1-3 Years	19	43.2%
	4-7 Years	6	13.6%
	> 7 years	1	2.3%
Yeas in family buiness	1-5 years	20	45.5%
	6-10 years	15	34.1%
	11-15 years	8	18.2%
	> 15 years	1	2.3%
Years of management authority	1-3 Years	21	47.7%
	4-6 Years	12	27.3%
	7-10 Years	9	20.5%
	> 10 Years	2	4.5%
Business Type	Manufacturing	15	34.1%
	Service	9	20.5%
	Trade	20	45.5%
Change of employee b/f transition and present	Not change	13	29.5%
	Increase	31	70.5%
	Decrease	0	0.0%
Number of employee b/f transition	2-10	29	65.9%
	11-20	15	34.1%
Number of employee at present	2-10	7	15.9%
	11-20	10	22.7%
	21-30	10	22.7%
	31-40	10	22.7%
	41-50	7	15.9%
Sale Growth	5-25%	19	43.2%
	26-50%	13	29.5%
	> 51%	12	27.3%
Size of enterprise at present	Small	27	61.4%
	Medium	16	36.4%
	Large	1	2.3%

6.6 Open-End Question

In the survey, the respondents were asked to fill up the success factor according to their thought and succession experience which might be benefit for further empirical survey. Their answers can be concluded that the most important success factor related to their high post transition was **internal organization development** especially management system and production. The weakness of micro family businesses in Thailand was the use of traditional style of management and production. Successors who realized the problems or an inconvenience of the former management system and production and tried to improve, would have potential to create growth to family business. The following critical success factor was **the ability to apply knowledge which can be pure knowledge or experience to family business**, for example the use of technology for increasing production quality and efficiency and reducing production cost, the use of computer for reducing work redundant and human error. Another important success factor was the **successor's attributes** such as commitment, willingness to take over, dedication, diligence, spirit of entrepreneurship. Successor who owns these attribute will has a strong desire to manage family business and find it exciting, challenging and rewarding to work in family business, has the confidence to manage family business successfully.

6.7 Reliability Test

This research applied Cronbach's Alpha Coefficient for internal consistency testing. The value of Cronbach's Alpha which is higher than 0.8 shows the reliability of items. The reliability coefficient alpha of 0.742 was generated at the first testing process of 32 items. In order to maximize Cronbach's Alpha, some items should be deleted. The testing was done for many times until there is no item deleted for higher value of Cronbach's Alpha. The last Cronbach's Alpha is 0.858 with 12 items as shown in table 6.3. Each construct was also tested the internal reliability, and the result was shown in the table 6.5.

Table 6.3 Reliability Statistics

Cronbach's Alpha	N of Items
.858	12

Table 6.4 Item Statistics

	Mean	Std. Deviation	N
Education Level 1	3.750	1.2598	44
Education Level 2	3.341	1.3800	44
Willingness to take over 1	3.614	1.2798	44
Willingness to take over 2	3.341	1.2749	44
Willingness to take over 3	4.545	.7611	44
Willingness to take over 4	4.386	.8131	44
Affective Commitment1	3.727	1.1687	44
Affective Commitment2	3.182	1.1668	44
Affective Commitment3	3.886	1.1657	44
Affective Commitment4	4.636	.6135	44
Psychological Ownership 1	4.409	.8975	44
Psychological Ownership 2	4.500	.9524	44

Table 6.5 Cronbach's Alpha of Each Construct

Construct	Measurement Item	Cronbach's Alpha
External Preparation	At the time of succession I had business experience other than that obtained in the family business that prepared me to take over the family business	0.823
	My experience which is related to family business prepared me to take over family business	
Educational Level	My Level of Education prepared me to take over family business	0.747
	My education background which is related to family business prepared me to take over business	
Willingness to take over	At the time of succession I had a strong desire to take over the family business	0.757
	At the time of succession I was happy to work in the family business	
	At the time of succession I was willing to put in a great deal of effort beyond that normally expected in order to help the family business be successful	
	At the time of succession I was proud to tell others that I was part of the family business	
	At the time of succession I had a great deal of confidence in my ability to successfully manage the family business	

Table 6.5 Cronbach's Alpha of Each Construct (Cont.)

