

**THE LOGIC OF THE PERSONAL RELATIONS IN FAMILY BUSINESSES:
The Formulation and Implementation of the Strategic Management.**

Elaine de Sousa Oliveira

Bachelor of Business Administration

*UFPI, Campus Senador Helvídio Nunes de Barros, departament of administration. Cícero Eduardo Street,
Junco District, Picos/Piauí, Brasil*

E-mail: elaineoliveira201016@hotmail.com

Gilmara de Carvalho Negreiros

Bachelor of Business Administration

*UFPI, Campus Senador Helvídio Nunes de Barros, departament of administration. Cícero Eduardo Street,
Junco District, Picos/Piauí, Brasil*

E-mail: gilmaracn@hotmail.com

Liliane Araújo Pinto

Teacher of Administration

*UFPI, Campus Ministro Petrônio Portella, Center of Humanities and Letters. Nossa Senhora de Fátima
Avenue, Ininga District, Teresina/Piauí, Brasil*

E-mail: liliane@ufpi.edu.br

Elvia Florencio Torres Ximenes

Teacher of Administration

*UFPI, Campus Ministro Petrônio Portella, Center of Distance Education, Course of administration. 1148
Olavo Bilac Street. Centro Sul District, Teresina/Piauí, Brasil*

*Mail Address: 3100 Presidente Kennedy Avenue, Delta ville Building, apartment. 403, Morros District, Zip
Code.: 64062-005, Teresina/PI, Brasil.*

E-mail: elviafortres@gmail.com

Tales Antão De Alencar Carvalho

Teacher of Administration

*UESPI, Campus Professor Barros Araújo. Departament of Administration. Senador Helvídio Nunes Avenue,
Junco District, Picos/Piauí, Brasil*

E-mail: talesantao@hotmail.com

ABSTRACT

Family businesses are those managed by members of a same family, they can present positive aspects as the unity and negative aspects as stiff culture which stop business growing. This paper approaches this theme and its objective is analyzing the logic of the personal relations present in family businesses from the city of Picos as well as the formulation and implementation of the strategic management. The survey was conducted with 08 managers using a semi-organized questionnaire. It was detected these businesses besides being managed have a closed organizational culture to do not accept people out of familiar circle in management. It also has indicated which not all decisions are taken by all from business but only by some people, what can create conflict. However, a favourable aspect to all businesses is which family relations exert influence on taken decisions.

Keyword: *Family businesses. Personal relations. Organizational culture. Strategic management.*

1. INTRODUCTION

The people of organization that form workforce contribute for a setup of a favorable organizational climate which leads a good results in all areas of business. It is the human capital that makes organization works, either by staff or by manager. Therefore, this paper approaches theme of human relations present in family businesses from the city of Picos – PI.

Family business is a kind of enterprise has been gained visibility, which has excelled in market and it has grown increasingly, i.e., they are responsible for more than half of staff, can generate from half to two thirds of Gross Domestic Product (GDP) from a country. In Brazil, i.e, almost 90% of enterprises are family (Ricca, 2001). This is a kind of enterprise that requires a special care mainly in how manager it. Maccari (2010) shows several surveys that prove which the most problems of the family businesses are linked to the ineffective management. Ricca

(2001) states the most concern is about survival since they face existentials and strategic problems, difficulties related to inadequacy, both in use and in choice of available resources for achieving of the market advantages.

It is in this context which has strategic management, because for these enterprises survive to the big competitive edge into current market it is necessary they have a well formulated strategic management. The planning is understood as one of the more efficient strategies for reaching the success of enterprise. This factor is directly linked to good management. According to Mintzberg (2007), planning action into an organization involves a lot of steps, among them drawing goals, objectives. After then, it must evaluate the internal and external conditions of the enterprise. Afterward, it is necessary evaluate and operationalize the strategies, because if organizations do not own a definite strategic planning, they will have difficulty to solve unexpected problems. The manager decreases the number of uncertainties on take decisions with the well elaborate strategic planning, whereas it offers a lot of advantages: allows an appropriate control, enables early resolution of problems and conflicts, provides a high level of assertiveness on taken decisions, better coordination from the project interface, among others.

