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FAMILY BUSINESS SUCCESSFUL

SUCCESSION -FABUSS

2ª Sessão Presencial/Síncrona

11 de junho de 2018

fabuss-project.eu/pt/



Componente de eLearning




Formulário de Inscrição FI x Plataforma AbERTA x

https://elearning.uab.pt

Aplicações Iniciar Sessão Outlook Web App Save to Mendeley Login - FenixEdu eLearning - Univers Faculdade de Medic Material de Catequi Outros marcadores

Plataforma AbERTA Utilizador não identificado. (Entrar)

AbERTA 30 ANOS

Navegação

- Página principal
- Notícias
- Unidades curriculares

Catálogo De UCs

(catálogo vazio)

Guia De Iniciação Rápida Online

GIRO Por SSTE @UAb

Apresentar

Calendário

Maio 2018

Dom	Seg	Ter	Qua	Qui	Sex	Sab
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Sabia que...?

... a plataforma de e-learning da Universidade Aberta tem endereço próprio e que pode aceder ao sistema diretamente, sem ser necessário fazê-lo via Portal Institucional?

Registe <https://elearning.uab.pt> nos seus links favoritos e aceda de forma mais cómoda e direta a todos os recursos pedagógicos.

CERTIFICADO CERTIFIED

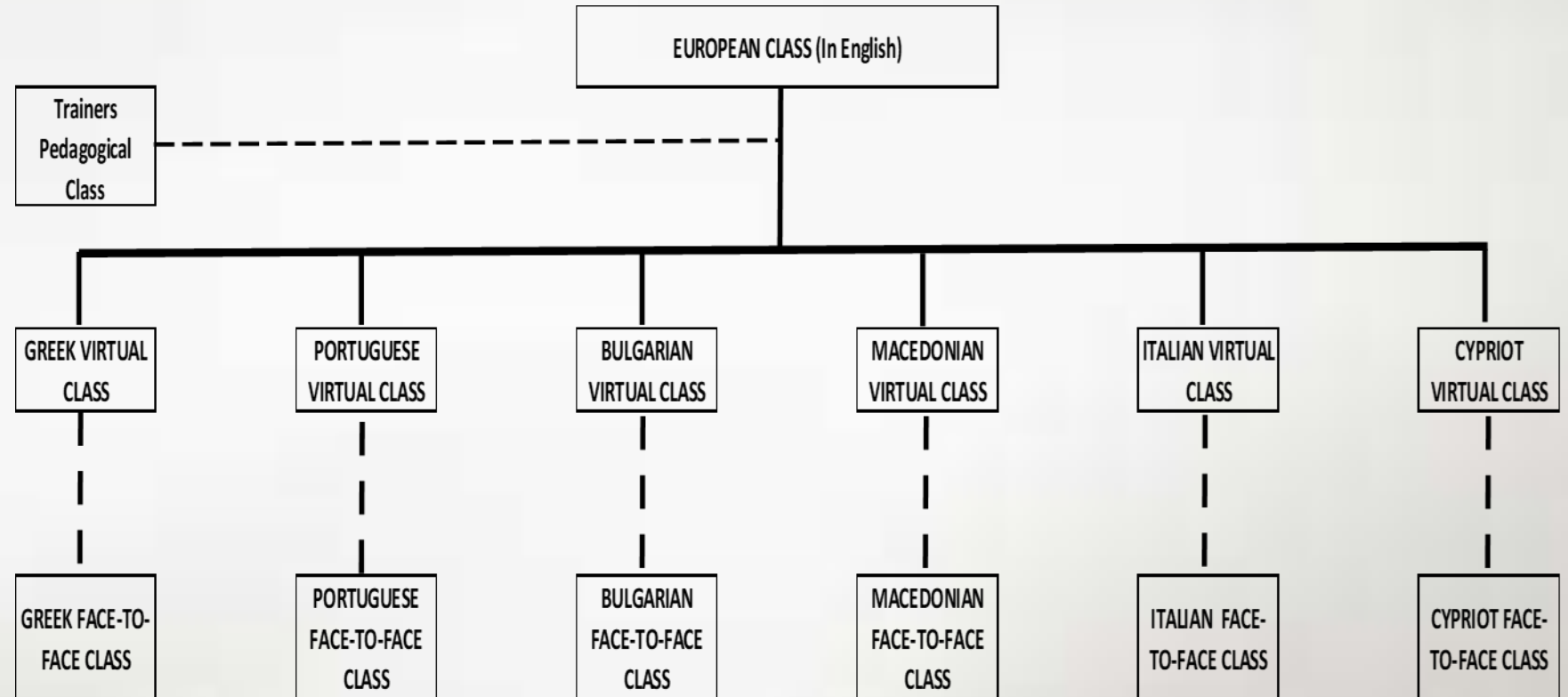
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Componente de eLearning

Modelo Pedagógico da Uab:

- Assíncrono
- Moodle como LMS

Sessões Nacionais
 Sessões Europeias





Estrutura da Formação

FABUSS TRAINING CALENDAR FOR PORTUGAL



Week	FtF Content	eLearning Content	Module	FtF Date	Trainers	
Week 1 and Week 2	FtF 1 h - Kick-Off - Course Overview and Framework and Introduction to bLearning Methodology to be used	FtF 1h00 - Module 1 and Module 2	eLearning - National Class on Modules 1 and 2	Module 1 - Understanding Family Business Related Issues and Module 2 - Transnational Similarities and Differences	28/05/2018 das 17h30 às 19h30	José António Porfírio (Mod. 1 and 2)
			eLearning - European Class on Module 2			
Week 3 and Week 4	FtF 30m- Synthesis and Conclusion of Modules 1 and 2	FtF 1h30 - Introduction to Modules 3 and 4	eLearning National Class on Modules 3 and 4	Module 3 - Growth Strategies for Family Businesses Module 4 - Next Generation Leadership	11/06/2018, das 17h30 às 19h30	José António Porfírio (Mod. 3)
			eLearning - European Class on Modules 3 and 4			Tiago Mendes (Mod. 4)

Estrutura da Formação

Week 5 and Week 6	FtF 30m - Synthesis and Conclusion of Module 3 and 4	FtF 1h30 - Introduction to Modules 5 and 6	eLearning National Class on Modules 5 and 6	Module 5 - Effective Governance and Decision Making and Module 6 - Communication and Conflict Management	25/06/2018, das 17h30 às 19h30	Ricardo Rodrigues (Mod. 5)
			eLearning - European Class on Modules 5 and 6			António Eduardo Martins (Mod. 6)
Week 7	FtF 4h Session for Course Conclusion and Evaluation and InterGenerational Workshop		CONCLUSION		02/07/2018, das 17h30 às 19h30	Orador a convidar
Total		FtF	8 h			
		eLearning	7/ 60 hours weeks / hours			



Formadores

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Guia

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Projeto FABUSS

For family businesses, it's not just about the *bottom line*



Source: PwC Family Business Survey 2016



0 Projeto

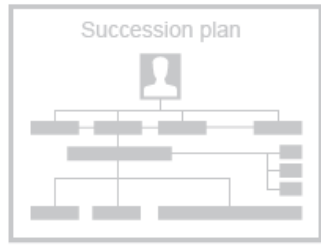


43% of family firms do not have a succession plan in place, with only 12% making it to a 3rd generation



Source: Family Business Survey 2016, National Bureau of Economic Research Family Business Alliance

Succession is a breaking point for many family firms, but only **15%** of them have anything resembling a succession plan in place



Source: PwC Family Business Survey 2016



Os Parceiros



- Grécia (Coord.); Portugal; Itália; Chipre; Bulgária; Macedónia



O Projeto



- Contribuir para as boas práticas na sucessão familiar
- Promover o ambiente digital favorável para incentivar e capacitar a sucessão nas empresas familiares
- Promover o empreendedorismo familiar
- Capacitar a cidadania nos jovens sucessores em Empresas Familiares



Guia da Sessão

11 de junho de 2018



1. **Módulo 1 – Compreender as especificidades dos Negócios Familiares (Resumo)**
2. **Módulo 2 – Diferenças e Semelhanças Transnacionais nos Negócios Familiares (Resumo)**
3. **Módulo 3 – Crescimento e Estratégia nos Negócios Familiares (Resumo)**
4. **Módulo 5 – Governança nos Negócios Familiares (Resumo)**





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Module 1: *“Understanding Family Business Related Issues”*

Trainer: *“José António Porfírio”*

Partner: *“Universidade ABerta”*

(Lisboa, 11 de junho de 2018)



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Introdução

Características EFs



Em 2005:

- As EFs tendem a apresentar uma relação capital-gestão mais forte, estruturas organizacionais mais centralizadas e, conseqüentemente, estilos de liderança menos democráticos, assentes numa menor percentagem de licenciados ao seu serviço.
- O carácter familiar, só por si, parece não funcionar como impeditivo para a existência de contabilidade analítica nas empresas, embora apareça associado a práticas menos regulares de controlo de gestão e, ainda que de forma menos significativa, à menor divulgação da estratégia de uma forma explícita, dentro da organização, fatores que têm mais a ver com decisões dos gestores do que com a característica familiar das empresas.

