

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

ERASMUS CENTRE FOR FAMILY BUSINESS



leading the
next generation
of **family
business**

The business school that thinks
and lives in the future



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The Stiho Group is a family-run supplier of building materials. The company was founded by Gerrit Sijbrand Pelt in a vaulted cellar in Utrecht's city centre in 1926.



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mission vision

The mission of the Erasmus Centre for Family Business is to contribute to the development and long-term viability of family businesses around the world through the provision of research on family business, development of family business leaders, and outreach activities.

Our vision is to be recognised as one of the leading centres in the development of research and intellectual capital on family business. As a leader in international family business scholarship, we develop, disseminate and share knowledge on the challenges involved in family, business, and responsible ownership, through teaching, development of educational materials, and outreach activities, in order to ensure the long-term viability of family businesses around the world.



“The Erasmus Centre for Family Business opens a portal for dialogue with family businesses. Research is placed directly into the hands of those who most need it and researchers can deepen their insights through being closer to the family business community. Through these relationships, we can deliver both research and business excellence.”

Steef van de Velde
Dean of Rotterdam School of Management, Erasmus University (RSM)

substantial in number and economic contribution

Family firms are the world's most common form of ownership structure and are often the hidden champions of the economy. While many leading companies are family-run, they are not recognised as such and yet family firms as a whole contribute a substantial proportion of employment and GDP. In the US, family firms are responsible for more than 60 per cent of the GDP and 58 per cent of all jobs. In Asia, family firms account for 50 per cent of all listed companies and account for one third of total market capitalisation. In the EU, 80 per cent of companies are family firms, accounting for 75 per cent of employment. In the Netherlands, 69 per cent of firms are family owned; they contribute over half of the Dutch national product each year.

NL 69%
FAMILY-OWNED
COMPANIES
50%
DUTCH NATIONAL PRODUCT



possibility for both resilience and constraint

With their substantial economic and social impact, family businesses often enjoy the following advantages over diversely owned firms:

- Longer decision horizons
- Greater resilience to crises
- Firmer commitment to their employees
- Embeddedness in their local community
- Increased concern for the environment

At the same time family businesses can be constrained by the same factors that give them such advantages. These factors include:

- Challenges in dealing with succession
- Introspection
- Family emotions brought into the boardroom
- Managerial entrenchment
- Insufficient transparency

creating visibility, developing community

Mainstream business research and dialogue currently under-delivers in recognising and developing solutions to the advantages and challenges inherent in family business ownership. The Erasmus Centre for Family Business will bridge this gap by combining world-class research with family business experience and talent. Its supportive global network will help family businesses retain and advance their strengths whilst identifying and resolving their current challenges.

The Erasmus Centre for Family Business is a research centre of the Erasmus Research Institute of Management (ERIM) – one of the top three business research institutes in Europe – and has been set up to attend to the needs of the family business community, following a call from business families. It aims to provide business families with a safe space to collaborate, network, research and learn, creating a common language whereby the needs of family business can be recognised and addressed.

“The Erasmus Centre for Family Business was created by business families for business families. Our goal is to increase awareness of the study of family business to the academic and business communities, and to highlight the importance of family business to the economy. Our interests lie in the challenges involved in responsible ownership through teaching, development of educational materials, and outreach activities in order to ensure the viability of family businesses around the world.”



Vanessa Strike, Scientific Director, Erasmus Centre for Family Business

Van Oord is a leading international contractor specialising in dredging, marine engineering and offshore projects (oil, gas and wind). They are an innovative partner for their clients and, for over one hundred years, have been helping to create the infrastructure for the world of tomorrow.



“Our family business was founded in 1951 by my grandfather and is currently thriving in the agriculture sector. The Governance and Strategic Challenges of Family Firms course gave me insights into the theories on family businesses, of which my family and I were not aware. For example, managing three different subsystems of the family business – ownership, family, and business – all need to be taken account of in different ways. Doing the course has kicked off important discussions of the future of the company, including succession. Having had contact with the Centre for Family Business, we are confident of making a good transition when this issue arises.”

Charlotte Persoon, Master's course participant,
Governance and Strategic Challenges of Family Firms

Activities of the Centre

The Erasmus Centre for Family Business will achieve its aims by conducting the following activities:

RESEARCH

Research at the Erasmus Centre for Family Business is led and directed by Dr Vanessa Strike in collaboration with a cross-disciplinary team of researchers. Undertaking international qualitative and quantitative research, the Centre's scholars investigate diverse issues such as governance, succession, strategy, advisors, responsible ownership, leadership and communication.