Therefore, the strategic management is essential for survival of any enterprise, specially the family businesses. Thus, it is intended to make a research about importance of the strategic management in group of businesses which has eight stores in the city of Picos, mostly because it has excelled on piauiense economy, aiming to analyse the logic of the personal relations presented in the family businesses, with approach on formulation and implementation of management strategic.

2. THEORETICAL REFERENTIAL

The history of the strategic management is told since its beginning in 1950s and matches to a largely used management tool by organizations. Despite this, the implementation of this tool can provoke a lot of changes, either by structural order as cultural order in enterprise. Managers many times aren't open to these changes, mainly those from family businesses, which are concern this paper. According to the changes which strategic planning can entail, to beginning a process of strategic formulation and implementation it is necessary take into account the aspects related to organization culture, because of the same way cultural aspects are influenced by changes process, they influence on the strategic decisions (Estrada, Fossá & Sarturi, 2011). It is just on family businesses which strategic decisions find more resistance in implementation.

As Araújo and Garcia (2009), one of the problems faced on organization culture of enterprises, primarily family, it's a forgery or distortion from a cultural traits and organizational hardness that prevent external changes imply internal changes. According the authors "it is needed to understand that culture of the organization must be always being enhanced, in order to following the transformations from environment that is inserted, cannot be considered so hardness" (Araújo & Garcia, 2009, p. 315). That does not mean which enterprise must lose its identity, but that must be opened to positive transformations, of improvement.

2.1. Aspects and characteristics of family businesses

Family businesses are increasingly present in Brazilian cities, mainly because many sons or grandsons decided continuing with their family businesses. From there, this kind of enterprise can be seeing as merely an opportunity of professional rise, or a way to continue some business, but no planning. Longenecker, Moore, Petty and Palich (2007) highlight which familiar business is one where one or more members of a family are owners or operating in set either by affinity or by familiar succession. The author states which this type of business is characterized so when it is passed from generation to generation. Proof of that is when the author highlights which 81% of parents want their children take their places.

According to Borges (2012) family businesses have been object of growing interest. Organizations like that can be found in several parts of world, having great representation in the market and an important social and economic repercussion, as in terms job creation as income generation. Despite, it has been the main characteristic of business from Picos city, in which will be realized the research.

A lot of aspects are linked to family businesses. The first is a competition between the family and the business. Longenecker et al. (2007) states family institution must come in first place before business. However, it does not always happen, because, for example, many managers sacrifice their families to be working until late. The problem is involved members in organization can have different thoughts, that will influence on taken decisions since one cannot agree with another.

Many family businesses have succumbed before great market competitive edge. This usually happens by lack of strategic planning, since a lot of its members get in conflict on time to take decisions. Therefore, according

Oliveira, Albuquerque, Pereira & Borges. (2010), finding a balance between personal interest and organizational objects can be a main point to survival of family organizations.

Miranda and Grzybovski (2012) approach three types of family businesses. The first, the traditional, correspond to enterprise of closed capital, with little administrative and financial transparency, in which family has a complete domain of the enterprise. The second is hybrid, it is enterprise of opened capital but the most of the shares are held by the market and the family still has influence by the meaning equity share or by solidity of name in market. The author also quotes positive and negative aspects about family enterprises. Some negative points are interest conflicts between family and enterprise; misuse of enterprise resources by family members; lack of financial planning system; lack of good politic of product and market; the employment and promotion from relatives by favouritism not by competence. Positive points are: employees usually are more loyal due to proximity to family; the enterprise name represents its reputation since it is passed by relatives; the well successful succession makes enterprise more respectable; the harmony between shareholders and leaders help on different processes of taken decisions, mainly communication; the decision systems of family enterprise are more lean and fast; it has some political and economic sensibility, being more aligned with national and regional interest; the family's generation in successions allows a link between past and future, preserving values from founder and personal vocations. The last one also can seem as negative, whereas the managers can live on present based on the past, however, the yesterday needs may not be today's, and market requires innovation. (Miranda & Grzybovski 2012).

