European family business barometer
Ireland 2018
Welcome to the seventh edition of the European family business barometer, a collaboration between European Family Businesses (EFB) and KPMG Enterprise.

Our annual survey this year received 1,576 responses from family businesses in 26 countries in Europe, including for the first time, from Ireland. Their responses reveal a continued confidence in the future of their businesses and family ties to the business.

In Ireland and across Europe, family and privately owned businesses face challenges on many fronts. They’re engaged in global competition to attract talent with specialised skills. An increasingly challenging regulatory environment has meant they can no longer depend on conducting business as usual. Growing political uncertainty combined with an unprecedented rate of change has left many businesses pondering what could be just around the corner. Despite these factors, family businesses continue to flourish.

Family business owners have traditionally kept an eye on the long term. The new reality requires these businesses to balance their instinct for long term planning with an agile approach to tackling the latest disruptive innovations. For many, that will mean embracing innovation to forge new paths in new, untapped markets. The foundation of their ability to overcome obstacles and find success will be through leading with their core values.
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Family business
Europe’s economic backbone

In this seventh annual edition of the European family business barometer, European Family Businesses and KPMG Enterprise explore key issues facing family businesses in Ireland and around Europe and share the perspectives of family businesses on a range of critical topics — including market confidence, growth, and operational challenges.

Kieran Wallace
Partner, Private Enterprise
KPMG in Ireland
Private and family owned businesses play a key role in the European economy; however, the significance of their contribution is rarely fully appreciated. Family businesses represent anywhere from 55–90 percent of businesses in Europe, depending on the country. They sizes are even more varied, ranging from small two-person operations to global enterprises employing thousands.

Confidence abounds
Irish family businesses have had a strong year of growth and are positioning themselves for further growth over the next 12 months. This, combined with a relatively favorable economic environment, has helped to spur the confidence of family businesses and their optimism for the future. In fact, 79 percent of Irish respondents to this year’s European barometer survey said they were confident or very confident about the prospects for their family business over the next year.

This confidence has been well-reflected in the strategic decision-making of European family businesses, including head count increases over the last year. Over 54 percent of survey respondents said that they had increased their staff complement over the past year, compared to only 41 percent in 2017.

At the same time, a majority of family businesses indicated they had significantly increased turnover over the past year. In this year’s survey, 63 percent of European respondents said that turnover in their company has increased over the past year.

Driving innovation
Innovation is top of mind for many family businesses in Europe. In this year’s survey, we found that family businesses are increasingly focused on driving innovation. The pace of change is rapidly accelerating, with new technology causing tremendous disruption across a wide range of industries. Companies across Europe are being pushed to make dramatic changes to adapt to new market conditions and to compete with new business models. Family businesses are rising to the innovation challenge, actively monitoring signals of change and streamlining decision making.

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While the pace of change may be accelerating, adapting to change is nothing new for family businesses. They have, after all, been embracing change for generations. Many of Europe’s — and the world’s — oldest companies are family businesses. Their ongoing survival is a testament to their ability to change with the times.

According to our survey, family businesses are not only thinking about innovation, they are making strategic investment as well. Innovation investments by family businesses have generally occurred as a part of their everyday business operations rather than through decisions made by separate research and development (R&D) or innovation departments. This operational focus should not discount the strategic importance family businesses are giving to innovation. The survey results showed that there is an increasing desire on the part of family businesses to not only be early adopters, but to become leaders who can spur new innovations.

Given that family businesses have had significant success with innovation investments to date, in terms of both their impact and their return on investment (ROI), it would not be surprising to see this desire turn into reality.

Looking ahead, innovation is expected to remain a significant priority Europe wide over the coming year. In the European survey, 24 percent of respondents listed innovation as one of their top two priorities. However, in Ireland moving into new markets (31 percent) and diversifying into new products (22 percent) were listed as the top two priorities.

**Managing challenges while remaining competitive**

While business families may be confident in their future outlook, they also face a number of significant challenges. For example, family businesses in Europe are facing more competition than ever before — not only from other family businesses, but also from public company counterparts.

Given our current era of rapid innovation, family businesses have also seen an intensification of the war for talent. This year, 53 percent of respondents across Europe identified the war for talent as one of their top three concerns. Increasing talent requirements are a natural consequence of bringing on the non-traditional and technical roles needed to drive innovation. The talent required to help family businesses
compete in the digital economy has proven to be in short supply and high demand — a phenomenon that is challenging given the strong innovation imperative most companies have.