Construct	Measurement Item	Cronbach's Alpha
Successors' Commitment (Chrisman,1998; Sharma,2005)	Affective Commitment	0.493
	I would be happy to spend the rest of my career with family business	
	I enjoy discussion my organization with people outside it.	
	I really feel as if this family business's problems are my own	
	This family business has a great deal of personal meaning for me	
	Normative Commitment	
	One of another major reasons I continue to work for my family business is that I believe that gratefulness is important and therefore feel a sense of moral obligation to remain	
	If I got another offer for a better job elsewhere I would not feel it was right to leave my family business	
	I was taught to believe in the value of remaining grateful to family business.	
	Calculative Commitment	
	One of the major reasons I continue to work for family business is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here	
Imperative Commitment		
I feel that I have too few options to consider leaving this family business		

Table 6.5 Cronbach's Alpha of Each Construct (Cont.)

Construct	Measurement Item	Cronbach's Alpha
Relationship between successors and incumbent	During the succession process the retired owner-manager and I had a mutually supportive relationship	0.65
	During the succession process I preferred to cooperate with the retired owner-manager rather than compete with him/her	
	During the succession process the retired owner-manager and I were willing to share information with each other	
Relationship between successors and family member	Family members trusted one another	0.974
	Family members were co-operative with one another	
	Family members treated each other as significant	
	Family members worked together as team.	
Relationship between successors and stakeholders	The former employees and non-family manager in family business are the vital obstacle for me to develop business. (Reversed Item)	0.442
	In the early stage of succession process, the strong ties with older suppliers and customers supported me to get advice and useful information for running business.	
	My parents have been respectful among their employee, and so do I.	
Ability to create, share and transfer knowledge across generation	Family members were open and honest with one another	0.509
	This is MY Organization	
	I sense that this organization is OUR company.	
	Our family business employed talented non-family business.	

CHAPTER 7

CONCLUSION AND RECOMMENDATION

This chapter contains a discussion of the significant findings in case study and measurement items. The future research and limitation are included.

7.1 Conclusion

The result from this study indicates that successful transition with high post transition performance of micro family business in Thailand depends on the integration of each success factors as discussed in the case study analysis. The most influence success factor could be different among successors. From the case study, the results indicate support for the proposed framework. However, one factor that was not mentioned in the previous research was found out. The ability to break the mould or innovation creation in family business is the factor that seems to be the most critical factor for micro family business in Thailand to achieve high post-transition performance.

This research also developed the measurement items for further empirical survey. However, there are several questions should be considered for developing research tool. Firstly, is it appropriate to apply only sale growth as a measurement of post transition performance? Besides other financial instruments, should other aspects of success be judged simultaneously such as the reputation of the company and the progress of the succession process itself, the perception of the stakeholders' satisfaction? Secondly, if sale growth is applicable measurement, is the period successors' involvement and dedication in family businesses long enough to be profitable? Since most of respondents have worked in family business not more than 5

years and almost half of them have management authority for 1-3 years. It might be difficult for micro family business to definitely increase sale volume within a few years while other aspects such as management system, product quality could be improving and then bring about higher turnover later. Thirdly, does the growth of business industry and economic situation at the successor's involvement period of time effect the growth of micro family business? It could be possible that growth of micro family business would rely on the economic growth. The different in respondents' involvement period is also an obstacle for research analysis.

7.2 Limitation and Recommendation for Future Research

Although the present study attempts to make a significant contribution to the success factors for high post transition performance in micro family business, certain areas are still need of further investigation. Even though the measurement items for supporting empirical study were created, it faced with many limitations.

The first limitation is that the respondents were in various business industries, it is possible that growth in business is consistent with growth of industry. The period successors have been in family business is another obstacle for this research. Since the measurement in questionnaire test that was used to indicate post transition performance is sales growth which is believed to be in line with years of experience in family business.

Further, this study suffers from its dependency on the recall of successor, and the possibility that they will tend to view events in more positive light with the passing of time.