2.2. Advantages and disadvantages found in the implementation of the strategic management into family businesses

The family's members can contribute to success of the family businesses. However, the family links do not necessarily create skills and competences so that these members take positions in organization. As the decisions, they must be taken of responsible manner, avoiding the family's factor be taken into account. Wherefore, it is important treating of the advantages and disadvantages linked to this process.

2.2.1. Advantages

Centurion and Viana (2012) defend living together and performances of worked activities are important. Therefore, despite of family businesses joining these two necessities, making job more productive and harmonious, in case it does not be well administrated, it can bring serious problems. As to harmony which this type of problem must offer, it is said several roles should be completed by people from family, which makes enterprise development easier because the interests are unified. It also for the creation from an enterprise, investments and even personal sacrifice end up relieved.

Hence, the enterprise under family management has own advantages which can make it viable and take it to the success way. However, this kind of administration presents a lot of disadvantages and confronts challenges which can destroy the organization if they do not face rightly, which is cause of many enterprise declare bankruptcy in the last years (Centurion & Viana, 2012). For Longenecker et al. (2007), one advantage of the family businesses is the power of family relations. The author explains which if the family businesses go through difficulty, their members cannot leave it. The survival chances of a family business are more than others, since in case the enterprise goes through difficulty, its members give up buying other goods or receiving earnings, for financially saving the organization, what would not happen in other enterprise, because employees which have no relation of blood link or commitment to the company, would leave it.

According to Longenecker et al. (2007) other advantage is which family businesses use family component in their promotions, which makes them different from others. These promotional campaigns tend to transmit which enterprise managed by family has more commitment with business, high technical standard and personal commitment in attending all its customers. The author also adds the knowledge of an specific enterprise; shared social networks, helping to ensure future performance of business; focus on long term; preservation of the business reputation; low cost with control in which by fact of the main employees from the family businesses have ties and mutual commitment, the enterprise can reduce its cost with elaborated system for decreasing theft and to monitor work habits of employees.

2.2.2. Disadvantages

The lack of knowledge by managers is a fact which can be unfavourable in these organizations. As Maehler e Venturini (2011), in micro and small enterprise, the competition through economy of scale is decreased, therefore, the differentiation by new products is an alternative for them to be opposite the market. It is needed consequently which be encouraged the creation, the sharing and transfer into organizations, seeking the creation of able enterprises of compete on knowledge society, in which is needed commitment and update managers. Whereas the

family businesses involve business of family, the taken decisions can create many conflict, especially at time develop a strategic management in the organization. This can happen by many points.

The difficulty of perception is one of the obstacle faced at time to install a strategic process in family businesses, which according Costa (2007), is what blocks the risk situation and opportunities. It would be, therefore, a lack of systemic view. The lack of systemic view can create another obstacle, which is a lack of opportunity perception. Costa (2007) says that opportunity does not wait by manager's perception, simply they can pass, and the leader will not get success in his organization because missed opportunity.

The organization cultural can be another obstacle to implementation from strategic management in organization, because the practices and rigid and past beliefs in the organization can difficult the critical and objective view in relation to enterprise future, blocking innovation by the managers.

No matter the factors which began the success in the past, none can ensure these same factors will continue acting in the future, or worse, which will continue being differenced that ensure the pioneer position and future leading in organization. The success of the past, and perhaps the present can also cause failure in the future, in case there is no change in mentality and behaviour of managers (Costa, 2007, p.24).

In view of, it perceives which an organization cannot guide its actions in past facts, since market change are all the days, requiring innovative positions by the managers. Ultimately for the family enterprise get success, it is needed its managers are open to the new, to the market has to offer, mainly to the strategic planning. It can see then, in the managerial world, the influence of country's culture directly reflects on management forms, mostly when analyse imported management models, which often are implemented in Brazilian organization or brought by multinational. It's important that to note most part of these models and management practices can fail or being shy in their results, just they have no support in strategic management, which is essential for survival of organization.

2.3. Management and strategic planning

Each organization has a type of leading with different thoughts, i.e., each professional has own thought when talking from its organization. In this context are inserted those which plan and execute, and those which do not.