In order to improve their competitiveness, family businesses are taking a creative approach to their talent management, developing unique remuneration, incentives, and benefits packages to enhance talent acquisition. They are also increasingly focused on becoming ‘employers of choice’ — embracing and promoting their unique value propositions in order to differentiate themselves and better attract talent.

**Planning for uncertainty**

Beyond operational challenges, one of the top issues for business families today is political uncertainty. Brexit continues to be top-of-mind for many family businesses, particularly in Ireland and the UK. In Ireland, political uncertainties are cited as the single biggest concern (21 percent) by respondents, reflecting the likely negative impact of Brexit on many Irish businesses.

Reflecting Brexit related concerns and a desire to move into new markets, 38 percent of Irish respondents increased their activities abroad in the last year.

KPMG Enterprise and European Family Businesses explore these findings and other issues facing family businesses in this edition of the *European family business barometer*. We hope you find this report insightful and helpful for achieving the results desired by your family business.

If you have any questions, feel free to contact us. For more on the report methodology please see the methodology section at the end of the report.

Irish private and family owned businesses play a major role in our economy. This report highlights both their key concerns and their ambition - particularly as it relates to issues such as succeeding in new markets.

*Olivia Lynch*
Partner, Private Enterprise
KPMG in Ireland
Confidence and optimism remain strong.

Entrepreneurship is inherently different for family businesses. Most people associate entrepreneurship with a dominant outstanding individual who builds a business and then sells it. That image does not fit a successful multi-generational family. Instead of the heroic individual, you have a family that takes collective responsibility for building the business and hopefully one day, passing it on to the next generation.

Ryan McCarthy
Partner, Private Enterprise
KPMG in Ireland
How do you feel about your Irish business outlook over the next 12 months?

- **Very confident**: 28%
- **Confident**: 51%
- **Neutral**: 18%
- **Negative**: 2%

*Note: Numbers have been rounded to the nearest whole number.*

European and Irish family businesses remain confident and optimistic about the future, despite the past year seeing its share of political, economic and regulatory challenges. However, overall, 73 percent of respondents (79 percent in Ireland) report that they are confident or very confident about their family business outlook over the next 12 months. Much of this confidence is likely rooted in the success of the past year. Europe wide, more than 64 percent of respondents reported an increase in turnover. Only 11 percent of respondents reported decreased turnover in the past 12 months. Spain (74 percent), Italy (72 percent) and France (72 percent) reported the most significant increase in turnover. Ireland had a lower than average reporting of 57 percent experiencing increased turnover, while UK, Poland and Malta went against the trend reporting decreased turnover.

Hiring was also up across Europe this past year with 54 percent indicating they had increased the number of staff while only 10 percent decreased, figures almost exactly replicated in Ireland with 55 percent increasing staff numbers and 9 percent reducing headcount.

The strength of the European economy likely also contributed to the increase in confidence. The European economy experienced a strong year. Overall gross domestic product (GDP) growth in the 28-member European Union reached 2.5 percent in 2017 — one of the best periods of growth since 2007, putting Europe just ahead of the 2.3 percent expansion posted by the US in 2017.

**Bigger companies more confident**

The size of the company appears to have played a role in these confidence levels, with larger companies across Ireland showing greater confidence. 61 percent of those companies with less than 50 employees are confident or very confident. This compares to 90 percent for companies with 50–249 employees, 81 percent for companies with 250 to 1,000 and 100 percent for those with over 1,000 employees.

With more resources and strong track records, these larger companies may feel better prepared to face the challenges ahead, especially in their brand recognition and ability to recruit new talent.
Brexit impacts UK confidence

While overall confidence is up across Europe, the UK was a notable exception to this trend. This year, the UK experienced a significant year on year drop in confidence, going from 83 percent in 2017 that were confident or very confident to only 68 percent in this year’s survey. With Brexit negotiations ongoing and without a clear path forward, family businesses may be taking a wait and see approach to determine how the exit from the European Union will impact business. However, there is clear concern in the UK.

Meanwhile, in regions where governments have remained stable, businesses appear to feel comfortable with the status quo. On the flip side, in some countries where new governments have been elected, the hope is that they will take a business-friendly approach to build the economy.

The entrepreneurial success of business families is often overlooked. To have one successful business within a family is already an achievement and passing this on to one further generation speaks volumes on the strength of both the family and the business - but we are seeing something special when success spans over four or five generations. Family businesses know how to endure. They have weathered generations of economic ups and downs. They know how to diversify, change course and keep ahead of the competition.

