



Family succession: analysis of Brazilian writings from the period between 2004 and 2015

Andreia Aparecida Pandolfi dos Santos^[a], Evandro Marcio Schutz^[b], Simone Sehnem^[c], Jacir Leonir Casagrande^[d]

^[a] Master in Business Administration - University of the South of Santa Catarina-UNISUL/SC, Florianópolis - SC, Brazil - E-mail: andripandolfi@yahoo.com.br

^[b] Master in Business Administration - University of the South of Santa Catarina - UNISUL/SC, degree in Psychology, Florianópolis, SC, Brazil, E-mail: evandroschutz70@hotmail.com

^[c] Doctor in Business Administration and Tourism - University of the Itajai Valley- UNIVALI - SC, teacher and researcher at the - University of the South of Santa Catarina- UNISUL/SC, and University of Western Santa Catarina - UNOESC/SC, Chapecó- SC, Brazil, E-mail: simonesehnem_adm@yahoo.com.br

^[d] Doctor in Production Engineering - Federal University of Santa Catarina -UFSC/SC, Coordinator and teacher of the master's degree in Administration - University of the South of Santa Catarina - UNISUL/SC, Florianópolis- SC, Brazil, E-mail: jacir.unisul@gmail.com

Abstract

The importance of family businesses in the world is undeniable in various spheres such as economic, political, social and cultural and is thus directly related to the process of transformation of society. This study sought to analyze the articles that were published in the period from 2004 to 2015 and that dealt with the succession process. The choice of the research theme is justified by the fact that the survival of family enterprises has a strong relationship with the succession process, with professionalization of staff, lack of information and conflicts between family members. A bibliometric research was carried out, characterized as exploratory and of mixed methodological profile, composing a portfolio of 73 articles analyzed on the subject; of the analyzed sample 56 are articles published in national journals, and 17 articles of the composite of the Bibliographic Portfolio, were studies coming from Anpad events. The process of succession presents itself as a relevant process for the family business, having a significant power of influence for all the individuals involved, so the need to analyze and understand the whole set of events that involve succession, thus this period can be determinant in the success or failure of this organizational model. The results show that 37.50% of the articles analyzed were published in high impact journals (Qualis A2). While the research approaches, 73.97% of studies are qualitative. The research contributed to verify the deficiencies of studies that deal with family succession and succession in family businesses, identi-

ifying the importance and representativeness of family businesses for the Brazilian economy, and for all its stakeholders. Therefore, mapped deficiencies may emerge as opportunities for conducting future studies to fill existing theoretical gaps.

Keywords: Family Succession. Succession Process. Family Business.

Introduction

The importance of family businesses in the world is undeniable in various spheres such as economic, political, social and cultural and is thus directly related to the process of transformation of society. In Gersick's analysis (1997), approximately 80% of all companies in the world are familiar. Of these, many are represented by micro and small organizations, a large part are also among the largest and most successful companies in the world.

In Brazil, according to the research by PwC (2014), the number of family businesses has an index that reaches close to 90%, and among the 300 largest private business groups in Brazil, 265 are of family origin. In the context of family business, family succession is the focus of this study. The importance of the study of the topic of Family Succession is related to the fact that the survival of family enterprises has a strong relation to the succession process. It is understood by family succession process: the first generation, the birth of the business with its founder, the second generation, the heir or not heir, and so on during other generations (OLIVEIRA, 2006).

The general objective of this study is to analyze the articles that were published in the period from 2004 to 2015 and that deal with succession process. The specific objectives are: a) to map the articles that were published in the period from 2004 to 2015 and that deal with succession process, analyzing the main scientific journals; b) analyze the profile of these publications that are about the succession process in family companies; c) check the authors who publish on the topic; d) verify the methodological profile adopted; e) identify the main findings, recommendations and research limitations. The research question investigates: What are the characteristics of articles published in Brazil and that deal with the succession process in family companies thematic?

The choice of the research theme is justified by the fact that the survival of family enterprises has a strong relationship with the succession process, with professionalization of staff, lack of information and conflicts between family members. The following is a theoretical foundation that highlights the family succession. Next, the method used to conduct the research is formalized. As a result, the data are analyzed and discussed. Finally, the conclusion and bibliographic references complement this research.

Family succession

The evolution of research on family businesses around the world becomes essential because of its representativeness for the world economy and, consequently, its importance and significance for the growth and development of society in general.

In Brazil, family firms play a significant role in the national economy, with a turnover of around 75% among companies in the country (OLIVEIRA, 2006). As a re-

sult, around 90% of the number of private companies in the country (GRZESZCZESZYN; MACHADO, 2006).

