Description of the family firms which participated in the interviews.

Appendix 1

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Participant Number** | **Industry** | **Generation involved** | **Generation of the participant** | **Gender** | **Age** | **Duration of interview (Minutes)** | **Mode of interview** |
| 1 | Manufacturing (F &B) | 3 | 3 | Male | 33 | 36 | Face to face |
| 2 | Manufacturing (F &B) | 2 | 1 | Male | 56 | 47 | Face to face |
| 3 | Manufacturing (F &B) | 4 | 3 | Male | 58 | 48 | Face to face |
| 4 | Manufacturing (Dye | 2 | 1 | Male | 72 | 55 | Face to face |
| 5 | Poultry | 2 | 1 | Male | 76 | 49 | Face to face |
| 6 | General Stores | 2 | 1 | Male | 75 | 40 | Face to face |
| 7 | Manufacturing (F&B) | 2 | 2 | Male | 35 | 26 | Face to face |
| 8 | General stores | 5 | 5 | Male | 43 | 16 | Face to face |
| 9 | General stores | 2 | 1 | Male | 68 | 28 | Face to face |
| 10 | Textiles | 3 | 2 | Male | 58 | 46 | Face to face |
| 11 | Distributor (industrial goods) | 3 | 3 | Male | 38 | 44 | Face to face |
| 12 | Services | 2 | 1 | Female | 52 | 109 | Face to face |
| 13 | Services (goods transport) | 3 | 3 | Male | 50 | 36 | Face to face |
| 14 | Services | 2 | 1 | Female | 36 | 48 | Face to face |
| 15 | Distributors (Automobiles) | 2 | 2 | Male | 49 | 50 | Face to face |
| 16 | Services (Petroleum) | 4 | 4 | Male | 39 | 18 | Face to face |
| 17 | Distributor (F& B) | 4 | 4 | Male | 72 | 53 | Face to face |
| 18 | Distributor (two-wheeler) | 3 | 2 | Male | 45 | 43 | Face to face |
| 19 | Distributor (Hardware) | 2 | 2 | Male | 37 | 105 | Face to face |
| 20 | Distributor (cement) | 2 | 2 | Male | 42 | 56 | Face to face |
| 21 | Distributor (Hardware) | 3 | 3 | Male | 46 | 18 | Face to face |
| 22 | Distributor (Hardware) | 3 | 3 | Male | 46 | 18 | Face to face |
| 23 | Jewellery | 2 | 2 | Male | 46 | 26 | Face to face |
| 24 | General Stores | 3 | 2 | Male | 74 | 32 | Face to face |
| 25 | Distributor (Pharmacy) | 3 | 2 | Male | 55 | 100 | Face to face |
| 26 | Distributor (F& B) | 3 | 3 | Male | 51 | 57 | Face to face |
| 27 | Services (Hotel) | 3 | 2 | Male | 52 | 97 | Face to face |
| 28 | Textiles | 3 | 3 | Male | 30 | 50 | Face to face |
| 29 | Manufacturers (stationery) | 4 | 4 | Male | 34 | 99 | Face to face |
| 30 | Jewellery | 4 | 3 | Male | 73 | 45 | Face to face |
| 31 | Manufacturers (F&B) | 2 | 2 | Male | 48 | 52 | Face to face |
| 32 | Jewellery | 2 | 2 | Male | 45 | 49 | Face to face |
| 33 | Manufacturers (F & B) | 3 | 2 | Male | 32 | 68 | Face to face |
| 34 | Distributors (Electrical appliances) | 2 | 2 | Female | 38 | 37 | Telephonic |

Interview Guide

Appendix 2

Recording No.: Date:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name of the business | | | | |
| Address | | | | |
| Email ID | | | | |
| Scale of operation:  *a. No. of employees*  *b. Turnover* | | | | |
| Type of industry sector: | | | | |
| Form of business*:(Partnership /Proprietorship /Private/Public)* | | | | |
| Status of the firm *(Listed/Unlisted)* | | | | |
| Type of Ownership  *(Family owned/family managed/ family controlled)*  *No. of shareholders*  *Percentage of shares held by non-family members* | | | | |
| Name of the interview and age | | | | |
| Family members:  1.  2. | Name | Age | Relation | Position |

Dear Sir/Madam,

This research is being conducted to understand familiness in family firms. I am conducting this research for my Ph.D. at Manipal Institute of Management in Manipal. I am interested in the opinions of family members about their view on familiness in the firm. The questions I would ask will be related to your family business. Our conversation will be recorded for documentation purpose. However, you will remain anonymous, and the findings of the interview will be used for research and publication purpose. I would like to take your verbal confirmation for the same.