The Centre also looks at issues of financial control and corporate governance, the history of family business and the case histories of individual companies. For a list of our latest publications please see the Centre website www.rsm.nl/familybusiness

TEACHING

The latest research from the Centre, and other family business scholars, is brought together in the "Governance and Strategic Challenges of Family Firms" Master's course at RSM. The course is designed to assist those working in and with family businesses in the unique situations they face. Master's and PhD students can complete dissertations and theses in this topic. The Centre has also developed several teaching cases that can be used alongside, or independently of, its courses.

NETWORKING & OUTREACH

Bringing people together is a fundamental part of evolving and disseminating the Centre's research, and is important in developing the family business community. Through collaboration and new knowledge, the Centre is developing a vibrantly informed community of family businesses and academics with the organisation of symposia, presentations and networking events.

The Centre also functions as a platform for outreach where practitioners can support one another in the challenges and opportunities related to family business.

case study Ganong



Ganong is Canada's oldest confectionary company, founded in 1873 by James and Gilbert Ganong.

It was the first company ever to sell a wrapped chocolate bar, in 1910, and in 1920 created its still-popular Pal-O-Mine peanut and fudge bar. It was also the first confectioner in Canada to sell Valentine heart boxes. The company has a long-held reputation for being committed to its employees and its local New Brunswick community.

In the 1980s it readied itself for North American free trade with a new plant in New Brunswick and also started production in Asia. It currently exports throughout Asia, South America, the UK and Middle East, while staying loyal to its North American market. In 2008, Ganong selected its first non-family CEO and president, with David Ganong remaining chairman and controlling shareholder.

Directors and Researchers

Our academics display a wide range of experience and expertise, all of which are required to deal with the diversity of issues raised by family business.

For biographies of our researchers and Advisory Board please see the Erasmus Centre for Family Business website www.rsm.nl/familybusiness.

VANESSA STRIKE



Scientific Director
Erasmus Centre
for Family Business

Assistant Professor,
Department for Strategic
Management and Entrepreneurship

Research interests

Family business, entrepreneurship,
governance, comparative ownership
structures, and corporate social
responsibility.

ABE DE JONG



Professor of Corporate
Finance and Corporate
Governance

Research interests

Empirical corporate finance
including financing, investment
and corporate governance;
business and economic history.

J. (HANS) VAN OOSTERHOUT



Vice Chair of the Advisory
Board Erasmus Centre
for Family Business

Professor of Corporate
Governance and Responsibility

Research interests

Comparative corporate governance,
involving both comparisons between
different national corporate governance
systems, and comparisons between
different forms of enterprise organisations,
such as publicly listed firms, family firms,
and professional partnerships.

ARIE HEERSCHAP



Executive Director
Erasmus Centre for
Family Business

PURSEY HEUGENS



Professor of
Organisation Theory,
Development and
Change

Research interests

Comparative corporate governance,
business ethics, bureaucracy, and
institutional and demographic
theories of organisation.

Advisory Board

The Erasmus Centre for Family Business Advisory Board provides external guidance, advice and support to help the Centre achieve its vision. This is achieved through the recruitment of a highly talented and diverse Board, which meets regularly with the Centre’s management team to discuss the Centre’s strategic agenda, progress and action.

BOB DE KUYPER

Chairman of the Advisory Board
Former CEO of De Kuyper

JAN K. VAN OORD

Deputy Managing Director of
MerweOord B.V.

