

# Case Studies, Movies, TV Shows and Other Family Business Resources

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The demand for family business education is soaring around the globe, and several higher education institutions are introducing new courses and programs that focus on this dominant type of business organization. Yet, as we discuss in our recent [Academy of Management Learning & Education article](https://journals.aom.org/doi/abs/10.5465/amle.2014.0246) (<https://journals.aom.org/doi/abs/10.5465/amle.2014.0246>), universities and teachers have yet to realize the full spectrum of resources available to help them develop and deliver family business education programs.

Current trends in higher education are emphasizing “experiential learning” and technology to enable online, hybrid and collaborative learning. This means that we need to look beyond the traditional textbook and embrace the potential benefits of using a more varied set of resources in the classroom and online learning environments. This motivated us to develop a list that organizes and maps existing *learning resources* for family business education at undergraduate, masters and executive levels.

Our list includes webinars, television shows, Ted Talks, magazines, movies and case studies. The list is intended to be especially useful for instructors teaching stand-alone family business courses or emphasizing family business issues in other core management courses. It is just a starting point; much much more remains to be done to develop new resources, map resources available around the world, and develop guidelines for their use in the classroom. We invite family business educators to expand and further enhance the pool of learning resources available for family business education.

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## References

De Massis, A., Kotlar, J. (2015). Learning resources for family business education: A review and directions for future developments. *Academy of Management Learning & Education*, 14(3), 415-422.

## On the Small Screen

Teachers can find webinars, webcasts and short video-clips made available by the [Business Families Foundation](https://businessfamilies.org/en/) (<https://businessfamilies.org/en/>), the Canadian Association of Family Enterprise and the Family Firm Institute. The [BBC series](https://www.bbc.co.uk/programmes/b03q0177) (<https://www.bbc.co.uk/programmes/b03q0177>) *Hidden Histories: Britain's Oldest Family Businesses* includes three documentaries about the extraordinary history of Britain's longest-running family businesses. Moreover, teachers can use material from many TV shows such as *Arrested Development*, *The Sopranos*, *The Sons of Anarchy*, and most recently, HBO's *Succession*, as well as some animated sitcoms such as *Bob's Burgers*.

## Table 1: Selected List of TV Series for Family Business Education

<b>Title</b>	<b>Starting Year</b>	<b>Creators</b>	<b>Topics</b>
Dallas	1978-1981	David Lewis Jacobs	Families, Conflicts
Beautiful	1987-ongoing	William J. Bell, Lee Philip Bell	Fashion Industry, Storytelling, Complementing Families
The Sopranos	1999-2007	David Chase	Criminal Organization, Leadership, Competition
American Chopper	2003-2010	Mike Row, Jim Pratt	Manufacturing, Father-son Relationship, Conflicts, Competition
Arrested Development	2003-2006	David Schwartz	Decision-making, Stakeholders, Succession, Identity
Sons of Anarchy	2008-2014	Kurt Sutter	Brotherhood, Loyalty, Legacy
The Good Wife	2009-2016	Robert King, Michelle King	Legal and Political Drama, Network
Revenge	2011-2015	Mike Kelley	Identity, Change, Conflicts
House of Lies	2012-2016	Matthew Carnahan	Consultancy, Management Issues, Decision-Making
Peaky Blinders	2013-ongoing	Steven Knight	Criminal Organization, Leadership, Internationalization
House of Cards	2013-2018	Beau Willimon	Power, Planning, Lobbyism
Empire	2015-ongoing	Lee Daniels, Danny Strong	Entertainment Industry, Ownership, Succession
Dynasty	2017-ongoing	Richard Alan Shapiro	Succession, Alliances, Competition
Family Business	2018-ongoing	Tony Grounds	Succession, Generations, Leadership
Succession	2018-ongoing	Jesse Armstrong	Entertainment Industry, Ownership, Succession

## TED Talks

We also identified some TED talks that can be useful to appreciate and grasp a number of family business topics, as shown in Table 2.

**Table 2: Selected List of TED Talks for Family Business Education**

Type	Title	Main topic
TED global	<a href="https://www.ted.com/talks/vikram_bhalla_family_businesses_are_here_to_stay_and_thrive">Family businesses are here to stay, and thrive</a> ( <a href="https://www.ted.com/talks/vikram_bhalla_family_businesses_are_here_to_stay_and_thrive">https://www.ted.com/talks/vikram_bhalla_family_businesses_are_here_to_stay_and_thrive</a> )	Business growth
TEDx Portland	<a href="https://www.youtube.com/watch?v=0WohxniaPHg">How doing things differently in a family business can result in success</a> ( <a href="https://www.youtube.com/watch?v=0WohxniaPHg">https://www.youtube.com/watch?v=0WohxniaPHg</a> )	Success
TEDx Sayajigunj	<a href="https://www.youtube.com/watch?v=Z9jzMbyVZV0">Harnessing the Potential of Family Business</a> ( <a href="https://www.youtube.com/watch?v=Z9jzMbyVZV0">https://www.youtube.com/watch?v=Z9jzMbyVZV0</a> )	Values
TEDx University of Nevada	<a href="https://www.youtube.com/watch?v=Nwpmc1qTMJ4">Nepotism is my American dream</a> ( <a href="https://www.youtube.com/watch?v=Nwpmc1qTMJ4">https://www.youtube.com/watch?v=Nwpmc1qTMJ4</a> )	Nepotism
TEDx King Lincoln Bronzeville	<a href="https://www.youtube.com/watch?v=TYwpWjJKL1g">Transforming lives with vegan family business</a> ( <a href="https://www.youtube.com/watch?v=TYwpWjJKL1g">https://www.youtube.com/watch?v=TYwpWjJKL1g</a> )	Business & community

## Magazines

Magazines can be a very valuable resource for family business education. They give students direct access to updated information on current issues relevant to family businesses, as well as many real case examples. Magazines also provide more international perspectives and expert opinions, covering a very broad range of topics and geographical regions. They can be particularly useful for experiential learning. Magazines can be used by educators in a number of ways -- for instance in "blended teaching" initiatives in which a portion of the traditional face-to-face instruction is replaced by learning based on magazine extracts to infuse real-world, practice-oriented learning opportunities into established theory- and notion-based courses.

