

Family Business Successful Succession

Survey of Skill Gaps and Training Needs in Family Businesses

National Report for FYR of Macedonia



Project number: 2016-3-EL02-KA205-002673

This project has been funded with support from the European Commission.
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Preface

The FABUSS partnership appreciates the usefulness of a comprehensive understanding of skill gaps and training needs in family business operation and development, especially those associated with their actual or potential successors of the present generation of family business owners and managers.

Identification of specific knowledge deficiencies and skill gaps of the target groups in the partner countries was the main objective of an on-line survey undertaken in all FABUSS partner countries in the context of the FABUSS project.

Main objectives of these surveys are: (a) to reveal “Skill Gaps” of prospective family business successors (interpreted as “training needs”), (b) to also to consider how FABUSS training could be organised and delivered most effectively.

The present Report contains the results of the survey conducted in FYR of Macedonia.

The associated tasks were coordinated by Natasha Chavdarovska and Simona Mladenovska, who are the main authors of this Report. Jovan Stalevski and Milka Stojanovska also provided valuable assistance. The author(s) wish to acknowledge the information and support received from CEFE Macedonia and NYCM.

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Executive Summary

The field research within the FABUSS Project in FYR Macedonia was conducted by a team of researchers composed of the Association of Citizens CEFE Macedonia and the National Youth Council of Macedonia. The research included family businesses from the eight planning regions in the country. It used the questionnaire set by the project applicant organization, conducted field visits to businesses, and conducted telephone and electronic communications in order to collect the required minimum number of questionnaires in the partner country. Thus, the number of completed electronic questionnaires is 63.

Most of the responses are from second-generation family members ages 18 to 25. Most family businesses have not gone through a business succession process yet, but 65.6% of the respondents said that they plan to do so in the next 3 to 5 years. It is of interest that most of the family businesses in FYR Macedonia do not have a formal document or an agreement for inheritance of the family business (Business Succession Plan). Most of the respondents would make the transfer of the business from one generation to another by transferring the management, but not the ownership.

Most of the businesses that were part of this research are active in the trade and services sector. Their number of employees classified them in the area of micro and small companies with employment up to 10 people.

Regarding the problems identified by the respondents as the biggest and most important ones, there is a lack of a family business growth strategy, as well as insufficient knowledge and skills in managing the family business. Regarding knowledge and skills, the most important are those related to tools and mechanisms for understanding and managing key issues related to family business, tools and mechanisms for establishing effective communication, tools and

decision-making mechanisms, as well as knowledge and skills for creating and implementing a realistic strategy for family business growth. The areas in which respondents considered their existing knowledge and skills to be adequate for the family business owners, are mechanisms for understanding and managing key issues related to family business, knowledge and skills for creating and implementing a realistic family growth strategy, and tools and mechanisms for making decisions with a compromise.

Respondents stated that the most appropriate way of acquiring these knowledge and skills is through training, as well as by sharing experiences with other family business representatives.

Извршно резиме

Теренското истражување во рамките на Проектот FABUSS во ПЈР Македонија го спроведе тим на истражувачи составен од Здружението на граѓани ЦЕФЕ Македонија и Националниот младински совет на Македонија. Истражувачите опфатија семејни бизниси од осумте плански региони во земјава. Тие го користеа прашалникот зададен од страна на организацијата апликант на проектот, а вршеа теренски посети на бизнисите, спроведоа телефонска и електронска комуникација со цел да се соберат бараните минимум прашалници во земјата партнер. Па така, бројот на одговорени електронски прашалници изнесува 63.

Најголем број од одговорите се од страна на претставници на семејни бизниси од втората генерација и на возраст од 18 до 25 години. Кај поголемиот број од семејните бизниси не е извршена сукцесија на бизнисот, но затоа 65,6% од испитаниците одговориле дека планираат да направат сукцесија на бизнисот во следните 3 до 5 години. Иако, интересно е, тоа што поголем дел од семејните бизниси во ПЈР Македонија немаат формален документ или договор за наследување на семејниот бизнис. Најголем број од испитаниците кога би направиле пренесување на бизнисот од една на друга генерација тоа би го направиле со трансфер на менаџментот, но не и на сопственоста.

Најголем број од бизнисите кои беа дел од ова истражување се активни во секторот на трговија и услуги. Нивниот број на вработи ги класифицира во делот на микро и мали компании со вработени до 10 лица.

Што се однесува до тоа кои проблеми се идентификувани како најголеми и најважни од страна на испитаниците, се наведуваат непостоење стратегија за раст на семејниот бизнис, како и недоволно знаења и вешти на менаџирање

на семејниот бизнис. Во однос на знаењата и вештините, најважни се сметаат оние кои се однесуваат на алатки и механизми за разбирање и менаџирање на клучни прашања поврзани со семејниот бизнис, алатки и механизми за воспоставување на ефикасна комуникација, алатки и механизми за носење на одлуки, како и познавања и вештини за креирање и имплементација на реалистична стратегија за раст на семејниот бизнис. Најсоодветни знаења и вештини за претсваниците на семејните бизниси дел од ова истражување се наведуваат токму потребата од алатки и механизми за разбирање и менаџирање на клучни прашања поврзани со семејниот бизнис, познавања и вештини за креирање и имплементација на реалистична стратегија за раст на семејниот бизнис, како и алатки и механизми за донесување на одлуки со компромис. Испитаниците се изјаснале дека најсоодветен начин за стекнување со овие знаења и вештини е преку обука, како и споделување на искуства со други претставници на семејни бизниси.

1. Sampling Methodology and the Report's structure

Key findings:

- There were 63 responses to the survey in FYR of Macedonia by representatives from the family businesses
- The team of researchers used an online survey, but also conducted personal visits to the companies, and used email or phone communication in the process

The team of researchers from FYR of Macedonia, one researcher from CEFE Macedonia and other from NYCM, managed to gather 63 questionnaires by email, phone or personal visits to the family businesses. Most of the questionnaires were answered through the online link and platform, using the survey provided by the lead applicant partner in the FABUSS project. For better communication with the respondents, the team provided a translated version of the survey.

The sections of this Report follow the section order from the survey. Additionally, with this Report we are providing brief presentation analysis,

and discussion of the so-called “Intensity Indicators - INTIs”, estimated for a group of questions referring to “Problems”, “Skill Requirements” and “Skills and Knowledge Adequacy”. INTIs may take values between 1 and 5, or between 1 and 4, according to the scaling of indications offered to survey participants, as alternative answers. INTIs estimates for each partner country’s total sample were provided by ACCI.

As agreed at the beginning of the FABUSS project, at least 60 completed questionnaires per partner country were expected. Lacking a legal definition of what constitutes a family business in FYR of Macedonia accounts for the lack of official state statistics regarding the number of sustainable family businesses. We are therefore not able to determine the representativeness of our sample. Nevertheless, the lack of official statistics did not present a serious problem during the dissemination of the questionnaire. During dissemination, the research team took into account the division of FYR of Macedonia into 8 strategic planning regions: Vardar Region, Pelagonia Region, Skopje Region, East Regions, Southwest Region, Southeast Region, Polog Region and Northwest Region. Respondents from all of the mentioned regions were reached in distribution of the questionnaire. Since the results of the field research and the following steps in the FABUSS Project are not concerned with geographical representation by region, but rather by the skill gaps that might be demonstrated, the team secured the involvement of all 8 regions but did not seek proportional representation of each of the regions.

During the distribution, while attempting to reach the target foreseen in the project, the greatest challenge the team faced was the hesitation or even unwillingness to cooperation by business owners and unresponsiveness of business organizations.

What should be taken into consideration while assessing issues faced during the process is that at the time of the data collection in FYR of Macedonia there was an ongoing deep political crisis which affected not only the directly involved political actors, but NGOs and other enterprises as well. The research team overcame this issue by using personal contacts with family business owners, employees of family business and other channels of

communication which at the end resulted in completion of the targeted number of questionnaires.