For Oliveira (2006), the process of succession that occurs in family companies is a very delicate matter, because it is not only the involvement of purely logical-rational aspects of the administrative management, but also of a process that involves latent affective-emotional points, which express themselves through relationships that are intimately connected to the whole family structure.

And according to Sharma, Chrisman, Pablo and Chua (2001), the succession process is defined as the actions and events that are developments that affect the transfer of managerial control from one family member to another member. When we refer to the success of family organizations we often know that this is desired by all family members who naturally expect the family business to be passed on to the successors and that they can continue the entrepreneur-initiated enterprise.

Dyck, Mauws, and Mischke Starke (2002), point out that the succession process is composed of a series of discrete sequence, distribution, technical, and communication elements involving multiple authors and affected over extended periods of time. Long and Chrisman (2014) corroborate, emphasizing that family succession is a process that includes multiple events over time that need to be planned and reviewed constantly.

Leone (2005) and Oliveira, Albuquerque and Pereira (2012), adhere to the idea that there are two types of succession processes: the first is related to family succession and the second is related to professional succession. The family succession happens to these authors as a result of the moment when there is the change of generation in power, that is, when one member of the family occupies the position left for the next generation. On the other hand, professional succession occurs when a person who is not directly related to the family starts to exercise power in the management of the company in place of the predecessor (OLIVEIRA, ALBUQUERQUE E PEREIRA, 2012).

Jacobs (2006) adds that the succession may be made to a family member or to any other party, and may involve a transfer of ownership to family members, owner's employees, or outside buyers. For Whatley (2011), the succession process is for the person who is leaving his or her position and / or retiring so that a possible successor can replace him, giving continuity to the family business.

In this transition some points must be evaluated in order for the company to achieve success. The person who will be succeeded, the successor, the organization, the family, the market and the community that must be analyzed with caution so that the success of the organization can be achieved stand out. (LEONE, 2005). A relevant point in the development of the research, and observed in the family succession is that according to SEBRAE (2014) research, showing that every 100 Brazilian family companies 30% reach the second generation and only 15% reach the third. It is noted, however, that family business managers are not always prepared to deal with the transfer of management, since the influence of families on their own businesses often mix the personal and professional side, making decisions based on the amateurism (BETHLEM, 1999).

Family succession must assume the responsibility of being a successor formation process, thus reconciling family and organizational interests and this requires time and planning, aiming at a process of choice with clear and well defined rules, replacing the

founder through the most efficient choice and effective for the sustainability of the business, perpetuating the values and family patrimony (CAPELÃO; MELO, 2001).

Methodology

For the proposed study, a bibliometric research, of a descriptive and documentary nature was carried out because it was a data analysis, being characterized as exploratory and of mixed methodological profile with predominance of the quantitative approach.

This research seeks to analyze the profile of national scientific publications, which deal with the succession process in family companies. In order to delimit this research, this study consisted of searching for articles in the Business Source Complete database (EBSCO Host), Spell, Scielo and Anpad Website, covering the period from January 2004 to January 2015.

In the first moment, as shown in table 1, a portfolio of 354 national scientific articles was obtained, mapped from the terms of search for family succession, succession process and family business.

Table 1 - Number of articles found that deal with the researched topic

Data Base	Family Succession	Succession Process	Family Business	Total
Spell	39	11	137	187
Scielo	16	10	62	88
Anpad	0	11	37	48
EBSCO	5	6	20	31
Total	60	38	256	354

Source: the authors (2016)

For the proper screening of the articles, the specific methodological research instrument adapted by Gerber et al. (2013), which uses a set of bibliometric criteria, was used.

After the definition of the database and the keywords mentioned above, only complete articles and that were totally available for free were downloaded. For the refinements of the sampling of the bibliographic portfolio, it was necessary to perform 3 refinements:

- a) First refinement - completion of the reading of all titles, keywords and abstracts. We excluded 194 articles from the population of 354, which were not according to the desired theme.
- b) Second refinement - Reading of titles, keywords, abstracts and theoretical reference of 160 articles finishing the second refinement with the exclusion of 39 articles that were not coherent with the theme.
- c) Third refinement, after reading all titles, keywords, abstracts and theoretical references, a population of 121 articles was obtained, but, nevertheless, some of these were repeated between the databases, mainly in Spell and Scielo .

A significant percentage of 39.66% in duplications was observed, in other words, there were 48 articles excluded, remaining 73 articles aligned with the theme, thus defining the sampling of the Bibliographic Portfolio (BP).