Question bank created for reference:

|  |  |
| --- | --- |
| **Opening Questions** | **Probe** |
| Can you brief the history of the family firm? | Who started, year, type of business, change in business, alternate business |
| Can you explain about the businesses undertaken by the family firm? | Was there change of business, alternate business, other businesses undertaken. |
| How many generations involved in the business. | Father, grandfather and so on, No. of owners for the business, who were they |
| Who are involved in the strategic decision-making process of the family firm | About expansion, stocks, strategy, business related decisions apart from operational decisions |
| What is your role in the business? | Type of role, responsibilities undertaken |
| When did you join the family business? | Year |

| **Questions about familiness in the family firm** | **Probe** |
| --- | --- |
| What are the specific advantages you get by running your firm as a family business? | Benefits over non-family business or employment in other companies |
| What are the strengths of your business? What do you consider very important for your business? | Important areas/ important factors/ important resources |
| Can you mention factors or areas of improvement in the business? | Areas that you need help /assistance / further development in the business |
| What are the key aspects / unique qualities of your business? | Unique, Differentiating factor in your family firm |
| What are those aspects on which you place much emphasis while running your family business? | Key areas, key values, beliefs, strategy, techniques |
| Why is it that you have chosen to run your family business? | Reason for joining or starting business/ why involved family in business |
| What do you want your children to do for their living? | Join and Continue the family business, work for a company, self-employed. |
| What are the tasks that the members of your family perform while running your business? Why is it that those functions are performed by your family members alone, and not by the employees? | functions, operations, decision making. |

|  |  |
| --- | --- |
| **Questions about Family influence and control** |  |
| If your business grows in future, are you ready to give shares of your business to those who are not the members of your family? | Why |

|  |  |
| --- | --- |
| **Closing questions** | **Probe** |
| If you have to give some advice to the members of your family on maintaining and making the family business a success, what will be that set of advice? | -- |

Initial coding of interview transcripts

Appendix 3

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Categories** | **Codes** | **Categories** | **Codes** | **Categories** | **Codes** |
| **Advantages and challenges** | **218** | **Transgenerational orientation** | **170** | **Values and culture** | **113** |
| Well-being of vendors | 8 (4%) | Generations | 16 (9%) | Belief | 10 (11%) |
| Managing relationship with stakeholders | 25 (11%) | Family name | 15 (9%) | God | 5 (4%) |
| Employee satisfaction | 21 (10 %) | Emotional attachment | 10 (6%) | Grace of God | 6 (5%) |
| Established business | 35 (16 %) | Ownership | 7 (4%) | Blessings of God | 15 (13%) |
| Goodwill | 30 (14%) | Non-family members | 15 (9%) | Responsibility, values, principles | 12 (11%) |
| Care | 17 (8%) | Children | 14 (8%) | Commitment | 6 (12%) |
| Support | 6 (3%) | Authority | 8 (5%) | Uniqueness | 13 (12%) |
| Unity | 13 (6%) | Quality service | 14 (8%) | Technology | 7 (6%) |
| Knowledge transfer | 10 (5%) | Improvement | 11 (6%) | System | 6 (8%) |
| Upgrading skills | 19 (9%) | Customer centric | 9 (5%) | Innovation | 15 (13%) |
| Sharing information | 10 (5%) | Quality consciousness | 14 (8%) | Education | 2 (5%) |
| Education | 9 (4%) | Keeping promise | 5 (3%) |  |  |
| Learning | 16 (7%) | Commitment | 4 (2%) |  |  |
|  |  | Employee well-being | 10 (6%) |  |  |
|  |  | Loyalty | 12 (7%) |  |  |
|  |  | Employee satisfaction | 6 (4%) |  |  |