

THE SUMMARY OF PHD THESIS  
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**SUCCESSION MODELS OF FAMILY BUSINESSES  
LISTED ON THE WARSAW STOCK EXCHANGE**

The purpose the dissertation was to diagnose and analyze the process of managerial and ownership succession in Polish family companies listed on the Warsaw Stock Exchange. According to the author's knowledge, this is the first study in the field of planning and implementing the intergenerational transfer of management functions and ownership, which applies only to family companies whose shares are the subject of trade on the capital market in Poland. The importance of the subject is also underlined by the fact that now and in the nearest future the first generational change in key management positions will happen in many Polish family companies listed on the Warsaw Stock Exchange. Additionally in the light of the literature studies, planning and implementing of the first succession strategy is particularly important for family entities and is associated with a definitely higher level of threats than the subsequent intergenerational transfers.

This thesis is of a theoretical and empirical nature and consists of four chapters. In the theoretical part, covering the first three chapters, secondary sources were used to conduct literature studies, on the basis of which conclusions have been formulated. The empirical part, included in the last, fourth chapter, is a report on the author's own research conducted and completed in July 2018. The considerations in the first chapter concentrate on showing both the specificity of family enterprises and their economic and social importance in the modern market economy. The presented findings regarding the impact of the family on the activities of these enterprises confirm their specific nature resulting from the co-existence of both the family and business systems in one entity. The indicated influence of family members may in some cases determine the strength of a particular family entity, while in others it is responsible for weakening its market position. However, it is their unique character and economic and social strength that indicates the urgent need to distinguish this group of enterprises from all functioning business entities. The indicated aspect of the family is an element that distinguishes them from their non-family counterparts and enables the use of many sources of competitive advantage. However, in order for family enterprises to be able to take advantage of the advantages they gain in the long run, resulting from the increased influence of the family on their activities, it seems necessary to incorporate the succession strategy into the entity's development plans. The phenomena mentioned and characterized in the first chapter, resulting from the influence of the family on the company's activity, emphasize the importance of time and continuity of the social structure as elements necessary for the further development of the enterprise. The succession strategy is thus one of the pillars of family enterprises, as discussed

in the second chapter. It begins with reflections on the nature of succession strategies, which translates into definitions created by scientists to interpret the transfer of /management functions and ownership. Next, the determinants shaping both the planning and the implementation of the succession strategy were presented, with particular emphasis on the factors affecting relations between the senior and the successor, siblings, and other family members. In the second chapter, there is information about factors that foster and stop intra-family succession depending on the gender configuration between senior and successor. Due to significant differences in the prevailing views on the planning and the implementation processes of the strategy of succession, the third chapter presents only the results of the research conducted so far, which relate to the indicated phenomenon in North America, Asia and Europe, including Poland. The presented results of the conducted explorations taken into account, in addition to the division due to the geographical area, also differences in the international approach, resulting both from the senior and the successor's sex, as well as belonging to private enterprises and family companies shares of which are traded on the capital market. In the fourth chapter, the list of companies listed on the Warsaw Stock Exchange (WSE) and subject to empirical analysis in this work was taken from the Thomson Reuters database; it includes entities included in the Warsaw Stock Exchange Index (WIG). This choice was deliberated, as the indicated index is both the oldest and the broadest index published by the Warsaw Stock Exchange, at the same time allowing the market image to be most widely reproduced, since it includes shares of companies listed on the main market (402 companies at the time of the research). In order to separate the companies covered by the research in accordance with the definition adopted for the research, it was first necessary to know the composition of the management boards, supervisory boards and shareholders. Secondly it was necessary to obtain information on the number of family members in the management and supervisory bodies of the companies, the degree of kinship of the persons on the board of directors and / or the supervisory board, ownership (if the shares belonged to a larger number of people), type of ownership, founder of the company, the number and generation number that has ownership, the duration of the company, the term of office of the president of the board, sex, age and education, as well as the board's management and supervisory board, their gender, age and level of education. The database containing the information provided above was the basis for verifying the planning of succession process in Polish family companies listed on the Warsaw Stock Exchange.

Based on the data collected on the generation number and the number of people holding ownership in the analyzed family companies, and the number of children holding positions in management and supervisory bodies, it should be noted that seniors in the analyzed entities are

much more likely to include the offspring in the company's activities, but do not transfer the ownership to them. The results of the statistical tests carried out showed the lack of dependence between the concentration of family ownership and the succession of /management functions. This means that including offspring into the company's bodies is not dependent on the size of the ownership that the family possess. While on the basis of the analysis of the age of the senior and the involvement of his children in the company's activity, it can be stated that the succession of management functions, as measured by the involvement of children in company bodies, is determined by the age of the senior. So the older the senior is, the more involvement of offspring in the company's bodies is noted. Also, on the basis of the conducted analysis, the relationship between the period of holding the position of chief executive officer (CEO) by the senior and the generational transfer of the management functions was verified. Performed statistical tests allowed to verify the relationship between the senior age and the succession of the ownership. The obtained results suggest that in the companies where the senior is older, the children have more shares in the company. However, according to the obtained results there is no relation between the period of holding the position of senior chief executive officer (CEO) and the succession of ownership. The results of the qualitative research made it possible to establish certain common features that occur in the case of family companies that have started the succession process. These features create a specific canon of behavior of family companies included in the study on succession. These include:

1. The lack of pressure to plan the succession in family companies due to the potentially smooth transfer of /management functions and / or ownership, not necessarily on the family members;
2. The occurrence of harmonious relations between generations, resulting from communication based on partner dialogue which generate social capital;
3. The interest, will and willingness of children to become a new leader;
4. The willingness to acquire education, competence and qualifications by children to become a new leader;
5. Starting by children a career in the other, non-family business entities, which allows to gain experience, acquire independence or starting a career by children from the lowest positions and gradual transition to higher one;
6. Senior's openness to creativity and innovation of successors, which is a consequence of the method of communication identified earlier;
7. The intergenerational agreement that encourages cooperation;

8. The existence of a senior's post- succession perspective;
9. Earlier transfer of management functions than ownership to the next generations.

The presented conclusions from the conducted research allowed to approximate the situation of succession in Polish family companies listed on the Warsaw Stock Exchange. On the other hand, they can be a model for those which will have to plan the transfer of management functions and ownership in the future.