Olivia Lynch
Partner, Private Enterprise
KPMG in Ireland
Challenges: impeding growth or forcing innovation?
Despite strong economic indicators, challenges are inevitable for any business. Family businesses are reporting concerns in a few key areas.

**The war for talent**

The war for talent continues to be a top stumbling point. This year, 53 percent of European respondents identified the war for talent as one of their top three concerns. This compares to 43 percent in 2017 and 37 percent the year before.

In Ireland, the war for talent was cited by respondents as their second biggest concern after political uncertainties and ahead of issues such as increased competition and increased labour costs.

Non-traditional and technical roles, which are of paramount importance for driving innovation and helping family businesses compete in the digital economy, are proving to be particularly troublesome. The specific skill set these positions demand may not be available within the family and may be difficult to find through traditional training and development, forcing business families to look outside to fill these roles.

While this is a natural occurrence as the business grows and matures, it can pose challenges on a number of fronts. On the one hand, family businesses are forced to compete against large and attractive employers for talent. On the other hand, they have to consider the impact on the family when they decide to pass over family members for what might be perceived as attractive positions.

*Family businesses are forced to compete against large and attractive employers for talent*
The Top 5 most important issues for Irish family and privately owned businesses

1. Political uncertainty
2. War for talent
3. Increased competition
4. Unstable currency
5. Rising energy costs

Using their strengths to attract and retain talent

Family businesses are increasingly competing for talent with large private and public companies that have the ability to offer attractive equity deals. They are responding by taking a creative approach to remuneration, incentives and benefits while focusing on the unique advantages of working for a family firm.

The businesses showing the most success in attracting and retaining talent are building a recruitment strategy that involves promoting and living a brand and culture based on their unique value proposition as a family business.

Trust is one significant advantage that family businesses have over their competitors. According to the Edelman Trust Barometer, these businesses are more trusted. The survey found that 75 percent of respondents trust family business over non-family business globally. Further 54 percent would rather work for a family business.²

They are also being increasingly proactive in their talent acquisition strategies, actively approaching potential talent rather than waiting for applications.

The overall war for talent remains focused primarily on recruitment. A long-standing track record of strong value-based culture and leadership continues to drive loyalty and retention among those that choose to join a family business.

Brexit weighs heavily

This year, 36 percent of European respondents identified political uncertainty as one of their top three concerns versus 30 percent last year and 37 percent in 2016. With the continued possibility of a hard Brexit, political uncertainty seems to be weighing heavily on the minds of those in Ireland and the UK in particular. Overall, 63 percent of respondents in Ireland and 52 percent of those in the UK identified political uncertainty as one of their top three concerns.

However, while they are carefully watching and clearly concerned, the lack of clarity around what the post-Brexit landscape will look like has many European family businesses taking a wait and see approach to post-Brexit planning. Meanwhile, 43 percent of Irish companies have taken steps to prepare, despite the fact that businesses are uncertain about what the new arrangements will mean overall.

Business families are increasingly embracing and promoting their status as family businesses in their recruitment efforts — emphasizing key benefits of working for a family business as part of their recruitment efforts including:

1. **Long-term vision**
   Family businesses are well known for having a long-term vision and offering greater job stability than non-family businesses. Without the constant pressure from shareholders and stock markets, they do not see a need to cut employees as a strategy for improving share prices. Instead, they tend to offer greater stability and prefer to avoid layoffs even during difficult times.

2. **Employee recognition**
   Taking the long-term view also means the drive to success has a more realistic time horizon. Employees are typically rewarded bonuses based on short-term personal performance and long-term value.

3. **Training**
   They also understand the value of retaining employees who, in effect, become part of the family. This is evidenced by the amount of investment in training and development paired with the practice of promoting from within.

**International expansion**
Geopolitical and economic concerns around Brexit and increasing trade tensions with the US are a concern for many family businesses. Across Europe many respondents report the postponing of plans for international expansion.

However, in this year’s survey, 38 percent of Irish respondents said they had actually increased their activities abroad over the past year, most likely reflecting both expansion plans and a desire to reduce dependency on the UK market.

Results naturally varied by company size, with larger companies having a much stronger focus on international expansion as part of their growth strategy. Many large family businesses are better positioned to experiment with expansion — while smaller companies continue to take a more cautious approach to ensure they have considered all of the implications and have a plan firmly in place before making the move.