Most disagreements are
caused by different
perceptions that created
different realities.

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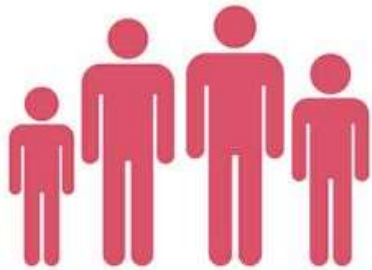
Empresas Familiares



Family businesses make up

30%

of the world's billion dollar businesses



... and deliver

70-90%

of global GDP

“It’s not the time in your life, it’s the life in your time.”

--Bruce Springsteen



Module Overview

This module focuses on the key issues family businesses deal with, both those that positively and those that negatively affect the family – business continuum. The module aims at outlining positive characteristics that family business leaders need to embrace and build upon, and negative characteristics that need to be managed to ensure successful succession and longevity.



Learning Outcomes

After following this module participants should be able to:

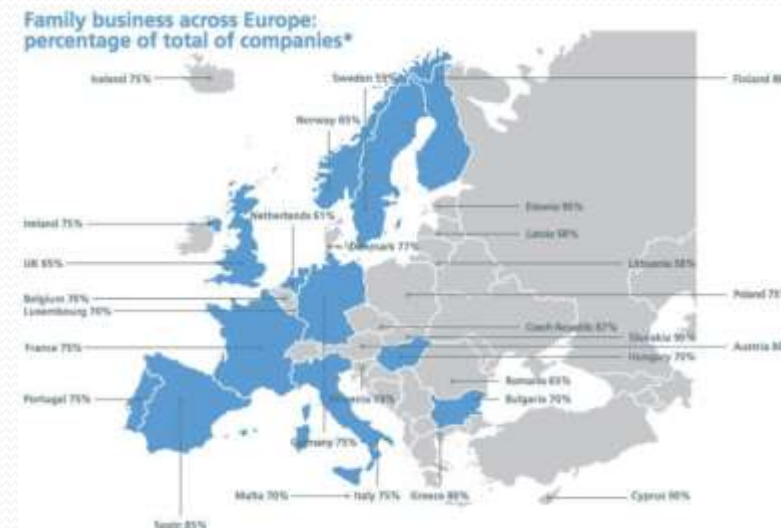
- Understand the major positive characteristics of family businesses
- Understand the major negative characteristics of family businesses and possible remedies to overcome their impact
- Identify the uniqueness of the family business construct compared to non-family businesses
- Understand the dynamics between family, business and ownership within the family business framework
- Differentiate among various roles that are the result of different belongings (family member, owner, employee)



The Importance of Family Businesses

Family Businesses contribute:

- GDP
- Employment (in Europe 40%-50% of jobs)
- National and regional financial stability
- Opportunity for innovation





Definition of Family Businesses

Discussion

Which elements do you consider essential to describe and define family businesses?



Definition of Family Businesses

Various Definitions:

1. Family Firms are those in which multiple members of the same family are involved as major owners or managers, either contemporaneously or over time
2. Family firms are those in which the family controls the business through involvement in ownership and management positions. Family involvement in ownership (FIO) and family involvement in management (FIM) is measured as the percentage of equity held by family members and the percentage of a firm's managers who are also family members



Definition of Family Businesses

Various Definitions:

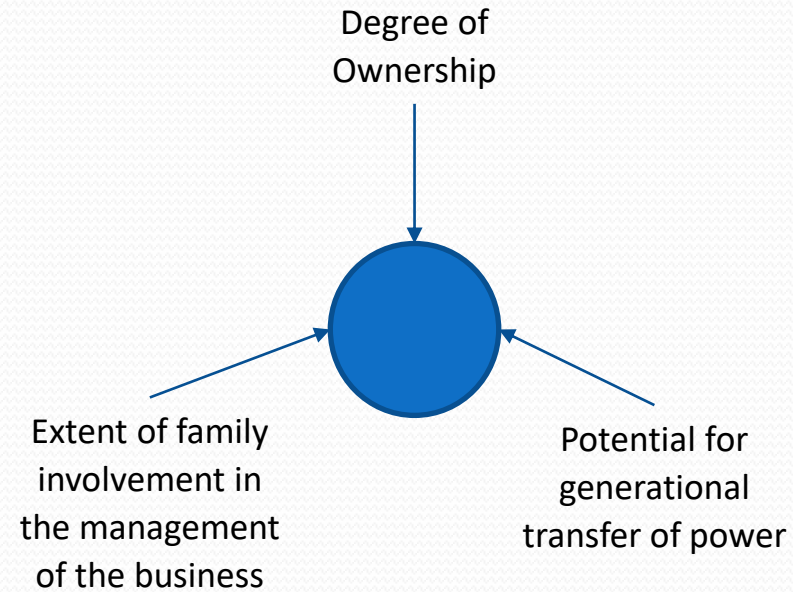
3. A family enterprise is an economic venture (enterprise group) in which two or more members of a family (family group) have an interest in ownership (owners) and a commitment to the continuation of the enterprise.
4. The family business is a business governed and/or managed with the intention to shape and/or pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families.



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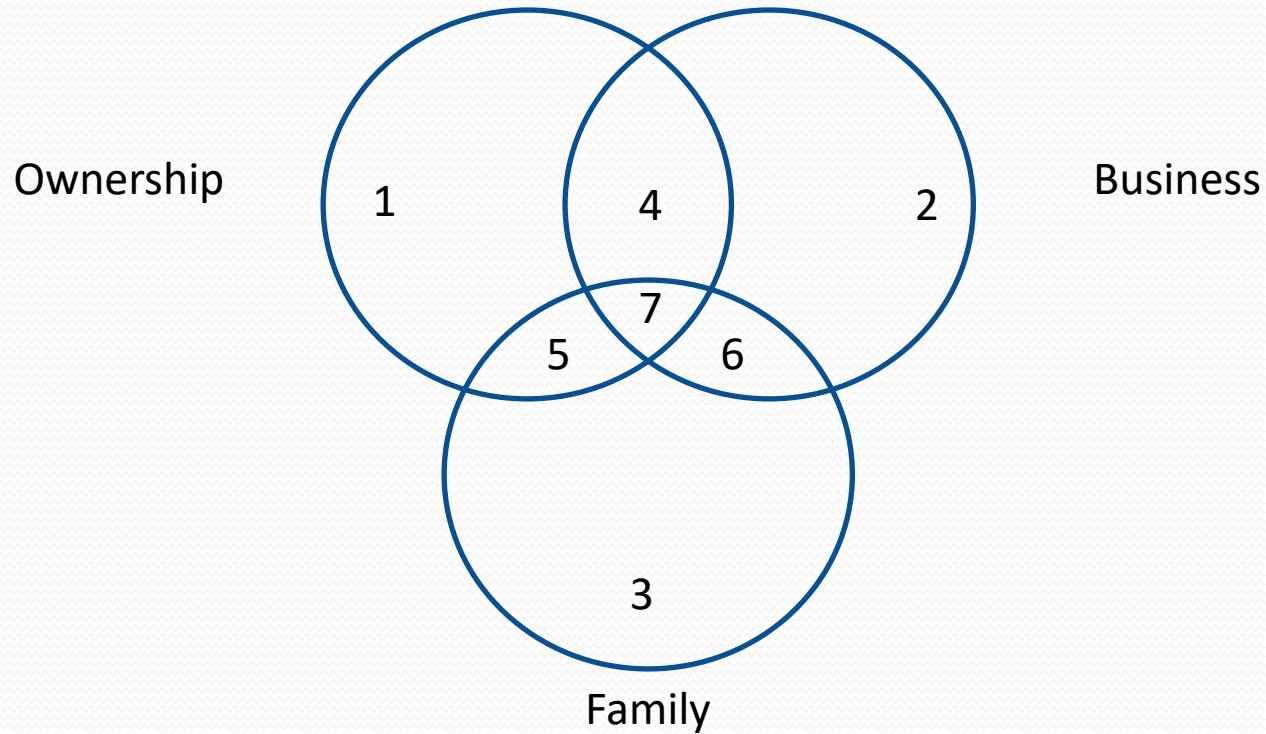


Definition of Family Businesses





Three Circle Model



7 different roles are possible in family businesses.





Qualitative characteristics of FBs

- Reinvesting profits to further grow the Family Business
- Focusing on long-term strategy that benefits employees, customers and the community.
- Strengthening regional economies and smaller communities by securing jobs directly or indirectly (local producers and service providers).
- Giving back to the public and supporting local community institutions through CSR activities that are mainly family based.



