

NEW FAMILY CONCEPTIONS AND THE IMPACT IN THE CONCEPT OF FAMILY BUSINESS

Hilka Vier Machado
hilkavier@yahoo.com

Most of the studies about family business were developed considering the patriarchal family as panorama of investigation. Then, a similar logic of performance was found in the patriarchal family and in some companies, obeying the same distribution of power and status, because it is difficult to establish separation between these two roles. This is the stage of several studies in the context of the family business. However, cultural, economical and social transformations have been taking to a new demography, as well as to different family arrangements, which probably have also extended in the ambit of the companies. In this sense, to give some examples, first it is important to mention the case of families constituted by just one of the parents and secondly, several marriages give family another structure. From these changes emerges the following question: What is, in fact, the concept of family business? The aim of this paper is to point new horizons for the concept of family business. So, this study tried to search in the Sociology and Anthropology the elements that have been provoking transformations in the contemporary family structures and how they have implications to well understand family business.

INTRODUCTION

The organizations are living in the social, political and economical dynamics where they act, and simultaneously influence the environment and need to adapt to changes. Therefore, to study them it is necessary to consider the reality where they exist.

In that perspective, to conceive a family company, it is indispensable to have the notion of what is the family in the contemporary world. It is from the family arrangements that the notion of family organizations can emerge. This organisation's type maintains an interaction with the family, as Chua et al (2003, p.331) point out: " for a business to be sustainable as a family firm in the highly competitive global market of the twenty-first century, there must be a synergistic and symbiotic relationship between the family and the business. The business must perform in a way that creates value for the family and the family must add value to the business in a manner that is impossible without family involvement ".

The current social structure, from the point of view of family configurations, is more complex than it was two decades ago, when the notion of patriarchal family was the same that the structure of that socialisation nucleus. The transformations that happened in the contemporary western family, with the decline of the patriarchal family (CASTELLS, 1999), caused impacts in family companies. In fact, now it is possible to exist a type of family company which starts from a family with only one parent, where mother and daughter, for instance, work together. In spite of this fact, a considerable number of studies has been developed, focalizing family company and patriarchal family. It is important to point out that this type of family structure didn't stop existing, but it doesn't correspond, integrally, to the

family representation. In this sense, the increase of the complexity is not only about the difficulty in understanding the new family arrangements, but also because of different types of structures that coexist in a same culture.

Although some studies already consider the family transformations and adopt an extended optics than the related to the patriarchal family (CAMPBELL, 2002; DANES and OLSON, 2003; GILDING, 2000; GALBRAITH, 2003), it is necessary to have a discussion regarding the transformations in the family and the notion of family business, so that the studies and the statistics of that segment reveal a conformity with the social reality.

Therefore, the aim of this paper is to present a reflection about the report of the transformations in the family structure and the impact in the concept of family business. For the attainment of that purpose, some considerations about the transformations in the contemporary family are exposed and, soon after, the possible reports between those changes and the perception and administration of family companies are discussed.

The family and recent transformations

In agreement with the definition of the Oxford dictionary, family " is a group consisting of parents and their children ", or, in a wider sense, also including close relatives (1989, p.437). This concept corresponds to the notion of nuclear family or extended family in a traditional perspective, but the family, from the 90's have another dimension. For Todd (1985), the family concept is inserted in a wider ideological system, at the same time that develops and reproduces a system of own values. However, Belardinelli (2003) points out that in the contemporary society, religion, politics, law, morality and the family become separate systems.

According to Castells (1999, p.169), the main transformation that is happening in the family is the end of the patriarchy, which " is characterized by the authority, imposed institutionally by the men on women and children in the family's ambit. This system, according to the author, is rooted in the civilization, because of its historical and cultural perpetuity, determining relationships that extrapolate the limits of the family.

One of the main features, in the perspective of Castells (1999), that determined that change is women's insert in the job market. From the 80's, at the same time that the economy was spreading, the women's inclination to work was generalized. Another factor is due to technological transformations, providing controls on human reproduction. In third place, according to the author, is the feminist movement, with impact in the sphere of work and in the elimination of any oppression way or inequality of power. Beyond those things, the author mentions the diffusion of an idea of global culture, in which the notion of a new feminine identity is inserted.