A growing number of published magazines explicitly focus on family businesses, such as [Campden FB](http://www.campdenfb.com/) (<http://www.campdenfb.com/>) , [Family Business Agenda](http://www.familybusinessagenda.com/) (<http://www.familybusinessagenda.com/>) , [Family Business Magazine](https://www.familybusinessmagazine.com/) (<https://www.familybusinessmagazine.com/>) , [Tharawat](https://www.tharawat-magazine.com/#gs.1lopObJ6) (<https://www.tharawat-magazine.com/#gs.1lopObJ6>) magazine and [The Practitioner](https://www.thepractitioner.co.uk/) (<https://www.thepractitioner.co.uk/>) . Moreover, general business magazines increasingly feature family business articles, including Entrepreneur, Business Insider, Business Week, Forbes, The Economist, Wall Street Journal and Washington Post. Finally, teachers can benefit from articles published in blogs and forums with the focus on family business, such as the [Family Firm Institute](https://www.ffi.org/) (<https://www.ffi.org/>) (FFI), [Family Business Place](https://familybusinessplace.com/) (<https://familybusinessplace.com/>) , [Family Business United](http://www.familybusinessunited.com/) (<http://www.familybusinessunited.com/>) , [Family Business Network](http://www.fbn-i.org/) (<http://www.fbn-i.org/>) (FBN), Family Business Wiki, the [International Family Enterprise Research Academy](https://ifera.org/) (<https://ifera.org/>) (IFERA), and the [Institute for Family Business](https://www.ifb.org.uk/) (<https://www.ifb.org.uk/>) (IFB) Forum.

## On the Big Screen

Teachers rely increasingly on films in their classes, and their use will become even more frequent as experiential learning continues to grow. Benefits include increasing students' attention and helping them visualize theoretical concepts and issues. This is likely to be particularly valuable in family business courses, as films

can depict the many intangible and often sensitive and private aspects of managing family businesses. In our survey of existing courses around the world, we found a broad spectrum of sources for firms that can be used in family business education.

Below is a list of 44 movies that can be useful for engaging students in discussions about family business issues.

### Table 3: Selected List of Movies for Family Business Education

Year	Title	Director	Topics
1934	The House of Rothschilds	A. L. Werker	Family Capitalism, International Growth, Legitimacy, Economic Wealth, Succession
1954	Executive Suite	R. Wise	Change, Governance, Ownership, Strategic Planning, Succession
1956	The Giant	G. Stevens	Conflict, In-laws, Ethics, Family Entrepreneurship, Family Legacy, Succession
1958	Cat on a Hot Tin Roof	R. Brooks	Governance, Intergenerational Collaboration, Leadership, Stakeholder, Succession
1972 – 1990	The Godfather Trilogy	F. F. Coppola	Change, Ethics, Governance, Inheritance, Leadership, Succession, Values, Culture
1984	This is Spinal Tap	R. Reiner	Behavior, Conflict, Entrepreneurship, Intra-Senior Generational Interaction
1984	Places in the Heart	R. Benton	Entrepreneurship, Family-Nonfamily, Stakeholders
1988	Tucker: The Man and His Dream	F. F. Coppola	Goals, Change, Entrepreneurship, Intergenerational Collaboration, Resources, Strategic Planning, Structure
1989	Family Business	S. Lumet	Altruism, Conflict, Ethics, Family Relations
1991	Backdraft	R. Howard	Behavior Conflict, Change, Relationship, Siblings
1993	Rudy	D. Anspaugh	Entrepreneurship, Evolution, Change, Family Vs. Non-Family Members, Goals, Inheritance
1995	Sabrina	S. Pollack	Brother-Brother Relationship, Change, Strategic Planning, Succession
1995	Tommy Boy	P. Segal	Behavior, Conflict, Goals, Succession
1999	Any Given Sunday	O. Stone	Change, Environmental Threats, Goals, Leadership, Succession
2001	Avalon	M. Oshii	Change, Governance, Management Development, Network, Relationship, Strategic Planning, Structure, Structure
2001	Life as a House	I. Winkler	Inter-generational conflict, Illness
2002	About Schmidt	A. Payne	Behavior, Conflict, Change, Ownership, Values, Work-Family Conflict
2002	My Big Fat Greek Wedding	J. Zwick	Behavior, Conflict, Culture, Value, Family Involvement, Ownership
2005	Kinky Boots	J. Jarrold	Change, Entrepreneurship, Human Resources, Innovation, Social Capital, Succession
2006	The Queen	S. Frears	Behavior, Conflict, Change, Environmental Threats, Goals, Governance, Strategic Planning
2007	The Will Be Blood	P. T. Anderson	Entrepreneurship, Competition, Profitability, Business Opportunities
2008	Bottle Shock	R. Miller	Entrepreneurship, Network, Relationships
2008	Mother & Daughters	C. Bessai	Conflict, Mother-Daughter Relationships