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Advantages & Disadvantages

Discuss and identify
advantages and disadvantages
of family businesses: do they all show the same
issues reported before?



Family Business Advantages

- Shared values & beliefs
- Common goals
- Family spirit
- Family name
- Organizational efficiency
- Flexibility
- Long-term commitment
- Economic independence
- Clan-type culture

How can you enhance them?



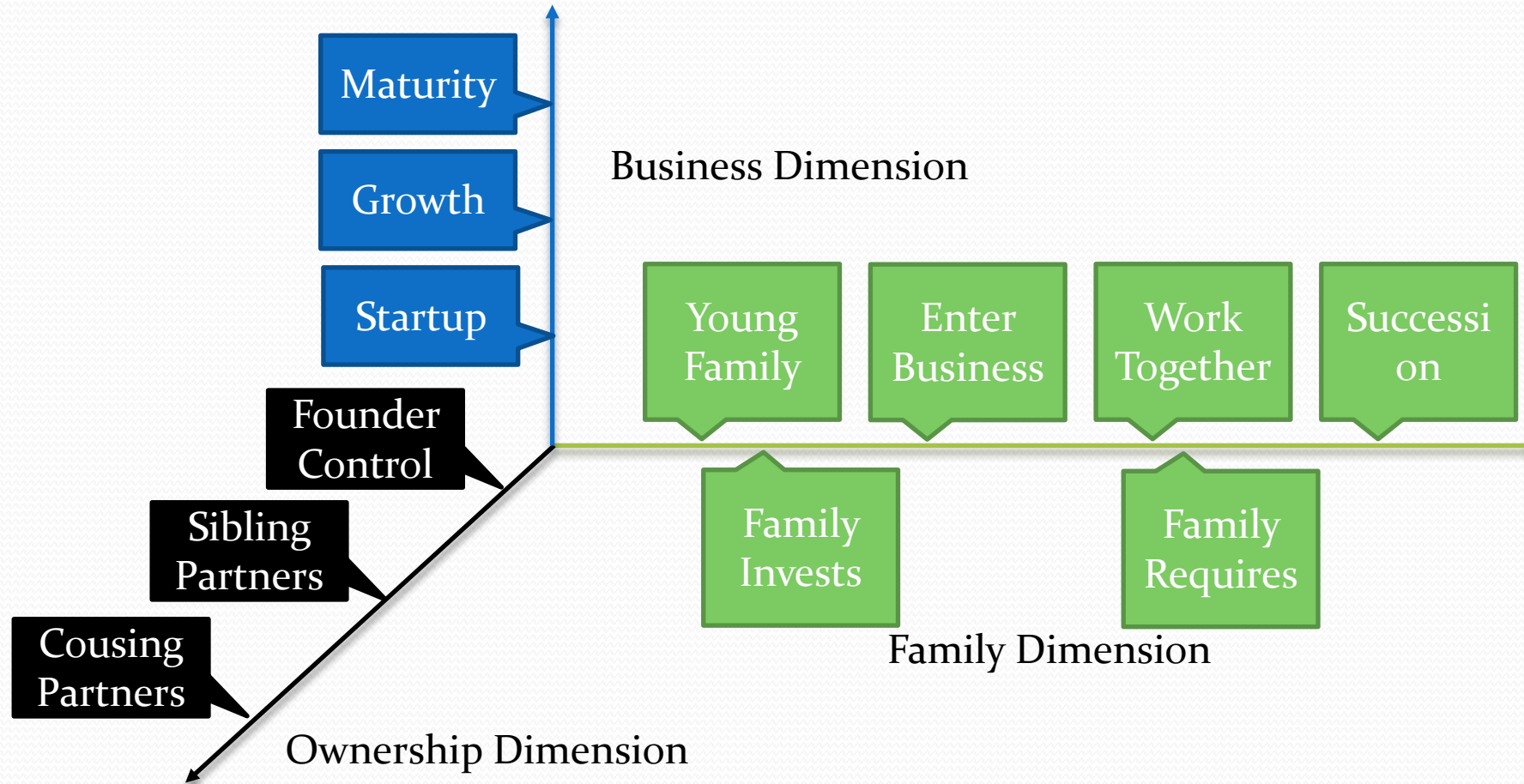
Family Business Disadvantages

- Family conflict
- Boundary problems
- Role confusion
- Objectivity issues
- Nepotism
- Succession Issues
- Supervising relatives
- Group think
- Family vs. Business interests

How can you manage them?



Family Business Life Stages & Cycles





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Responsible ownership & transgenerational success

- Defining success as the transition of increasing wealth, not management
- Identifying personal limitations in management
- Selecting management based on non-family criteria
- Ensuring longevity through sustainable growth
- Building opportunities for differentiation



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Family business succession planning and preparation





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To Sum Up

- Family Businesses are everywhere... and crucial for the economy
- It is difficult to define them, but easy to recognize
- They have advantages and disadvantages due to their familiness characteristic
- Enhancing advantages and managing disadvantages requires planning, effort and communication
- We are looking for responsible owners not managers



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Module 2: *“Transnational Similarities and Differences”*

Trainer: *“José António Porfírio”*

Partner: *“Universidade Aberta”*

(Lisboa, 28 de maio de 2018)



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Module 2 “Transnational Similarities and Differences”

- ❖ The **key points of Module 2** can be identified, as follows:
 - ❖ Transnational and cultural differences in entrepreneurial action;
 - ❖ Transnational and cultural differences in family business management;
 - ❖ Transnational and cultural differences in leadership and succession.



Vídeo Empresa Ramirez: Eng^o Manuel Ramirez





Module 2 “Transnational Similarities and Differences”

- ❖ **Learning outcomes** – after following this module participants should be able to:
 - ❖ Identify common and different elements of family business related issues across nations and cultures;
 - ❖ Understand differences and be able to work in different international contexts for FBs



Section 1. Cultural Implications for Entrepreneurial Action and Family Business Management

- ❖ **Culture** is defined as a set of shared values, beliefs, and expected behaviors and predetermines the degree to which a society considers entrepreneurial behaviors, such as risk-taking and independent thinking, to be desirable.
- ❖ There are two lines of theoretical interpretation about how cultures affect entrepreneurial activities:
 - ❖ **national culture – personal values – entrepreneurial behavior** model;
 - ❖ **culture – institution – entrepreneurship** model.
- ❖ Substantial differences can be identified across cultures and countries, regarding the management of family businesses and more particularly the “**regulated family power**” referring to the degree to which the family business has defined the scope and power of the family in the firm’s management.



Section 2. Transnational and Cultural Differences in Leadership and Succession

- ❖ **Gender-centered leadership** refers to the degree to which women family members play important strategic roles in the family business.
- ❖ **Competitive succession** is associated with the degree to which the successors must demonstrate their competence to earn employment and leadership in the family business.
- ❖ For both concepts above there are certain **cultural specifics** in Latin and Eastern Europe, as well as Anglo, Nordic and Germanic cultures.



Section 3. Working with Transnational Teams

- ❖ Family businesses have proven their ability to seize global economic opportunities and successfully develop on the **international markets**.
- ❖ According to the fifth edition of KPMG's European Family Business Barometer, **76% of European family businesses operate abroad**.
- ❖ Although family firms' choice has little to do with being family-owned, there are some **unique characteristics** in the way they go about it, such as:
 - a) being more cautious when moving abroad;
 - b) relying heavily on family networks when exploring new international markets;
 - c) often preferring niche markets that are complicated for big multinationals.



Section 3. Working with Transnational Teams

- ❖ Managers and members of multicultural teams can decrease the risk of tension and fault-lines developing and unlock the strategic potential of cultural diversity, by employing the following **key practices**:
 - ❖ creating shared norms;
 - ❖ increasing explicit communication;
 - ❖ fostering friendships;
 - ❖ encouraging information-sharing;
 - ❖ strengthening group identity;
 - ❖ developing cultural intelligence;
 - ❖ undertaking regular progress reviews; and
 - ❖ managing conflict cooperatively.



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Module: “Growth Strategies for Family Businesses”

Trainers: “José António Porfírio”

Partner: “Universidade Aberta”

(Lisboa, 11 de junho de 2018)



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Diagnosis - Introduction

❖ Is the issue of strategy for FBs a real important topic?