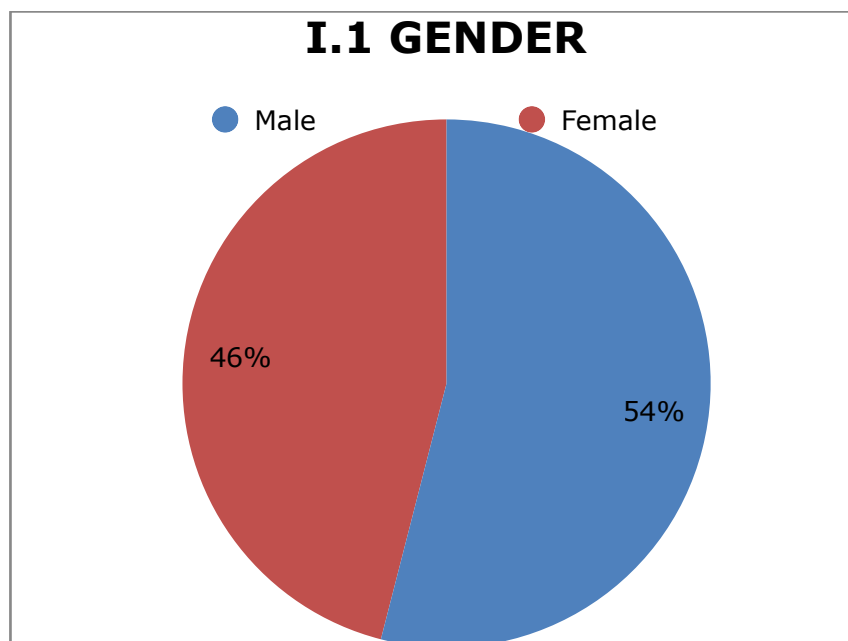
2. Survey participants' personal characteristics

Key findings:

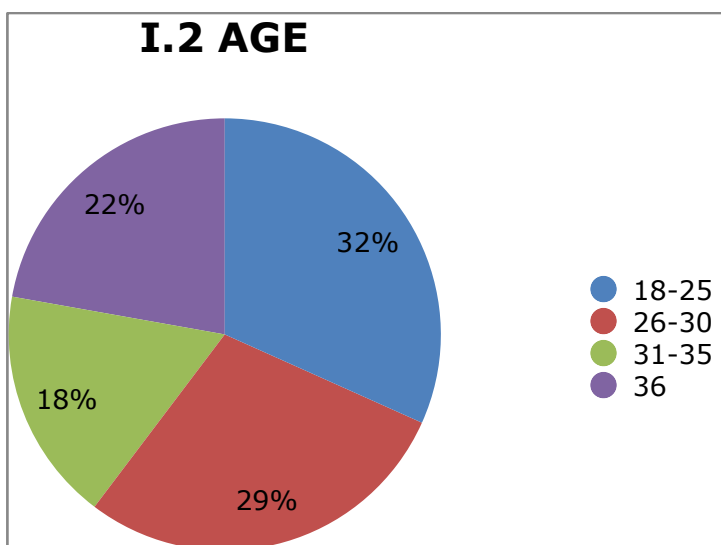
- Most of the questionnaires were answered by male representatives of the family businesses
- Most of the respondents are age 18-25
- Most of the respondents have university level education
- 40% of the respondents said that they have taken the ownership in the past 3-5 years
- 65,5% of the respondents said they are planning to succeed the business owner in the next 3-5 years
- Most of the respondents (85%) are representatives of the second generation of the family business

In this section of the survey, respondents had to provide information on personal characteristics, such as gender and data about their age and education. Also, through this section information was collected regarding to which generation of the family business owners or managers respondents belong.

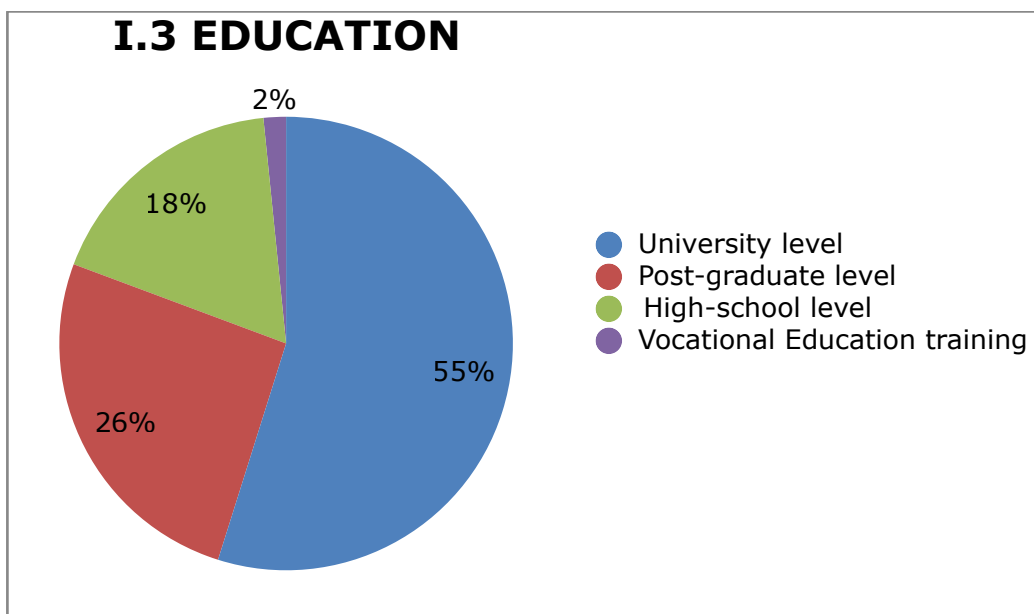
From 63 questionnaires, 29 (46%) were answered by females and 34(54%) by males.



The largest percentage of the respondents, 31,7% are age 18-25. After them, 28,6% are respondents age 26-30. Respondents age 31-35 constitute 17,5%, belong and the remaining 22,2 are respondents older than 35 years.

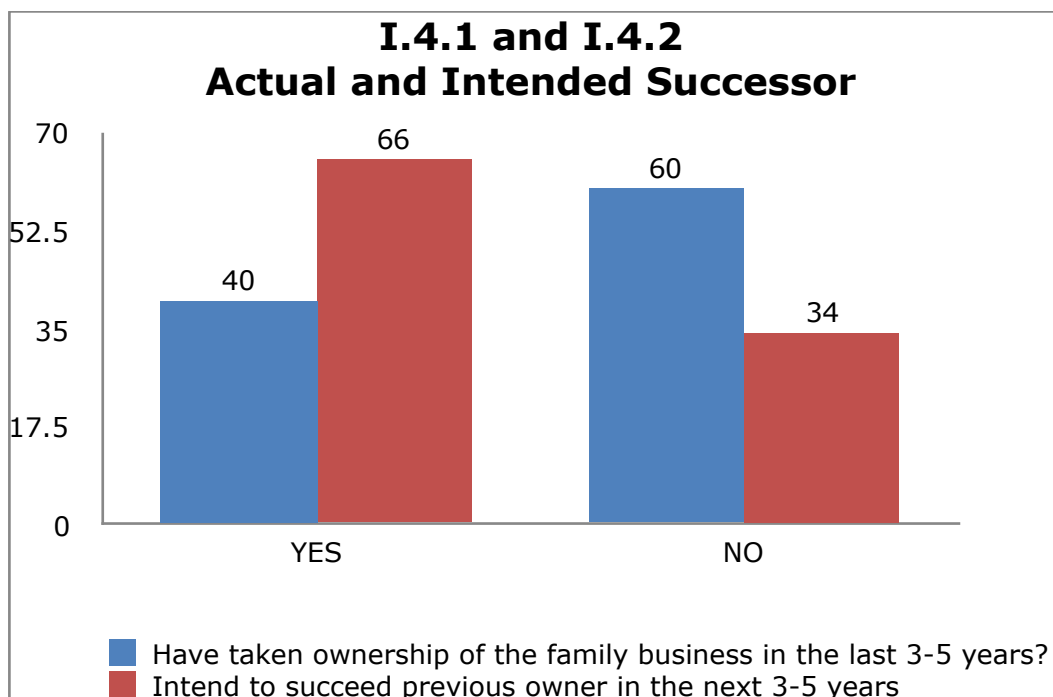


With respect to education, 54,8% are at the university level. 25,8% of the respondents are at the post-graduate level and 17,7% are at high-school level, while 1,6% have only Vocational Education training.

