

**FUNDAÇÃO ESCOLA DE COMÉRCIO ÁLVARES PENTEADO -
FECAP**

CENTRO UNIVERSITÁRIO ÁLVARES PENTEADO

PROGRAMA DE MESTRADO PROFISSIONAL EM ADMINISTRAÇÃO

IVNA PAVANI SILVA

**BOSS'S DAUGHTERS: CHALLENGES ALONG THE
SUCCESSION PROCESS IN FAMILY BUSINESS**

São Paulo

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Artigo apresentado ao Programa de Mestrado Profissional em Administração do Centro Universitário Álvares Penteado, como requisito para a obtenção do título de Mestre em Administração.

Orientador: Prof. Dr. Jésus de Lisboa Gomes

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FUNDAÇÃO ESCOLA DE COMÉRCIO ÁLVARES PENTEADO – FECAP
CENTRO UNIVERSITÁRIO ÁLVARES PENTEADO

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S586b	<p>Silva, Ivna Pavani</p> <p>Boss's daughters: challenges along the succession process in family business / Ivna Pavani Silva. - - São Paulo, 2022.</p> <p>43 f.</p> <p>Orientador: Prof. Dr. Jésus de Lisboa Gomes</p> <p>Artigo (mestrado) – Fundação de Escola de Comércio Álvares Penteado – FECAP – Centro Universitário Álvares Penteado – Programa de Mestrado Profissional em Administração.</p> <p>1. Empresas familiares. 2. Empresas familiares – Sucessão. 3. Governança corporativa.</p> <p>CDD: 658.041</p>
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São Paulo, 14 de abril de 2022.

Dedicatória

Dedico esse artigo ao meu ouvinte de histórias, revisor, motivador e marido Thiago. Com ele ao meu lado foi possível superar todas as adversidades e ansiedades de colocar minhas aspirações no papel.

Thiago, você me torna uma mulher, profissional e estudante melhor, obrigada por entender os momentos de ausência, e por partilhar comigo uma realização tão importante na minha história. Te amo!

Agradecimentos

Agradeço a Deus por ter me guiado e permitido que eu tenha passado com saúde pelo mestrado, apesar dos momentos de tantas incertezas e dificuldades em que o mundo estava enfrentando.

Agradeço à minha mãe, por ser uma grande incentivadora do meu caminho, bem como ter participado ativamente na construção deste artigo, sendo uma das entrevistadas e me permitindo conhecer um lado de sua história que foi uma honra ter eternizado neste trabalho. Ao meu pai, que me preparou para encarar os mais diversos desafios buscando sempre a excelência e honestidade. Ao meu irmão, que se permita ser incentivado nos maiores desafios e conte comigo nas suas escolhas.

Agradecimento especial ao meu orientador Dr. Jésus, por ter aceitado tão alegremente ter me orientado nesse trabalho, pela compreensão dos momentos em que não consegui atender aos prazos e por acreditar no meu tema, até em momentos em que eu mesma achei ser um tema desafiador. Agradeço também às professoras Miriam e Maria José, ao aceitarem participar da minha banca, me orientaram na mudança do tema e viabilizaram que esse trabalho nascesse.

Por fim, gostaria de agradecer à todas as filhas que aceitaram em compartilhar suas histórias para que esse trabalho virasse realidade, que me fizeram acreditar que o caminho pode não ser tão fácil, mas é possível em especial quando existe uma rede de apoio. Vamos criar um grupo e nos tornarmos grandes juntas!

Epígrafe

Father: "I do what I want, and what I decided to do is to formally ask you to come in and be the next CEO of this company"

Daughter: "I do not think I am the right person"

Father: "Well, I am pretty smart, and I think you are. You are the one!"