For future research should focus on redressing these limitations, while increasing the volume of quantitative research. The moderating factors such as the organization demographics (size, industry type), the period of family business succession and the number of years that successor own the management authority should be controlled. The measures of post transition performance might have been supplemented with other measures of financial performance or non-financial measures such as the satisfaction of successor and stakeholders.

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Family business

แบบสอบถามนี้จัดทำขึ้นเพื่อนำข้อมูลที่ได้อัปโหลดไปใช้ประกอบการศึกษางานวิจัยเรื่อง "Factors Affecting Succession Process of Micro Family Business toward High Post Transition Performance" เป็นส่วนหนึ่งของวิทยานิพนธ์ สาขาภาวะผู้ประกอบการและนวัตกรรม ปริญญาโท วิทยาลัยการจัดการ มหาวิทยาลัยมหิดล ใช้เวลาในการทำประมาณ 15 นาที โดยข้อมูลของท่านจะเป็นประโยชน์ต่อการศึกษาเท่านั้น โดยไม่มีการเปิดเผยรายละเอียดและแหล่งข้อมูลเป็นรายบุคคล ขอขอบคุณเป็นอย่างยิ่งที่สละเวลาอันมีค่าในการตอบคำถาม

* Required

1. ชื่อ สกุล *

2. เบอร์ติดต่อ *

3. อีเมล *

4. ชื่อบริษัท *

5. ประเภทธุรกิจ (เช่น ตัดเย็บเสื้อผ้า, ผลิตชิ้นส่วนอะไหล่) *

6. ขณะนี้ท่านทำธุรกิจครบครันอยู่หรือไม่? *

Mark only one oval.

ใช่

ไม่ใช่ Stop filling out this form.

ข้อมูลทั่วไป (1)

7. ปัจจุบันท่านมีอายุเท่าไร? *

11/8/13

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8. ท่านมีระดับการศึกษาสูงสุดระดับใด *

Mark only one oval.

- ประถมศึกษา
- มัธยมศึกษาตอนต้น
- มัธยมศึกษาตอนปลาย/ปวช.
- ปริญญาตรี/อนุปริญญา/ปวส.
- ปริญญาโท
- ปริญญาเอก

9. ท่านมีประสบการณ์งานอื่นก่อนเข้ามาทำธุรกิจครอบครัวหรือไม่? *

Mark only one oval.

- ใช่
- ไม่ใช่ Skip to question 11.

ข้อมูลทั่วไป (2)

10. ท่านมีประสบการณ์งานอื่นก่อนเข้าทำธุรกิจครอบครัวกี่ปี? *

ข้อมูลทั่วไป (3)

11. ท่านเริ่มเข้ามาทำธุรกิจครอบครัวตอนอายุเท่าไร? *

12. ธุรกิจครอบครัวของคุณจัดอยู่ในประเภทใด? *

Mark only one oval.

- ภาคการผลิต
- ภาคการบริการ
- ภาคการค้า

13. ปัจจุบันผู้ก่อตั้งธุรกิจหรือคุณเพื่อคุณแม่ของท่านมีบทบาทการทำงานในธุรกิจมากน้อยเพียงใด? *

Mark only one oval.

- ไม่มีบทบาทเลย (เกษียณแล้ว)
- มีบทบาทน้อยมาก (เช่น เป็นที่ปรึกษาในบางเรื่องที่สำคัญ)
- มีบทบาทปานกลาง (เช่น ยังช่วยดูแลบางเรื่อง แต่ไม่เข้ามามีบทบาทในการบริหารจัดการ)
- มีบทบาทมาก (เช่น ยังคงรับหน้าที่หลักในงานใดงานหนึ่ง หรือมากกว่า ซึ่งสำคัญต่อการดำเนินงานในแต่ละวัน)

11/8/13

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14. ท่านดำรงตำแหน่งใดในธุรกิจครอบครัว *

Mark only one oval.

- Managing Director
- Production Manager
- Marketing Manager
- Accounting Manager
- Staff
- Other: _____

15. ท่านคิดว่าตัวท่านเองเป็นบุคคลหลักที่มีอำนาจในการบริหารจัดการธุรกิจครอบครัวหรือไม่ *

Mark only one oval.