With the due exclusions of the articles that were not properly aligned with the proposed theme, and those in duplicates between one database and another, a predominance of 71.23% of the BP sampling, located in the Spell database, then 23.29% of the Anpad event articles and 2.74% of the Scielo and EBSC databases. In Table 2, the number of scientific articles published per year is quantified, respecting the proposed time limit.

Table 2 - Year of publication of the articles found

Data Bases	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Spell	4	3	2	1	5	6	3	4	6	10	7		51
Scielo					1		1		1				3
Anpad			3	1	3		4	1	3	1	1		17
EBSCO						1	1						2
Total	4	3	5	2	9	7	9	5	10	11	8		73

Source: the authors (2016)

Taking into account that the realization of this research was developed from January 2015 to September 05, 2015, we considered the scientific articles published in Qualis journals and those of Anpad's event in the period from 2004 to 2015. As the years 2012 and 2014 stood out with the largest number of publications, accounting for 28.27% of the articles analyzed. The year 2007 was not very productive for the researched topic, being the year with the least amount of publication representing only 2.74% of the articles analyzed. It was observed that between the years 2008 and 2014 there was a predominance of articles for the proposed theme.

After being mapped, the articles were tabulated in a Microsoft Excel® spreadsheet, which was used to support the tabulation of indicators relevant to this study, such as: author, year of publication, title, keywords, methodological approach - Data collection technique, IES where the study was developed, theory used as basilar, main conclusions of the study, limitations of the research, recommendations for future studies, among others.

After the data collection, we started the data treatment phase. Descriptive statistical analysis was used, with absolute, relative and cumulative frequency calculations. Bibliometric studies have the purpose of mapping the state of the art of the subject, of portraying what has already been investigated, and mainly of identifying research gaps and future research opportunities (CHUEKE; AMATUCCI, 2015).

Data tabling and analysis

In this section we describe the results according to the proposed objects: to perform a bibliometric survey proposing a structure of analysis of the succession process of familiar companies in the light of recent writings (period from 2004 to 2015).

Profile of the articles analyzed

To identify the Qualis journals that publish on the topic of family succession, Table 3 below was elaborated.

Table 3 - Journals that publish about the family succession theme

Name of the journals	Impact factor	Qualis	Absolute Frequency	Relative Frequency	Cumulative Frequency
Revista de Administração de São Paulo	-	A2	6	10,71%	10,71%
RAC – Revista de Administração Contemporânea	-	A2	5	8,93%	19,64%
O&S – Organização & Sociedade	-	A2	4	7,14%	26,79%
Cadernos EBAPE.BR (FGV)	-	A2	3	5,36%	32,14%
Rap- Revista de Administração Pública	-	A2	1	1,79%	33,93%
RBGN- Revista Brasileira de Gestão de Negócios –FECAP	0,192	A2	1	1,79%	35,71%
Revista Contabilidade & Finanças	-	A2	1	1,79%	37,50%
RAM – Revista de Administração Mackenzie	-	B1	2	3,57%	41,07%
READ - Revista Eletrônica de Administração - Porto Alegre	-	B1	2	3,57%	44,64%
BBR – Brazilian Business Review	-	B1	1	1,79%	46,43%
JISTEM Revista de Gestão da Tecnologia e Sistemas de Informação	-	B1	1	1,79%	48,21%
Revista brasileira Est. Pop., Rio de Janeiro	0,205	B1	1	1,79%	50,00%
RIAE Revista Ibero-Americana de Estratégia -	-	B2	1	1,79%	51,79%
BASE – Revista de Administração e Contabilidade da Unisinos	-	B2	1	1,79%	53,57%
R. Adm. FACES Journal Belo Horizonte	-	B2	2	3,57%	57,14%
RAI - Revista de Administração e Inovação	-	B2	1	1,79%	58,93%
Rev. Adm. UFSM, Santa Maria	-	B2	3	5,36%	64,29%
Revista de Administração da UNIMEP	-	B2	1	1,79%	66,07%
Revista de Ciências da Administração	-	B2	2	3,57%	69,64%
Revista Turismo Visão e Ação	-	B2	1	1,79%	71,43%
Revista de Administração da UFLA	-	B2	1	1,79%	73,21%
Revista Alcance – Eletrônica, UNIVALI	-	B3	2	3,57%	76,79%
Contetux -Revista Contemporânea de Economia e Gestão		B3	1	1,79%	78,57%
Estratégia e Negócios, UNISUL	-	B3	1	1,79%	80,36%
Gestão & Planejamento, Salvador	-	B3	1	1,79%	82,14%
Revista de Negócios	-	B3	1	1,79%	83,93%
Teoria e Prática em Administração	-	B3	1	1,79%	85,71%
E&G - Revista Economia e Gestão	-	B4	2	3,57%	89,29%
RAIMED - Revista de Administração IMED	-	B4	1	1,79%	91,07%