On a geographic basis, the survey found that family businesses in Ireland, Greece, France, Austria, Belgium, Italy, Spain, the Netherlands and Switzerland have been more likely to move towards international expansion, while Poland, Finland, Germany and the UK have remained more cautious.
Those that do expand abroad continue to build solid partnerships with local players that have similar values and ways of doing business, prior to making the move. They also continue to send family members to pave the way and lead these ventures.

**Expansion and the future**

Looking to the longer term, 85 percent of Irish respondents indicated their strategic plan included investments in internationalisation.

Across Europe, political and economic uncertainty among many of the traditional routes for international expansion are forcing companies to look more broadly as part of their international planning. Many are considering alternate markets for international expansion that takes them from the traditional corridors such as the US and China. This includes exploring what Africa has to offer in terms of political and economic stability as well as demand for products and services.

**The regulatory environment**

The regulatory environment continues to be a concern for family businesses. The introduction of the General Data Protection Regulation (GDPR) and Open Banking (PSD2) are two of the most notable examples that have had a significant impact on organisations doing business in Europe.

The impact can be seen in this year’s survey, with 32 percent of European respondents identifying regulatory change as one of their top three concerns compared to 28 percent last year and 21 percent in 2016. On a country basis, respondents from the Netherlands, France, Germany and Poland showed the strongest concern. However, Ireland showed lower levels of concern with only 8 percent of respondents placing regulation as their top concern.

As regulatory requirements increase, larger family businesses are moving away from relying exclusively on finance teams to monitor and ensure compliance. Instead, many are setting up or expanding separate compliance departments, tasked with the role of responding to regulatory changes. There has also been an increase in the number of board positions focused on varied areas of compliance to ensure the company is following required regulations.

Our KPMG Enterprise advisors are seeing good progress this past year as family businesses are preparing for growth. The next step will require scaling their operations, which is a delicate and crucial operation. The business world is globally connected. As European family businesses prepare to do business on the world stage, they will find themselves going head-to-head with companies from around the world. They have to factor increased global competition in their growth and expansion plans.

Jonathan Lavender
Global Chairman,
KPMG Enterprise,
Global Head KPMG Enterprise Family Business, KPMG International,
Partner, KPMG in Israel
Changing face of leadership

This year’s survey revealed that 29 percent of Irish family businesses are considering hiring an external CEO. As family businesses grow, it becomes increasingly important for them to reach out beyond the family, to find the additional skill sets they need. This is particularly true in the case of highly specialised roles in areas ranging from digital innovation through to key roles at the production or assembly line level.

Alan Bromell
Partner, Private Enterprise
KPMG in Ireland
For Irish private family businesses

Are you considering …

Passing your management to next generation

Passing your ownership to next generation

Appointment of non-family CEO
As they look to the future, most Irish family businesses (76 percent) plan to pass their business on to the next generation. Meanwhile, only 7 percent of respondents reported having plans to sell their business in the next 3 years.

**Generations working together, longer**

Founders are staying involved in the company well beyond the traditional retirement age, with many working into their 70’s and beyond. These businesses are having to adjust to multiple generations of the family working in the business at the same time for a longer period. Almost one in three (30 percent) of Irish respondents believe that people living longer is impacting on the way they plan for succession.

This reality is pushing younger generations to seek different, yet meaningful, roles within the company for the opportunity to leave their mark, including roles that may change the overall nature of the business. Many are focused on introducing new values to the business that enable social and charitable contributions. They are also looking at ways to diversify the workforce and hiring talent that share similar values.

Social and charitable contributions are nothing new for family businesses. In fact, the majority of the world’s largest family businesses engage in philanthropy. However, there may be an opportunity to promote their good works.

In the 2017 edition of the *Edelman Trust Barometer*, only 17 percent of respondents recognized family businesses as leaders on societal challenges.³

Without the pressure of managing day-to-day operations, the next generation of leaders has the bandwidth to explore the innovations and product and service changes that will help the business transition toward the future.

**Extended passing of the baton**

With founders remaining active longer, we are seeing a more gradual passing of the baton from one generation to the next — resulting in many businesses families refocusing on forms of governance such as family councils to help smooth out the transition.

Even as the current generation retires, they are not leaving the businesses completely. While they may hand over control of the company, many remain active as ambassadors for their brands and help to maintain relationships.

Whether the founding generation retains control or not, the gradual succession allows the next generation to work with current leadership for several years before a complete succession takes place. This approach helps to preserve key relationships and business knowledge while slowly introducing important changes that may be needed for the future.