Though, all enterprise which want growing and develop itself in market must have a professional which plans with details its own ideas (Costa, 2007). The author's thoughts point out to necessity has in organizations, committed employees and managers with future of organization and which has many skills.

A lot of enterprise do not grow because have in its management traditionalist employees which do not get define strategic plans, what is so important in any enterprising decision. According to Nedeff, Dalberto, Toni, Milan e Barcellos. (2011).

It's possible to say which strategy is a set of guideline to steer given situation. In this case, the strategy is previously elaborated to action, in the most case is explicit, showing a formal planning. It can consider that strategy might be a formal and specific plan for choices of organization in setting, ensuring objectives being reached (p.3).

As noted, strategic planning is important for that goals and set objectives are achieved. For this, it is needed an informed manager, what is necessary for success of any enterprise. When it speaks of good management necessity Longenecker et al. (2007) states which a good manager has noting some points, encourage new ways thinking and recycle strategic understandings, attracting and keeping excellent managers which don't make part of family. Moreover, it must create flexible and innovated questions in organization; creating and conserving capital; preparing successors and finally, exploring the exclusive advantage of has family businesses.

Unlike it was said in last paragraph, there is still professionals with traditionalist view, i.e., for them is very difficult to define a planning based in efficient strategies, because they usually live in past situation. For better understanding of these aspects, Costa (2007) explains this type of manager uses in present actions from the past, so that, so they pay attention only present actions, they can act of reactive way in relation to future impacts, real or probable, positive and negatives which can happen around you.

According Volberda et al. (2011), strategy competitive is reached when an enterprise formulates and implements with success a strategic of value creation. The strategy is an integrated and coordinated approach, a set of commitments and shares designed to develop and explore essentials competences and getting a competitive advantage. When enterprise choices a strategy, they make choices among current alternatives as a way to decide

how reaching its goals. In doing so, the chosen strategy indicates what enterprise will or won't do. Crook, Ketchen, Combs, and Todd. (2008) notice effectiveness of the implementation from family businesses and shares of formulation growing when these formulations are effectively applied. The process of strategic management is from dynamic nature because market is changing and the competitive structures are coordinated with an enterprise in evolving.

Therefore, the family businesses can be a well competitive and strong trade in market. It will depend from good practices of management, a good strategic planning which will allow to market developing itself. If it neglected, the success of enterprise may be impaired and family relations will have more conflicts.

3. METHODOLOGY

The current survey is exploratory by a data collection which seeks studying the personal relations in the studied enterprises and believing the approach to the object of study makes necessary. The survey is qualitative whereas seeks to explain the phenomenon through essence of object and it's necessary a literature for explain it.

In accordance to Vergara (2007), the exploratory research is held in areas where there isn't literature about theme, beyond does not admitting hypotheses.

The survey was conducted in city of Picos, Piaui, Brazil. The city was chosen for it is the city of Piaui which more growing in market, with a higher revenues to the other cities from state, equating to Teresina, the capital. The city is considered the second largest crossing road of Brazilian Northeast, receiving people from other states. It has highlighted for having a big number of family businesses which are passed from parents to children or constituted by spouses.

It had as target of survey a group of eight family businesses, in which was researched the main manager of each one. For getting necessary data was adopted a semi-structured questionnaire with twenty questions, divided in: identification from studied manager and enterprise; organizational structure and policy; values and beliefs; organizational culture; decision making; strategic management and process of management succession.

For analysis of data it was used *Microsoft Excel* which helped in construction of tables, taking up also content analysis to better interpretation from speaks of managers. This technic is used when the author wants identify what is being said about some subject, allowing inferences of relative knowledge to production condition (Vergara, 2008).

4. ANALYSIS OF OUTCOMES

The group of family business chosen for the survey has been worked in picoense market for nine years, highlighting in the branch of foreign products in general, clothing, artificial floriculture, restaurant and drugstores. It has currently eight stores, all of them administered by managers from family, according to the Picture 01.

Picture 1 – Profile of interviewed managers and enterprises.