Revista de Empreendedorismo e Gestão de Pequenas Empresas – REGEPE	-	B4	1	1,79%	92,86%
Revista Economia & Gestão	-	B4	1	1,79%	94,64%
Gestão e Sociedade - Belo Horizonte	-	B5	2	3,57%	98,21%
REGE – Revista de Gestão - São Paulo	-	B5	1	1,79%	100,00%
TOTAL			56	100,00%	

Source: the authors (2016)

The analyzed sample obtained a total of 56 articles, in which 17 articles of the compound of "BP", were studies coming from Anpad events. The journals, "Revista de Administração, São Paulo, RAC, Rio de Janeiro and O & S" had a higher level of relevance, with 10.71%, 8.93% and 7.14%, of the article productivity and the criterion A2 was the largest concept of the Qualis journals analyzed, obtaining a percentage of 37,50% of the journals evaluated, thus contributing positively to this study. Now, regarding the international impact factor found in the Scimago Journal & Country Rank platform, only two journals were mentioned in the listing of this platform, Revista Brasileira Est. Pop., Rio de Janeiro, with an impact factor of 0.205 and RBGN-Revista Brasileira de Gestão de Negócios-FECAP impact factor 0.192. O Brazil has only 329 journals that make part of the international platform Scimago Journal & Country Rank and mostly focused on the exact sciences. We identified only 5 journals of the area Business, Management and Accounting, 7 for Econometrics and Finance e 50 for the magazines Social Sciences.

Table 4 presents the authors with the highest number of publications on family succession, that is, ordered authors, who study and perpetuate this subject more frequently.

Table 4 - Name of authors by article published on the theme family succession

Name of the author	Absolute Frequency	Relative Frequency	Cumulative Frequency
Janete Lara de Oliveira	8	4,06%	4,06%
Juvêncio Braga de Lima	6	3,05%	7,11%
Rafael Diogo Pereira	6	3,05%	10,15%
Alex Fernando Borges	5	2,54%	12,69%
Denize Grzybovski	5	2,54%	15,23%
Ana Luiza Albuquerque	4	2,03%	17,26%
Daniela Meirelles Andrade	4	2,03%	19,29%
Nilda Maria de C. Pinto Guerra Leone	4	2,03%	21,32%
Carolina Lescura	3	1,52%	22,84%
Emerson Antonio Maccari	3	1,52%	24,37%
Marlene Catarina de Oliveira Lopes Melo	3	1,52%	25,89%
Others	2 or 1	74,11%	100,00%
Total	197	100,00%	

Source: the authors (2016).

With seven published papers and a percentage of 4.06% of the total of 73 articles composed by the "BP", Dr. Janete Lara de Oliveira holds a Bachelor's degree in Business Administration from Universidade FUMEC (1981), a Master's degree in Business Administration from the Federal University of Minas Gerais (1987) and a PhD in Administration from the Federal University of Minas Gerais (2000). She is an adjunct professor of the Department of Administrative Sciences of the Federal University of Minas Gerais. She coordinated the Graduate Program in Administration and the Post-Graduate and Research Center in Administration (CEPEAD) in the 2009-2013 period. Her research interests include basically the following topics: governance and management of family businesses, management strategies, strategy and competitiveness, corporate strategies, corporate governance, among others.

In this case, because it is an instrument for the mapping of this bibliometrics, in Table 5, the key words located in the researched articles are presented, according to the subject studied.

Table 5 - Key words adopted in the writings on family succession

Key words	Absolute Frequency	Relative Frequency	Cumulative Frequency
Family business	49	21,59%	21,59%
Family Succession	27	11,89%	33,48%
Not informed	19	8,37%	41,85%
Succession Process	13	5,73%	47,58%
Organizational Culture	6	2,64%	50,22%
Others	113	49,78%	100,00%
Total	227	100,00%	

Source: the authors (2016)

For the search for key words, it is related to frequencies of such occurrence in a given study according to Zipf's Law, which developed and extended an empirical law as observed by Estoup (1916), establishing a relation between the position of a word and the Frequency of its appearance in a long text. In which "r" is the position of the word and "f" is the frequency.