- ใช่
- ไม่ใช่ Skip to question 17.

ข้อมูลทั่วไป (4)

16. ท่านคิดว่าท่านเองเป็นบุคคลหลักที่มีอำนาจในการบริหารจัดการธุรกิจครอบครัวมาแล้วเป็นระยะเวลากี่ปี *

ข้อมูลทั่วไป (5)

Skip to question 18.

17. ท่านคิดว่าอะไรเป็นสาเหตุหลักที่ทำให้ท่านไม่ใช่บุคคลหลักในการบริหารจัดการธุรกิจ *

ข้อมูลทั่วไป (6)

18. ท่านคิดว่าธุรกิจครอบครัวของท่านมีการเติบโตหรือเปลี่ยนแปลงที่โดดเด่นหรือไม่ ตั้งแต่ท่านได้เข้ามามีอำนาจในการบริหารจัดการอย่างเต็มตัว (เช่น มียอดขายเพิ่มขึ้น มีพนักงานเพิ่มขึ้น ขยายสาขาเพิ่มขึ้น) *

Mark only one oval.

- มี
- ไม่มี After the last question in this section, skip to question 25.

11/8/13

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19. ปัจจุบันจำนวนพนักงานของธุรกิจครอบครัวของท่านเพิ่มขึ้นหรือไม่ เมื่อเทียบกับตอนที่ท่านเพิ่งเข้ามาทำธุรกิจครอบครัว *

Mark only one oval.

- เพิ่มขึ้น
 เท่าเดิม
 ลดลง

ข้อมูลทั่วไป (7)

20. จำนวนพนักงานก่อนที่ท่านเข้ามาทำธุรกิจครอบครัว (กี่คน, กรุณาตอบเป็นตัวเลขเท่านั้น) *

.....

21. จำนวนพนักงานปัจจุบัน (กี่คน, กรุณาตอบเป็นตัวเลขเท่านั้น) *

.....

ข้อมูลทั่วไป (8)

22. ปัจจุบันยอดขายของธุรกิจครอบครัวของท่านเพิ่มขึ้นกี่เปอร์เซ็นต์ (%) เมื่อเทียบกับตอนที่ท่านเพิ่งเข้ามาทำธุรกิจครอบครัว (กรุณาระบุเป็นตัวเลขเท่านั้น) *

.....

23. ท่านคิดว่าอะไรเป็นปัจจัยสำคัญที่ทำให้ท่านสามารถสานต่อธุรกิจครอบครัวให้เติบโตได้เช่นนี้ (แสดงความคิดเห็น)

.....

.....

.....

24. ขนาดธุรกิจครอบครัวของท่านในปัจจุบัน จัดอยู่ในขนาดธุรกิจใด *

Mark only one oval.

- ธุรกิจขนาดเล็ก (จำนวนพนักงานไม่เกิน 50คน หรือ มูลค่าสินทรัพย์ถาวรไม่เกิน 50 ล้านบาท)
 ธุรกิจขนาดกลาง (จำนวนพนักงานระหว่าง 50-200 คน หรือ มูลค่าสินทรัพย์ถาวรระหว่าง 50-200 ล้านบาท)
 ธุรกิจขนาดใหญ่ (จำนวนพนักงานมากกว่า 200 คน หรือ มูลค่าสินทรัพย์ถาวรมากกว่า 200 ล้านบาท)

ส่วนที่ 2

โปรดเลือก ตามความรู้สึกที่ตรงกับท่านที่สุด โดยให้ท่านนึกถึงช่วงระยะเวลาเริ่มต้นในการเข้ามารับช่วงต่อธุรกิจ

“คุณพ่อคุณแม่” ในชุดแบบสอบถามนี้ หมายถึงท่านใดท่านหนึ่ง หรือทั้งสองท่าน ที่เป็นผู้อนุญาตธุรกิจครอบครัวให้

11/8/13

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31. ระดับการศึกษาของท่าน มีส่วนช่วยส่งเสริมท่านในการรับช่วงต่อธุรกิจครอบครัว *
Mark only one oval.