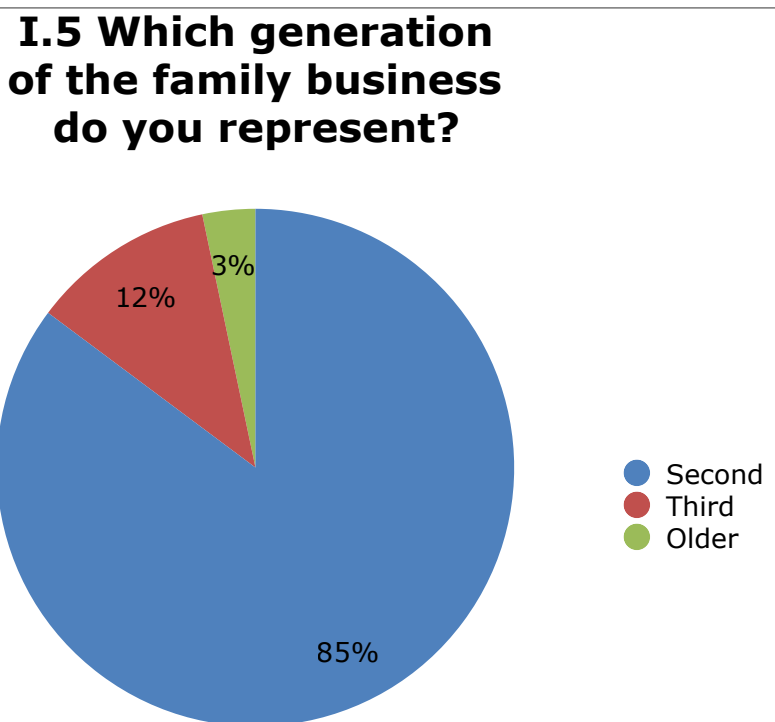


On the question I.4.1 “Have taken ownership of the family business in the last 3-5 years?” 36 respondents or 60% said no, and 24 respondents or 40% said yes.

On the question I.4.2 “Intend to succeed previous owner in the next 3-5 years”, 21 respondents or 34,4% said no, and 40 respondents or 65,6% said yes.



Most of the respondents to the questionnaires (85,2%) are from the second generation. In the third generation belong 11,5% of the respondents and only 3,3% represent older generations of the family business.



As visible from the charts above, more than half the interviewees (54 %) are highly educated and more than a quarter of them hold Masters Degree. From these data it cannot be concluded if there's a direct correlation between the level of education and the successfulness of the business succession, but we can say that those numbers indicate that (future) family business successors in Macedonia are interested in building deeper understanding in specific fields of interest. The lowest percentage is noted with the (future) successors with vocational training, only 1,6 %, which is not at all surprising taking in account the Macedonian context and the decreasing trends in vocational training and the fact that more than 60% of the interviewees are young people, under the age of 30.

3. Surveyed Businesses' size and activities

Key findings:

- Most of the family business in FYR Macedonia are active in the sector of Wholesale & Retail Trade, and Repairs
- Most of the family businesses in FYR of Macedonia, or 74,2%, have fewer than 10 employees

In the survey section for business characteristics, respondents had to answer about the activity sector and the business' size of employment, in terms of number of employees.

As shown on Table II.1, the most represented sector among the completed questionnaires is Wholesale & Retail Trade, Repairs which is represented with 26,7% ; then second comes Other Community, Social & Personal Service Activities with 18,3% and third place belongs to Agriculture, Hunting & Forestry, Fishing with 11,7%. The other listed sectors are represented with single digit percentages, except for Manufacturing at 10%. The sector with the lowest representation is Hotels & Restaurants with only 3,3%.

Table II.1 Activity Sector

Sector	Percentage
Real Estate, Renting & Business Activity	6,7
Construction	5,0
Wholesale & Retail Trade, Repairs	26,7
Transport, Storage & Communication	5,0
Other Community, Social & Personal Service Activities	18,3
Manufacturing	10,0
Agriculture, Hunting & Forestry, Fishing	11,7
Education	6,7

Hotels & Restaurants	3,3
Health & Social Work	6,7
Financial Intermediation	6,7

90,8% of registered enterprises in Macedonia in 2014 had fewer than 10 employees, which qualifies them as small enterprises. According to those statistics, medium enterprises with 10 - 49 employees and large enterprises with 49 - 249 employees represented 7.0% and 1.8%, respectively.

According to the data collected for the FABUSS project it is notable that little change has occurred from 2014 to 2017 concerning present size of enterprises.

As seen in Table II.2, 74,2% of interviewees reported up to 9 employees and the percentage drastically decreases to 16,1% reporting employment of up to 49 people. Among 63 interviewees only 2 (3,2%) reported employment of 100 - 249.

Table II.2 Present size (employment)

Number of employees	Percentage
1-9	74,2
10-49	16,1
50-99	6,5
100-249	3,2

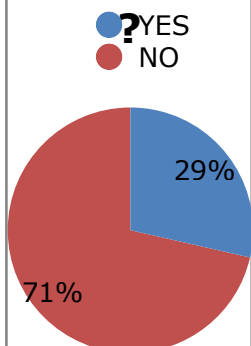
4. Family Business succession motives and Planning

Key findings:

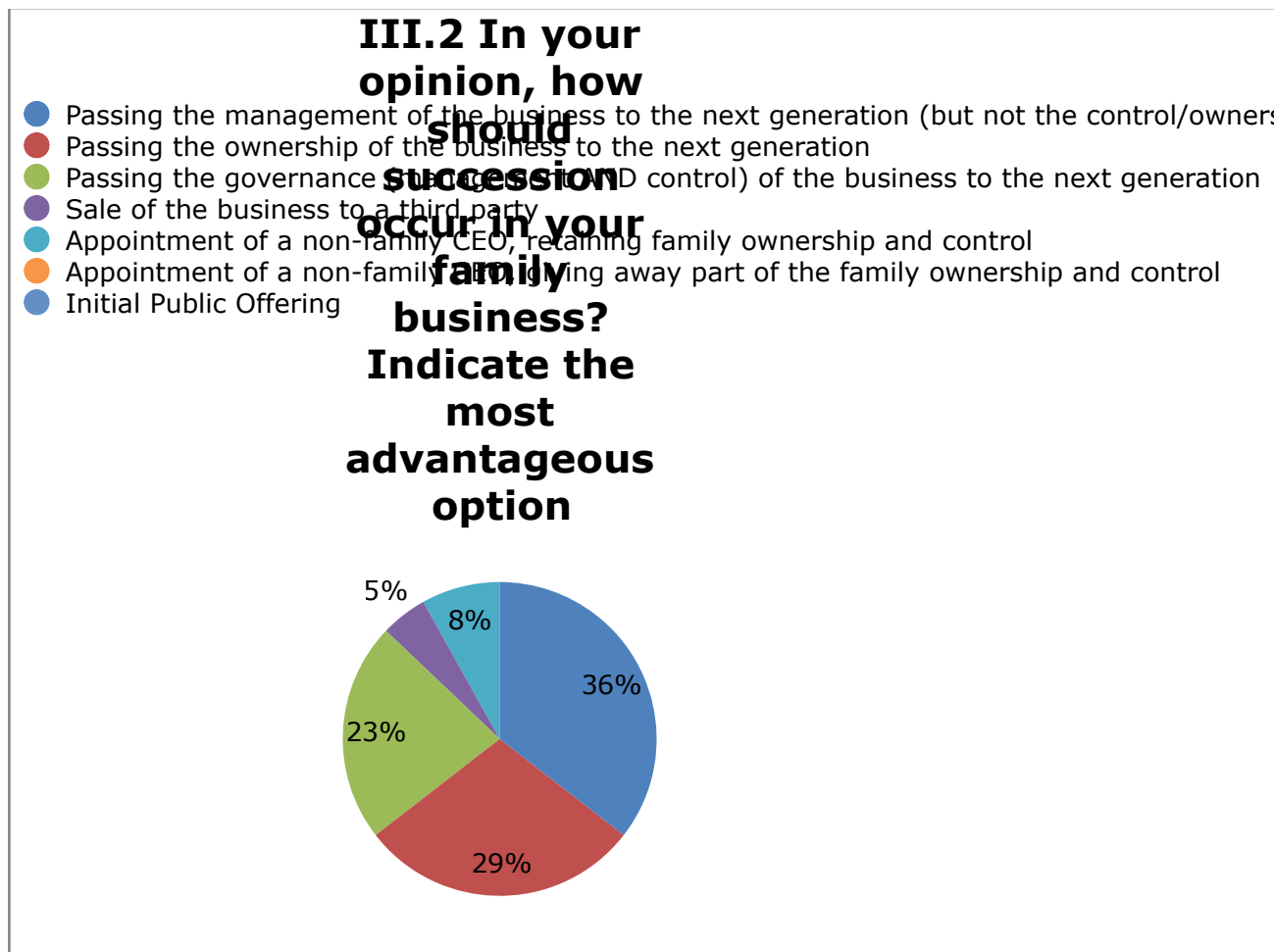
- Most of the family businesses in Macedonia do not have a formal written or agreed upon plan for succession
- A majority of the family business representatives, about 35%, think that succession should happen by passing the management but not the ownership to the next generation
- The greatest motive for succession in the family business, for about 34% of the family businesses, is the belief that the business provides a good career opportunity

From 63 responses, 45 said that the family business doesn't have a formal written or agreed upon plan for succession; 18 said that the family business have such a plan.

