

SUMMARY OF MASTER'S DISSERTATION

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<p>Title: A Strategy for Family Business from Successors' Perspectives - Focus on the Obstacles in Succession Process</p>			
<p>Abstract The purpose of the research is to identify the core obstacle in family business succession, from both Japanese and Taiwanese successors' perspectives, by comparing successors in Japanese and Taiwanese family manufacturing SMEs. The originality of this research is that it compares the successors in two countries: Taiwan and Japan. Also, most of the studies in succession planning evaluate the successors' competence for the position based on the owners' perspective; however, this research takes a different approach, which is to identify the core obstacle in succession process, based on the successors' own perspectives. In addition to visualizing obstacles from the successors' perspectives, this research also applied a new way of using "five whys analysis." In ordinary five whys analysis, researchers apply the five whys analysis by asking whys repeatedly to delve deeper into a single cause. However, in this research, we tried to use the five whys analysis to delve multiple causes identified by brainstorming, and then pick two keywords from each of the five whys analyses. We then prioritized the keywords by the frequency of their appearances, and were then able to identify two major root causes to develop the hypothesis of the research. Qualitative analysis was applied in this study, including brainstorming method, five whys analysis, case study method (interview), and laddering technique. The sample size for case study was four manufacturing SMEs in Taiwan and three manufacturing SMEs in Japan. The Brainstorming method identified the possible obstacles for successors in family business succession. The possible obstacles can be grouped into three categories: successors' characteristics, external factors affecting the successors, and emotional factors affecting the successors. Based on the list of possible obstacles identified by the brainstorming method, we then composed the five whys analysis, to try to visualize the core reasons behind multiple obstacles identified in brainstorming. Based on the findings of brainstorming and five whys analysis, the hypothesis for this research was then developed: "The socio-psychological factors of pressure and responsibility are the core obstacles in family-businesses' succession from the successors' perspective." The laddering technique was then applied to visualize the causes of obstacles claimed by the successors in the interviews, and the reasons why it is important for the successors to overcome those obstacles. The finding from laddering technique was that although each successor believes in a different obstacle, the cause that contributes to the obstacles is the same: the successors' fear to lose the company and family pride. Interestingly, the reason why the successors need to overcome the obstacles is that they also fear to lose the company and family pride. In this research, the findings do not support the hypothesis. However, based on the findings from the interviews, we were able to identify successors' strengths and weaknesses in both countries, and we then composed a proposal for the successors and family business owners.</p>			
<p>Key Word(5 words) Family manufacturing SMEs, Successors' perspective, Obstacles in succession process, Japan , Taiwan</p>			