That context of transformations is followed by new ways of conceiving the family life, including, besides all that, "the gay families" (CASTELLS, 1999, p.172). This movement creates a crisis of the patriarchal family, which is about the " weakness of the family model based on the continuous authority/domination exercised by the man, as head of the couple, on the whole family " (CASTELLS, 1999, p. 173). The dissolution of the marriages brings the formation of bachelors' homes or homes with just one of the parents, then the patriarchal authority on the family is interrupted. The author also says that the formation's postponement of couples, derived from the difficulty of marriage's compatibility with work and prived life, as well as the formation of relationships without legalized marriage contributes to weaken the patriarchal authority, institutional and psychologically.

Finally, discussing the transformations the author points out that " those tendencies indicate the end of the family as we know it up to now: not just the nuclear family, but the one based on the patriarchal domain, which has been prevailing for ages". (CASTELLS,1999, P. 174)

In the same way, Gomes and Paiva (2003) discussing about the marriage and family in the XXI century, refer to a new configuration of the marriage concept, because: " the families are being constituted in a wider way, including the new partners (mother's husband/father's wife) and the children and the stepbrothers. Substantially, the father loses the traditional illustration and function based on the great number of families constituted only by the maternal images (p.5).

To Fonseca (2002), there is not an homogeneous and hegemonic model when we try to understand the predominant family forms in the current society. The author affirms that the current model is an extension of the family ideal commended in the modernity, which emphasized the romantic love, the ideal marriage and the affection as bases of the family life. By the time that those values were incorporated to the matrimonial life, the relationships became open to negotiation, allowing the legitimation of family ways that were not socially accepted, for instance the one of partners from the same sex, to whom it was given an important space in this new context, where the affection is the true base of the relationship.

Besides, the impact of those changes happens, for instance, in the increase of the number of children born out of the marriage, establishing a disconnection among elements that historically were interlinked: couple, marriage and family. If in old times the tradition was transmitted by family values, from one generation to another, with emphasis in the consanguineous family, in the contemporary social relationships the emphasis is in the present, in the welfare of the moment, with low emphasis to the solidity or to the past.

Dias and Lopes (2003) consider that in the traditional conceptions of family the identities of men, women, parents and children were based on the structure of dominant patriarchal power, but that same structure was modified gradually, although it has not disappeared. The family that appears in the eighties is more equalitarian, and its members are seen as equals, with similar rights, in spite of their sexual and age differences. New roles have been insert in the family scenery, for instance the one of the stepfather or stepmother (FONSECA, 2002). On the other hand, Belardinelli (2003) comments that the increase of the individualism in the family's relationships contributes a lot to a decrease of trust among its members.

Those alterations in the family structures reveal that what is about to happen " is not the disappearance of the family, but your deep diversification and the change of your system of power ", as the patriarchal family represents a minority in the social context of several places (CASTELLS, 1999, p.259).

Considering the alterations in the contemporary family, even the consanguineous family can be understood from different perspectives, such as:

- a) the consanguineous, that corresponds to the legal, nuclear family, not specifically the patriarchal family. It can be constituted by two people, for instance, father and son.

- b) multiple, when several consanguineous marriages divide and multiply the base nucleus. The succession right becomes diffuse and dispersed in different groups;
- c) consanguineous-discontinues, when grandparents look after and educate grandchildren as children, assuming the paternity formally. That situation can be determined by the parents' death or even by a legal determination;
- d) consanguineous-disperses, when there are children out of the marriage. That situation, in the Brazilian legislation, interferes in the succession right, because every son is a legitimate inheritor.

So, the family notion involves a complexity nowadays, as different forms coexist in the same culture, representing a differentiated composition when comparing to the traditional and patriarchal nuclear family. There are different members, redefinition of family roles, and also new distribution of power.

In a simplified way, the discussed points contribute to the nowadays family notion and starting from that synthesis of the main transformations, it's necessary to understand the implications of all this in the family companies.

Family and family company in the contemporary context

Amman (in VERSTRAETE, 2000) remarks the difficulty in defining family business. In a traditional perspective, the family company is considered like this if the control of the property is in an individual's hands or with the members of the same family. Join to those points, the management of the company and the proprietor's will of transmitting the company for the next generation can also configure a company as family. In general, the studies on family companies (WESTHEAD and COWLING, 1998) consider that the property, the administration and the succession or the intention of passing the stick define a company as family.

