Annexure 1

Family Business Questionnaire

The following is a family business questionnaire which provides an initial assessment of your situation and should only take a few moments to complete. The questionnaire will enable us, in the first instance, to understand family business better, and gives an opportunity to focus on the importance of a healthy family business as part of a research study that we are undertaking at the School of Management Studies, University of Hyderabad, Hyderabad.

Personal Data

1. Name (optional):
2. Age: (1) 20-30 (2) 31-40 (3) 41-50 (4) 51 & Above
3. Marital Status: (1) Single (2) Married (3) Divorced (4) Widow
4. Education: (1) SSC and Below (2) Intermediate (3) Degree (4) PG (5) Technical/Professional
5. Work Experience: (1) 0-1yrs (2) 2-3yrs (3) 4-5yrs (4) 6 yrs & Above

Organizational Data

6. Name of the Organization:
8. Activity of the Business: (please tick one or more businesses you are into)
   (1) Manufacturing (2) Trade Sector (3) Service sectors
9. Current Location:
10. Generations in family business: (1) First (2) Second (3) Third (4) Fourth (5) Fifth and Later
11. Number of Family Members Involved in the Business: (1) 1 – 5 (2) 6 – 10 (3) 11 – 15 (4) 16 & above
12. Number of women in the business: (1) 1-2 (2) 3-4 (3) 5-6 (4) 7-8 (5) 8 and above
13. Role of Respondent in the business: (1) Business Head (2) Financial Director (3) Accounts Manager (4) Human Resource (5) General Manager
14. Number of employees: (1) 1-10 (2) 10-20yrs (3) 20-30 (4) 30 & Above
15. Reason to Join the Family Business: (1) Loyalty (2) Obligation (3) Grow the business (4) Responsibility (5) Co-preneurship

Prioritize the following Business based and Family based factors as per their importance in Family Business Management. Please mark your preference on a 1-4 scale on each of the items given below.

(4. Strongly Agree, 3. Agree, 2. Strongly Disagree and 1. Disagree)

**Perceived Success**

- Our family business had experienced growth in the turnover over the past two years (4)
- I experience my involvement in the family business as rewarding (4)
- My involvement in the family business has contributed to my own professional growth and development (4)
- I am satisfied with the way that my family members and I work together (4)
- My involvement in the family business has been beneficial (4)
- I am willing to transfer control of the business to my children (4)
- I enjoy working with my family members in our family business (4)

**Firm Performance**

- Our family business is profitable (4)
- The financial well-being of our family business is secure (4)
- I regard our family business as being financially successful (4)
- The family business performance is outstanding (4)
- Our family business has experienced growth in employee numbers over the past two years (4)
- I am willing to transfer control of the business to my children (4)
- Our family business is financially secure (4)

**Business based factors**

**Succession Planning**

- I am willing to transfer control of the business to my children (4)
- The person who will take over this business when the current owner retires has already been identified (4)
- The person who will take over this business when the current owner retires is being prepared for his/her future role (4)
- I have a plan or process in place to develop the next generation (4)
- There is a proper succession plan in place for this business (4)
- Replacing the current owner with a successor will be done in good time (4)
- The identity of the successor to the current owner has been communicated to all concerned (4)
There are efforts so that future generations will have more equal ownership (per capital) regardless of size of different branches.

Family member has been identified as the next business leader.

Professionally Managed

I consider a major influence on both the strategic orientation of the company and its operative business activities.

I combine family, ownership and management for the betterment of the company.

It is more difficult to decide on how to expand, particularly in the field of globalization/internationalization.

It is difficult when formulating business strategies and designing corporate structure.

My company is aware of the necessity and practical information on how to design and implements it.

My company has a written strategic plan.

This strategic plan been communicated to family members, staff and advisers.

I formally assessed the business’s capacity to fulfill your strategic plan.

I have the same status as other members do (does) in the family business.

I improve my business and management skills through regular training.

I regularly conduct market and customer analysis.

Governance

I trust my board of directors.

Business partners and clients appreciate my family character and aspects such as high commitment and loyalty.