III.1 Does your family business possess a formal written (or agreed) plan for succession



On the question “In your opinion, how should succession occur in your family business? “, respondents answered as follows:

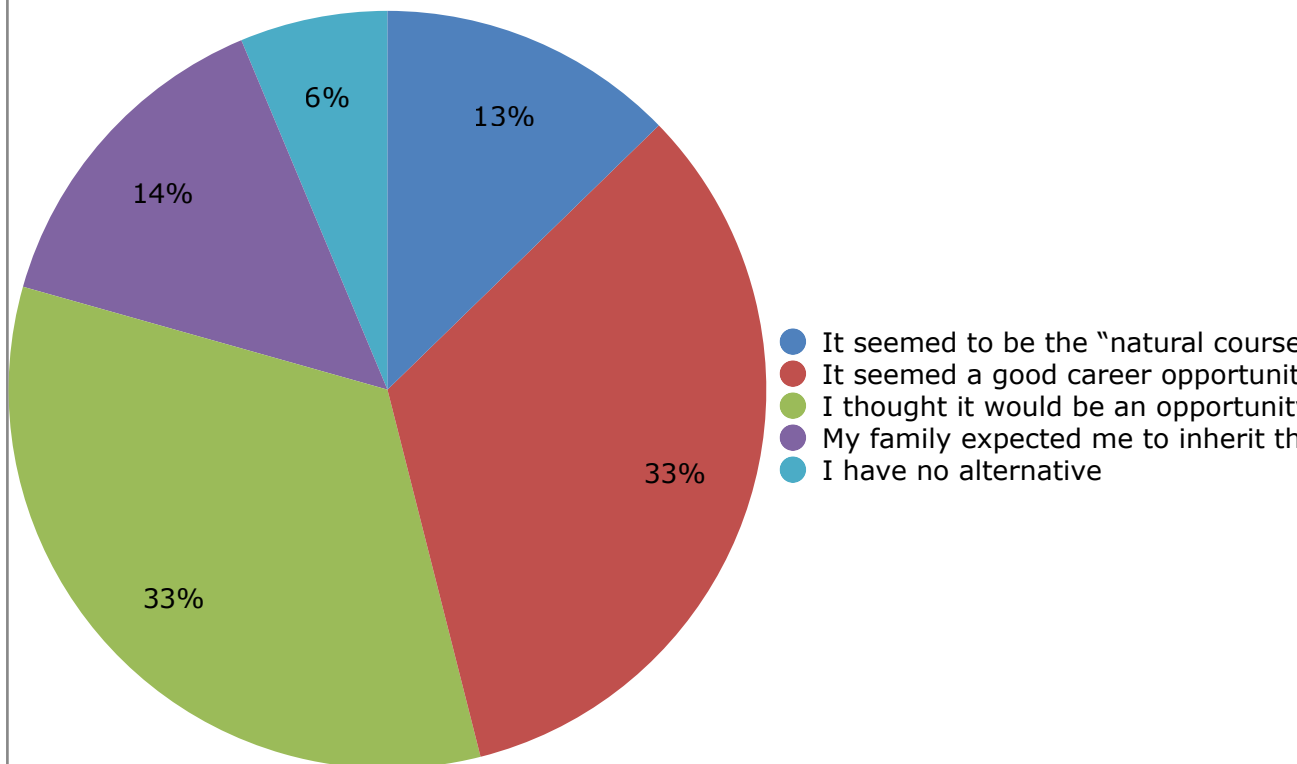


None of the respondents (0%) said that they want “appointment of a non-family CEO, giving away part of the family ownership and control” or that they want “Initial Public Offering”.

About 34% of the respondents said that the main motive for being part of the family business is that for them it seemed like a good career opportunity. Almost same percentage, 33%, said that they choose to succeed the family business because in this way they can put some innovative ideas into practice. Only 6% of the representatives of the family

business said they had no choice and that they had to succeed the business owner.

IV.1 What is (or was) your motive for deciding to succeed, as the family business' owner and manager, the firm's "previous generation"?



5. Experiences or anticipated problems in Family Business Succession

Key findings:

- Main problems with very high importance identified by the family business representatives are:
 - The family business lacks a clear business strategy
 - The respondent lacks the skills and knowledge to manage the family business
- Main problems identified as high important for the family businesses are:
 - The respondent is not able to take over all the functions that the previous leader held
 - It is difficult to manage the change that succession implies
 - Managing possible family conflict resulting from the succession process
 - The family business lacks the required organization and governance

In Section V of the survey, respondents were asked to indicate the importance of problems they have experienced or anticipate in relation to family business succession. In the following table are presented the percentages of the 63 responses on the questionnaire:

Table V. Indicate the importance of EACH of the listed problems experienced or anticipated in relation to family business succession

	Low / Very Low importance	Moderate importance	High importance	Very High importance
V.1.1 Lack the skills and knowledge to manage the family business	12,1	39,7	19,0	29,3
V.1.2 Not yet ready and well prepared to run the business	25,0	25,0	26,7	23,3

V.1.3 It is difficult to manage the change that succession implies	13,6	37,3	37,3	11,9
V.1.4 Do not have the required knowledge about the family business	23,3	20,0	31,7	25,0
V.1.5 Not able to take over all the functions that the previous leader held	21,7	23,3	40,0	15,0
V.1.6 The process of succession is not clear	22,4	27,6	25,9	24,1
V.1.7 The process of succession is very demanding in terms of family relations and the sentimental burden is high	20,7	27,6	34,5	17,2
V.1.8 The transfer of business is very demanding in terms of bureaucracy	22,0	30,5	32,2	15,3
V.1.9 The family business lacks a clear business strategy	8,3	26,7	28,3	36,7
V.1.10 The personnel of the family business (if any) is resistant to the succession or does not cope well with change	15,0	38,3	30,0	16,7
V.1.11 Managing possible family conflict resulting from the succession process	20,3	23,7	39,0	16,9
V.1.12 The family business lacks the required organization and governance	13,3	30,0	38,3	18,3
V.1.13 Family and business matters are complex and intertwined	15,0	36,7	30,0	18,3
V.1.14 Family and employees do not accept respondent as the new family business leader	33,9	28,8	18,6	18,6
V.1.15 Family related issues the respondent cannot manage and discuss with others	31,7	25,0	23,3	20,0

From the responses it is evident that one of the problems with very high importance is that the family businesses are lacking of a clear business strategy.

Among very important problems for the family business representatives, with almost 40%, are the ones that are connected with the succession or not having enough skills to take over responsibilities and tasks from the previous leader of the business, as well as not having capacity for managing possible conflicts that result from the succession. Close to these range the problems connected with the management of the change that happens after succession, and the lack of required organization and governance of the family business.

6. Skills requirements for family business management and succession

Key findings:

Skills identified as very high importance, with 50% or more, by the family businesses representatives are:

- To be able to understand and manage key issues related to family business
- To be able to establish effective communication mechanisms
- To know how to set and implement a realistic family business growth strategy
- To be able to make decisions as an effective family business owner

Field VI.1 of the survey referred to the type of skill required or indication of skill's importance in cases of family business succession. The answers are presented on Table VI.1.

Table VI.1 Type of skill required - Indicator of skill's Importance

	Very Low Importance	Low Importance	Moderate importance	High importance	Very High importance
VI.1 To be able to understand and manage key issues related to family business	1,6	0	8,2	26,2	63,9
VI.2 To know how to overcome family or business centered conflict	0	3,3	21,3	34,4	41,0
VI.3 To be able to establish effective communication mechanisms	0	6,8	15,3	25,4	52,5
VI.4 To be able to retain key non-family employees	1,6	9,8	24,6	26,2	37,7
VI.5 To know how to set and implement realistic family business growth strategy	0	3,3	11,5	32,8	52,5
VI.6 To be able to gain consensus for key decisions	0	6,6	18,0	37,7	37,7
VI.7 To be able to make decisions as an effective family business owner	0	3,3	11,5	34,4	50,8
VI.8 To know how other family business businesses have tackled succession related issues, to understand them and adapt them to my business' case	3,3	14,8	29,5	23,0	29,5
VI.9 To understand how effective governance tools can help me lead the family business	1,6	3,3	23,0	29,5	42,6
VI.10 To be able to negotiate with family and non-family stakeholders about business related issues	0	4,9	26,2	37,7	31,1

VI.11 To know how to effectively manage the family and business interaction	1,6	3,3	11,5	37,7	45,9
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The skill that is very important for about 64 % of the respondents is the ability to understand and manage key issues related to family business. Knowing how to establish communication mechanisms, knowing how to set and implement strategic goals for growth and knowing how to make decisions as business owner are also among the skills that are highly important for the family businesses representatives.