Introdução

Micro, Pequena; Média Ou GE, 96/280/CE

	Frequency	Percent	Valid Percent	Cumulativ e Percent
Valid Pequena	6	14,0	14,0	14,0
Média	18	41,9	41,9	55,8
GE	19	44,2	44,2	100,0
Total	43	100,0	100,0	

Em 2005:

Das 88 empresas, analisaram-se:

- Empresas que afirmem seguir uma estratégia mas não disponham de um sistema de controlo de gestão instituído;
- Empresas que não reconheçam a sua estratégia produtos-mercados;
- Empresas que afirmem seguir estratégias fundamentadas em liderança de custos (ou diferenciação com liderança de custos) mas que não usem a contabilidade analítica como fonte de informação do seu controlo de gestão;
- Empresas que sigam estratégias puras de diferenciação, ou diferenciação com liderança de custos, mas que não elaborem análises regulares ao mercado;
- Empresas que não admitem a prática institucional do controlo de gestão



Apenas 43, ou seja, um pouco menos de 50% das 88 que aparentavam dispor as infraestruturas estratégicas básicas e, menos de 25% do nosso grupo das 185 iniciais.

A maioria das empresas que reúnem condições, simultaneamente de conceção e de implementação das suas estratégias são grandes empresas, correspondentes a 44,2% das 43 empresas finais.

O carácter familiar apresenta-se agora como um aparente fator inibidor em matéria de implementação estratégica, sendo que o peso determinante vai agora, assim, para as empresas não familiares que compõem 86% das 43 empresas.

Introdução

Características EFs



- Contrariamente à opinião correntemente veiculada, **não parece haver nenhum handicap à conceção de uma estratégia**, nos seus aspetos formais, apenas pelo facto de uma empresa evidenciar que é uma empresa familiar.
- **A limitação associada ao carácter familiar dos negócios parece surgir, em vez disso, no momento da implementação da estratégia**, fundamentalmente pela menor capacidade evidenciada para acompanhar a estratégia com os instrumentos devidos: sejam o controlo de gestão, a contabilidade analítica ou os estudos de mercado.
- Isto ficou bem visível no facto de, até termos apurado as 88 empresas, ou seja, **até ao momento em que se analisaram os fatores que poderiam dificultar a conceção da estratégia, as empresas familiares mantiveram-se na devida proporção junto com as empresas apuradas.**
- Quando se entrou na segunda fase da depuração da amostra, então aí, **na fase relacionada com a capacidade de implantação estratégica, as empresas familiares acabaram por perder a sua posição relativa no conjunto das 43 empresas com que terminámos a nossa análise.**





Resultados (Portugal)



Motivos que os levaram (ou que seria expectável levar) a envolver-se no negócio da família (PT) => **Atitude Passiva:**

- *‘pareceu o curso natural dos acontecimentos’*

OU

- *‘a minha família conta comigo para herdar o negócio’*
- Em conjunto, representam 53.2% das respostas.
- Apenas um em cada dez indica que existe um plano para a sucessão no seu negócio.



Motivos que os levaram (ou que seria expectável levar) a envolver-se no negócio da família (Total Países)

=> **Oportunidade:**

- *‘oportunidade de colocar ideias inovadoras em prática’*

OU

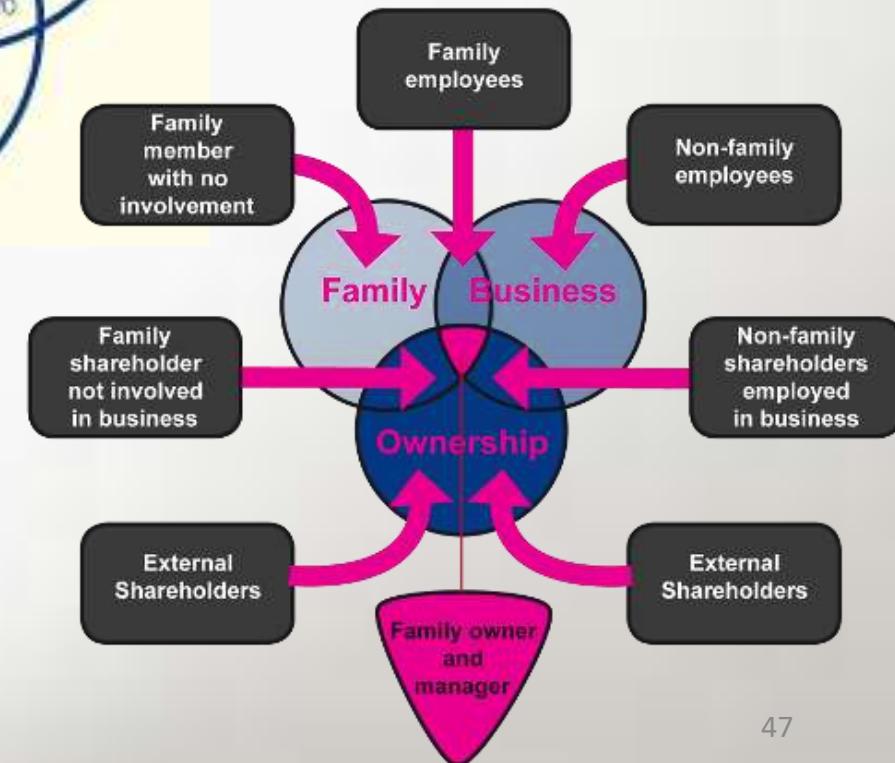
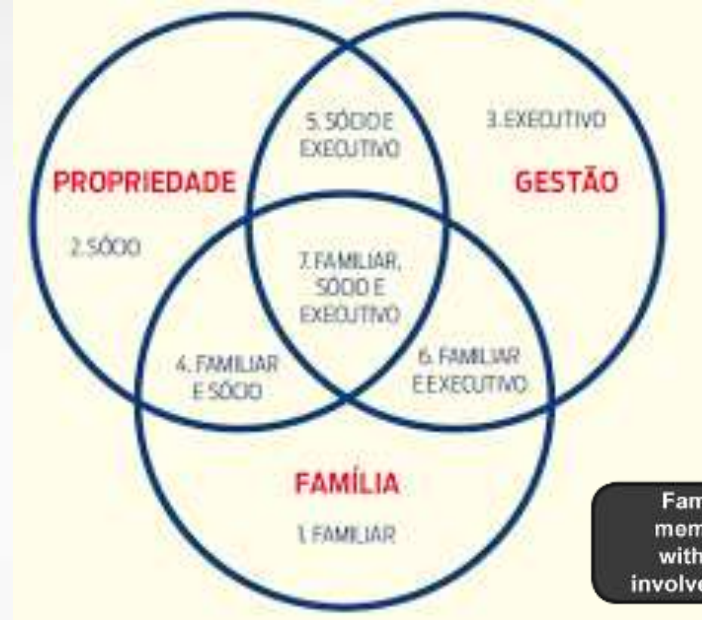
- *‘uma boa oportunidade de carreira’*



Resultados (Portugal = Total)

Opções para a Sucessão - duas opções consideradas como as mais vantajosas (por ordem de preferência) são:

- ***‘passar a governança – i.e. gestão e controlo – do negócio para a geração seguinte’*** (41.6%)
- e
- ***‘passar a gestão mas não o controlo ou a propriedade’*** (28.3%)



Resultados



Problemas mais relevantes no processo de Sucessão (Portugal)

1. *A transferência do negócio é muito exigente em termos de burocracia*
2. *O processo de sucessão é muito exaigente em termos de relações familiares e o fardo sentimental é elevado*
3. *É difícil gerir a mudança que o processo de sucessão implica*
4. *O negócio familiar não tem uma estratégia clara*
5. *O negócio não tem a organização e a governança exigidas*
6. *As questões familiares e de negócio são complexas e interligadas*
7. *O processo de sucessão não é claro*

Problemas mais relevantes no processo de Sucessão (Total países)

1. *O negócio familiar não tem uma estratégia clara*
2. *Faltam-me os conhecimentos e as capacidades para gerir a empresa familiar*
3. *Ainda não estou preparado para gerir a empresa*
4. *O processo de sucessão é muito exaigente em termos de relações familiares e o fardo sentimental é elevado*
5. *Faltam, à empresa familiar, a organização e mecanismos de governo necessários*
6. *Ainda não estou preparado para ficar responsável por todas as funções que o anterior líder desempenhava*



Resultados



Aptidões consideradas como as mais importantes para a sucessão em empresas familiares em Portugal são:

1. *Ser capaz de compreender e gerir os assuntos-chave relacionados com o negócio familiar*
2. *Ser capaz de ganhar consensos para decisões-chave*
3. *Saber como estabelecer e implementar estratégias de crescimento realistas para o negócio familiar*
4. *Ser capaz de reter empregados não familiares chave*
5. *Saber como ultrapassar conflitos centrados na família ou no negócio*

Aptidões consideradas como as mais importantes para a sucessão em empresas familiares no total dos países são:

1. *Ser capaz de compreender e gerir os assuntos-chave relacionados com o negócio familiar*
2. *Ser capaz de tomar decisões como proprietário efetivo de uma empresa familiar*
3. *Saber como estabelecer e implementar estratégias de crescimento realistas para o negócio familiar*
4. *Ser capaz de estabelecer mecanismos de comunicação efetivos*



49
"One day all this will be yours... thank god!"