PIETER PELT

Director De Stiho Groep

LUCAS VAN MEER

Board Member
of the Bakkenist Foundation

REINHOUD RIJNTJES

Board Member
of the Erasmus Trust Fund

JULIETTE C. F. PETERSON

Peterson Control Group Union

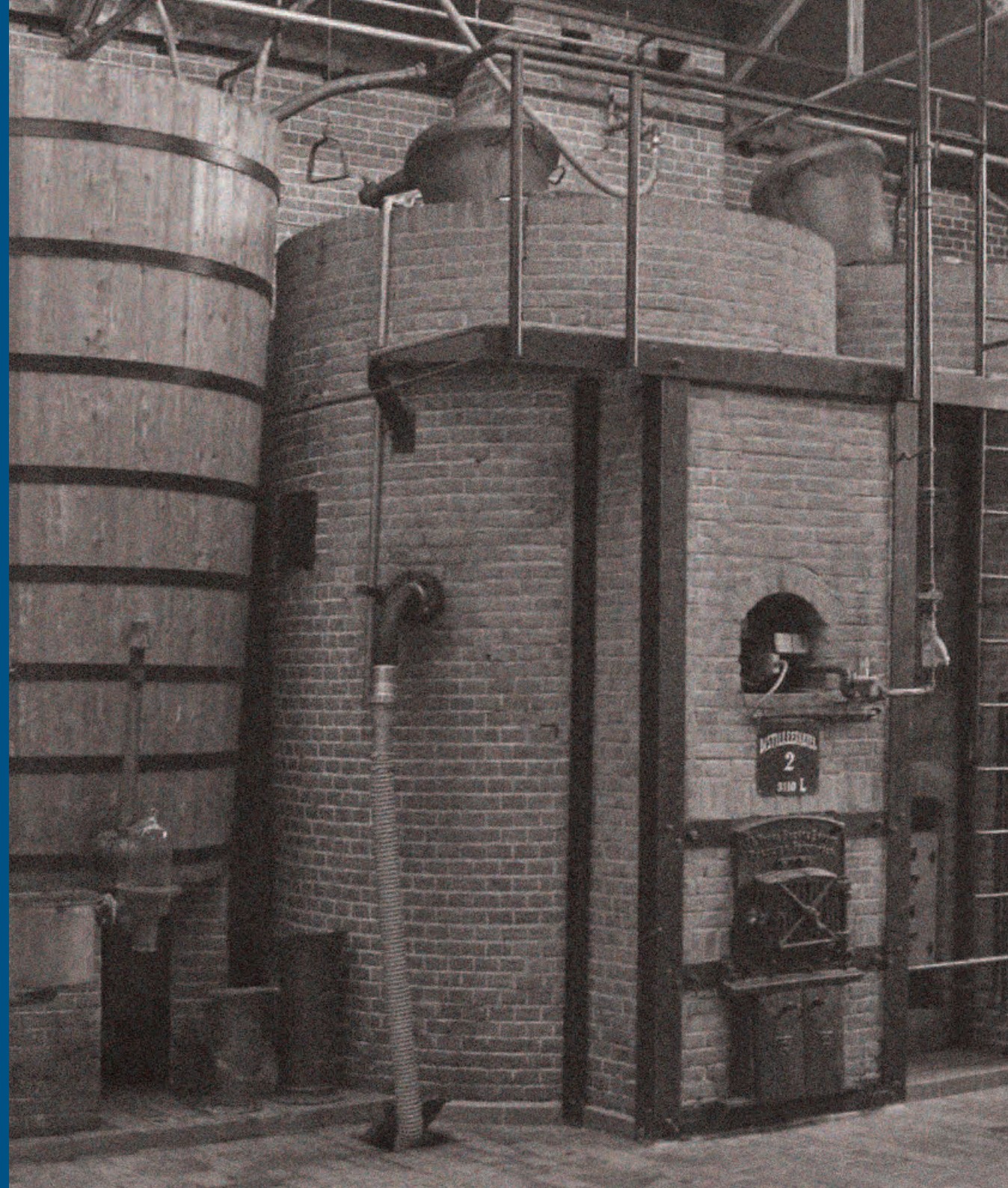
case study

De Kuyper



De Kuyper Royal Distillers was founded in 1695, and is the sixth oldest family business in the Netherlands. Originally a barrel (kuipen) maker, the company became a distillery in 1752 when Jan de Kuyper realised that the contents of the barrels were more profitable than the barrels themselves. The explosive popularity of jenever meant good fortune for the company that endured Napoleonic occupation and a World War before diversifying its range after 1920.

After WWII, the global popularity of cocktails meant further growth for the company, which by 2009 had become the largest brand of cocktail liqueurs in the world. Eighty per cent of its turnover comes from exports, with the brand used under licence in Canada and the US. The company owns brands such as Warnink, Peachtree, Mandarine Napoleon and Rutte, and is still fully owned by the family with the 11th generation now active in the business. In 1995 it was given the name Royal (Koninklijke) by Queen Beatrix in recognition of its enduring success.



“The Erasmus Centre for Family Business is an excellent initiative of the Rotterdam School of Management, Erasmus University. Many of its students will have careers at family companies and the Centre will provide the necessary learning and meeting place for family business, students and academics.”

Bob de Kuyper, Former CEO of De Kuyper



**Rotterdam School of Management
Erasmus University**

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