MANAGER	SEX	AGE	SECTOR OF ENTERPRISE	SIZE	INVOLVED MEMBERS IN MANAGEMENT
A	Male	29	Trade	Small	2
B	Female	30	Trade	Small	5 or more
C	Female	32	Trade	Small	5 or more
D	Female	36	Trade	Small	5 or more
E	Male	33	Trade	Small	5 or more
F	Female	34	Trade	Small	5 or more
G	Female	38	Trade	Medium	5 or more
H	Male	40	Trade	Small	5 or more

The data collected in this survey show enterprise are constituted in most by female managers, as total of five. All of organizations are located in trade sector, and only one has midsize. Beyond, the management of all enterprises is concentrated in only one family.

In the sequence will present the variables which concern to organizational structure and policy, values and beliefs, organizational culture, decision making, strategic management and process of management succession of enterprise.

4.1. *Organizational structure and policy*

According Longenecker et al. (2007), for that there is good management into organizations is needed managers are excellent and if possible don't make part of own family. For this reason, it was asked to the interviewed if in policy of enterprise roles, people which occupied tactical and strategic roles had a technical capacity or by personal relation with owner.

Table 1 – Policy positions in enterprise

Alternatives	Enterprises	Total
People occupy positions according to their technical capacity.	G	1
Occupied positions for being family's member.	E, H	2
Occupied positions by those are not family member.	None	0
It is taken into consideration technical capacity and to be family member.	A, B, C, D, F	5
TOTAL		8

The Table 1 presents which most part of studied organization takes account the technical capacity, however, is necessary have a good relations with family. Complementing answers, the manager A said which they plans to hire more advanced professional to manage the enterprise. Miranda and Grzybovski (2012) drew attention to aspect improper hiring of relatives, the author highlighted including it as negative aspects in organization, when the family favouritism takes place to competence.

4.2. *Organizational Culture*

Araújo and Garcia (2009) drafts the importance of does not stiffen the organization in sense of close to external changing. One of points to be observed is the constant improvement of organizational leaders, which cannot permit the culture prevent positive changing. Thenceforth, it appeared question about enterprise improving or not the continuing education of its managers, according to Table 2.

Table 2 – Program of academic background for its owner and heirs.

Alternatives	Enterprise	Total
Enterprise encourages its owners and heirs to go to college.	A, E, F, H	4
Owners and heirs already have degree.	None.	0
Enterprise does not encourage academic degree to its owners and heirs.	G	1
Owners and heirs do not want academic degree.	B, C, D	3
TOTAL		8

The answers show four from these enterprises improve its managers and employees to have a university degree. One of these organizations said it does not receive improvement. This can create a hindrance to growth of enterprise, since continuing education is necessary to business improvement, mainly in so competitive market. Three of these managers said that they do not seek for college degree, so closed vision, because is not only necessary study in university degree as well as improvement courses for bring new ideas to organization and develop it. The factor of does not improve continuing education of managers can be linked to closed culture of enterprise, because according Mintzberg (2007), it influence style of thinking beyond to confuse the process of creation of strategy. By the fact to be in market just for nine years, all enterprises are in stage of organizational development, seeking new markets. Beyond, according to the questionnaires, all managers said work together other partners.

4.3. *Values and beliefs*

Other aspect approached in survey was values and beliefs more significant to organization. It is important to highlight which organizational values are beliefs and attitudes which give a personality to enterprise, in manner to be defined an ethics to performance to people and organization as a whole. The successful businesses are supported in values such as: honesty, quality, transparency, valuing people and their life quality, team spirit, respect to customer, social and environmental responsibility. It was used two questions, such as: past experiences have a strong influence on currently taken decisions; close relation between enterprise and family; formality; informality; relationship between enterprise and cooperator. By the way, here are the answers.

As answer of questionnaires, 3 managers said are “significant” which past experiences have influence on take decisions currently. 4 said “little significant”. 1 said “insignificant”. Costa (2007) said which no enterprise currently can deal its present actions as was done in past of enterprise because it will not assure the same results. It perhaps may be an obstacle in “implementation” from strategic management more effective in these organizations.