Year	Title	Director	Topics
2010	Romantics Anonymous	J.P. Améris	Emotions, Entrepreneurship, Family Business Boundaries, Innovation
2010	Fathers & Sons	C. Bessai	Conflict, Father-Son Relationships
2010	The Social Network	D. Fincher	Challenges, Entrepreneurship, Resilience, Storytelling, Conflicts, Success
2011	The Inheritance	P. Fly	Conflict Management, Family Relations, Goals, Success, Succession, Work-Family Conflict
2011	Sisters & Brothers	C. Bessai	Conflict, Sibling Relationships
2011	Moneyball	B. Miller	Entrepreneurship, Innovation, Competition, Team Building, Performance
2011	Something Ventured	D. Geller, D. Goldfine	Stakeholders, Investments, Innovation
2012	The Brave	B. Chapman	Intergenerational Conflict, Succession,
2012	Arbitrage	N. Jarecki	Parenthood, Altruism, Conflict, Ethics, Family Relations, Power, Sibling Relationship
2013	Saving Mr. Banks	J. L. Hancock	Change, Identity, Iconic Personality, Creativity, Storytelling
2013	The Wolf of Wall Street	M. Scorsese	Goals, Power, Success, Ethics, Behavior and Conflicts
2014	A Most Violent Year	J. C. Chandor	Entrepreneurship, Power, Growth, Competition, Conflicts, Behaviors, Ethics
2015	Joy	D. O. Russel	Power, Family Relations, Gender, Success, Resilience
2015	The Intern	N. Meyers	Gender Stereotypes, Age, Entrepreneurship, Passion, Integrity, Team Value, CSR, Family Relations
2015	Unfinished Business	K. Scott	Challenges, Inspiration, Identity, Resilience, Problem-solving
2016	Adidas VS Puma	O. Dommenget	Brotherhood, Conflicts, Succession, Family Relations
2016	The Founders	J. L. Hancock	Negotiation Skills, Brotherhood, Storytelling, Growth
2017	Coco	L. Unkrich, A. Molina, J. Katz, M. Aldrich	Intergenerational Conflict, Tradition, Legacy
2017	The Post	S. Spielberg	Succession, Ownership
2018	Crazy Rich Asians	J. M. Chu	Family Relations, Transgenerational Interaction, Family Relations, Succession, Cultural Conflicts
2018	Lionheart	G. Nnaji	Change, Ownership, Strategic Planning, Succession, Intergenerational Collaboration, Leadership, Innovation, Sibling Relationships, Family Relations

## Teaching Case Studies

An increasing number of business schools rely on case studies as a primary means for delivering education contents, which emerges as important means to help students link theory and practice. Real-life case studies can help improve students' ability to match theories and models commonly taught in the classroom to actual problem situations, and to learn how to address them. Case studies are likely to be particularly well suited for family business education, as examining the case of "others" offers a privileged opportunity to safely address sensitive and private issues.

In our review, we identified 59 case studies. Table 4 lists these case studies. In order to facilitate search and selection, the table reports the title of each case study, source, industry, geography, firm age, and the topics addressed in each case study. These cases can be used to teach a variety of family business topics to undergraduate, graduate and executive education classes.

### **Table 4: Selected Case Studies for Family Business Education**

Case Study	Source	Industry	Geography	Firm Age	Topic
<a href="https://hbsp.harvard.edu/product/KE1002-PDF-ENG?itemFindingMethod=Search">A Diamond in the Rough: J. M. Huber and the PATH Business</a> ( <a href="https://hbsp.harvard.edu/product/KE1002-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/KE1002-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Fire retardant additives business	USA	n.a.	Decision making, Mergers & acquisitions, Board of Directors, Competitive strategy, Risk management, Growth
<a href="https://hbsp.harvard.edu/product/NTU087-PDF-ENG?itemFindingMethod=Search">AAC Technologies (A): Entrepreneurship, Growth and Transformation</a> ( <a href="https://hbsp.harvard.edu/product/NTU087-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/NTU087-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Manufacturing, computers & electronics, mobile devices	China	n.a.	Entrepreneurship, Innovation, Leadership, Technology, Manufacturing, Growth strategy
Adams Funeral Home	Poza & Daugherty	Funerals	Georgia USA	139	Strategic Management, Merger analysis
<a href="https://hbsp.harvard.edu/product/ST41-PDF-ENG?itemFindingMethod=Search">Alchemy of Innovation at TSL Jewellery Ltd. Adding Value to Gold-Transforming a Traditional Business</a> ( <a href="https://hbsp.harvard.edu/product/ST41-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/ST41-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Technology, jewelry	Hong Kong	n.a.	Organizational Perspectives, Entrepreneurial Management, Innovation, Change Management, Technology, Human resource Management,
Alcoholes de Centroamerica, S.A.	NACRA	Alcohol	Honduras	46	Entrepreneurship, Conflicts Management, Family Relationship, Strategy
<a href="https://hbsp.harvard.edu/product/W17441-PDF-ENG?itemFindingMethod=Search">Alsea: A New CEO Comes on Board</a> ( <a href="https://hbsp.harvard.edu/product/W17441-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/W17441-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Accommodation & food services, restaurants	Spain, Colombia Mexico	n.a.	Franchising, Corporate strategy
<a href="https://hbsp.harvard.edu/product/W16702-PDF-ENG?itemFindingMethod=Search">Amarnath Gupta and Sons: The Family Business</a> ( <a href="https://hbsp.harvard.edu/product/W16702-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/W16702-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Retail trade, petroleum products	India	66	Succession Planning, Succession Issues
<a href="https://hbsp.harvard.edu/product/W17053-PDF-ENG?itemFindingMethod=Search">Amorim: The Future of Natural Cork</a> ( <a href="https://hbsp.harvard.edu/product/W17053-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/W17053-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Wine industry, alcoholic beverages, manufacturing	Portugal	n.a.	Vertical integration, Packaging, Manufacturing, Sustainability
Anderson Steel Service, Inc.	Harvard Business School	Steel products	Arizona USA	57	Organizational Change, International Management