Considering that the main theme of this study is Family Succession, and that the largest number of articles found, refer to the terminology "Family Business", it is no surprise to identify that the key word that repeats most among the research is "Family Business ", Representing 21.59% of the total of 227 keywords. Then "Family Succession" with 11.89% stands out. There was also an "uninformed" percentage of 8.37% from Anpad's event articles, which most do not report. We also considered a percentage of 49.78% for the other key words evidenced that respectively appeared less than 5 times cited in the articles analyzed.

There was a tendency of keywords related to the theme 'Family Succession' and 'family business', spraying for subjects such as management, planning, conflicts, heirs, governance, organizational characteristic among others respectively. Table 6 presents the central theme of the published articles.

Table 6 - Central theme of articles published on family succession

Central Theme	Absolute Frequency	Relative Frequency	Cumulative Frequency
Family Succession	8	10,96%	10,96%
Family Business and the Difficulties Faced by Members of the 3rd Generation	2	2,74%	13,70%
Family Business and the professionalization of Management	2	2,74%	16,44%
Corporate Governance and Family Business	2	2,74%	19,18%
A study on the management model and the Succession process in family companies	2	2,74%	21,92%
Others	57	78,08%	100,00%
Total	73	100,00%	

Source: the Authors (2016)

In general the family succession has been investigated considering its process, its difficulties, its governance, its management model, its professionalization. A grouping of 57 articles refers to other themes, all mentioned only once and not very representative for the context of the analysis of this article. In Table 7, the possible theories or approaches used for the development of the articles of the "BP".

Table 7 - Theory or approach used as support for article development

Theory or approach	Absolute Frequency	Relative Frequency	Cumulative Frequency
Family business	8	5,30%	5,30%
Succession process	7	4,64%	9,94%
Family Succession	4	2,65%	12,59%
Succession Process Maturity Assessment	2	1,32%	13,91%
Concepts and characteristics of Family Business	2	1,32%	15,23%
The Management Model, the management process	2	1,32%	16,55%
Others	126	83,44%	100,00%
Total	151	100,00%	12,97

Source: The Authors (2016)

The articles analyzed did not adopt a specific theory for performing the analyzes. The majority made use of a theoretical approach consistent with the subject addressed in the described research. Among the approaches and theories that most correlated with the study on the theme Family succession, the following are highlighted: 'Family Business' with 5,30%. For Gersick, Davis, Hampton and Lansberg (1997), the family business relies on the coexistence of three independent or overlapping axes or systems: property, family and management and in the interrelationships between them. Family businesses occupy a large part of the Brazilian economy, representing a total of approximately 75% of the country's companies (OLIVEIRA,

2006). In addition, they represent more than 90% of the number of private companies in Brazil (GRZESZCZESZYN; MACHADO, 2006). Contributing in large part to the socioeconomic development, generating sources of jobs, opportunities for life improvement, and consequently sustainable financial growth.

Following, 'Succession process' and 'Family succession' with 4.64% and 2.65% respectively, where according to Leone (1992, p.12), Succession "It is the rite of transferring power and capital between the current ruling generation and the one that will lead." For Bornholdt (2005), it is necessary to prepare the heirs for the family succession, since the planning of the succession process contributes to a better adhesion of the heirs to the challenges of the company. Still, the percentage of 83.44% indicates the approaches that were referenced only once.

The research questions, the objectives, and the conclusions address the research problems related to family succession and the analysis of the mapped works, allow to verify how the topic Family succession unfolds between scientific articles, and what are the main findings, limitations and Suggestions for future studies. In graph 1, the profile of the research questions of the mapped articles is presented.