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Founders are staying involved in the business well into their 70s and 80s. Instead of retiring, they remain connected, perhaps not always as the direct decision maker. They may take on an ambassador role, contributing their skills to maintaining important relationships and protecting the value of the business. When founders stay in control beyond the expected retirement age, succession needs to be carefully managed to ensure the next generation have a meaningful role and remain engaged.

David O’Kelly
Partner, Private Enterprise
KPMG in Ireland
Looking to the future laying out key priorities for Irish family business
Key priorities over the next 2 years

- Move to new markets: 31%
- Diversify products and services: 22%
- Attract new talent: 15%
- Improve profitability: 14%
- Increase turnover: 11%
- Become more innovative: 6%
By far, the most pressing priorities for Irish family businesses over the next 2 years are moving to new markets (31 percent) and diversification (22 percent). The question in both cases is, ‘how?’.

**Embracing new markets**

Many family businesses have lasted for generations — and their success has depended on their ability to adapt. Their longevity speaks to their entrepreneurial mindset and ability to monitor signals of change over time and adjust their businesses accordingly.

However, the rapid rate of change within today’s business environment is unlike anything business families have seen in the past. Family businesses that have typically taken a more incremental and gradual approach to issues are being challenged by the ever-increasing need to adapt. For them, being able to change is not the critical issue — it is being able to change quickly enough to respond to the pressures of today’s business world.

In the context of Brexit in particular, many Irish respondents are looking at new markets to reduce any overdependence on the UK. Building scale and driving profitability are key issues and of course there are challenges. Apart from distance and cultural and language differences, there can be taxation and setup matters and a host of other issues to consider including distribution and other factors. Not surprisingly there are many supports in place for Irish businesses including those from the likes of Enterprise Ireland and indeed from KPMG.

**Moving beyond traditional boundaries**

As part of their change agenda, an increasing number of family business owners recognise the need to expand beyond their traditional products and services. A number are working to expand into new product or service areas and into adjacent business areas. According to this year’s survey, 22 percent of Irish respondents plan to diversify their products and services over the next 2 years. The focus being placed on diversification is a strong signal of the willingness and desire of family businesses to adapt to any shifts in the economy or the demands of their customers.

Business owners are also actively looking for new ways to do business, setting up research and development teams tasked with finding or developing new methods, materials and technologies to help them stay ahead of their competition.

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In addition to recruiting talent that can help them to understand and take advantage of new trends, family businesses are also starting to establish partnerships with other organisations that can bring new knowledge or experience to the table. While many family businesses continue to take an independent approach to innovation, others are recognising how alliances can help them to leverage unique skillsets to meet the needs of their customers.

While long-term strategic planning and incremental change remain the go-to approach for many businesses, successful family businesses also recognise the advantages of being able to respond quickly to change.

**Achieving innovation efficiently**

While family businesses typically invest less in formal research and development on average than other businesses, they have been found to be far more efficient in their innovation processes. Euro for euro, family businesses appear able to convert their investments into more patents and into more profitable product developments than other businesses despite their smaller budgets. It is quite likely that family businesses are able to produce such strong results because of their focus on prudent planning and efficient use of funds.5

The desire of business families to maintain control of their business likely also contributes to their innovation approach. Most family businesses are careful to avoid waste and have a keen eye for identifying the ideas that will work best within their sector. This is especially true for businesses with multiple generations who have kept in tune with changes in the marketplace. These businesses are not waiting for change to take place; they are actively looking for the indicators that signal change is ahead. Many of these future-focused business families are supported by organisational structures and cultures that are conducive to making decisions, experimenting, and shifting gears quickly.

"Family businesses are often portrayed as risk averse and reluctant to change. Yet, in reality, they are among the most adaptive companies in the world. Their streamlined decision-making processes and ability to react quickly to new trends have enabled many family businesses to not only adapt but thrive, over decades of change spanning several generations."

**Ryan McCarthy**
*Partner, Private Enterprise, KPMG in Ireland*

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Planning for the future

The ability of family businesses to stay ahead of the innovation curve will ultimately be determined by how they compete in the aforementioned war for talent. Most are not struggling to hire labour or unskilled workers — rather, they are challenged to find the skilled talent they need to succeed as the digital and technological world evolves and customer demands change. Many Irish business owners recognise their vulnerability in this area, with 13 percent of respondents identifying the war for talent as their top concern.