Case Study	Source	Industry	Geography	Firm Age	Topic
Argentina Suites: A Case Study	NACRA	Hotels	Argentina	26	Company Management, Family Relationships
<a href="https://hbsp.harvard.edu/product/INS941-PDF-ENG?itemFindingMethod=Search">Artecola: Building a Global Brazilian Multinational from Rio Grande do Sul</a> (https://hbsp.harvard.edu/product/INS941-PDF-ENG?itemFindingMethod=Search)	Harvard Business School	Adhesives & sealants	Brazil	n.a.	Internationalization, Mergers & Acquisitions, Emerging markets, Innovation, Strategic alliances
<a href="https://hbsp.harvard.edu/search?N=&amp;Nrpp=10&amp;Ntt=Askew%27s+Foods+versus+Wal-Mart%3A+Sustainable+versus+Low-Cost">Askew's Foods versus Wal-Mart: Sustainable versus Low-Cost</a> (https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Askew%27s+Foods+versus+Wal-Mart%3A+Sustainable+versus+Low-Cost)	Harvard Business School	Retail trade	Canada	n.a.	Corporate Social Entrepreneurship, Competition, Social Responsibility, Sustainability
<a href="https://hbsp.harvard.edu/product/KEL957-PDF-ENG?itemFindingMethod=Search">ATF, Inc.: Fasteners and Family</a> (https://hbsp.harvard.edu/product/KEL957-PDF-ENG?itemFindingMethod=Search)	Harvard Business School	Automotive parts & accessories	USA	37	Succession Planning, Management Styles, Leadership
<a href="http://sk.sagepub.com/cases/aurobindo-pharma-gearing-up-for-the-future">Aurobindo Pharma: Gearing Up for the Future</a> (http://sk.sagepub.com/cases/aurobindo-pharma-gearing-up-for-the-future)	Sage Knowledge,	Pharmaceuticals	India	33	International Business, Entrepreneurial Strategies, Corporate Governance, Leadership, Professionalization
<a href="https://hbsp.harvard.edu/search?N=&amp;Nrpp=10&amp;Ntt=Aurum+Furniture+and+In-Law+Management">Aurum Furniture and In-Law Management</a> (https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Aurum+Furniture+and+In-Law+Management)	Harvard Business School	Retail trade	USA	n.a.	Succession Planning, Family-controlled Businesses, Conflict,
Ayala Corporation	Harvard Business School	Banking, telecommunications, water	Philippines	181	Future Business Opportunities
Babbitt Ranches: Governance and Strategic Planning in a Family Business	Harvard Business School	Cattle ranching	Arizona, USA	127	Leadership, Company Management, Succession, Conflicts
<a href="https://hbsp.harvard.edu/product/W18606-PDF-ENG?itemFindingMethod=Search">Balaji Wafers: Taking the Pepsi Challenge</a> (https://hbsp.harvard.edu/product/W18606-PDF-ENG?itemFindingMethod=Search)	Harvard Business School	Manufacturing	India	n.a.	Competition, Strategy, Growth Strategy

Case Study	Source	Industry	Geography	Firm Age	Topic
<a href="https://hbsp.harvard.edu/product/415082-PDF-ENG?itemFindingMethod=Search">Beacon Group of Hong Kong: Finding Light in the Shadow Education Industry</a>	Harvard Business School	Technology	Hong Kong	25 ca.	Education, Entrepreneurship, Technology, Human resource Management, Incentives, Motivation
Bentington Industries	Harvard Business School	Consulting and engineering services	England	81	Family Interaction, organizational Behavior, Leadership
<a href="https://hbsp.harvard.edu/product/IN1180-PDF-ENG?itemFindingMethod=Search">Billionaire's Curse: Gun-based Succession Planning for a Bangkok Market</a>	Harvard Business School	Food & beverage	Thailand	n.a.	Succession Issues, Finance, Economics
Bhiwar Enterprises	Richard Ivey School of Business	Wholesale trade - non-durable goods	Africa	n.a.	Succession Plan, Conflict Management
Borrowing to Grow at Andrews Company	Poza & Daugherty	Manufacturing	USA	n.a.	Family Business, Succession
Caso Conservas Diaz S.A.	Kellogg School of Management	Agriculture	Spain	n.a.	Family Relations, Succession, Shareholders
Clemens Family Corporation	Iese Business School	Meat processing	Philadelphia USA	93	Organizational Change, Family Council, Governance, Succession
<a href="http://sk.sagepub.com/cases/consumer-goods-company-a-woman-sailing-for-success">Consumer Goods Company: A Woman Sailing for Success</a>	Sage Knowledge,	Retail trade, except of motor vehicles and motorcycles	Lebanon	n.a.	Succession Strategies, Relationships,
<a href="https://hbsp.harvard.edu/product/W16113-PDF-ENG?itemFindingMethod=Search">Deep Roots Distillery</a>	Harvard Business School	Accommodation & food services	Canada	4	Accommodation, Break Even Analysis, Differentiation Strategy, Industry Analysis, Entrepreneurship
<a href="https://hbr.org/product/dlc-management-corporation-securing-its-future/NA0245-PDF-ENG">DLC Management Corporation: Securing Its Future</a>	NACRA	Real estate	New York USA	28	IPO, Decision-Making, Leadership, Organization Resources, Ownership, Control
Donald Salter Communications, Inc.	Kellogg School of Management	Broadcasting, newspaper publishing	Idaho USA	90 ca.	Asset Management, Motivation, Incentives