(Succession, HBO, Season 2)

Boss's Daughters: Challenges Along The Succession Process In Family Business

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Abstract

Family businesses are a large part of the economy, and the succession process is an important aspect of this business arrangement. The founder might observe some characteristics, such as gender and individual traits to elect a successor. Literature has shown that women and particularly daughters might encounter some challenges not only in their election as the successor, but even after they start working in the family business. Per consult on academics' database, no Brazilian studies were identified with regards to specific daughters approaching succession in family business and their challenges along the succession process. After gathering information from relevant academic sources, the study adopted a qualitative method and data was collected using semi-structured interviews over multiple Brazilian family enterprises to answer the following question: What are the challenges that daughters experience before and during a succession process in a family business? The findings indicate that slowly family businesses are beginning to see daughters as potential successors. Even if they decide to go down another path at an early age, they are being accepted back into the family business. Nevertheless, challenges in relation to work and family conflicts and even some bias from third parties because of being the "boss's daughter" are the main challenges even after taking over.

Keywords: Family Business. Succession. Daughters. Challenges.

Introduction

Family companies are one of the foundations of the global economy, being highly relevant for business practice and studies. In a recent survey conducted by Deloitte (2019), from a total of 791 global participant family companies, 21 percent of these companies presented revenues of more than US\$250 million, highlighting the economic impact of family business.

The Brazilian Geographic and Statistic Institute – IBGE (2018) estimates that 90 per cent of Brazilian enterprises are considered family businesses, representing 65 per cent of the national Gross Domestic Product (GDP). This type of business employs 75 per cent of the workforce .

For academic purposes, many studies have been exploring the phenomenon of family business and its impact on the society and economy (Massis, Frattini, Majocchi, & Piscitello, 2018; Nason, Mazzelli, & Carney, 2019). It is important to define a family business as the type of business in which household members are a) jointly managing an organization, and b) aiming to maintain the company management within the family, in a sustainable way (Chua, Chrisman, & Sharma, 1999).

To achieve family legacy, succession is a vital process that could preserve a family in the company management, otherwise the business might lose the “family” status and become a so-called corporate enterprise.

Academic studies have also focused on understanding whether social bias plays a key role in determining succession in family business. One of the social biases is the presence of women in business places and their management role in the companies (Betiol & Tonelli, 1991; Chadwick & Dawson, 2018).

Some case studies have analyzed the consequence of a woman taking over management functions in the business enterprise (Dumas, 1989; Wang, 2010). For example, Byrne, Fattoum and Thébaud (2019) interviewed four French family businesses to explore the gender characteristics of the family member selected to succeed the company management. The study found that the family business is a construct with stereotypically masculine traits, which are not necessarily aligned to the biological sex of the family member.

This study also explored whether the individual traits of any given daughter influence or are a barrier to the succession process. The study went on to further analyze what difficulties she may continue to experience during and after the successor election, if successful.

Vera and Dean (2005) have further explored potential conflicts after a daughter having taken over, for example, the owner’s reluctance to relinquish control, age asynchrony, parent and sibling relationship, nonfamily rivalry, work and family conflicts, discrimination, and stereotyping.

The objective of this paper is to explore the challenges that daughters encounter during their election as the successor of the family business, what the challenges are after succeeding, and if these matters remain the same as previous literature has predicted or if after some years, they are changing as society is transforming.

To accomplish these goals, this study utilized a qualitative method of semi-structured interviews over multiple cases. The selection of the companies participating in the study considered the family characteristics, focusing on second-generation businesses preferentially in a joint management with the founder.

This research is justified for uniting two major topics in the Brazilian management and economic spheres, the succession process, and the presence of daughters in the family business.

The study is structured and divided into three sections: the literature review, the methodological review and in the third section are the findings description and discussion.

2 Literature Review

2.1 Family business and succession

Family businesses are an important part of the global economy. Whether a small and local company, or even a multinational corporation; regardless of the size, their characteristics are just as relevant for academic and practical analysis.