In addition to bringing in the right talent, family businesses continue to recognise the strategic importance of innovation and technology. In this year’s survey, 85 percent of Irish respondents said their strategic plan includes investments in innovation and technology.

Family businesses today are looking for new ways to ride the crest of the innovation wave and avoid being swamped so that they can continue to grow their business and provide prosperity for generations to come. Their desire to invest in innovation coupled with their entrepreneurial experience well-position family businesses to lead economic change and industry innovation.

Reinvesting in the business

Many family businesses have long taken a unique approach to financing — preferring to reinvest their core business without seeking outside financing.
While this protects them from a certain level of risk, businesses that employ this approach run the risk of stunting growth by limiting the equity available for expansion.

This year, 91 percent of Irish respondents indicated that their strategic plan included investment back into the core business.

Financing innovation may be falling to the next generation of leadership, as they look for ways to maintain control and fund the company.

**The path ahead**

While the European economy has enjoyed several years of improving conditions, change may be on the horizon. Europe’s economy lost momentum in the first half as expansion slowed from France to the UK, threatening to undermine the global growth the continent previously helped to power. Meanwhile, trade tensions with the US are impacting on economic growth in Europe. The EU has cut its forecast for economic expansion in 2018 to 2.1 percent, down from 2.3 percent in May. Meanwhile, despite a strong performance from the Irish economy, external factors have the potential to impact negatively on growth.
Next steps

Building for the future
Family businesses provide an important indicator of the overall health of the economy and optimism in Ireland and across Europe. Although they are not monolithic entities with the same worldview, they can be used as a barometer for things to come.

When they anticipate difficult times ahead, they take precautions to reduce their risk, as can be seen in their plans for international expansion. On the other hand, their investment in technology and innovation show an overarching optimism for their plans as the economy changes.

Though they are often characterised as being slow to react to change, many have survived from generation to generation because they apply an entrepreneurial approach to their day-to-day business.

There is ample evidence that family businesses are paying attention to trends and looking for the right level of innovation that will help them succeed in the future. They are reporting a desire to invest and focus on innovation, increase turnover and profitability and attract and retain top talent.

While confidence remains steady, the path ahead may see slower economic growth in Europe as Brexit related political uncertainty continues.

How they react to these factors will determine the fate of the next generation. If the past is any indication, these business owners will be hard at work shaping their future. Rather than rest on their successes, family businesses look for new ways to move forward. In good times, they wisely reinvest in their businesses. In difficult times, they push through with resilience and perseverance that will see them flourish in new ways.
Methodology

The European family business barometer is based on the results of an online survey. In total 1,576 completed questionnaires were received from May to 7 July 2018. This is the seventh survey of its kind to be conducted measuring trends among European family businesses.

Respondents’ profiles

1. Which generation of your family is currently involved in the business

1.1 Regarding ownership

- 1st generation 36%
- 2nd or 3rd generation 49%
- 4th plus generation 13%
- No answer given 2%

1.2 Regarding governance

- 1st generation 33%
- 2nd or 3rd generation 49%
- 4th and more generation 13%
- No answer given 5%

3. How long has your business been operating with family ownership?

- Less than 20 years 16%
- 20–50 years 43%
- Over 50 years 39%
- No answer given 2%

2. Concerning the ownership structure of your business...

a) what is the percentage of the family ownership?

- Less than 25% 2%
- 25–49% 4%
- 50–99% 21%
- 100% 71%
- No answer given 2%

b) is your family business

- Listed 3%
- Non-listed/privately held 94%
- No answer given 3%

4. What is the approximate annual turnover of the business?

- Less than €10m 35%
- Between €10m and €50m 27%
- Between €50m and €200m 20%
- More than €200m 13%
- No answer given 5%

5. Approximately how many people do you employ? (the equivalent of full-time employees)

- Less than 50 35%
- 50–249 33%
- 250–1000 18%
- Over 1000 12%
- No answer given 2%

6. Are you a...

- Non-family member 15%
- Family member 84%
- No answer given 1%

7. Are you a...

- Non-family director/employee 11%
- Next generation 35%
- Senior generation 38%
- None of the above 11%
- No answer given 5%

Note: numbers have been rounded to the nearest whole number.
We trust that these results have provided an insightful look into the family business community.

If you would like more information about the study, please contact a family business adviser listed in the following pages. KPMG Enterprise and European Family Businesses (EFB) look forward to continuing this project and shedding more light on this crucial sector for Europe. We hope that you will continue to contribute to our survey.