Case Study	Source	Industry	Geography	Firm Age	Topic
Ed's Dilemma: Succession Planning at Niagara Paving	Entrepreneurship: Theory & Practice	Asphalt paving	Buffalo, New York, USA	31	Succession Planning
Eu Yan Sang: Reviving a Traditional Family Business with Modern Business Principles	Stanford Business Case	Traditional Chinese medicine	Singapore	134	Growth, Professionalization, Family Values
Families, Fortunes, and Footwear. Reaching Out to the Fourth Generation of Brazil's Lupo S.A.	Stanford Business Case	Apparel	Brazil	94	Succession, Exit Strategy
Ford Motor Company's Value Enhancement Plan	Harvard Business School	Automotive	Michigan, USA	110	Values, Expectations, Succession Planning
Francisco de Narváez at Tía: Selling the Family Business	Harvard Business School	Retail trade	Argentina	80	Capital Structure, Financial Liquidity, Business and Shareholder Relations
From Swords to Ploughshares	INSEAD	Storage and transport	Minnesota, USA	100 ca.	Business Exit
George Barker	Harvard Business School	Real estate, rental & leasing	USA	70 ca.	Succession, Conflicts
<a href="https://onlinelibrary.wiley.com/doi/abs/10.1111/etap.12208">Glennon Brothers: Old Dogs Need to Learn New Tricks</a> ( <a href="https://onlinelibrary.wiley.com/doi/abs/10.1111/etap.12208">https://onlinelibrary.wiley.com/doi/abs/10.1111/etap.12208</a> )	Entrepreneurship Theory and Practice	Sawmilling business	Ireland	100 ca.	Organizational Life Cycle, Managerial Style, Business Evolution
Goodwin Sporting Goods	Richard Ivey School of Business Foundation	Retail trade	USA	66	Leadership, Performance Evaluation, Relationships
Graham Family and the Washington Post Co.	Harvard Business School	Newspaper publishing	District of Columbia USA	80	Succession Planning, Conflict Resolution
H.D. Chasen Company, Inc.	NACRA	Industrial equipment	USA	61	Interpersonal Communication, Management Succession, Going Public, Family Relationships
Iggy's Bread of the World	Harvard Business School	Baking & bakeries	USA	19	Succession Planning

Case Study	Source	Industry	Geography	Firm Age	Topic
Ireka Construction Berhad: A Chinese Family Business Goes Public	Richard Ivey School of Business Foundation	Construction	Malaysia	46	Growth, Organizational Culture, Restructuring
<a href="https://hbsp.harvard.edu/product/KE1048-PDF-ENG?itemFindingMethod=Search">Is Destira My Destiny? Whether, When, and How to Join One's Small Family Business</a> ( <a href="https://hbsp.harvard.edu/product/KE1048-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/KE1048-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Apparel	California, USA	29	Succession planning, Decision making, Entrepreneurship, Compensation, Women in Business
<a href="https://hbsp.harvard.edu/product/NA0463-PDF-ENG?itemFindingMethod=Search">Is This for Me? Career Decision Making in a Family Business</a> ( <a href="https://hbsp.harvard.edu/product/NA0463-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/NA0463-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Colleges & universities	USA	n.a.	Human Resource Management, Career Planning, Personnel Policies, Generational Issues
<a href="http://sk.sagepub.com/cases/it-used-to-be-a-family-company-professionalizing-a-family-business">"It Used to Be a Family Company Until I Joined My Husband in It": Professionalizing a First-Generation Family Business</a> ( <a href="http://sk.sagepub.com/cases/it-used-to-be-a-family-company-professionalizing-a-family-business">http://sk.sagepub.com/cases/it-used-to-be-a-family-company-professionalizing-a-family-business</a> )	Sage Knowledge,	Fruits and vegetables retailing	Australia	48	Change in Leadership, Leadership Style
J. Perez Foods	Harvard Business School	Food	Dominican Republic	n.a.	Business Ownership, Shareholder Relations, Entrepreneurship, Organizational problems
J.R. Pierce, Inc.	NACRA	Pastry	Ohio USA	n.a.	Going public, Change Management
<a href="http://sk.sagepub.com/cases/john-nurminen-family-ownership-strategy-portfolio-development">John Nurminen Family: Ownership Strategy Enabling Business Portfolio Development</a> ( <a href="http://sk.sagepub.com/cases/john-nurminen-family-ownership-strategy-portfolio-development">http://sk.sagepub.com/cases/john-nurminen-family-ownership-strategy-portfolio-development</a> )	Sage Knowledge, 2018	Transportation and storage	Finland	148	Entrepreneurial Strategies, Ownership Structure, Business Portfolio Development, Risk Management, Opportunity Recognition
Keddeg company: Succession to the Next Generation of Small Business	Kellogg School of Management	Aircraft	USA	67	Succession Planning
<a href="https://hbsp.harvard.edu/product/ISB062-PDF-ENG?itemFindingMethod=Search">Ketan Logistics-Charting the Next Route</a> ( <a href="https://hbsp.harvard.edu/product/ISB062-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/ISB062-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Transportation & warehousing	India	33	Succession Issues, Entrepreneurship, Leadership, Stewardship, Corporate Governance