When looking for a definition of family company starting from the family concept, it is verified that the complexity of the family arrangements, presents at the present time, contemplates directly in that family business concept. For instance, when studying family companies, Chua and Christman (1999) found diversified proprietors, such as:

- a) an individual;
- b) two people linked by blood ties;
- c) two people linked by the marriage;
- d) nuclear family;
- e) more than a nuclear family;
- f) extended family;

That reality presented by the authors show how the family transformations exercise an impact in understanding family business, because traditionally the nuclear family is the one that used to prevail and, most of the time, it was the patriarch of the family who represented the main role. If we consider the family company as the one that has the family in the control and administration of the property, this understanding becomes possible from the moment that the family is clearly defined. Therefore, from the juridical point of view, the family is a juridical institution, and for the study of family companies this is a scientific subject that cannot be neglected, because the principal obstacles for the definition of family company are related to the different cultural conceptions of family, as

Stewart (2003) points out and to the difficulty in defining what the family is in fact (DYER, 2003).

Allouche and Amann (1999) make questions about the understanding of family company's concept they consider this kind of company:

- a) when the involvement happens with a nuclear family or a concept of extended family;
- b) when there are blood ties between the company owners or when they are married.

It is possible that this kind of doubt had not interfered in the way of think the family business two decades ago, however, nowadays, the number of companies that are initiate and driven by couples is more and more larger and as far as consanguineous situations as marriage are also considered to understand family business (DYER, 2003). In the same way, the involvement of the nuclear family or of the extended family becomes an important subject for the family business, mainly if the extended family is seen as the one which is also formed by successive marriages.

Another feature that Gilding (2000) and Bernardinelli (2003) pointed as important is the increase of the individualism in the family relationships in these days, which creates an impact on the way of negotiation and communication inside family business.

Taking into account the transformations in the family structure, discussed in the previous section, it was important to try a more detailed analysis to discuss the association of those changes with family companies, specifically in the items presented in the sequence.

Family's size

One of the transformations in the contemporary family is the size of the families, reduced because of the small number of children. Situations as the women's entrance in the job market, the levels' reduction of income or even the prevalence of the individualism might have contributed to the reduction of family's size.

From the point of view of the family company it is verified, obviously, that the number of potentials successors was also reduced. According to Malinen (2001) the bigger the family is the more interested the potential successors are. Nowadays, are not rare cases where family business have just one successor and this one decide to sell the enterprise because he or she have not the intention to go on with the business.

On the other hand, if we consider the extended family the one derived from successive marriages, it is not difficult to find situations in which the family company is the working place for the first marriage children, as well as the one of the second marriage, enlarging the family involvement excessively in the company.

The ambiguity of those situations illustrates the increase of family business' complexity. In other words, the family was reduced in many cases, but at the same time enlarged in other. In the ambit of the family company that transformation causes an impact directly in the succession's processes of power and communication's distribution.

Distance between generations

Another differentiated aspect in the current family arrangements is the distance's increase of age between generations, as a consequence of the fact that people have children when they are in more advanced age than it used to happen in previous generations. The principal factor that determines that decision is, certainly, the job market.

When the impact of that demographic transformation is analyzed in the family company, it is verified that the children born when their parents were 30 years old or plus, these group will face the job market when the parents are close to 60 years old, in other words, close of the retirement. The conviviality between successor and the father or mother becomes shorter and the distance of age is larger, which can interfere in the transition process and continuity of those organizations, as the conflict between generations is one of the delicate questions of succession (MALINEN, 2001).

It is also important to point out that the youths get in the job market with more advanced age and that the conviviality between generations presents modified, mainly with the intensification of the coexistence between grandparents and grandchildren, much larger than between parents and children in several situations.

Family's composition and Power's distribution

As it was previously discussed, Castells (1999) points that the new distribution of power is one of the main aspects of the family transformation, derived of patriarchal structure's collapse. Therefore, changes happened in the family features of the contemporary western societies, such as the individual autonomy and the equality between genders and they affect the family organizations (GILDING, 2000).

In spite of that, the focus of many family studies are still predominantly centered in the entrepreneur as a paternal illustration, although the alterations in the family indicate the need to include the gender perspective in their agenda (BROCKHAUS, 1994; DUMAS in SHARMAN, 1996 and GOFFEE, 1996).