It is important to define the concept of what constitutes a family business. For some scholars a family enterprise is a business in which the management is necessarily forwarded to another generation (Grzybovski & Tedesco, 1998; Shanker & Astrachan, 1996). Alternatively, there are others that understand family business as an entity that is owned, controlled and operated by different members of a family (Brockhaus, 2004; Cole, 1997; Rowe & Hong, 2000). These family members could be either the founder or a member of the founding family (McConaughy, Walker, Henderson, & Mishra, 1998).

Other studies define a family business based on how many shares and voting rights the family holds. This percentage considers either more than 20% of direct and indirect voting rights (Faccio & Lang, 2002; La Porta, Lopez-De-Silanes, & Shleifer, 1999), or 10% (Maury, 2006).

Villalonga and Amit (2006) address the concept of family business in three pillars: ownership, control, management and how these elements could affect a business' value differently. One of the key ideas from their study is that to be considered a family business, at least one of these elements must be present (Villalonga & Amit, 2006).

The present study considers management as the element to define an organization as a family business. According to Villalonga and Amit (2006), management is aligned with the presence of the founder or a founder family member in the company's CEO or Chairman of the Board.

There are certain characteristics that motivate the study of family business. Alderson (2018) identified that family companies struggle with management, due to the proximity of the relatives. Alderson (2018) also noted that family companies are fare better than nonfamily companies when in regards to altruistic behavior, philanthropy, and community service.

Several studies also distinguished family and nonfamily firms under different aspects, such as R&D and technology investments (Gomez-Mejia, Campbell, Martin, Hoskisson, Makri, & Sirmon, 2013), capital funding (Costa & Da Penha, 2018) and governance (Acquaah & Agyapong, 2017). However, succession is the main aspect that guides the discussions related to family business.

Succession is a key aspect for most family businesses. Even when the company has professional management, or a public share offering, in most instances analyzed, a family member remains on the board or in a management position to protect the essence of the family business.

In a Deloitte survey (2019), analyzing 791 family companies globally, 37 percent of the family businesses surveyed were second generation businesses; 25 percent, third generation; and 15 fourth generation or more. In all cases, a family member remained on the board or part of management.

Succession is also the main subject of a study in Brazil. Price Waterhouse Coopers and Brazilian Geographic and Statistic Institute - IBGE (2019) interviewed management of 279 Brazilian family companies and identified that over 70 percent have the first and second generation involved in the organization. For third and fourth generation businesses, this percentage drops to 28.7 and 5.7 percent respectively. Compared to the global research by Deloitte, Brazil is still developing at a slow rate in regards to succession.

There are some viewpoints in which the succession of family businesses were analyzed. Using quantitative methods, some researchers examined the capital structure of Brazilian family organizations (Oro, Beuren, & Hein, 2009a), the organization's performance (Bennedsen et al., 2007; Oro, Beuren, & Hein, 2009b), and the timing of management transition (Bertucci, Silva, Pimentel, & Pereira, 2009; Cançado et al., 2013; Pereira et al., 2013). Using a qualitative approach, studies have demonstrated the effects in family firms related to governance (A. da Silva Jr., P. de O. M. da Silva, & A. R. L. da Silva, 2013) and professionalism (Muzzio, 2012).

For a prosperous succession process, family businesses need to approach this event as a formal and structured process, carried out through a long period of time with the goal of enabling the successor to develop the proper skills when the transition is completed (Dupas et al. as cited in Petry & Nascimento, 2009).

Except for cases in which succession occurs due to an unexpected event, such as the death or a divorce of a family member, a family successor is not elected in an abrupt event.

Management usually trains and prepares the potential successor over many years to build his or her role in the business (Bernhoeft, 1987).

Stavrou and Swiercz (1998) clarify that a succession development process could occur in three stages. The first one is the pre-entry stage, in which the family member joins the business through family discussions and part-time employment. The second one is the moment in which the person begins working full-time at the family firm. In the third phase, the family member is undertaking a leadership position with responsibility over the organization.