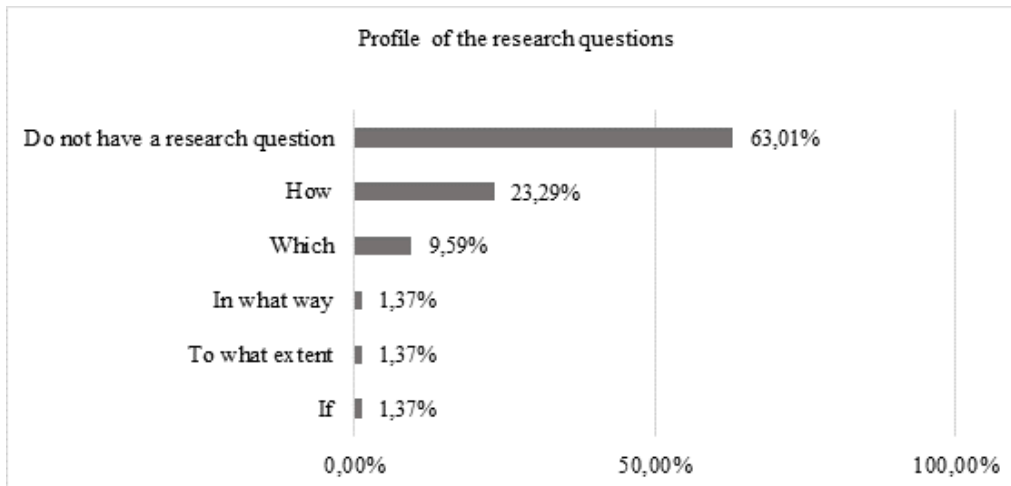


Figure 1 - Research questions submitted by the articles
Source: the authors (2016)

The total of analyzed questions is 27, in a compound of 73 articles of the total of the "BP". On the other hand, 46 articles that corresponded to 63.01%, did not clarify the questions in their research problem, but optimized in their general objective.

It was verified that of these 27 research questions, 17 corresponding to 23.29% refer to qualitative studies, since they seek to analyze, describe and understand something, searching through an investigation to determine a judgment, to understand situations, describing the meaning of the facts and start their questions with the word how.

Other 9.59% articles analyzed refer to quantitative studies, which seek to mention, calculate the quantity, as certain numbers and what the facts are. It is noticed that the predominant profile of the analyzed articles is qualitative analysis, which allows the understanding of the most varied fields or areas of research.

These are the research questions that demonstrate in the study the problem that will be addressed. It is based on them that the research objectives are elaborated. The objectives drive and guide the research to reach the expected data. Through a superficial analysis, it is identified that the predominant profile of the objectives of the mapped articles is to "analyze", with 36.99%, following the profile of "identify" with 19.18% and then "understand" with 9.59%, investigate with 5.48%, not mentioned and discuss with 4.11%, and enlarge, describe and evidence with 2.74% and the other verbal placements with 1.37% are characterized for the purpose of presenting, exposing, reflecting, contributing, tracing, pointing, gauging, and studying different subjects. In table 8, the most frequent types of research are analyzed between the articles of the "BP".

Table 8 - Type of research developed

Type of research	Absolute Frequency	Relative Frequency	Cumulative Frequency
Qualitative	54	73,97%	73,97%
Quantitative	2	2,74%	76,71%
Mixed	6	8,22%	84,93%
Was not quoted	11	15,07%	100,00%
Total	73	100,00%	
Population Standard Deviation	20,89		

Source: the authors (2016)

The surveys are classified as the majority approach in qualitative, with 73.97%, in which, it is understood that the studies seek to analyze and identify a situation, describing facts, situations and inserting analyzes of the authors. The others highlight textual information, interpretation and refer to in-depth studies on certain themes. However, it was observed, a percentage of 15.07% of the analyzed articles of the BP, which did not mention the methodological type of research developed. Table 9 identifies the methodological profile of the articles analyzed.

Table 9 - Methodological profile of the analyzed articles

Methodological profile	Absolute Frequency	Relative Frequency	Cumulative Frequency
Descriptive and exploratory	17	23,29%	23,29%
Descriptive	14	19,18%	42,47%
Exploratory	14	19,18%	61,64%
Explanatory	1	1,37%	63,01%
Was not quoted	27	36,99%	100,00%
Total	73	100,00%	

Source: the authors (2016)

Considering that in qualitative research, there should be some description and exploration of the respective approaches, it is not surprising to observe that the

methodological profile of the articles analyzed is descriptive and exploratory, with a total of 23.29%. In this case the profile that predominates is descriptive and exploratory, the registration of a phenomenon, situation or factor. It was also observed that 36.99% of the articles that make up the BP did not mention the methodological profiles adopted.

When there is predominance for qualitative research, it is common to use interviews, questionnaires and observations, to develop the research, thus obtaining data with relevant variables for the formalization of the analysis. Therefore, following the previous analysis, the most used form of data collection in the "BP" articles was interview with 33.90%, followed by documentary data with 17.80% and then observation with 15.25%, ending with the questionnaires in 11.02%.

There are some factors that may negatively influence this type of data collection, for example, the induction to the interviewer's response to the interviewee, or in the case of the questionnaires, the lack of interest by the respondent to answer.