Case Study	Source	Industry	Geography	Firm Age	Topic
<a href="https://hbsp.harvard.edu/product/SM266-PDF-ENG?itemFindingMethod=Search">Kingston Family Vineyards</a> ( <a href="https://hbsp.harvard.edu/product/SM266-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/SM266-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Wine industry	Chile	21	Production, Supply Chain Management, Strategy
Kohler Co.	Harvard Business School	Manufacturing	Wisconsin USA	130	Conflict Management
<a href="http://sk.sagepub.com/cases/kn-kordonis-and-co-sa-are-we-all-on-the-same-page-for-survival">K.N. Kordonis &amp; Co. S.A.: Are We All on the Same Page for Survival?</a> ( <a href="http://sk.sagepub.com/cases/kn-kordonis-and-co-sa-are-we-all-on-the-same-page-for-survival">http://sk.sagepub.com/cases/kn-kordonis-and-co-sa-are-we-all-on-the-same-page-for-survival</a> )	Sage Knowledge,	Retailing	Greece	n.a.	Succession Planning, Environmental Issues, Financial Crisis
<a href="https://hbsp.harvard.edu/product/ISB055-PDF-ENG?itemFindingMethod=Search">Leadership Succession at Achal: A Tough Nut to Crack</a> ( <a href="https://hbsp.harvard.edu/product/ISB055-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/ISB055-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Food, agribusiness	India	40 ca.	Succession Planning, Exit Strategy, Succession Issues, Valuation, Entrepreneurship, Leadership Transitions
<a href="https://hbr.org/product/malkinson-printing-company-the-evolution-of-a-family-business/NA0347-HCB-ENG">Malkinson Printing Company: The Evolution of a Family Business</a> ( <a href="https://hbr.org/product/malkinson-printing-company-the-evolution-of-a-family-business/NA0347-HCB-ENG">https://hbr.org/product/malkinson-printing-company-the-evolution-of-a-family-business/NA0347-HCB-ENG</a> )	Harvard Business School	Printing	Wisconsin USA	n.a.	Organizational Behavior, Conflict, Generational Issues
<a href="http://sk.sagepub.com/cases/managing-strategic-change-in-family-business-glopac-chemical">Managing Strategic Change in Family Business: The Case of Glopac Chemical</a> ( <a href="http://sk.sagepub.com/cases/managing-strategic-change-in-family-business-glopac-chemical">http://sk.sagepub.com/cases/managing-strategic-change-in-family-business-glopac-chemical</a> )	Sage Knowledge,	Chemical	Indonesia	25	Family Conflict, Management Issues, and Agency Problems
<a href="http://sk.sagepub.com/cases/managing-to-sell-failing-to-communicate-family-behind-dow-jones">Managing to Sell but Failing to Communicate: The Case of the Family Behind Dow Jones</a> ( <a href="http://sk.sagepub.com/cases/managing-to-sell-failing-to-communicate-family-behind-dow-jones">http://sk.sagepub.com/cases/managing-to-sell-failing-to-communicate-family-behind-dow-jones</a> )	Sage Knowledge,	Publishing activities	USA	137	Corporate Governance, Strategic Decision-Making, Professionalization
<a href="http://sk.sagepub.com/cases/mehta-engineering-an-indian-family-business-coping-with-growth">Mehta Engineering: An Indian Family Business Coping With Growth Through the Third Generation</a> ( <a href="http://sk.sagepub.com/cases/mehta-engineering-an-indian-family-business-coping-with-growth">http://sk.sagepub.com/cases/mehta-engineering-an-indian-family-business-coping-with-growth</a> )	Sage Knowledge,	Manufacture of machinery and equipment	India	60 ca.	Business Exit, Business Divisions, Succession Issues
<a href="https://hbsp.harvard.edu/product/ISB123-PDF-ENG?itemFindingMethod=Search">Merck, Darmstadt: Sustaining Legacy Beyond 350 Years</a> ( <a href="https://hbsp.harvard.edu/product/ISB123-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/ISB123-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School	Pharmaceuticals	Germany	350 ca.	Governance, Leadership