Recent researches indicate that there are resistances in family business to accept women in the succession of these companies (STAVROU, 1999; VIDIGAL, 2000) and that they are only considered possible successors when there are not successors of the masculine sex, and the women's performance in family companies is sometimes allowed only in an invisible way (CURIMBABA, 2002; ROWE and HONG, 2000). Restrictions of cultural order limit the women's entrance in the succession of family companies, just as Vidigal (2000, p.68) found among Brazilian family companies, of Italian immigrants, where there is the "habit of not allowing the daughters to become partners of the company."

Rodrigues (1991, p.37) points out that the family company, most of the time is still "business for men." There is a difference between the social reality and the successors' social representation, which it is in general associated to the masculine image. In a study, developed with 549 Canadian families, Gasse (apud VERY and RAYTCHEVA, 2002) verified that 39,7% of the people involved in those companies judged that the sons were the most competent people to assume the companies, and only 9,6% pointed the daughters. Before them, there were the partners (20,6%) and even people that were not part of the company (16,9%). Besides, as the studies on the family companies are, in most

of cases, about organizations created and managed by men (HANDLER apud CADIEUX et al, 2000), the contributions concerning the succession's process of companies created and managed by women are rare (CADIEUX et al, 2000).

The successors' preparation, which was in general centered in children and parents' relationship, today has multiple relationships as possibilities, involving: mother and daughter (s); mother and son (s); father and son (s); father and daughter (s). Considering the different natures of these relationships, the possibilities should be included in the researches, in order to better understand the contemporary family companies (GOFFEE, 1996). In this perspective, Dyer (2003) points out the importance of studies that characterize family relationships like: father-son, father-daughter, mother-son, mother-daughter, uncle-nephew, and so forth. The author still points out the importance of developing studies on family groups, because for him a group of a father and his four sons would likely behave differently than a group of four sisters who are managing a business together.

In this way, qualitative studies can supply elements that facilitate the understanding of the new social reality in those companies. That phenomenon's vision contributes to a concept of family company that is more adapted to the contemporary family dynamics and the distribution of effective power in the group. An example is the study conducted by Campbell (2002), in companies where mothers and daughters act. She pointed as positive points in the successors' preparation the following ones:

- learning easiness, when the mother is the mentor;
- the respect to the mother's role, because she represents the source of force and wisdom;
- interdependence and mutual support;
- the daughter feels like an allied one and not a subordinate.

Those results found by Campbell (2002) contribute to reinforce the recommendations of Dyer (2003), but don't coincide with studies developed between father and successors children, where the conflict is frequent (MALINEN, 2001).

Another point related to transformations in families is presented by Galbraith (2003), investigating the relationship between divorce and financial performance, the author identified what he usually calls "in spouse " and " out spouse ", to characterize the current wife and the previous, demonstrating that the loyalty was established in a shared way among employees and the two members of the family (previous and current). In spite of the predominant focus on cases of entrepreneurs' divorce, the study constitutes an exclusive contribution to illustrate how the dissolution of the marriage interferes in the process of administration of the family business.

Although there are not many examples, it is possible to notice that there is a new dimension of family company, defined starting from the transformations that are happening in the family, discussed previously. For that reason, the family notion while primary nucleus of the individuals' socialization does not correspond to a group situation that spreads in a collectivity. What really exist are different group forms that settle down as family and seek their own legitimation, in other words, it is not possible to think about an unique form of the family. It implicates directly in the conception of family company as that resultant of the multiples possible family arrangements. On one hand, that reality indicates that there is a real need to reformulate concepts and premises that usually guide the study

of family organizations, on another hand, it reinforces the need of a studies' field to analyse that type of companies.

Finally, if previously there was a difficulty in understanding the family business concept, because this one used to vary in agreement with the culture, the challenge of the moment is inside the same culture, where different family arrangements coexist. Perhaps, from the point of view of the family business, it is necessary to establish a demography of family companies, which includes, for instance enterprising couples, women and men entrepreneur with their respective nuclear or extended families.

FINAL REMARKS

In general, when the metaphor of the "family" is applied in a company, the family notion seems clear between its members, paradoxically, that notion for the family business comes in a more complex way.

When we discuss the transformations in the family structure, starting from family's sociological, anthropological and psychological approaches, it is verified that a new dimension of this emerges mainly in the western world. There is not only a family notion, but multiple arrangements that constitute possibilities of family representations. Transposing the reflection to the field of family business, it was verified that an enlarged focus of the phenomenon is necessary, which considers the new possibilities of family arrangements, presented in organizations. Indeed, there is not a conception of family company, but multiple possibilities.