More than 40% rate as very important the following skills:

- To know how to overcome family or business centered conflict
- To understand how effective governance tools can help in leading the family business
- To know how to effectively manage the family and business interaction

7. Knowledge and Skills Adequacy, for family business management and succession

Key findings:

Skills that are most considered to be at Adequate levels among the family business representatives are:

- To be able to understand and manage key issues related to family business
- To know how to effectively manage the family and business interaction
- To know how to set and implement realistic family business growth strategy

About 60% of the respondents said that they had Rather Adequate skill to be able to gain consensus for key decisions.

In field VI.2 of the survey, the respondents were asked to indicate how adequate they considered their present knowledge and skills. The answers are presented in the Table VI.2.

Table VI.2 For EACH of the above type of skills and independently of its importance, how adequate do you consider your present knowledge and skills?

	Inadequate	Rather inadequate	Rather adequate	Adequate
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VI.2.1 To be able to understand and manage key issues related to family business	6,5	17,7	32,3	43,5
VI.2.2 To know how to overcome family or business centered conflict	4,8	19,4	48,4	27,4
VI.2.3 To be able to establish effective communication mechanisms	0	16,4	49,2	34,4
VI.2.4 To be able to retain key non-family employees	1,7	30,0	36,7	31,7
VI.2.5 To know how to set and implement realistic family business growth strategy	3,3	23,3	31,7	41,7
VI.2.6 To be able to gain consensus for key decisions	0	8,3	60,0	31,7
VI.2.7 To be able to make decisions as an effective family business owner	1,6	16,4	42,6	39,3
VI.2.8 To know how other family business businesses have tackled succession related issues, to understand them and adapt them to my business' case	6,5	22,6	48,4	22,6
VI.2.9 To understand how effective governance tools can help me lead the family business	8,2	18,0	44,3	29,5
VI.2.10 To be able to negotiate with family and non-family stakeholders about business related issues	1,6	21,3	47,5	29,5
VI.2.11 To know how to effectively manage the family and business interaction	1,6	11,5	44,3	42,6

Among the skills considered adequate by the representatives of the family business, with more than 40%, are:

- To be able to understand and manage key issues related to family business
- To know how to effectively manage the family and business interaction

- To know how to set and implement realistic family business growth strategy

About 60% of the respondents said they had Rather Adequate skill to be able to gain consensus for key decisions. Other skills rated Rather Adequate, with more than 45%, are the following:

- To know how to overcome family or business centered conflict
- To be able to establish effective communication mechanisms
- To know how other family business businesses have tackled succession related issues, to understand them and adapt them to my business' case
- To be able to negotiate with family and non-family stakeholders about business related issues

8. Survey participants' views on how skills could be upgraded

Key findings:

There are two things that family business successors consider to be crucial in their efforts for improving their own skills:

- 1) Personal contact with the lecturer / trainer
- 2) Direct, relevant experience in the family business succession

Knowledge and skills insufficiencies may be addressed by well-organized and delivered training. One section of the survey provided an opportunity to the respondents to choose what type of training they think would work best in their case. The answers are provided in the Table VII.1

Table VII.1 Which do you consider to be the best way for upgrading your skills?

	Not preferred	Low preference	Moderate preference	Most preferred
VII.1.1 Study by myself	11,3	17,7	30,6	40,3
VII.1.2 Participate in face-to-face training sessions	0	11,3	29,0	59,7
VII.1.3 Distant Learning	10,2	37,3	37,3	15,3
VII.1.4 Combination of class work and distant Learning	12,9	24,2	45,2	17,7
VII.1.5 Benefit from the experience of others	0	6,6	39,3	54,1
VII.1.6 Discuss / exchange views with other family businesses' "second generation" persons.	3,2	9,7	24,2	62,9

Most preferred are discussions with other family businesses representatives, participation in face-to-face trainings and benefiting from the experience of the others.

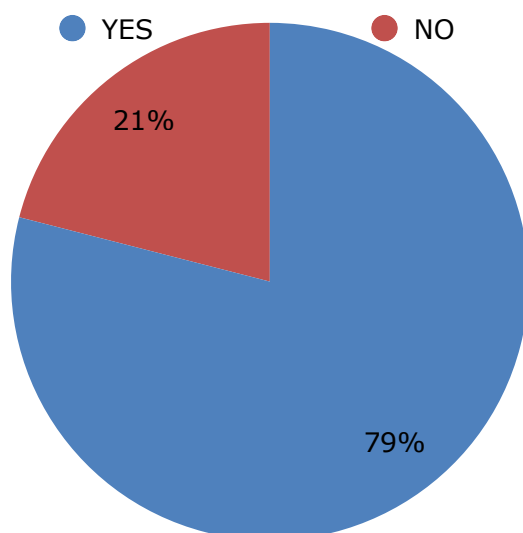
According to data presented on the table above, it appears that in FYR of Macedonia there is still a preference for establishing personal contact in the process of learning. Only 15,3% of the interviewees stated that distant learning is the most preferred method for them, but just below that particular question there is increasing percentage of (future) family successors (17,7%) that stated that their most preferred method would be combination of class work and distance learning.

Based on these results it appears that most (future) successors think that the most beneficial learning method for them would be the semi-formal exchange of experience with other successors who have been through the process of succession previously. 62,9% stated that this is the most preferred method for them. 54,1% said that most beneficial for them would be experience from other people and 59,7% said that they would prefer face to face training sessions.

Very few respondents (3,2% or 2 people) said that they would not prefer to discuss and share views with others family business successors, and no one stated that they would not benefit from other people`s experience.

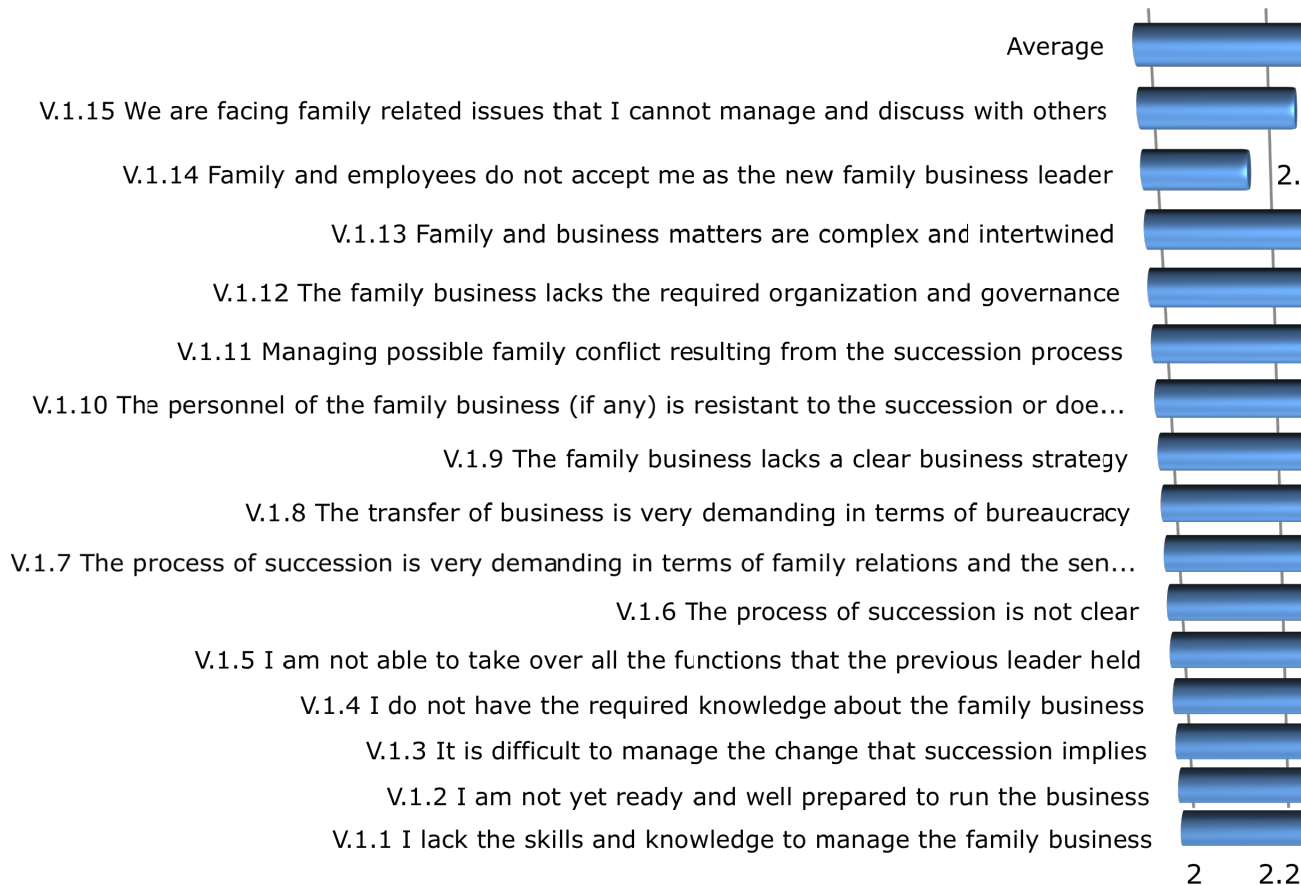
On the question “VIII.1 Would you be interested in the family business training course that will be developed by the FABUSS project?” 49 respondents or 79% said “YES” and only 13 respondents or 21% said “NO”.