Among the articles that were mapped 44.05% tabulated their data with the technique of content analysis, having as one of the greatest precursors in the subject Laurence Bardin, who is a professor of Psychology at the University of Paris V and applied the techniques of Content Analysis in psycho sociology research and in mass communications studies. This is consistent with the previous analyzes, since for qualitative analyzes the reality or situation of the study should be described. For the treatment of the data, we used the technique of Descriptive Statistics with 11.90% and 10.71% did not mention the technique of data analysis used

Among the main findings mentioned that there was no previous preparation for succession, the following stand out: there was no preparation for entry, it was not discussed in advance, it was not successful, the successor did not follow the steps; the succeeded, besides not preparing their children, were not prepared to leave the office either; were caught by surprise in the third generation; - women were not given the same opportunities to participate in the succession; succession planning came to occur only in the third generation; problems in preparing for the third generation in succession; conflict generation; decisions of the owner to the heirs, sometimes they do not agree; companies worry but do not prepare; they do not plan succession; smaller companies have a predominance in not preparing their successors; patriarchal centralization and gender factor; emptying the master, parent remains in succession; with death of the successor they were taken by surprise; divergences in ideas between successors and succeeded; social capital as a phenomenon; professionalization, but in practice management is centralized in the hands of family members; heirs have no intention of being successors; preponderance of patriarchal values; conflicts, contradictions to prepare the succession, there was no preparation, the process occurred naturally, governance to structure the company to open capital because there was no interest on the part of successors, the conduct of the succession process occurred in a contingent and unplanned manner; paternalistic culture with strong leadership that personalizes power and hinders the professionalization process; conflicts arising from family relations directly affect the operations of the organization and affect commercial relations; businesses are stalled because they do not prepare the succession;

As a general summary, the findings are similar to each other, since these are family enterprises and their respective entrants, where most of them involve feelings, which narrows the relation between family values and organizational values, many of which succession is thought of, however, a structured planning for its successors is not installed, and some cases present the conflicts as detrimental to the management of the organization, with a power dispute to legitimize itself.

In summary, most of the findings pointed out that the succession process is not planned in small companies, since there is a detachment of the founding owner in leaving the organization, and in organizational aspects, since in the succession process many of these organizations present changes in the cultural part, which hinders the relationship with its stakeholders, since in the past they were accustomed to the different forms of management of the founders.

According to the 73 articles composed by the BP, 68.49% did not mention their limitations, noting that there were no limitations. On the other hand, 27.39% of the articles showed methodological limitations, consisting of lack of time on the part of the entrepreneurs, answering questionnaires and interviews, as well as information restrictions, access to companies that are or have already been through the process of succession, but did not make allow the researchers to evaluate them. Nevertheless, the majority of articles cited are of a qualitative methodological profile based on case studies. In terms of content order, 4.12% of the articles analyzed appear with possible limitations of studies such as the lack of deepening in some specific theoretical foundations within the research reported for family business, if they are of anthropological order, psychoanalysts or the multiplicity of concepts and definitions about family business, the thematic range, the lack of focus of the researches and the little use of theoretical studies.

These limitations and weaknesses, in their turn, represent scientific challenges, insofar as solutions to such problems can contribute to the advancement and development of future research. Finally, the recommendations for future studies in the area, related to the mapped articles, composed in the "BP" are presented. In 42.47% of the mapped articles there are no recommendations for future studies and 57.53% mentioned recommendations for future scientific investigations. The main opportunities mentioned by the authors of the "BP", for future studies, within the thematic, highlight the following suggestions: Improve the understanding of the socio-business dimension that involves succession in the family business; Command change planning, to avoid emotional distress; Studies addressing conflicting situations; Studies addressing family representations; Resistance of organization members to change; Further research on succession in different sizes and segments of family businesses; Discussing the gender issue with a different look; To deepen studies as to how the succession issue is handled with the supporting people of the process; Future gender research, noting the increase in the number of women in business; Expansion of the surveys with numbers of companies that go through the process of succession; Study the management process after the occurrence of succession; Confronting corporate governance between family business and public companies; Studies that focus on planning in the aspect of the specific succession process; Difficulties faced by the 3rd generation and Deepening in sibling rivalry; The choice between following the family business and walking a "solo" path; keep track of

the succession process of several companies over the years and to compare the difference between the career formation of the successors of different generations; Interview the wives of the heirs to identify the future prospects for their children in the family company, as well as the vision of the company inherited by the husband; to follow the way these children are led or not and to share the common dream of the company, realizing how the image of the company and the family is passed in successive generations by making a relation between these factors and the permanence of these family companies in the market.

It was observed that most of the recommendations analyzed refer to similar subjects and approaches, related to feelings, emotions, conflicts, disputes, gender, succession planning, characteristics of different sizes and segments, but with similar objectives of continuing the business, studying future generations heirs and the management process after the succession. It is evidenced that these recommendations relate strongly to internal institutional aspects.