Although the number of studies that approach companies not only considering patriarchal family is still small, it can be already noticed that the types of relationships between their members and the possibilities of family succession are different from the ones that the literature usually approaches for family companies, most of time delineated based on the patriarchal structure.

So, the discussion about family transformations and family business is necessary as the social representations about family in the atmosphere of businesses are still intensely related to the logic of the patriarchal family, and this one represents a small part of the family structures nowadays.

On the other hand, there is no doubt that this social scenery still brings as consequence a complexity level larger in the concept of family company, whose generalization has already as obstacle the fact of existing different family arrangements in agreement with the culture. In these days, in the same culture there are many different groups coexisting, which composes a new family idea. Though, this reality contributes to become studies dynamic, and that emerges from the need of reformulating concepts to explain the phenomenon in a different context.

Some studies were mentioned to try to make the concept of family company more flexible. It was still verified that the acceptance of the marriage or of the consanguineous family, pointed by Dyer (2003), represents a progress for the field pointing out, however, that even on the consanguineous family different arrangements can exist.

Finally, longitudinal studies could contribute to better understand the impact of changes in family related to the enterprise, mainly about the composition and distribution of power.

REFERENCES

- ALLOUCHE, J. & AMANN, B. L'entreprise familiale: un état de l'art. *Finance, Contrôle, Stratégie*, p.1-34, 1999.
- BELARDINELLI, S. The Evolution of family institution and its impact on society and business. *Family Business Review*, 15, p.169-173, Sep 2002
- BIRLEY, S. N.D. e GOFREY, A. The Family and the Business. *Long Range Planning*, 32, 6, p. 598-608, 1999.
- BJUGGREN, P. Organisation of Successions of Small and Medium Sized Enterprises within the family. *Proceedings ICSB 45th World Conference*, Brisbane, 2000.
- BROWN and COVERLEY. Succession Planning in Family Businesses. A study from East Anglia, U.K. *Journal of Small Business Management*, 37, 1, 1999.
- CADIEUX, L. et al. La succession dans les entreprises familiales: une étude de cas exploratoire faite auprès de quatre PME manufacturières fondées et dirigées par des femmes. *Actes V Congrès International Francophone sur la PME CIFPME*, Lille, 2000.
- CAMPBELL, K.L. Theorizing Matrilineal Business Enterprises to Add Mother/Daughter Business to the Entrepreneurial Mix. *Proceedings ICSB 47th World Conference*, Porto Rico, 2002.
- CASTELLS, M. *O poder da identidade*. São Paulo: Paz e Terra, 1999.
- CHUA, J.H. and CHRISTMAN, J.J. Defining the family business by behaviour. *Entrepreneurship Theory and Practice*, 23, 4, p. 19-38, 1999.
- CHUA, J. Chrisman, J and STEIER, L. Extending the Theoretical Horizons of Family Business Research. *Entrepreneurship Theory and Practice*, Summer , p. 331-338, 2003.
- CROMIE, S. e SULLIVAN,S.° Women as managers in family firms. *Women in Management Review*, 14, 3, p. 76-88, 1999.
- CURIMBABA, F. The Dynamics of Women's Roles as Family Business Managers. *Family Business Review*, 15, 3, p. 239-246, 2002.
- DANES, S. and OLSON, P. Women's role involvement in family businesses, business tensions, and business success. *Family Business Review*, 16,1, p.53-68, 2003.
- DÉRY, R. et al. La variété des entreprises familiales: construction théorique et typologique. *Cahier de recherche GREF093-08*. Montréal: Groupe de recherche sur les entreprises familiales, École des HEC, 1993.