Specific governance instruments are required for complex interrelationships between the business and the family spheres and the potentially high number of stakeholders involved.

I am satisfied with the internal and external stakeholders (mainly family, clients, employees, local community).

Keep the board of directors informed about family views about the company and maintain a dialogue with the board about key business policies and plans.

Employees respect to my status like other family members.

I look for independent directors who are supportive in nature.

We trust the judgement of the directors in making decisions in the business.

the directors that take the lead in our business are very knowledgeable concerning our family business operation.

Role Conflict

I wont spend time with my family as often as I would like to.

Role conflict can be easily managed.

I receive incompatible request from my family members.
4 3 2 1 I do not have any family fears which I cannot understand
4 3 2 1 I spend time with my family as often as I would like
4 3 2 1 Dissent is accepted among family members so that people may express different views to management
4 3 2 1 The family spends lots of time with each other away from the business
4 3 2 1 Managing conflict regarding ownership is easy

**Strategic Planning**

4 3 2 1 The long term strategies of this business are planned long in advance
4 3 2 1 This business has a clear long term vision
4 3 2 1 This firm has a formal strategic planning process in place
4 3 2 1 This firm has a written strategic plan
4 3 2 1 This firm plans years ahead
4 3 2 1 This business has a formal business plan
4 3 2 1 This business has proper planning processes and procedures in place
4 3 2 1 we assessed the business’s capacity to fulfill our business strategic plan

**Family based factors**

**Trust /Values**

4 3 2 1 The family members in this business trust each other
4 3 2 1 The family members have confidence in each other’s business capabilities
4 3 2 1 The family members have a high regard for each other’s integrity
4 3 2 1 The family members have confidence in each other’s decision making abilities
4 3 2 1 All family members believe in each other
4 3 2 1 my decision are based heavily on family values
4 3 2 1 I am very much respectful of tradition
4 3 2 1 I am a promoter of change
4 3 2 1 Wealth preservation a key objective of owners
4 3 2 1 Entrepreneurship more the focus for our company
4 3 2 1 My family is balanced with business values

**Family Harmony**

4 3 2 1 The family members in this business respect each other
4 3 2 1 I plan according to the requirement of my family’s interest
4 3 2 1 All family members in this business are allowed to contribute to decision making
4 3 2 1 In this business, family members are concerned about the well being of other family members
4 3 2 1 -------There is hardly ever any conflict among family members in this business
4 3 2 1 -------In this business we solve potential problems among family members before they occur
4 3 2 1 -------In this business, all family members support each other
4 3 2 1 -------My company does not have a good image in the market
4 3 2 1 -------As I look back on my life’s work, I am proud of having helped to create a company of its value, image, practices and success
4 3 2 1 -------I am influenced by the family’s image in ways that are good for the business, the family and society at large
4 3 2 1 -------My business is benefited by a good reputation in the market
4 3 2 1 -------I work hard for the reputation and image of the company
4 3 2 1 -------I think of globalization because of the image of the company and family

Commitment

4 3 2 1 -------I strongly identify with this business
4 3 2 1 -------I am committed to this business
4 3 2 1 -------I strongly associated with what this business stands for
4 3 2 1 -------Even if I get the opportunity to leave, I would continue working for this business
4 3 2 1 -------I want to continue working for this business for some time still
4 3 2 1 -------I will not be looking for an alternative business soon
4 3 2 1 -------I am willing to put in a great deal of effort beyond that normally expected in order to help the family business be successful
4 3 2 1 -------I support the family business in discussions with friends, employees and other family members
4 3 2 1 -------I feel loyalty to the company
4 3 2 1 -------I find that my values are compatible with the business’s values
4 3 2 1 -------I am proud to tell others that I am part of the family business

Open Family Communication

4 3 2 1 -------there is adequate Communication in this business
4 3 2 1 -------There is free and open communication between me, family members and Managers
4 3 2 1 -------Communication is much more complicated
4 3 2 1 -------The family members are well informed of what happens in this business
4 3 2 1 -------You listen to family and non-family employees alike, and to shareholding family members not involved in the day-to-day running of the business; my communication is two ways
4 3 2 1 -------The family attempt to be of one voice in communications to managers in the Business
4 3 2 1 -------in our family business we discuss the issues that may arise between us
4 3 2 1 -------we freely express our opinions about day-to-day decisions in the business with each other
Annexure 2

Age of the respondents

Education of the Respondents
Marital Status

Work Experiences
Year of joining the Business

Activity of the Business
Generations in the family business

Number of family members involved in the business
Number of women in the family business

![Bar chart showing the frequency of women in the family business group by number of women.]