Case Study	Source	Industry	Geography	Firm Age	Topic
Metal Benders Industries, Inc.: The Accidental Entrepreneur	NACRA	Metal industry	Maryland USA	44	Entrepreneurship, Succession, Shareholder Value, Leadership
<a href="https://hbsp.harvard.edu/product/NA0518-PDF-ENG?itemFindingMethod=Search">Monmouth Rubber &amp; Plastics</a> ( <a href="https://hbsp.harvard.edu/product/NA0518-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/NA0518-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School (2018)	Plastics & rubber products	New Jersey USA	55	Organizational behavior, Decision Making, Generational Issues
<a href="http://sk.sagepub.com/cases/moore-oil-exit-options-for-multi-family-generational-small-business">Moore Oil: Exit Options for a Multi-Family, Multi-Generational Small Business</a> ( <a href="http://sk.sagepub.com/cases/moore-oil-exit-options-for-multi-family-generational-small-business">http://sk.sagepub.com/cases/moore-oil-exit-options-for-multi-family-generational-small-business</a> )	Sage Knowledge, 2018	Petroleum marketing	Midwest, USA	87	Entrepreneurial Strategies, Tradition, Exit Strategies, Ownership, Logistic Management, Decision-Making
<a href="http://sk.sagepub.com/cases/morgan-construction-company-five-generations-family-ownership">Morgan Construction Company: Managing Five Generations of Family Ownership</a> ( <a href="http://sk.sagepub.com/cases/morgan-construction-company-five-generations-family-ownership">http://sk.sagepub.com/cases/morgan-construction-company-five-generations-family-ownership</a> )	Sage Knowledge, 2018	Manufacture of machine and equipment	USA	120 ca.	Business Exit, Professionalization, Succession, Intergenerational Dynamics, Conflict, Decision-Making
Nantucket Nectars	Harvard Business School	Beverages	USA	25	Family Ownership, Cash Flow Approach
Nantucket Nectars: The Exit	Harvard Business School	Beverages	USA	25	Strategic Management, Leadership
Northwest Security Services	Graduate School of Business, Stanford University	Security alarm services	USA	67	Business Exit
<a href="http://sk.sagepub.com/cases/now-what-now-who-a-mexican-small-family-business-in-transition">Now What? Now Who? A Mexican Small Family Business in Transition</a> ( <a href="http://sk.sagepub.com/cases/now-what-now-who-a-mexican-small-family-business-in-transition">http://sk.sagepub.com/cases/now-what-now-who-a-mexican-small-family-business-in-transition</a> )	Sage Knowledge, 2018	Carwash	Mexico	28	Conflicts, Succession Planning, Family Harmony, Business Challenges, Leadership
Ottawa Devices, Inc.	Harvard Business School	Medical equipment & devices	Canada	n.a.	Business Exit
Outstanding Outsider and the Fumbling Family	Harvard Business School	Food	Illinois USA	n.a.	Asset Diversification, Division of Ownership

Case Study	Source	Industry	Geography	Firm Age	Topic
<a href="https://hbsp.harvard.edu/product/317121-PDF-ENG?itemFindingMethod=Search">Pho Hoa Dorchester</a> (https://hbsp.harvard.edu/product/317121-PDF-ENG?itemFindingMethod=Search)	Harvard Business School (2017)	Food, beverages, restaurants	USA	27	Business Ownership, Change Management, Organizational Structure, Organizational Culture, Business Growth, Leadership
Pitcairn Family Heritage(R) Fund	Harvard Business School	Fund investments	PhiladelphiaUSA	24	Change Management, Succession, Retirement, Conflict of Interests
Precista Tools AG	Harvard Business School	Machine tools	Switzerland	67	Succession, Family Ownership
<a href="https://hbsp.harvard.edu/product/W14727-PDF-ENG?itemFindingMethod=Search">Professionalization of Sudarshan Chemical Industries</a> (https://hbsp.harvard.edu/product/W14727-PDF-ENG?itemFindingMethod=Search)	Harvard Business School (2015)	Chemical	India	n.a.	Leadership, Entrepreneurship, Growth Strategies
Prudence and Audacity: The House of Beretta	Harvard Business School	Arms	Brescia, Italy	487	Corporate Governance
<a href="http://sk.sagepub.com/cases/rebar-group-a-chinese-family-business-turned-criminal">Rebar Group: A Chinese Family Business Turned Criminal</a> (http://sk.sagepub.com/cases/rebar-group-a-chinese-family-business-turned-criminal)	Sage Knowledge, 2018	Domestic textiles, construction, real estate,	Taiwan	60 ca.	Corporate Governance, Corporate Restructuring, Corporate Fraud
Salvatore Ferragamo, Spa.	Harvard Business School	Shoes and leather goods	Italy	80 ca.	Family Ownership, Conflicts and Resolution, Succession
Sam Steinberg (A) and (B)	Harvard Business School	Grocery stores, retail trade	Canada	100 ca.	Business Growth, Start-ups
Scholtes Waterservices	Richard Ivey School of Business Foundation	Horticultural	Holland	n.a.	Growth, Market Adaptation
Sigma Motion, Inc.	Poza & Daugherty, 2004	Linear motion	USA	38	Changes and Strategic Planning, Corporate Governance, Growth
Simon Salvage Case: A Case of a Family Business	NACRA	Scrap metal	New Jersey, USA	68	Succession, Governance, Communication, Leadership