- DIAS, A. C e LOPES, R.C. Representações de maternidade de mães jovens e suas mães. *Psicologia em Estudo*, Maringá, 8, especial, p.63-73, 2003.
- DYCK ,B., MAUWS, M., STARKE, F.A. and MISSCHKE, A. Passing the baton. The importance of sequence, timing, technique and communication in executive succession. *Journal of Business Venturing*, 17, p.143-162, 2002.
- DYER, W.G. The family: the missing variable in organizational research. *Entrepreneurship Theory and Practice*, 27, 4, p.401-416, 2003.
- FLÖREN, R.H. The Significance of family business in the Netherlands. *Family Business Review*, 11, 2, p. 121-178, 1998.
- FONSECA, C. Olhares antropológicos sobre a família contemporânea, Comunicação apresentada no *Congresso Internacional Pesquisando a família*. Florianópolis, abril 2002.
- GALBRAITH, C.S. Divorce and the financial performance of small family businesses: an exploratory study. *Journal of Small Business Management*, 41,3, p.296-309, 2003.
- GILDING, M. Family Business and Family Change: individual autonomy, democratization, and the new family business institutions. *Family Business Review*, 12, 3, p.239-249, 2000.
- GOFFEE, R. Understanding family businesses: issues for further research. *International Journal of Entrepreneurial Behavior & Research*. Vol 2, 1, p. 36-48, 1996.
- GOMES, I.C. e PAIVA, M.L. S. Casamento e família no século XXI: possibilidade de holding? *Psicologia em Estudo*, Maringá, 8, especial, p. 3-9, 2003.
- GRZYBOVSKI, D. e TEDESCO, J.C. *Empresa familiar - tendências e racionalidades em conflito*. Passo Fundo: Universidade de Passo Fundo, 2000.
- HALL, A. MELIN, L. e NORDQVIST, M. Entrepreneurship as Radical Change in the family business: exploring the role of cultural patterns. *Family Business Review*, 14, 3, p. 193-208, 2001.
- HUGRON, P. Les fondements du champ de recherche sur les entreprises familiales. *Cahier de recherche GREFO93-08*. Montréal: Groupe de recherche sur les entreprises familiales, École des HEC, 1993.
- JANJUHA-JIVRAI, S. and WOODS, A. Successional Issues within Asian family firms. *International Small Business Journal*, 20, 1, p. 77-94, 2002.
- LEE, K., LIN, W.S & LIN, G.H. Succession and Survival of Family Businesses. *Proceedings 45th ICSB*. Brisbane, 2000.
- MACHADO, H.V. Sucessão familiar e gênero. *Anais III EGEP – Encontro Nacional de Empreendedorismo e Gestão de Pequenas Empresas*. Brasília, 2003.
- MALINEN, P. Like Father like Son? Small family business succession problems in Finland. *Enterprise and Innovation Management Studies*, 2, 3, pp. 195-204, 2001.
- OXFORD *Advanced Learner's dictionary*. Oxford University Press, 1989.

PATON, R. and DEMMPSTER, L. Managing Change from a gender perspective. *European Management Journal*, 20, 5, p.539-548, 2002.

RAM, M. e HOLLIDAY, R. Relative merits: family culture and kinship in small firms. *Sociology*, 27, p. 629-648, 1993.

RITCHER, F. e ST-CYR, L. La planification de la relève dans les PME: statistiques et réflexions. *Revue Internationale de Gestion*. École des Hautes Études Commerciales, 26,2, p. 19-26, 2001.

RODRIGUES, A M. Padrões afetivos na família e empresa familiar. *Revista de Administração de empresas*, 31,4,p.35-48, 1991.

ROWE, B. and HONG, G. The Role of wives in family businesses: the paid and unpaid work of women. *Family Business Review*, 13, 1, p. 1-13, 2000.

SHARMA, P. et. al. *A review and annotated bibliography of family business studies*. London: Kluwer Academic Publishers, 1996.

STAVROU, W. Succession in Family Businesses: exploring the effects of demographic factors on offspring intentions to join and take over the business. *Journal of Small Business Management*, 37, 3, p.43-61, 1999.

STEWART, A. Help one another, use one another: toward anthropology of family business. *Entrepreneurship Theory and Practice*, 27,4, p.383-396, 2003.

TODD, E. *The Explanation of Ideology- Family structures and Social Systems*. Oxford: Blackwell, 1985.

VERSTRAETE, T. *Histoire d'entreprendre*. Paris: Éditions Management & Société, 2000.

VERY, P. e RAYTCHEVA, S. Family Structures, Family Firms and Succession: Some Insights from Anthropology. International Council for Small Business, 47th World Conference, 2002.

VIDIGAL, A . C. A sobrevivência da empresa familiar no Brasil. *Revista de Administração*, 35, 2, pp. 66-71, 2000.

WESTHEAD, P and COWLING, M. Family firm research: the need for a methodological rethink. *Entrepreneurship Theory and Practice*, 23,1, p.31-56, 1998.