Module's Description

- This module intends to prepare **next generation's** family business leaders to:
 - Increase awareness about the importance of strategy for growth;
 - Be ready to identify different growth strategies;
 - Develop knowledge to evaluate alternative strategies;
 - Be able to create custom strategies for the future of their family business.



Learning Outcomes

- Understand the importance of strategy for family business's growth;
- Understand different possible approaches to and opportunities for strategic growth;
- Conceive and develop long term growth plans;
- Evaluate strategies and opportunities for growth;
- Calculate required resources, partnerships and synergies;
- Execute strategic decisions;
- Motivate family business stakeholders to support such decisions.



Proposed Activities

- Read and reflect on the three strategic situations proposed in the introduction;
- **To perform a diagnosis of the strategic position of the Family Business – How growth and strategy can be helpful for your family business? How am I prepared to face the strategic challenges for my business and family?**
- **To develop their knowledge on basic strategic tools like the SWOT analysis, the Porter's Five Forces Model, or the BSC (Balanced Scorecard), and more recent ones, like the BOS (Blue Ocean Strategy), or the BMC (Business Model Canvas).**



Proposed pedagogical “pathway”

- **1** – Reflecting on growth and strategy for FBs
(The importance of strategic thinking and planning for FB succession)
- **2** – Is my FB prepared in terms of Strategic Development?
- **3**– Main Strategic Management Tools
 - Basic Strategic Tools: SWOT; PESTEL; Porter’s Five Forces Model;
 - Blue Ocean Strategy;
 - Value Proposition and Business Model Canvas;
 - Balanced Scorecard Methodology



1. Reflecting on Growth and Strategy for Family Businesses

- The three possible situations to explain the different strategy implications:
 - The “canoe”
 - The “sailing boat”
 - The “sailing yacht competition”
- Where is your company?



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The “Canoe” Case and a Family Business



The “sailing boat” Case and a Family Business



The “sailing yacht competition” Case and a Family Business





About the importance of growth and strategy for FBs

- FBs face **unique challenges** but also show **unique strengths**;
- Value is important, but values, and especially **family values**, and **reputation**, are probably more important than just profits;
- FBs are usually more affected by **family dynamics** that can **break even the most profitable enterprise**;
- **Strategic planning of FBs** is in principle most challenging than the traditional Strategic Planning of any other company, especially when it **intersects with generational transitions**;
- Strategic planning can be seen as an important communication tool, consensus gathering, and learning process for any firm (Mintzberg, 1994), some authors like Zahra (2005) consider that **strategic management can be more supportive of business continuity for FBs than succession planning**.



Formal and Operational Requirements of an effective strategy for FBs

- i. to be aligned with the companies' mission and values;
- ii. to be adequately conceived;
- iii. to be communicated to the different management levels of the company;
- iv. to be duly translated into operational goals for the different areas of the company;
- v. to be accepted and implemented by the different managers and management levels;
- vi. to translate adequately the capabilities of the company in the markets where it operates;
- vii. to be supported by the adequate information systems.



2. Is my FB prepared for growth and strategy?

- Self-diagnosis based on a check-list/guide to review important family business topics from the many **different perspectives of family business stakeholders**;
- It will **build awareness of some of the opportunities available** to improve business performance and strengthen family relationships.



Check List for assessment

1. Do we have an ongoing planning process to address the 'strategic issues' facing the business (that is, changing markets, new products, new technologies, new marketing channels, new opportunities)?
2. Are decision-making and management actions influenced by the planning process?
3. Do we actively spend time 'getting close to customers and suppliers' to learn what is important and changing in our industry and market?
4. Are we marketing more aggressively than our competition?
5. Are we entrepreneurial in our management approach; that is, are we encouraging innovation and new ideas and taking risks and happily making some small mistakes?
6. Are we reinvesting capital in growing the business rather than harvesting?
7. Is the business profitable and growing enough to support the family in the future?
8. Are we outperforming the industry on key performance measures (for example, sales growth rate, market share, sales per employee, EVA)?
9. Are we efficiently managing the business' resources (cash, accounts receivable, inventory, labor costs) at industry standards or better?
10. Do we have consistent policies and expectations for all employees?
11. Do we set challenging yet attainable objectives for our employees?
12. Do we evaluate people based on measurable results and their contribution to the business?
13. Do people think we listen to our employees, ask their opinions and actively consider their suggestions?
14. Do we articulate a vision and goals for the business and hold our family and ourselves accountable?

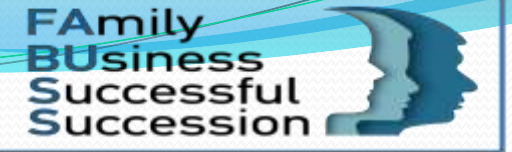


Assess your FB readiness for strategy and growth:

- Exploring possible business strategies,
- Discussing the firm's strategic priority,
- Selecting the strategic direction,
- Seven possible strategic directions and the basic business strategies,
- Evaluating the basic business strategies,
- Unique advantages of family businesses,
- Potential disadvantages of family firms,
- Recommending possible strategies.



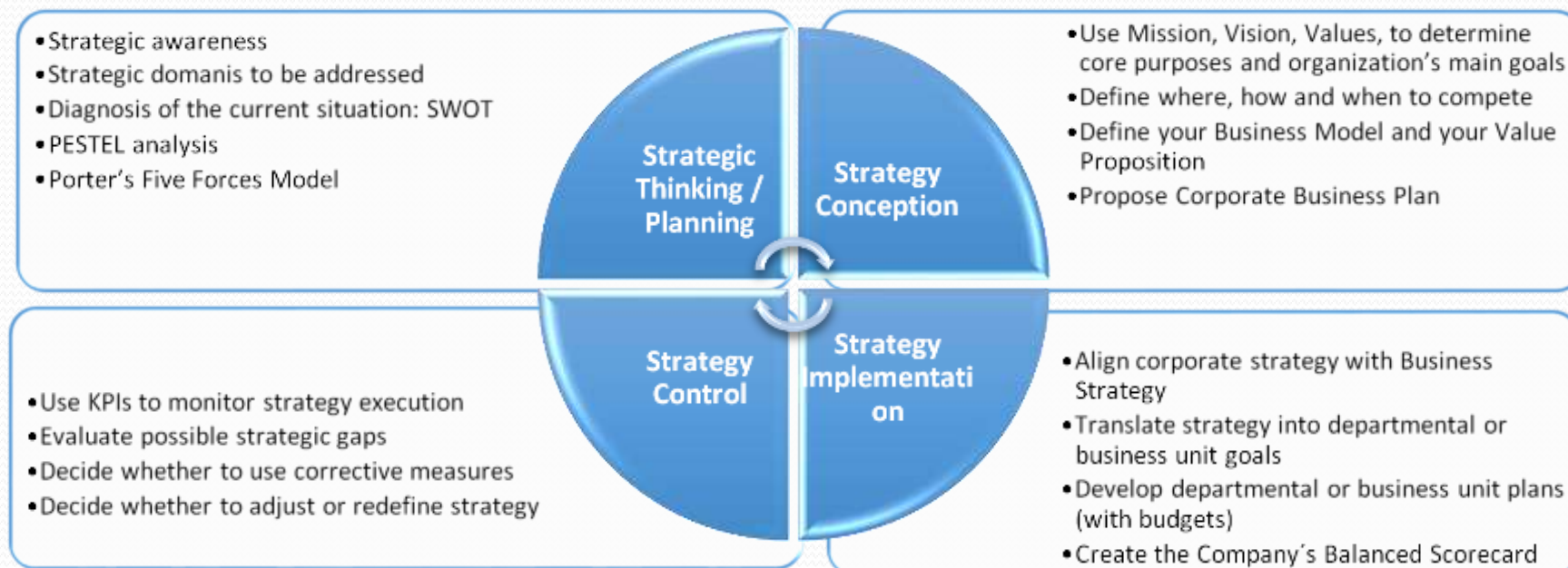
Co-funded by the
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3. The strategy process and main strategic tools



The Strategy Process





Main strategic tools

- This module addresses **mechanisms of implementation and enforcement, and improves knowledge on the most used strategic tools like:**
 - **SWOT Analysis**
 - **PESTEL Analysis**
 - **Porter's Five Forces Model**
 - **Blue Ocean Strategy**
 - **Business Model Canvas**
 - **Value Proposition Canvas**
 - **Balanced Scorecard.**