Case Study	Source	Industry	Geography	Firm Age	Topic
Smit's Company	NACRA	Chocolate	Michigan, USA	113	Succession, Conflict Management
Stevenson Industries	Harvard Business School	Pumps & seals	ConnecticutUSA	108	Transition in Ownership, Leadership
<a href="http://sk.sagepub.com/cases/strategy-and-the-sibling-partnership-the-tan-group-from-indonesia">Strategy and the Sibling Partnership: The Tan Group from Indonesia</a> ( <a href="http://sk.sagepub.com/cases/strategy-and-the-sibling-partnership-the-tan-group-from-indonesia">http://sk.sagepub.com/cases/strategy-and-the-sibling-partnership-the-tan-group-from-indonesia</a> )	Sage Knowledge, 2018	Construction company	Indonesia	70 ca.	Succession Issues, Growth, Decision-Making
Taming My Father	Sage Knowledge, 2018	Manufacturing, scientific research and development	USA		Leadership, Governance, Ownership, Succession Planning
The Agnellis and Fiat: Family Business Governance in a Crisis	Harvard Business School	Automotive	Italy	113	Governance, Leadership, Professionalization
The Ambivalent CEO of the Construction Company	Poza & Daugherty, 2004	Construction	USA	n.a.	Growth Strategies
<a href="http://sk.sagepub.com/cases/the-business-tycoon-robot-aston-rise-and-fall-of-a-family-empire">The Business Tycoon, Robert Aston: The Rise and Fall of a Family Empire</a> ( <a href="http://sk.sagepub.com/cases/the-business-tycoon-robot-aston-rise-and-fall-of-a-family-empire">http://sk.sagepub.com/cases/the-business-tycoon-robot-aston-rise-and-fall-of-a-family-empire</a> )	Sage Knowledge, 2018	Accommodation, food and beverage service activities	Lebanon	n.a.	Entrepreneurship, Succession Planning, Diversification Strategies, Organizational Culture
The Cousins Tournament Case	Poza & Daugherty, 2004	Electrical systems	California USA	79	Succession, Conflict Management, Management Style, Organizational Culture
The Ferre Media Group (Part A),(Pat B)	Poza & Daugherty, 2004	News and cement business	Puerto Rico	n.a.	No abstract/key words available
The Fojtasek Companies and Heritage partners: March 1995	Harvard Business School	Building materials	USA	70	No abstract/key words available
The Fudge Cottage	NACRA	Confectionery	Michigan, USA	32	No abstract/key words available
The Harilela Enterprises: An Indian Family Business in Hong Kong	Kellogg School of Management	Hotels	Hong Kong	91	Ownership, M&A, Partnerships, Succession, Financial Strategy



Case Study	Source	Industry	Geography	Firm Age	Topic
The Khalil Abdo Group	Harvard Business School	Pharmaceuticals	Egypt	67	Business Exit
The New MBA	Poza & Daugherty, 2004	Construction Sand and Gravel	Minnesota, USA	n.a.	Ownership, Family Employment, Management, Leadership, Governance, Succession
<a href="https://hbsp.harvard.edu/product/LCA016-PDF-ENG?itemFindingMethod=Search">The Qadri Group: Innovating in Family Business</a> ( <a href="https://hbsp.harvard.edu/product/LCA016-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/LCA016-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School (2012)	Engineering services, manufacturing	Pakistan	n.a.	Technology Management, Government Relations
The Son-In-Law	Poza & Daugherty, 2004	Food (bakery)	USA	55	Succession Issues
The Wen Group	Harvard Business School	Pharmaceuticals	Hong Kong	80	Crisis Management, Conflict Management, Corporate Governance, Leadership
<a href="https://hbsp.harvard.edu/product/ISB107-PDF-ENG?itemFindingMethod=Search">Touchdown Footwear on a Slippery Slope</a> ( <a href="https://hbsp.harvard.edu/product/ISB107-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/ISB107-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School (2018)	Footwear	India	54	Professionalism, Succession Issues, Emerging Markets, Leadership, Stewardship, Corporate Governance, Organizational Management
<a href="http://sk.sagepub.com/cases/trevor-family-business-compensation-framework-is-it-fair">Trevor Family-Business Compensation Framework: Is It Fair?</a> ( <a href="http://sk.sagepub.com/cases/trevor-family-business-compensation-framework-is-it-fair">http://sk.sagepub.com/cases/trevor-family-business-compensation-framework-is-it-fair</a> )	Sage Knowledge, 2018	Retail trade	Philippines	50 ca.	Three Circles Model, Ownership, Conflicts, Compensation Issues
W.S. Darley & Co. - Sustaining Family Connections	Longenecker et al. (2011)	Fire-fighting and emergency services	Illinois USA	105	Succession Planning
<a href="https://hbsp.harvard.edu/product/ISB107-PDF-ENG?itemFindingMethod=Search">Wadeshwar Restaurants: Strategies for Growth</a> ( <a href="https://hbsp.harvard.edu/product/ISB107-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/ISB107-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School (2014)	Accommodation & food services, restaurants	India	n.a.	Growth Strategy
Westbrook Farm	NACRA	Farm	Indiana USA	n.a.	Investment Evaluation, Decision-making

<b>Case Study</b>	<b>Source</b>	<b>Industry</b>	<b>Geography</b>	<b>Firm Age</b>	<b>Topic</b>
Weston Nurseries Inc.	Kellogg School of Business	Florists	USA	90	Leadership Strategy
<a href="https://hbsp.harvard.edu/product/ISB045-PDF-ENG?itemFindingMethod=Search">Zandu Pharmaceutical Works: The Takeover Bid</a> ( <a href="https://hbsp.harvard.edu/product/ISB045-PDF-ENG?itemFindingMethod=Search">https://hbsp.harvard.edu/product/ISB045-PDF-ENG?itemFindingMethod=Search</a> )	Harvard Business School (2014)	Pharmaceuticals	India	110 ca.	Negotiation, Exit Strategy, Succession issues, Decision-making, Organizational Change
Zobebe chemical industries)	Journal of Business Venturing	Chemical	Italy	94	Globalization, Ownership, Control