VIII.1 Would you be interested in the family business training course that will be developed by the FABUSS project?



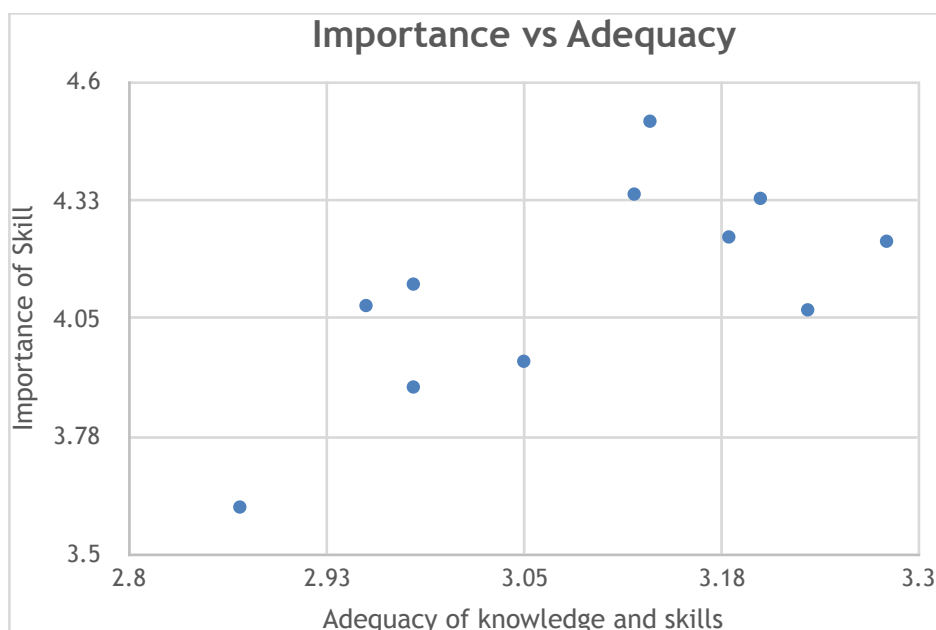
9. Comparative analysis of “Problems”, “Skill Gaps” and “Knowledge Adequacy”, in family businesses surveyed.

According to the “Intensity Indicators - INTIs” calculations, the intensity indicators are from 2.22 for the type of problem V.1.14 “Family and employees do not accept me as the new family business leader” with indicator up to 2.93 for the type of skill V.1.9 “The family business lacks a clear business strategy”.



V. Type of Problems

In the following diagram Importance vs. Adequacy, you can see the indicators for Adequacy of skills and knowledge and Importance of Skill.



Item	Skill	Adequacy	Importance
1	To be able to understand and manage key issues related to family business	3.13	4.51
2	To know how to overcome family or business centered conflict	2.98	4.13
3	To be able to establish effective communication mechanisms	3.18	4.24
4	To be able to retain key non-family employees	2.98	3.89
5	To know how to set and implement realistic family business growth strategy	3.12	4.34
6	To be able to gain consensus for key decisions	3.23	4.07
7	To be able to make decisions as an effective family business owner	3.2	4.33
8	To know how other family business businesses have tackled succession related issues, to understand them and adapt them to my business' case	2.87	3.61
9	To understand how effective governance tools can help me lead the family business	2.95	4.08

10	To be able to negotiate with family and non-family stakeholders about business related issues	3.05	3.95
11	To know how to effectively manage the family and business interaction	3.28	4.23

10. National Survey specific issues

1) Lack of legal framing of the family business enterprises.

As mentioned in the text above, in FYR of Macedonia there is no existing legal designation of enterprises as family businesses, and we have identified this as an issue due to the resulting challenges that were encountered in efforts at representative sampling.

2) Deepened political crisis

During the research phase, the FYR of Macedonia was facing political crisis and struggling with the enabling environment for progress and business. These crises affected not only state institutions and political actors, but created `shaky ground` for the NGO and private sectors as well.

Threats against Macedonian CSOs have intensified over the past 8 months after the announced de-Sorosization of Macedonia civil society by the ex-Prime Minister of Macedonia. On January 18, 2017, a new initiative called Stop Operation Soros (SOS) has been launched with the aim to counter the influence of George Soros in Macedonia. The initiative also called upon all “free minded citizens” to join SOS in the “fight against one-mindedness in the civil sector, which is devised and led by George Soros” and announced

that their first activities will focus on exposing the subversive activities of Macedonian CSOs funded by George Soros. On February 4, 2017, SOS held a press conference presenting alleged amounts of funds that some CSOs have received from Open Society Foundation Macedonia. According to targeted CSOs, these were false information, insinuations and manipulated numbers, and they have also presented information on CSOs' financial operations for 2016 - year for which annual financial reports have still not been submitted to the relevant institutions.

3) Lack of established cooperation among NGO sector and business sector

Due to the long-term negative campaign led towards NGOs by the former ruling party, the whole nongovernmental sector faced challenges of distorted reputation which made it that much harder to establish stable relations between CSOs and the private sector.

Annex A: Survey Results

Section I: Personal Characteristics

I.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	54,0	54,0	54,0
	Female	29	46,0	46,0	100,0
	Total	63	100,0	100,0	

I.2 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	20	31,7	31,7	31,7

26-30	18	28,6	28,6	60,3
31-35	11	17,5	17,5	77,8
35+	14	22,2	22,2	100,0
Total	63	100,0	100,0	

I.3 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	11	17,5	17,7	17,7
	University Level	34	54,0	54,8	72,6
	Post-Graduate	16	25,4	25,8	98,4
	Vocational Education training	1	1,6	1,6	100,0
	Total	62	98,4	100,0	
Missing	System	1	1,6		
Total		63	100,0		

I.4 Business Succession Status

I.4.1 Have taken ownership of the family business in the last 3-5 years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	38,1	40,0	40,0
	No	36	57,1	60,0	100,0
	Total	60	95,2	100,0	

I.4.2 Intend to succeed previous owner in the next 3-5 years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	40	63,5	65,6	65,6
	No	21	33,3	34,4	100,0

Total	61	96,8	100,0	
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I.5 Which generation of the family business do you represent?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2nd	52	82,5	85,2	85,2
	3rd	7	11,1	11,5	96,7
	Older	2	3,2	3,3	100,0
	Total	61	96,8	100,0	

Section II: The Business' Characteristics

II.1 Activity Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Real Estate, Renting & Business Activity	4	6,3	6,7	6,7
	Construction	3	4,8	5,0	11,7
	Wholesale & Retail Trade, Repairs	16	25,4	26,7	38,3
	Transport, Storage & Communication	3	4,8	5,0	43,3
	Other Community, Social & Personal Service Activities	11	17,5	18,3	61,7
	Manufacturing	6	9,5	10,0	71,7
	Agriculture, Hunting & Forestry, Fishing	7	11,1	11,7	83,3
	Education	4	6,3	6,7	90,0
	Hotels & Restaurants	2	3,2	3,3	93,3
	Health & Social Work	4	6,3	6,7	100,0

Financial Intermediation	60	95,2	100,0	
Total	4	6,3	6,7	6,7

II.2 Present size (employment)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-9	46	73,0	74,2	74,2
	10-49	10	15,9	16,1	90,3
	50-99	4	6,3	6,5	96,8
	100-249	2	3,2	3,2	100,0
	Total	62	98,4	100,0	

Section III: Family Business Succession Planning

III.1 Does your family business possess a formal written (or agreed) plan for succession?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	28,6	28,6	28,6
	No	45	71,4	71,4	100,0
	Total	63	100,0	100,0	

III.2 In your opinion, how should succession occur in your family business? Indicate the most advantageous option

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Passing the management of the business to the next generation (but not the control/ownership)	22	34,9	35,5	35,5
	Passing the ownership of the business to the next generation	18	28,6	29,0	64,5
	Passing the governance (management AND control) of the business to the next generation	14	22,2	22,6	87,1
	Sale of the business to a third party	3	4,8	4,8	91,9
	Appointment of a non-family CEO, retaining family ownership and control	5	7,9	8,1	100,0
	Appointment of a non-family CEO, giving away part of the family ownership and control				
	Initial Public Offering				
	Total	62	98,4	100,0	62