Fig. 2 –SWOT Analysis

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none">• Things your company does well• Qualities that separate you from your competitors• Internal resources such as skilled, knowledgeable staff• Tangible assets such as intellectual property, capital, proprietary technologies, etc.	<ul style="list-style-type: none">• Things your company lacks• Things your competitors do better than you• Resource limitations• Unclear unique selling proposition	<ul style="list-style-type: none">• Underserved markets for specific products• Few competitors in your area• Emerging need for your products or services• Press/media coverage of your company	<ul style="list-style-type: none">• Emerging competitors• Changing regulatory environment• Negative press/media coverage• Changing customer attitudes toward your company

Source: Adapted from <https://www.wordstream.com/images/swot-analysis-header.png>



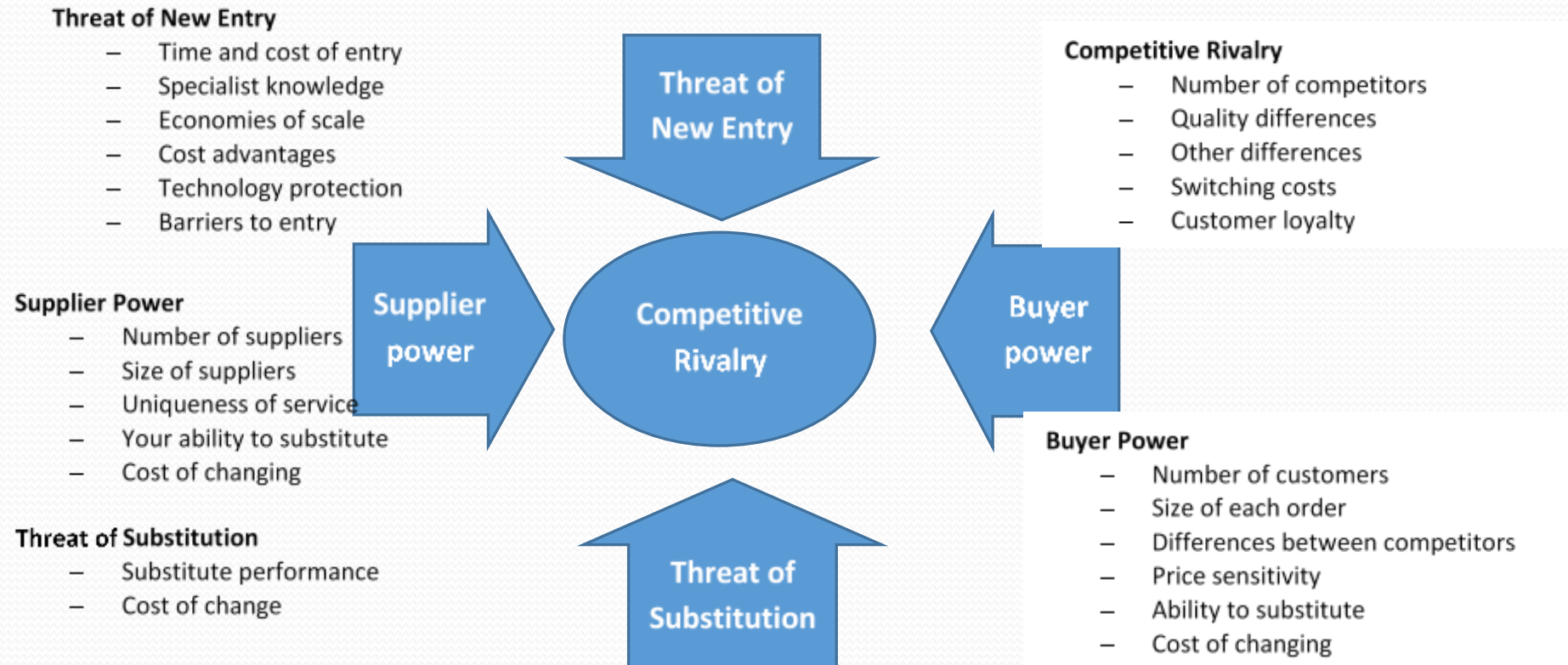
Fig. 4 – The PESTEL Analysis

P	E	S	T	E	L
<ul style="list-style-type: none"> – Government policy – Political stability – Corruption – Foreign trade policy – Tax policy – Labour law – Trade restrictions 	<ul style="list-style-type: none"> – Economic growth – Exchange rates – Interest rates – Inflation rates – Disposable income – Unemployment rates 	<ul style="list-style-type: none"> – Population growth rate – Age distribution – Career attitudes – Safety emphasis – Health consciousness – Lifestyle attitudes – Cultural barriers 	<ul style="list-style-type: none"> – Technology incentives – Level of innovation – Automation – R&D activity – Technological change – Technological awareness 	<ul style="list-style-type: none"> – Weather – Climate – Environmental policies – Climate change – Pressures from NGO's 	<ul style="list-style-type: none"> – Discrimination laws – Antitrust laws – Employment laws – Consumer protection laws – Copyright and patent laws – Health and safety laws

Source: Adapted from <https://i0.wp.com/www.business-to-you.com/wp-content/uploads/2016/09/PESTEL.jpg>



Fig. 5 – Porter's Five Forces Model



Source: Adapted from https://www.mindtools.com/pages/article/newTMC_08.htm



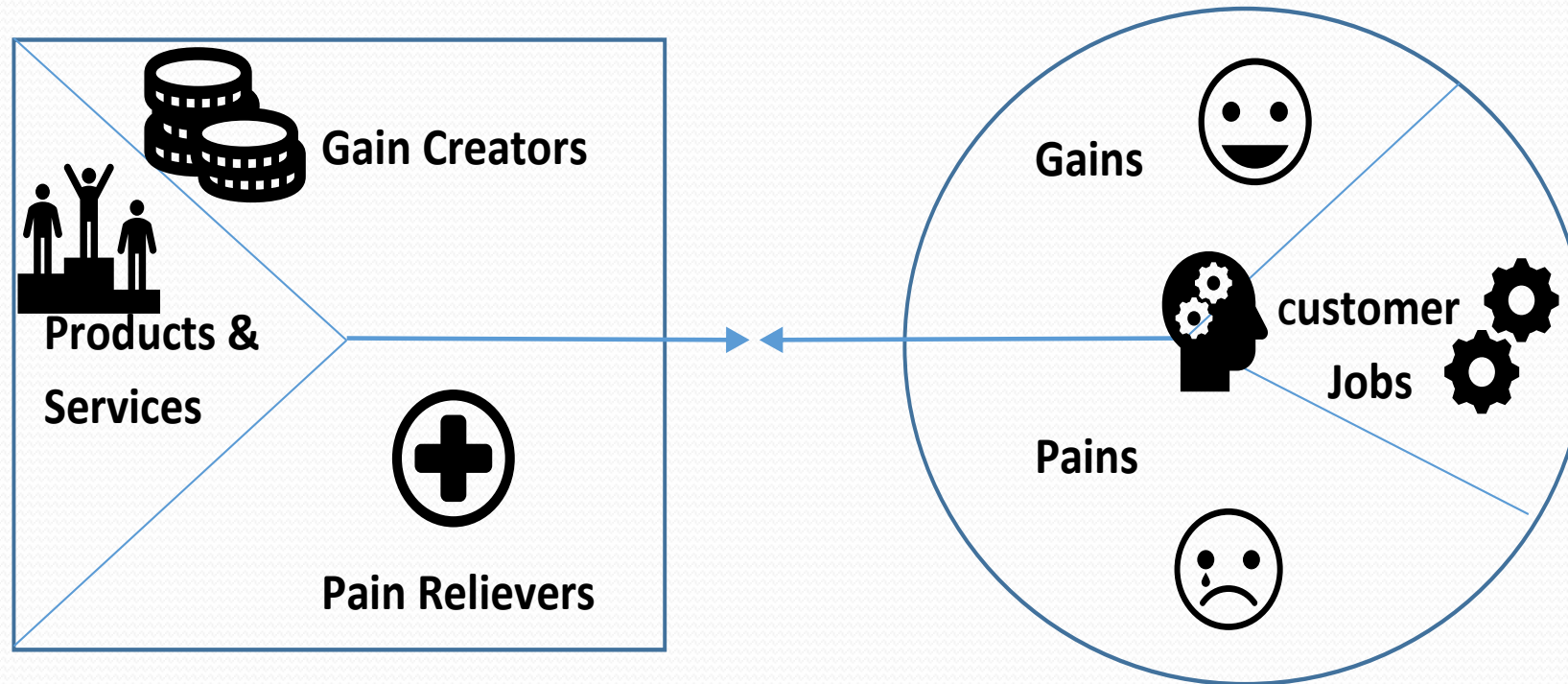
Table 1 – Red Ocean Strategy versus Blue Ocean Strategy

Red Ocean Strategy	Blue Ocean Strategy
Compete in existing market space	Create uncontested market space
Beat the competition	Make the competition irrelevant
Exploit existing demand	Create and capture new demand
Make the value-cost trade off	Break the value-cost -off
Align the whole system of firm's activities with its strategic choice of differentiation or low cost	Align the whole system of a firm's activities in pursuit of differentiation and low cost