It is also approached the “narrow relation between enterprise and family”. For this question all of interviewed answered “very significant”. As seen in Longenecker et al. (2007) into family businesses the personal relations should further the work environment and taken decisions. However, the manager must take care for that personal relations do not create conflicts, since the family institution should come in first place. Whereas in questions of “formality” and “informality” all of them said that the first was “very significant” and the second was “insignificant”.

In the aspect “between managers and cooperators” Centurion and Viana (2012) approaches family business must provide a good living together between its co-operators and managers, but if this factor is not well administered, it can bring several problems to the success of businesses. About it, 5 of interviewed said “very significant” and 3 said “significant”. This good relationship is needful for that enterprise has visibility in market.

It was asked to managers if in enterprise was notorious the presence of values and beliefs practiced and introduced by the founders and members from family-enterprise and which would be the values and beliefs. According the managers “We believe in set force of family entrepreneurs, where they are able to develop a skilled labor together with cooperators that seek satisfaction of customers (manager A)”. “Yes, it is visible the values and beliefs in our enterprise. We can see respect, honesty that are followed examples through teaching of father and enterprise founder”.

Longenecker et al. (2007) detached about that, which family enterprise has a positive factor, which is union of members, as said manager A, i.e., the success of organization will depend how family will remain unity in face to difficulty. According still the author, enterprises which are managed by family have more commitment with business, beyond ethic and quality commitment to serve customer. The authors also agree which these values and beliefs influence in enterprise management.

4.4. Decision making

The family businesses have a lot of negative and positive points as viewed in survey and evidenced by several authors. In order to know if managers had knowledge about that, it was asked what are advantages and disadvantages they viewed in enterprises theirs.

“Advantages are due to a clear and opened relationship, i.e., a better understanding. Disadvantages can be opinion conflicts, to know separating family from business (manager B)”.

“Advantages are: more confidence in developed activities, commitment with enterprise brand. Disadvantages are: differences of ideas in taken decisions and fostering to family member (manager C)”.

Within the reports, the authors know about negative and positive aspects of have family business. They quote as advantage the relationship, what was seen in Longenecker et al. (2007). Disadvantages include family conflicts, favouritism and differences in taken decisions. So that observed how taken decisions happen, it was asked how happens the decision making in the enterprise.

Table 3 – Conduction of decisory process.

Alternatives	Enterprises	Total
Centralized (one only performs taken decision).	None	0
Decentralized (a lot of managers take decisions).	None	0
Generally, all are in consensus.	F,G, H	3
Indefinite (someone who better understand it, take decision).	A, B, C, D, E	5
TOTAL		8

According to data shown on Table 3, three of managers said taken decisions are taken by all members, since they are in consensus. While 5 of them said “indefinite”, who taken decision is taken by a person has largest knowledge theme. Costa (2007) observes that for growing of enterprise is necessary a committed employee with future from

organization, which takes correct decisions and mainly, it has dialogue with its employees because only then a planning can be well executed and a problem can be solved.

4.5. Management Strategic

Being for planning itself, it was asked to managers if enterprise had a formal and organized strategic planning. Their answers can be observed in Table 4:

Table 4 - Formal strategic planning, organized and updated.

Alternatives	Enterprise	Total
No, enterprise have no strategic planning.	None	0
Yes, enterprise has a strategic planning, however is outdated.	None.	0
Yes, enterprise has a strategic planning which is often seen.	E, F, G	3
Enterprise has an operational planning held day by day according to demand.	A, B, C, D, H	5
TOTAL		8

The 3 managers from enterprise A, F and G said which enterprise has a strategic planning and it is done with frequency. The managers of enterprises A, B, C, D and H said this plan is done by necessity of organization. It perceives in this point, disorganization by the most, because planning actions must be done monthly or bimonthly, and then, must have meeting with purpose to observe which goals were raised and which goals have not been achieved for that managers can make new plans.

Volberda et al. (2011) quotes which strategic planning can be implemented of communicative and participative manner and, for that, managers must have commitment and dedication. It is only with a continuing planning enterprise will know which planning must follow. Mintzberg (2007) also detaches the importance of suitable strategic planning, because according him the manager must draw goals, evaluating the external and internal conditions of enterprise, after then, evaluating strategies and mainly operationalize it. It asked with this planning taking into consideration personal relations of enterprise, it was implemented (see Table 5).