Section IV: Motives for actual or intended family business succession

IV.1 What is (or was) your motive for deciding to succeed, as the family business' owner and manager, the firm's "previous generation"? Select UP TO THREE answers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	It seemed to be the "natural course of events"	8	12,7	12,7	12,7
	It seemed a good career opportunity	21	33,3	33,3	46,0
	I thought it would be an opportunity to put innovative ideas to practice	21	33,3	33,3	79,4

My family expected me to inherit the business	9	14,3	14,3	93,7
I have no alternative	4	6,3	6,3	100,0
Total	63	100,0	100,0	

Section V: Family business succession - Experienced or Anticipated Problems

V.1.1 I lack the skills and knowledge to manage the family business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	7	11,1	12,1	12,1
	Moderate Importance	23	36,5	39,7	51,7
	High Importance	11	17,5	19,0	70,7
	Very High Importance	17	27,0	29,3	100,0
	Total	58	92,1	100,0	

V.1.2 I am not yet ready and well prepared to run the business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	15	23,8	25,0	25,0
	Moderate Importance	15	23,8	25,0	50,0
	High Importance	16	25,4	26,7	76,7
	Very High Importance	14	22,2	23,3	100,0
	Total	60	95,2	100,0	

V.1.3 It is difficult to manage the change that succession implies

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Low/Very Low Importance	8	12,7	13,6	13,6
	Moderate Importance	22	34,9	37,3	50,8
	High Importance	22	34,9	37,3	88,1
	Very High importance	7	11,1	11,9	100,0
	Total	59	93,7	100,0	

V.1.4 I do not have the required knowledge about the family business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	14	22,2	23,3	23,3
	Moderate Importance	12	19,0	20,0	43,3
	High Importance	19	30,2	31,7	75,0
	Very High Importance	15	23,8	25,0	100,0
	Total	60	95,2	100,0	

V.1.5 I am not able to take over all the functions that the previous leader held

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	13	20,6	21,7	21,7
	Moderate Importance	14	22,2	23,3	45,0
	High Importance	24	38,1	40,0	85,0
	Very High Importance	9	14,3	15,0	100,0
	Total	60	95,2	100,0	

V.1.6 The process of succession is not clear

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Low/Very Low Importance	13	20,6	22,4	22,4
	Moderate Importance	16	25,4	27,6	50,0
	High Importance	15	23,8	25,9	75,9
	Very High importance	14	22,2	24,1	100,0
	Total	58	92,1	100,0	

V.1.7 The process of succession is very demanding in terms of family relations and the sentimental burden is high

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	12	19,0	20,7	20,7
	Moderate Importance	16	25,4	27,6	48,3
	High Importance	20	31,7	34,5	82,8
	Very High Importance	10	15,9	17,2	100,0
	Total	58	92,1	100,0	

V.1.8 The transfer of business is very demanding in terms of bureaucracy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	13	20,6	22,0	22,0
	Moderate Importance	18	28,6	30,5	52,5
	High Importance	19	30,2	32,2	84,7
	Very High Importance	9	14,3	15,3	100,0
	Total	59	93,7	100,0	

V.1.9 The family business lacks a clear business strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	5	7,9	8,3	8,3
	Moderate Importance	16	25,4	26,7	35,0
	High Importance	17	27,0	28,3	63,3
	Very High Importance	22	34,9	36,7	100,0
	Total	60	95,2	100,0	

V.1.10 The personnel of the family business (if any) is resistant to the succession or does not cope well with change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	9	14,3	15,0	15,0
	Moderate Importance	23	36,5	38,3	53,3
	High Importance	18	28,6	30,0	83,3
	Very High Importance	10	15,9	16,7	100,0
	Total	60	95,2	100,0	

V.1.11 Managing possible family conflict resulting from the succession process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	12	19,0	20,3	20,3
	Moderate Importance	14	22,2	23,7	44,1
	High Importance	23	36,5	39,0	83,1
	Very High Importance	10	15,9	16,9	100,0
	Total	59	93,7	100,0	

V.1.12 The family business lacks the required organization and governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	8	12,7	13,3	13,3
	Moderate Importance	18	28,6	30,0	43,3
	High Importance	23	36,5	38,3	81,7
	Very High Importance	11	17,5	18,3	100,0
	Total	60	95,2	100,0	

V.1.13 Family and business matters are complex and intertwined

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	9	14,3	15,0	15,0
	Moderate Importance	22	34,9	36,7	51,7
	High Importance	18	28,6	30,0	81,7
	Very High Importance	11	17,5	18,3	100,0
	Total	60	95,2	100,0	

V.1.14 Family and employees do not accept me as the new family business leader

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	20	31,7	33,9	33,9
	Moderate Importance	17	27,0	28,8	62,7
	High Importance	11	17,5	18,6	81,4
	Very High Importance	11	17,5	18,6	100,0
	Total	59	93,7	100,0	

V.1.15 We are facing family related issues that I cannot manage and discuss with others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low/Very Low Importance	19	30,2	31,7	31,7
	Moderate Importance	15	23,8	25,0	56,7
	High Importance	14	22,2	23,3	80,0
	Very High Importance	12	19,0	20,0	100,0
	Total	60	95,2	100,0	

Section VI: Skills requirements associated with family business succession - Importance and Adequacy

VI.1 Type of skill required - Indicator of skill's Importance

VI.1.1 To be able to understand and manage key issues related to family business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance	1	1,6	1,6	1,6
	Low Importance				
	Moderate Importance	5	7,9	8,2	9,8
	High Importance	16	25,4	26,2	36,1
	Very High Importance	39	61,9	63,9	100,0
	Total	61	96,8	100,0	

VI.1. 2 To know how to overcome family or business centered conflict

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance				
	Low Importance	2	3,2	3,3	3,3
	Moderate Importance	13	20,6	21,3	24,6
	High Importance	21	33,3	34,4	59,0
	Very High Importance	25	39,7	41,0	100,0
	Total	61	96,8	100,0	

VI.1.3 To be able to establish effective communication mechanisms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance				
	Low Importance	4	6,3	6,8	6,8
	Moderate Importance	9	14,3	15,3	22,0
	High Importance	15	23,8	25,4	47,5
	Very High Importance	31	49,2	52,5	100,0
	Total	59	93,7	100,0	

VI.1.4 To be able to retain key non-family employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance	1	1,6	1,6	1,6
	Low Importance	6	9,5	9,8	11,5

Moderate Importance	15	23,8	24,6	36,1
High Importance	16	25,4	26,2	62,3
Very High Importance	23	36,5	37,7	100,0
Total	61	96,8	100,0	

VI.1.5 To know how to set and implement realistic family business growth strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance				
	Low Importance	2	3,2	3,3	3,3
	Moderate Importance	7	11,1	11,5	14,8
	High Importance	20	31,7	32,8	47,5
	Very High Importance	32	50,8	52,5	100,0
	Total	61	96,8	100,0	

VI.1.6 To be able to gain consensus for key decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance				
	Low Importance	4	6,3	6,6	6,6
	Moderate Importance	11	17,5	18,0	24,6
	High Importance	23	36,5	37,7	62,3
	Very High Importance	23	36,5	37,7	100,0
	Total	61	96,8	100,0	

VI.1.7 To be able to make decisions as an effective family business owner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance				
	Low Importance	2	3,2	3,3	3,3
	Moderate Importance	7	11,1	11,5	14,8
	High Importance	21	33,3	34,4	49,2
	Very High Importance	31	49,2	50,8	100,0
	Total	61	96,8	100,0	

VI.1.8 To know how other family business businesses have tackled succession related issues, to understand them and adapt them to my business' case

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance	2	3,2	3,3	3,3
	Low Importance	9	14,3	14,8	18,0
	Moderate Importance	18	28,6	29,5	47,5
	High Importance	14	22,2	23,0	70,5
	Very High Importance	18	28,6	29,5	100,0
	Total	61	96,8	100,0	

VI.1.9 To understand how effective governance tools can help me lead the family business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance	1	1,6	1,6	1,6

Low Importance	2	3,2	3,3	4,9
Moderate Importance	14	22,2	23,0	27,9
High Importance	18	28,6	29,5	57,4
Very High Importance	26	41,3	42,6	100,0
Total	61	96,8	100,0	

VI.1.10 To be able to negotiate with family and non-family stakeholders about business related issues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance				
	Low Importance	3	4,8	4,9	4,9
	Moderate Importance	16	25,4	26,2	31,1
	High Importance	23	36,5	37,7	68,9
	Very High Importance	19	30,2	31,1	100,0
	Total	61	96,8	100,0	

VI.1.11 To know how to effectively manage the family and business interaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Low Importance	1	1,6	1,6	1,6

Low Importance	2	3,2	3,3	4,9
Moderate Importance	7	11,1	11,5	16,4
High Importance	23	36,5	37,7	54,1
Very High Importance	28	44,4	45,9	100,0
Total	61	96,8	100,0	

VI.2 For EACH of the above type of skills and independently of its importance, how adequate do you consider your present knowledge and skills?