Source: Kim and Mauborgne, 2004



Fig. 6: Value Proposition Canvas

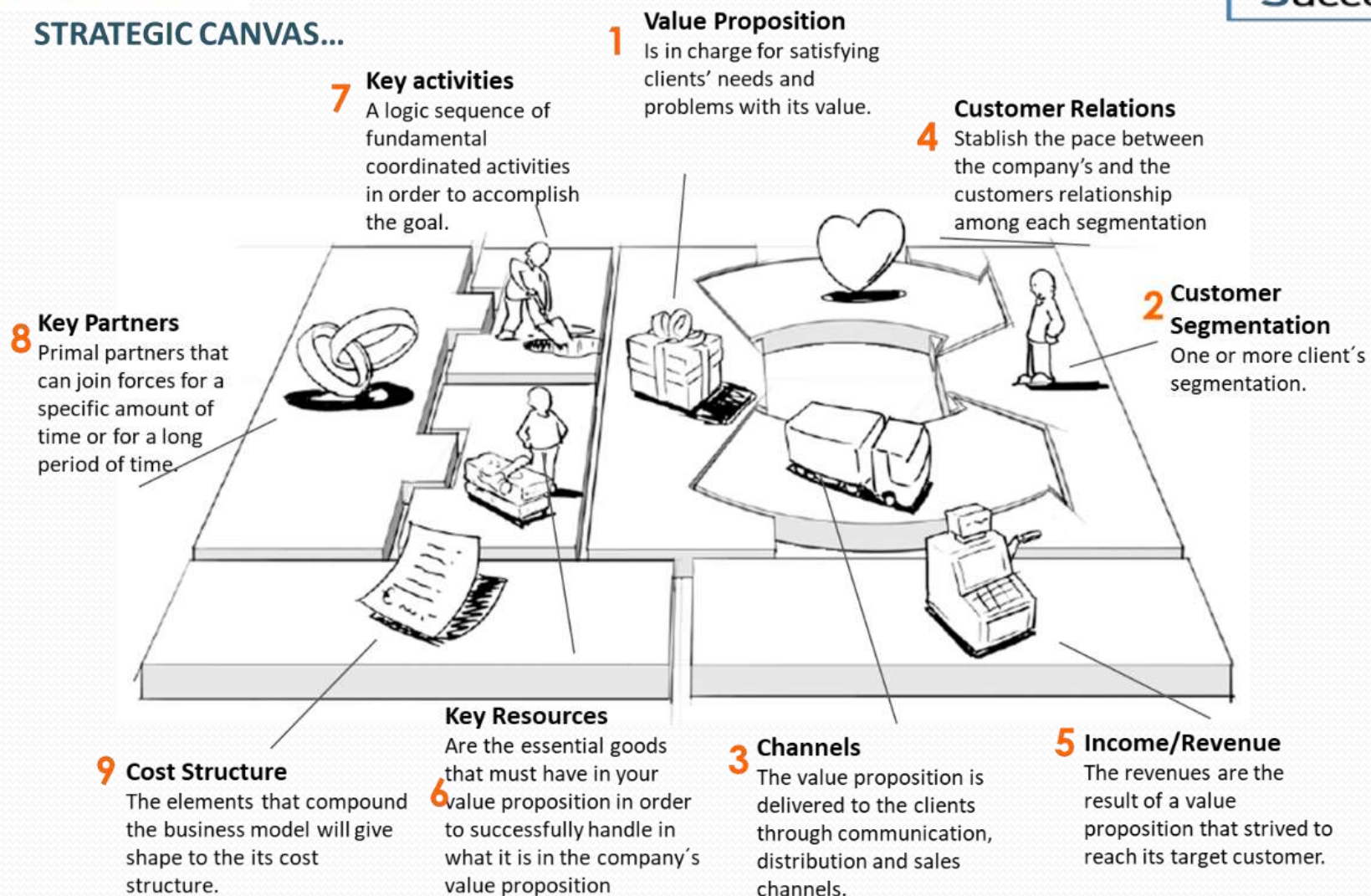


Source: Adapted from <https://assets.strategyzer.com/assets/resources/the-value-proposition-canvas.pdf>



Fig. 7 – Strategic Model Canvas

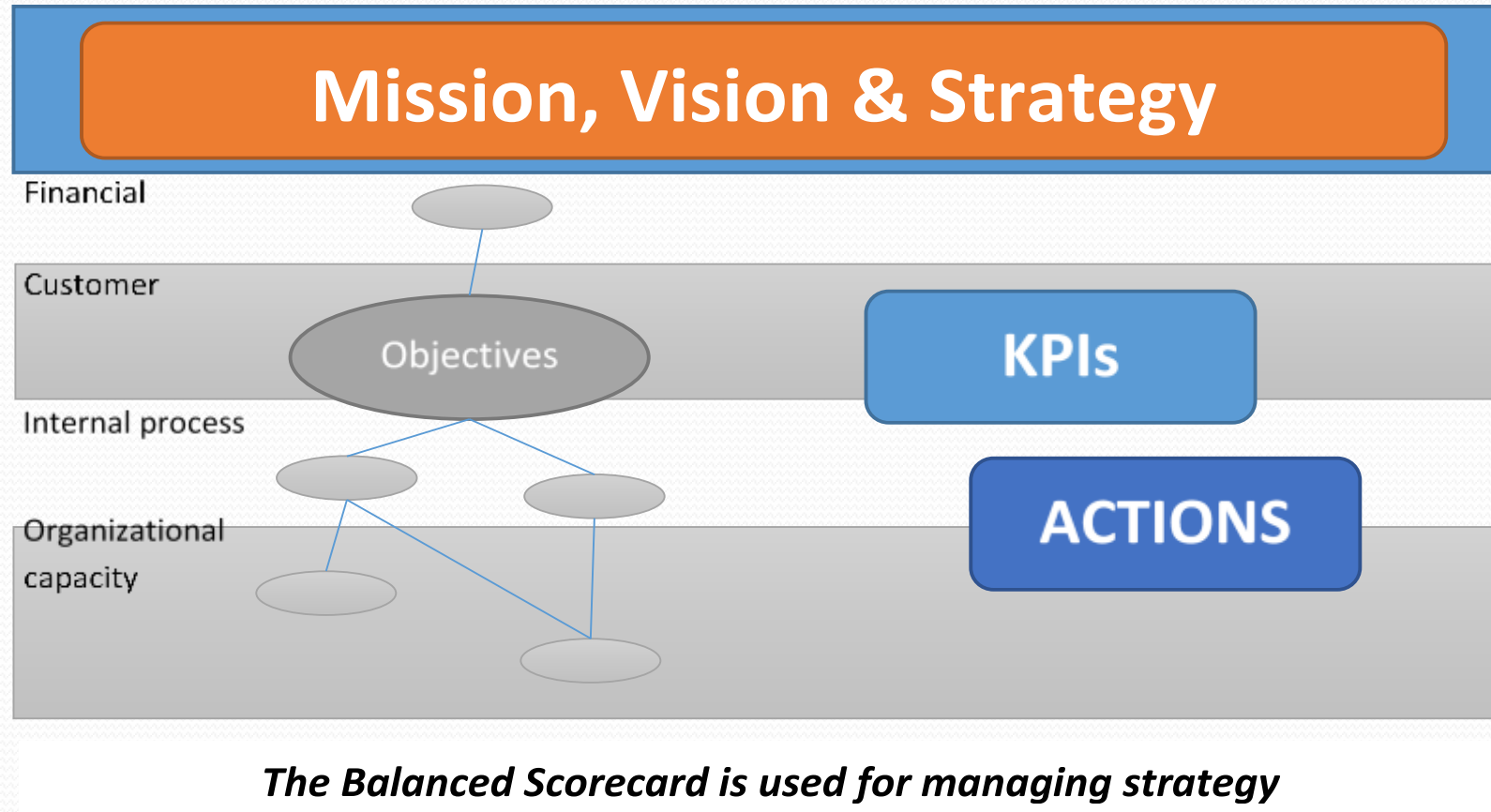
STRATEGIC CANVAS...