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	เห็นด้วยอย่างยิ่ง

32. ประวัติการศึกษาของท่านใกล้เคียงหรือเกี่ยวข้องกับธุรกิจครอบครัวท่านอย่างมาก เช่น สาขาที่เรียนมาเป็นสาขาเดียวกันกับประเภทธุรกิจ *
Mark only one oval.

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	เห็นด้วยอย่างยิ่ง

33. ตอนที่ท่านเริ่มเข้ามาทำธุรกิจครอบครัว ท่านมีความปรารถนาอย่างแรงกล้าในการรับช่วงต่อธุรกิจ *
Mark only one oval.

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	เห็นด้วยอย่างยิ่ง

34. ตอนที่ท่านเริ่มเข้ามาทำธุรกิจครอบครัว ท่านมีความสุขมากที่ได้เข้ามาทำธุรกิจครอบครัว *
Mark only one oval.

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	เห็นด้วยอย่างยิ่ง

35. ตอนที่ท่านเริ่มเข้ามาทำธุรกิจครอบครัว ท่านมีความเต็มใจที่จะทุ่มเทอย่างเต็มความสามารถเพื่อช่วยให้ธุรกิจครอบครัวประสบความสำเร็จ *
Mark only one oval.

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	เห็นด้วยอย่างยิ่ง

36. ตอนที่ท่านเริ่มเข้ามาทำธุรกิจครอบครัว ท่านมีความภาคภูมิใจที่จะบอกกับผู้อื่นว่าท่านเป็นส่วนหนึ่งของธุรกิจครอบครัว *
Mark only one oval.

	1	2	3	4	5	
ไม่เห็นด้วยอย่างยิ่ง	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	เห็นด้วยอย่างยิ่ง

118/13

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55. ในช่วงแรกที่ท่านเข้ามารับช่วงต่อธุรกิจ สายสัมพันธ์อันดีและแน่นแฟ้นกับซัพพลายเออร์เก่าแก่และลูกค้า ช่วยสนับสนุนให้ท่านได้รับคำแนะนำหรือข้อมูลที่เป็นประโยชน์แก่ท่านในการดำเนินธุรกิจ *

1 2 3 4 5
 "ไม่เห็นด้วยอย่างยิ่ง" เห็นด้วยอย่างยิ่ง

56. คุณพ่อคุณแม่ของท่านเป็นที่เคารพรักของพนักงาน และท่านเองก็เป็นเป็นที่เคารพรักของพนักงานเช่นกัน *

Mark only one oval.

1 2 3 4 5
 "ไม่เห็นด้วยอย่างยิ่ง" เห็นด้วยอย่างยิ่ง

57. ญาติพี่น้องที่เข้าร่วมธุรกิจต่างเปิดเผยและซื่อสัตย์ต่อกัน *

Mark only one oval.

1 2 3 4 5
 "ไม่เห็นด้วยอย่างยิ่ง" เห็นด้วยอย่างยิ่ง

58. ท่านรู้สึกถึงความเป็นเจ้าของธุรกิจครอบครัวนี้เป็นอย่างมาก *

Mark only one oval.

1 2 3 4 5
 "ไม่เห็นด้วยอย่างยิ่ง" เห็นด้วยอย่างยิ่ง

59. ท่านรู้สึกว่าธุรกิจครอบครัวคือธุรกิจของท่าน. *

Mark only one oval.

1 2 3 4 5
 "ไม่เห็นด้วยอย่างยิ่ง" เห็นด้วยอย่างยิ่ง

60. ธุรกิจครอบครัวของท่านจ้างบุคลากรภายนอกที่มีความสามารถมากมาร่วมงานกับบริษัท เช่น ที่ปรึกษาบริษัท พนักงานที่เชี่ยวชาญงาน เป็นต้น (ไม่ได้จ้าง = ไม่เห็นด้วยอย่างยิ่ง / จ้าง = เห็นด้วยอย่างยิ่ง) *

Mark only one oval.

1 2 3 4 5
 "ไม่เห็นด้วยอย่างยิ่ง" เห็นด้วยอย่างยิ่ง

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