Final considerations

The topic family succession has been the object of study of the organizational area since the 1950s. With the beginning of Christensen's (1953) research, however, in a general context, the results indicate that family succession is a subject rarely addressed in Brazilian scientific research. The scientific articles available on national bases highlight more topics related to family business. The results, in general, point to the importance of continuing to research on the topic family succession, preparing their heirs, evaluating the consequences of the conflicts generated, the advantages and disadvantages of the process and discussing how the inheritance process occurs in its entirety, thus evidencing the authors who approach this theme and, in the face of it, contributing theoretically to the success of family businesses. Above all, the professionalization of management and the creation of a transparent and efficient governance structure.

The main objective of this research was to analyze the articles that were published in the period from 2004 to 2015 and which dealt with the succession process. The mapped profile shows that 38.36% were published in high-impact journals (Qualis A2 and B1); the keywords most used in the articles analyzed were family succession, heritage and succession; the emphasis of the studies analyzed lies in the analysis of succession process, difficulties, professional management and corporate governance. In addition, 63.01% of the studies analyzed did not explain the research question. Of those who describe the research question 23.29% start the question with the term how. Analyze, identify and understand are the main verbs adopted by elaborating the general objective of the study. Regarding the research approach, 73.97% of studies are qualitative. Regarding the procedures, 23.29% are descriptive and exploratory. Interviews and documentary analysis were the main sources of data collection of the studies analyzed and 44.05% of the studies carried out content analysis. Prevalence of methodological limitations - present in 27.39% of the analyzed articles.

Regarding the main findings, it was evidenced that they have similarity among themselves, since these are family companies with their respective sizes, where most involve representative feelings and that involves the relation between family values

and organizational values, knowing that in many of them the succession is thought, but, nevertheless, a structured planning is not installed towards its successors. Some cases present the conflicts as detrimental to the management of the organization, occurring power dispute to legitimize.

Among the main limitations, there were methodological limitations, such as the lack of time on the part of the businessmen to respond to the questionnaires and interviews, and even restrictions on information and access to companies that are or have already undergone the succession process, but did not allow the entrance of the researchers, so that they made their studies more coherent. It was also verified the lack of deepening in some specific theoretical foundations for the deepening of the researches reported for the family companies, being of anthropological order, psychoanalysts or with multiplicity of concepts and definitions about family companies, the thematic range, the lack of focus of the research, or the limited use of theoretical studies.

In relation to the recommendations of future studies, the following main suggestions may be highlighted: improving the understanding of the social and business dimension that involves succession in the family business; Planning of command change, to reduce possible emotional distress; Studies addressing conflicting situations; Studies addressing conflicting situations; Studies addressing family representations; Resistance of organization members to change; Further research on succession in different sizes and segments of family businesses; Discussing the gender issue with a different look; To deepen studies as to how the succession issue is handled with the supporting people of the process; Future gender research, noting the increase in the number of women in business; Expansion of the surveys with numbers of companies that go through the process of succession; Study the management process after the occurrence of succession; Confronting corporate governance between family business and public companies; Studies that focus on planning in the aspect of the specific succession process; Difficulties faced by the 3rd generation and Deepening in sibling rivalry; The choice between following the family business and walking a "solo" path; keep track of the succession process of several companies over the years and to compare the difference between the career formation of the successors of different generations, among others.

The research contributed to verify the deficiencies of studies that deal with the family heritage and succession process in family businesses, identifying the importance and the representativeness of family businesses for the Brazilian economy, and for all the beneficiaries of them, in other words their stakeholders.

As for the limitation of this study is the use of a database of articles published in journals and also adherence of the articles coming from the event of Anpad that publishes articles of the main scientific event of administration of Brazil – But which is understood by some researchers as being embryonic and incomplete. The mixture of the different databases can be considered a limitation, since the articles mapped in the Anpad can be considered incomplete, in the perception of some scientists.

Finally, this study investigated only a small extract called the bibliographic portfolio, in order to better understand how the succession process occurs in family companies and how this topic has been researched and reflected by Brazilian researchers. It is recommended for future studies to increase the number of research in order to

deepen the debate on scientifically relevant issues. Also, to compare Brazilian and international scientific production, pointing out the main weaknesses of our studies, the central advances to be made and specificities of the Brazilian context that could be approached in future researches. And the elaboration of a research agenda that evidences the main potential of investigations for studies related to the topics of family succession and succession process.

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