Source: The editable/working image can be found at: <https://canvanizer.com/canvas/business-model-demo-canvas>



Fig. 9 – The Balanced Scorecard relation to Strategy



Source: Adapted from The Balanced Scorecard Institute



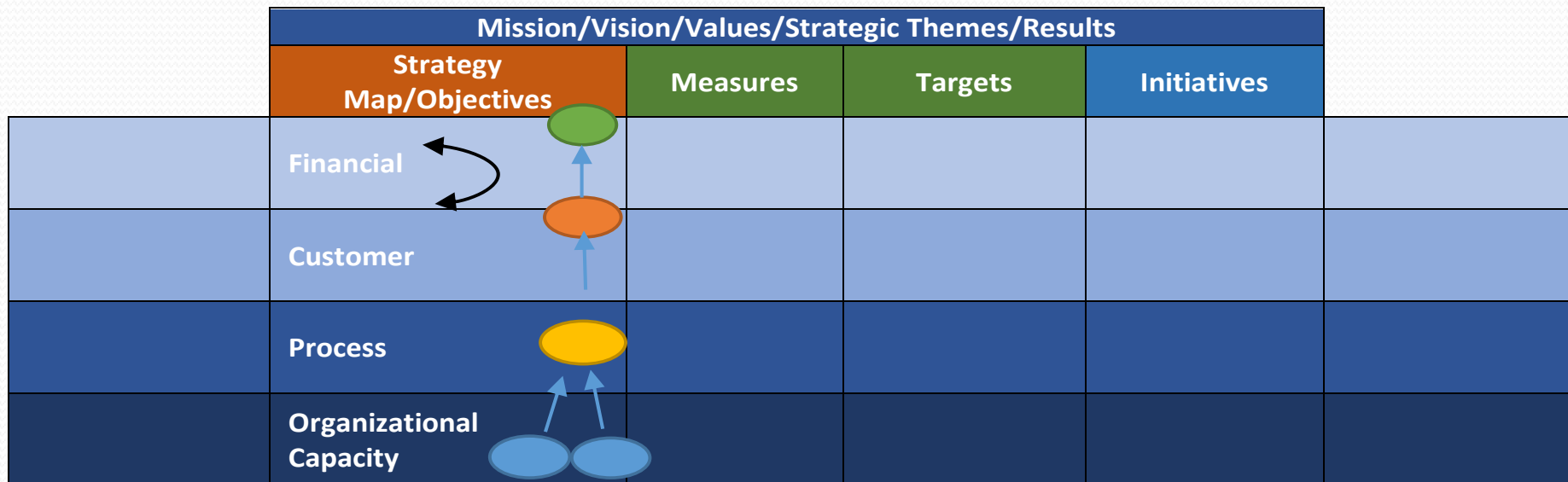
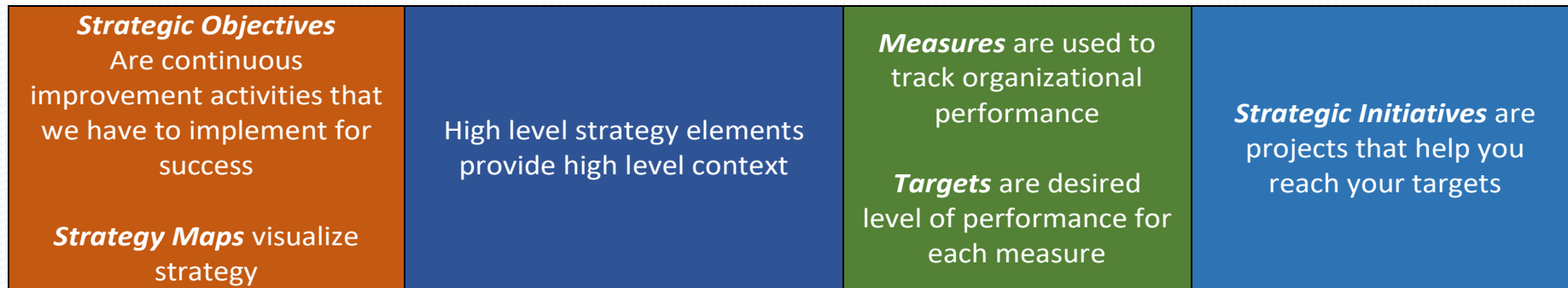
Fig. 11 – Balanced Scorecard Dimensions

Financial or Stewardship	<ul style="list-style-type: none">• Financial Performance• Effective Resource Use
Customer & Stakeholder	<ul style="list-style-type: none">• Customer Value• Satisfaction and/or Retention
Internal Process	<ul style="list-style-type: none">• Efficiency• Quality
Organizational Capacity or Learning & Growth	<ul style="list-style-type: none">• Human Capital• Infrastructure & Technology• Culture

Source: Adapted from the Balanced Scorecard Institute



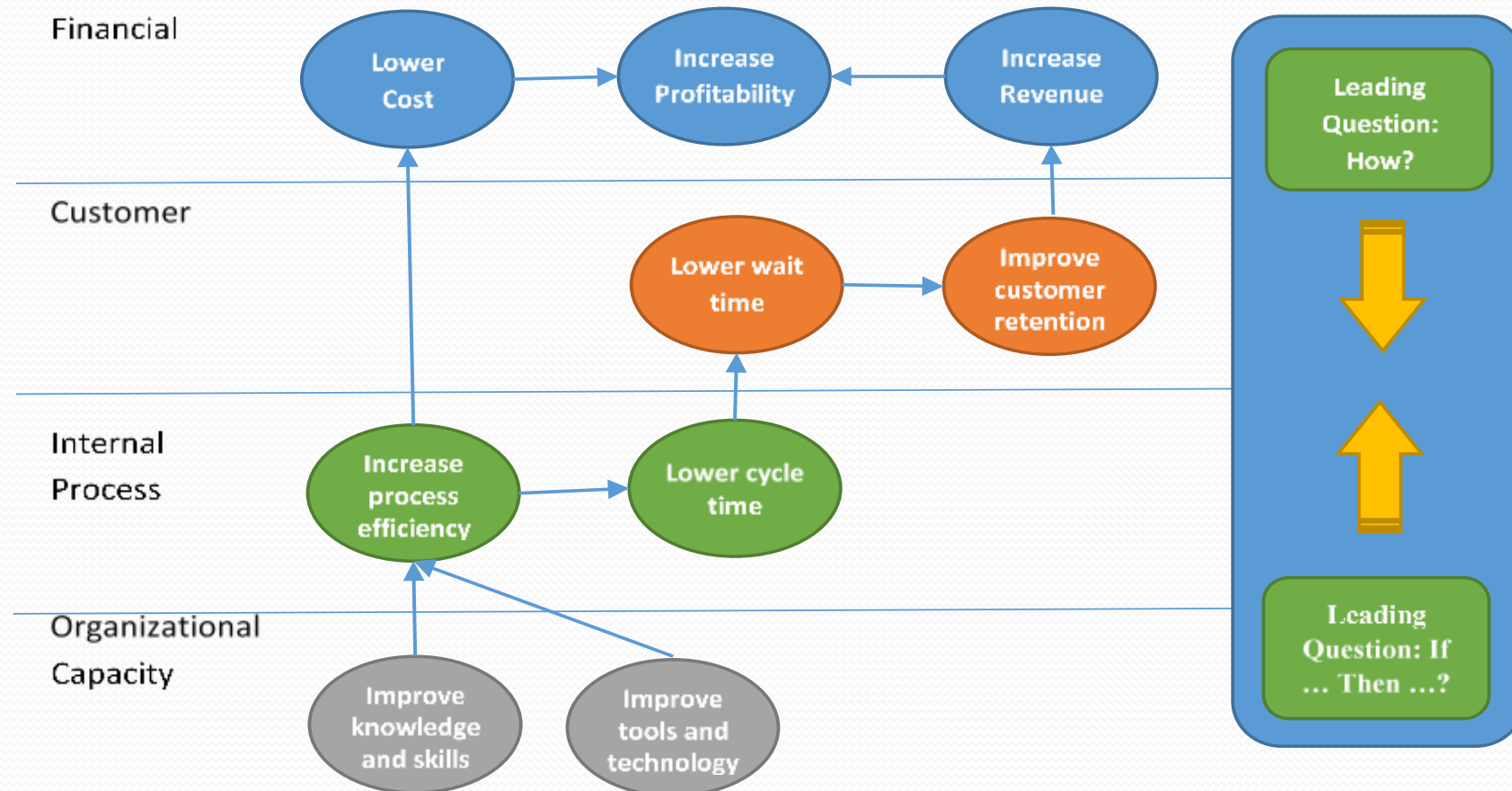
Fig. 10 – The Balanced Scorecard relation to Objectives and KPIs



Source: Adapted from The Balanced Scorecard Institute



Fig. 12 – The Balanced Scorecard Map





1. Módulo 1 – Compreender as especificidades dos Negócios Familiares (Resumo)
2. Módulo 2 – Diferenças e Semelhanças Transnacionais nos Negócios Familiares (Resumo)
3. Módulo 3 – Crescimento e Estratégia nos Negócios Familiares (Resumo)
4. **Módulo 5 – Governança nos Negócios Familiares (Resumo)**





Apresentação do Prof. Ricardo Rodrigues...

5. Módulo 5 – Governança nos Negócios Familiares (Resumo)



Obrigado pela vossa atenção



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