Responses from the following countries have been analyzed:
- Austria
- Andorra
- Belgium
- Bulgaria
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Greece
- Ireland
- Italy
- Malta
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Serbia
- Slovakia
- Spain
- Switzerland
- Turkey
- United Kingdom
Contacts

For more insights about family businesses, please feel free to contact an adviser in your region:

**International**

Jonathan Lavender
Global Chairman, KPMG Enterprise,
Global Head KPMG Enterprise Family Business, KPMG International,
Partner, KPMG in Israel
**T:** +972 (3) 684 8716
**E:** jonathanlavender@kpmg.com

Tom McGinness
Global Co-Chair and UK Head of Family Business
KPMG Enterprise Global Centre of Excellence for Family Business, KPMG International
**T:** +44 20 76945453
**E:** tom.mcginness@kpmg.co.uk

Olaf Leurs
Chairman, KPMG Enterprise EMA Network and Tax partner, Meijburg & Co, KPMG in the Netherlands
**T:** +31 (0)62 120 1043
**E:** leurs.olaf@kpmg.com

Melany Eli
Director, Marketing and Communications, KPMG Enterprise,
KPMG International
**T:** +1 416 224 4673
**E:** melanyeli@kpmg.ca

Daniel Trimarchi
Program Director, KPMG Enterprise Global Centre of Excellence for Family Business, KPMG International
**T:** +44 20 76942055
**E:** daniel.trimarchi@kpmg.co.uk

Europe

Jesús Casado
Secretary General, European Family Businesses (EFB)
**T:** +34 915 230 450
**E:** jcasado@europeanfamilybusinesses.eu

Darius Movaghar
Senior Policy Advisor, European Family Businesses (EFB)
**T:** +32 2 893 97 10
**E:** dmovaghar@europeanfamilybusinesses.eu

Andorra

Alexandre Haase
Director, KPMG in Andorra
**T:** +376 81 04 45
**E:** ahaase@kpmg.com

Joan Tomás
Director, Empresa Familiar Andorrana (EFA)
**T:** +376 80 81 36
**E:** joan.tomas@gaudit.ad

Austria

Yann-Georg Hansa
Partner, KPMG Enterprise in Austria
**T:** +43 1 313 32 3446
**E:** yannhansa@kpmg.at

Belgium

Patrick De Schutter
Partner, Head of Family Businesses and Regional Development, KPMG in Belgium
**T:** +32 2 708 4928
**E:** pdeschutter@kpmg.com

Bulgaria

Zdravko Moskov
Director, KPMG in Bulgaria
**T:** +359 2 9697 650
**E:** zmoskov@kpmg.com
Denitsa Kombishkova  
Executive Director,  
FBN Bulgaria  
T: +359 888 640 608  
E: office@fbn.bg

Croatia  
Zoran Zemlic  
Director,  
KPMG Enterprise in Croatia  
T: +385 15 390 038  
E: dvakis@kpmg.com

Cyprus  
Demetris Vakis  
Partner, Head of Family Business  
KPMG in Cyprus  
T: +357 22 209 301  
E: mblaha@kpmg.cz

Czech Republic  
Milan Bláha  
Partner,  
KPMG in the Czech Republic  
T: +420 222 123 809  
E: mblaha@kpmg.cz

Denmark  
David Olafsson  
Partner,  
KPMG Enterprise in Denmark  
T: +45 5215 0066  
E: daolafsson@kpmg.com

Klaus Rytz  
Partner,  
KPMG Enterprise in Denmark  
T: +45 3038 0332  
E: klausrytz@kpmg.com

Finland  
Kirsi Adamsson  
Partner,  
KPMG Enterprise in Finland  
T: +358 (0) 20 760 30 60  
E: kirsi.adamsson@kpmg.fi

Auli Hänninen  
Executive Director,  
Perheyritysten liitto  
T: +358 (0) 400 415 230  
E: auli.hanninen@perheyritys.fi

France  
Eric Thouvenel  
Head of Family Business  
KPMG Enterprise in France  
T: +33 1 55 68 20 02  
E: ethouvenel@kpmg.fr

Caroline Mathieu  
Director,  
FBN FRANCE  
T: + 33 1 53 53 18 12  
E: caroline.mathieu@fbn-france.fr

Alexandre Montay  
Director,  
METI  
T: + 33 1 56 26 00 66  
E: a.montay@m-eti.fr

Germany  
Dr. Vera-Carina Elter  
Head of People and  
KPMG Enterprise  
KPMG in Germany  
T: +49 211 475 7505  
E: veraelter@kpmg.com