Role of women in the family business

![Bar chart showing the frequency of women in the family business group by role.]

number of women in the business

frequency

Role of respondent in the business

frequency

Role of respondent in the business

Number of women in the family business

Role of women in the family business

243
Reasons to join the family business

- Loyalty
- Obligation
- Grow the business
- Responsibility
- Co-entrepreneurs

Frequency chart showing the distribution of reasons for joining a family business.
Annexure 3
List of Family Business


<p>| Karnataka | Deepti controls, Zoom Technologies, Tupperware Pvt Ltd., Photonics Ltd, Virgo Ltd., Apollo packer and movers, A A Architect, Adarsh Marketing Services, Energy fitness Ltd., Affinity international, Euro kids, Little elly-pre concept school, Madhu industries, Venpack Thermals, Lead and logic pools and fitness, Irest technologies Pvt. Ltd., Sleek electro polymers Pvt. Ltd, Vimala impressions, Tarish consultants, Srujana music school, Sharon food, Foto zone, Anand printing, Spoorthi ads, |</p>
<table>
<thead>
<tr>
<th>Area</th>
<th>Businesses</th>
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<tbody>
<tr>
<td>Maharashtra</td>
<td>Archies limited, m/s dhan laxmi india, Arts collection in, Bmpys marketing Pvt Ltd., Aks furnitures, Indotec chemicals and polymers Glory dragon enterprises, Balaji venture, Veetee fine foods ltd, Oriflamme india pvt ltd, Indo cosmesi pvt ltd, Rasoi vanaspati industries, Kundan edible products ltd, Kailash ribbon factory ltd Hello minerals water pvt ltd, Einheit attorney and solicitors, BM corporate solutions, Advance consultancy services, Mamta creations, Amita school project, Homemade help desk, Abc technocrats, Roma charts, G arts, ACE international, Adf foods ltd, Al wafer co., AK sales corporate, AG sons, AG beverages, Ac humidification engineers Pvt Ltd, ACE international, Varrenyam consultants pvt ltd, Saksham pharmaceuticals, Sg mediscience, Oriental edumed pvt ltd, Akriti softwares, Cpro it serices pvt ltd, Seed organization, Bag poly international p ltd, Bajaj packers, Zeenat packages, Bhihkaram chandmal, Sofia raj chocolates, Victor foods indai pvt ltd, Whitefields international p ltd, Wintech taparia ltd, Amit fruit processing industries, Bhakra industries ltd, Bharat bio products</td>
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<tr>
<td>Region</td>
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<tr>
<td>Tamil Nadu</td>
<td>Nizam food product, Sakthi farms and traders, Lakshimi spirulina farm,</td>
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<td></td>
<td>Marva enterprises, Aarbee enterprise, Veg india exports, Venkatesa</td>
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<td>refineries, Venus health care, Victor foods india Pvt. Ltd Wings</td>
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<td>enterprises pvt ltd. Bharathi impex, A alangaram, Abc plastic industries,</td>
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<td>Adr agencies, Agk plastic industries, Yem ess pee poly india ltd, Avanthi</td>
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<td>stores, B N sharma and company, Bafna industries, Bagavti industries,</td>
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<td>Bags India, Campion business associates pvt ltd, S k enterprise, Sam</td>
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<td>turbo industry ltd,Spark health care, Venkata sai plastic, Nxhr healthcare,</td>
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<td>Gujarat</td>
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<td>packaging firms Spark health care Venkata sai plastic, Nxhr healthcare,</td>
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