VI.2.1 To be able to understand and manage key issues related to family business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	4	6,3	6,5	6,5
	Rather Inadequate	11	17,5	17,7	24,2
	Rather Adequate	20	31,7	32,3	56,5
	Adequate	27	42,9	43,5	100,0
	Total	62	98,4	100,0	

VI.2.2 To know how to overcome family or business centered conflict

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	3	4,8	4,8	4,8
	Rather Inadequate	12	19,0	19,4	24,2
	Rather Adequate	30	47,6	48,4	72,6
	Adequate	17	27,0	27,4	100,0
	Total	62	98,4	100,0	

VI.2.3 To be able to establish effective communication mechanisms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate				
	Rather Inadequate	10	15,9	16,4	16,4
	Rather Adequate	30	47,6	49,2	65,6
	Adequate	21	33,3	34,4	100,0
	Total	61	96,8	100,0	

VI.2.4 To be able to retain key non-family employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	1	1,6	1,7	1,7
	Rather Inadequate	18	28,6	30,0	31,7
	Rather Adequate	22	34,9	36,7	68,3
	Adequate	19	30,2	31,7	100,0
	Total	60	95,2	100,0	

VI.2.5 To know how to set and implement realistic family business growth strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	2	3,2	3,3	3,3
	Rather Inadequate	14	22,2	23,3	26,7
	Rather Adequate	19	30,2	31,7	58,3
	Adequate	25	39,7	41,7	100,0
	Total	60	95,2	100,0	

VI.2.6 To be able to gain consensus for key decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Inadequate				
	Rather Inadequate	5	7,9	8,3	8,3
	Rather Adequate	36	57,1	60,0	68,3
	Adequate	19	30,2	31,7	100,0
	Total	60	95,2	100,0	

VI.2.7 To be able to make decisions as an effective family business owner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	1	1,6	1,6	1,6
	Rather Inadequate	10	15,9	16,4	18,0
	Rather Adequate	26	41,3	42,6	60,7
	Adequate	24	38,1	39,3	100,0
	Total	61	96,8	100,0	

VI.2.8 To know how other family business businesses have tackled succession related issues, to understand them and adapt them to my business' case

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	4	6,3	6,5	6,5
	Rather Inadequate	14	22,2	22,6	29,0
	Rather Adequate	30	47,6	48,4	77,4
	Adequate	14	22,2	22,6	100,0
	Total	62	98,4	100,0	

VI.2.9 To understand how effective governance tools can help me lead the family business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	5	7,9	8,2	8,2
	Rather Inadequate	11	17,5	18,0	26,2
	Rather Adequate	27	42,9	44,3	70,5
	Adequate	18	28,6	29,5	100,0
	Total	61	96,8	100,0	

VI.2.10 To be able to negotiate with family and non-family stakeholders about business related issues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	1	1,6	1,6	1,6
	Rather Inadequate	13	20,6	21,3	23,0
	Rather Adequate	29	46,0	47,5	70,5
	Adequate	18	28,6	29,5	100,0
	Total	61	96,8	100,0	

VI.2.11 To know how to effectively manage the family and business interaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Inadequate	1	1,6	1,6	1,6
	Rather Inadequate	7	11,1	11,5	13,1
	Rather Adequate	27	42,9	44,3	57,4

Adequate	26	41,3	42,6	100,0
Total	61	96,8	100,0	

Section VII:

Upgrading your skills for family business successful succession - Preferred types of training delivery modes

VII.1 Which do you consider to be the best way for upgrading your skills?

VII.1.1 Study by myself

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Preferred	7	11,1	11,3	11,3
	Low Preference	11	17,5	17,7	29,0
	Moderate Preference	19	30,2	30,6	59,7
	Most Preferred	25	39,7	40,3	100,0
	Total	62	98,4	100,0	

VII.1.2 Participate in face-to-face training sessions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Preferred				
	Low Preference	7	11,1	11,3	11,3
	Moderate Preference	18	28,6	29,0	40,3
	Most Preferred	37	58,7	59,7	100,0
	Total	62	98,4	100,0	

VII.1.3 Distant Learning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Preferred	6	9,5	10,2	10,2
	Low Preference	22	34,9	37,3	47,5
	Moderate Preference	22	34,9	37,3	84,7
	Most Preferred	9	14,3	15,3	100,0
	Total	59	93,7	100,0	

VII.1.4 Combination of class work and distant Learning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Preferred	8	12,7	12,9	12,9
	Low Preference	15	23,8	24,2	37,1
	Moderate Preference	28	44,4	45,2	82,3
	Most Preferred	11	17,5	17,7	100,0
	Total	62	98,4	100,0	

VII.1.5 Benefit from the experience of others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Preferred				
	Low Preference	4	6,3	6,6	6,6
	Moderate Preference	24	38,1	39,3	45,9
	Most Preferred	33	52,4	54,1	100,0

Total	61	96,8	100,0	
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VII.1.6 Discuss / exchange views with other family businesses' "second generation" persons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Preferred	2	3,2	3,2	3,2
	Low Preference	6	9,5	9,7	12,9
	Moderate Preference	15	23,8	24,2	37,1
	Most Preferred	39	61,9	62,9	100,0
	Total	62	98,4	100,0	

VIII.1 Would you be interested in the family business training course that will be developed by the FABUSS project?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	77,8	79,0	79,0
	No	13	20,6	21,0	100,0
	Total	62	98,4	100,0	

VIII.2 Would you be interested to participate the coming months in a Focus Group on family business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	47	74,6	75,8	75,8
	No	15	23,8	24,2	100,0
	Total	62	98,4	100,0	

VIII.3 Would you like to be kept posted on the FABUSS project outputs/events/free Seminars - Workshops? In this case, send please an email with your request to your FABUSS National Partner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	69,8	72,1	72,1
	No	17	27,0	27,9	100,0
	Total	61	96,8	100,0	

DESCRIPTIVE STATISTICS - INTENSITY INDICATORS

Type of Problem [V.1]	Gender [I.1]		Age [I.2]				Education [I.3]				Actual Successor [I.4.1]	Intended Successor [I.4.2]	ALL
	Male	Female	18-25	26-30	31-35	35+	High School	University Level	Post-Graduate	Vocational Education Training			
	V.1.1 I lack the skills and knowledge to manage the family business												
V.1.2 I am not yet ready and well prepared to run the business													2,48

<p>V.1.3 It is difficult to manage the change that succession implies</p>																	<p>2,4 7</p>
<p>V.1.4 I do not have the required knowledge about the family business</p>																	<p>2,5 8</p>

<p>V.1.7 The process of succession is very demanding in terms of family relations and the sen...</p>																<p>2,4 8</p>
<p>V.1.8 The transfer of business is very demanding in terms of bureaucracy</p>																<p>2,4 1</p>

<p>V.1.11 Manag ing possibl e family conflic t resulti ng from the succes sion proces s</p>																<p>2,5 3</p>
<p>V.1.12 The family busine ss lacks the requir ed organi zation and govern ance</p>																<p>2,6 2</p>

<p>VI.2 To know how to overcome family or business centered conflict</p>																	4,13
<p>VI.3 To be able to establish effective communication mechanisms</p>																	4,24
<p>VI.4 To be able to retain key non-family employees</p>																	3,89

VI.10 To be able to negotiate with family and non-family stakeholders about business relat...														3,95
VI.11 To know how to effectively manage the family and business interaction														4,23

Skills and Knowledge Adequacy [VI.2]	Gender		Age				Education				Actual Successor	Intended Successor	ALL	
	Male	Female	18-25	26-30	31-35	35+	High School	University Level	Post-Graduate	Vocational Education Training				

VI.2.4 To be able to retain key non-family employees													2,98
VI.2.5 To know how to set and implement realistic family business growth strategy													3,12
VI.2.6 To be able to gain consensus for key decisions													3,23
VI.2.7 To be able to make decisions as an effective family business owner													3,20

VI.2.11 To know how to effectiv ely manage the family and business interacti on													3,2 8
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Annex B: Survey Questionnaire