Dr. Daniel Mitrenga  
Head of Department, Europe and regions,  
Die Familienunternehmer e.V.  
T: +49 30 300 654 12  
E: mitrenga@familienunternehmer.eu

Greece  
Vangelis Apostolakis  
Deputy Senior Partner,  
KPMG Enterprise in Greece  
T: +30 21 06 06 23 78  
E: eapostolakis@kpmg.gr

Ireland  
Kieran Wallace  
Partner,  
KPMG Enterprise in Ireland  
T: +353 1 410 1932  
E: kieran.wallace@kpmg.ie

Italy  
Silvia Rimoldi  
Partner,  
KPMG in Italy  
T: +39 348 3080203  
E: srimoldi@kpmg.it

Malta  
Anthony Pace  
Partner,  
KPMG Enterprise in Malta  
T: +356 2563 1137  
E: anthonypace@kpmg.com.mt

Caroline Zammit Apap  
Senior Manager,  
KPMG Enterprise in Malta  
T: +356 2563 1151  
E: carolinezammitapap@kpmg.com.mt
**Netherlands**

**Arnold de Bruin**  
Partner,  
KPMG in the Netherlands  
_T_: +31 6 333 0859  
_E_: debruin.arnold@kpmg.nl

**Albert Jan Thomassen**  
Executive Director,  
FBNed | FamilieBedrijven Nederland  
_T_: +31 346 258 033  
_E_: thomassen@fbned.nl

**Norway**

**Svein Wiig**  
Partner,  
KPMG in Norway  
_T_: + 47 4063 9326  
_E_: svein.wiig@kpmg.no

**Tonje Christin Norrvall**  
Partner,  
KPMG in Norway  
_T_: + 47 4063 9223  
_E_: tonje.norrvall@kpmg.no

**Poland**

**Andrzej Bernatek**  
Partner,  
KPMG in Poland  
_T_: +48 22 528 11 96  
_E_: abernatek@kpmg.pl

**Portugal**

**Vitor Ribeirinho**  
Deputy Chairman,  
KPMG in Portugal  
_T_: +351 21 011 0161  
_E_: vribeirinho@kpmg.com

**Marina de Sá Borges**  
Secretary General Associação das Empresas Familiaes  
_T_: +351 21 346 6088  
_E_: marina.sa.borges@empresasfamiliaes.pt

**Romania**

**René Schöb**  
Partner, Head of Tax and Legal,  
KPMG in Romania  
_T_: +40 372 377 732  
_E_: rschob@kpmg.com

**Ramona Jurubita**  
Country Managing Partner,  
KPMG in Romania  
_T_: +40 372 377 795  
_E_: rjurubita@kpmg.com

**Serbia**

**Ivana Manigodić**  
Partner,  
KPMG in Serbia  
_T_: +381 11 20 50 535  
_E_: imanigodic@kpmg.com

**Slovakia**

**Lubos Vanco**  
Partner,  
KPMG in Slovakia  
_T_: +42 1905 744 447  
_E_: lvanco@kpmg.sk

**Spain**

**Ramón Pueyo Viñuales**  
Partner of Governance, Risk and Compliance in Spain and Head of Family Business  
KPMG in Spain  
_T_: +34 914 56 59 40  
_E_: rpueyo@kpmg.es

**Fernando Cortés**  
Director of Communications and Corporate Relations Instituto de la Empresa Familiar  
_T_: +34 915 23 04 50  
_E_: fcortes@iefamiliar.com

**Switzerland**

**Reto Benz**  
Partner, Head of Swiss market regions,  
KPMG in Switzerland  
_T_: +41 58 249 42 37  
_E_: rbenz@kpmg.com

**Roman Wenk**  
Partner, Audit,  
KPMG in Switzerland  
_T_: +41 58 249 53 03  
_E_: rwenk@kpmg.com

**Turkey**

**Hande Şenova**  
Partner, Head of Advisory,  
KPMG in Turkey  
_T_: +90 533 580 27 96  
_E_: hsenova@kpmg.com

**United Kingdom**

**Ken McCracken**  
Head of Family Business Consulting UK,  
KPMG Enterprise in the UK  
_T_: +44 7778 110832  
_E_: ken.mccracken@kpmg.co.uk

**Elizabeth Bagger**  
Executive Director, Institute for Family Business  
_T_: +44 20 7630 6250  
_E_: elizabeth.bagger@ifb.org.uk