Table 5 –Implementation of strategic planning.

Alternatives	Enterprise	Total
Simple or normal manner, so that managers and other employees do not resist to implementation of it.	None	0
Disorderly manner, there is a resistance of people due to beliefs, ideas and existing attitudes.	None	0
Centralized manner, so that strategies are shared only with management, other employees do not participate of process.	None	0
Communicative and participative manner, so that convened all to participate of process.	A, B, C, D, E, F, G, H	8
TOTAL		8

According to managers all of them perform a strategic planning of communicative and participative manner in order to all of organization participate in. Costa (2007) talking about strategic planning says which, although leader having different thought in organizations, they can observe if this plan is according to organizational culture and if it is taking into consideration future actions. In case of planning does not be participative, management practices can fail or be shy.

4.6. Management Succession

The last question asked to managers was management succession in enterprise (see Table 6). According to the managers, one of enterprise already has begun the succession project. In other seven enterprises not yet started a succession project but already there is specific person in family for that. Longenecker et al. (2007) said that prepare a family member for a career and, specially, take on leading in organization is hard and frustrating. The management and professional requirements of enterprise tend to get linked with feelings and interests of family. The survey confirmed it because despite they do not start process, almost all enterprises already defined successor, what is a problem, since not always talent of a good manager can be in family. It is because question of competence is criticism and delicate. It does not mean a member which has no skill in administration cannot develop it. Young must not receive a so criticism judgment before show their potential. There also a lot of would-be successors that

cannot want take the lead because reluctance of owner manager in delegating responsibility in actual manner to them.

Table 6 – Succession process of formal manner.

Alternatives	Enterprise	Total
Yes, it began succession planning.	A	1
Yes, but have no yet a defined successor.	None	0
No, but it has a defined successor.	B, C, D, E, F, G, H	7
No, there isn't no successor or planning.	None	0
TOTAL		8

In summary, family businesses have a lot of negative and positive points. It will depend how they will manage and how will their strategic planning. For this, it is necessary a commitment manager with a view of trade and from future of enterprise, which does not guide its actions only in past decisions or organizational culture, which in most, stiffen all decisions.

5. FINAL CONSIDERATIONS

This survey had as objective analysing logic of personal relations in group family businesses of Picos, approaching the formulation and implantation of strategic management. This survey is significant for being a pioneer study about theme.

The survey pointed out that eight evaluated family businesses are administered by family members, which increases family ties and improves making decisions. Data also shown which there are more than five members involved in business management, what must confuse at time of making decisions. The interviewed pointed out this aspect as negative point of family businesses.

As the manager, the most people answered which must be family member and having a technical knowledge. It understands which this can confuse the organizational development, because enterprise stops receiving an external professional with knowledge to taking on role. It is known that managers can contribute to development from business beyond bringing innovations. It point out which enterprises still have a closed organizational culture and a trend to failure in future. The most answers pointed which enterprises do not improve training of managers, or in internal and external training, what can influence of negative way the organization's competitiveness.

The values and beliefs indicated by managers can influence in administration, in order to make the enterprise strong and organized, creating a competitive advantage. The most cited were: ethic, commitment and quality. The most answers showed which enterprises have a fail strategic planning because they only perform as required by organization. It must be done monthly for enterprise know which goals were reached and which goals must be drawn to next period. About guideline used in strategic planning there was a contradiction in managers' answers which, according them, it is based on construction of scenario. However, previously, they said which planning is done according demand.

In general, it notices which organizations need improve their management practices, taking care the suitable strategic planning. In concerning to family's union, it sees enterprises have a strong tie among members. Therewith, it concludes which the purposed goal by the survey was reached, noting in the studied enterprises the personal and family relations influence on taken strategic decisions, because they present a closed organizational culture, based on past decisions, preventing which new knowledge are achieved.

Concerning to future researches, it suggests must be done an analysis of cooperators' opinion for comparing to managers' answers. The goal from this comparison is detect evident contradictions with application of questionnaire for them, and thus be able to complement the study of family businesses.

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