Some conflicts may emerge in this process, as Lodi (1987) summarized: (a) difficulties in passing the baton from the founder due to autocratic, centralizing characteristics, creating obstacles to professionalization; (b) difficulties in training and evaluating their children; (c) challenges when transitioning from second to third generation, indicating the need for a professional approach to management; (d) challenges if the business loses its identity according to the founders' values.

2.2 Daughter election as the successor in family business

The election of women normally occurs in specific circumstances, for example: (a) family troubles; (b) the absence of a man in the family; (c) health and death of the household member and (d) the man's refusal to embrace the firm management position (Dumas, 1989).

Dumas (2011) also noted that a daughter is more likely to be excluded from the succession process, as management does not see her as a potential manager, therefore could be considered an invisible successor. Curimbaba (2002) reported that women are more likely to be chosen as the successor in family businesses when there is a lack of males to take over, despite the educational background or experience of the female member.

The primogeniture criterion not always is a key factor for the daughter's succession, since studies show that females are not even considered when they are the first born in the family, if there are more males in line (Martinez Jimenez, 2009; Stavrou & Swiercz, 1998).

Jaskiewicz and Dyer (2017) present the Parental Control Theory (PCT) as a family theory that could help explain how a daughters' succession occurs. PCT study four styles of parenting: namely (high demandingness, high responsiveness), authoritarian (high demandingness, low responsiveness), indulgent permissive (low demandingness, high responsiveness), and negligent permissive (low demandingness, low responsiveness). These styles may contribute to the probability of choosing a successor as early as a child and how the person may interact with the family business after the succession is accomplished.

Another element that may emerge from childhood is the parent's belief that daughters must be protected, and that business problems should be kept away from the female of the family (Vera & Dean, 2005).

Gupta and Levenburg (2013) affirm that males have more opportunities from a young age to study away from home, be introduced to the family business and given the chance to climb the ladder to eventually achieve a leadership position, meanwhile, daughters are not given such opportunities and are therefore excluded.

Further studies continue to explore the presence of women in family companies and reach similar results that family businesses do not normally and organically choose daughters as successors (Ahrens, Landmann, & Woywode, 2015; Wang, 2010). Brockhaus (2004) note that family businesses should observe the role of a woman in the company as well as social and subjective characteristics that lead to the election of a family member in the succession process. These characteristics include the successor's motivation, leadership skills, background, and expertise.

Another aspect that could influence a female successor being chosen is the generation of the family member that is to be succeeded (Diaz, Cesaroni, & Sentuti, 2018). Since gender diversity is a modern idea, the probability of having the daughter succeed in the family business is greater when the parent is younger and more open to gender discussion.

Vera and Dean (2005) indicate that the parent's gender may not always influence the successor's gender, i.e., is more likely that a daughter would be interested in succeeding in her mother's business (Gupta & Levenburg, 2013), however, not necessarily would she be chosen just because of her gender. Instead, Van Herk Vasconcelos, Oliveira, and Fernandes (2017) concluded that the transitions between mothers and daughters are more fluid and preoccupations over time include family aspects and not only business ones.

In addition, according to Byrne et al. (2019), the election of the successor considering gender is to reinforce the strong characteristics of the founder, and therefore, to navigate between the gender roles of the parents.

2.3 Gender role aspects: masculine and feminine traits

Another feature that could influence daughters taking over the family business is their gender role. Gender is a dynamic concept that can explain the difference between biological sex as well as how gender traits could change through time and social context (Guerim, 2020).

West and Zimmerman (1987) distinguish sex, as a biological term, related to anatomy, hormones, and physiology. Whereas gender is a more abstract term, involving social and cultural constructs. Sex involves characteristics with which someone is born, varying between female and male. Gender is a set of actions and attitudes that could fit an individual in a broad way (West & Zimmerman, 1987). West and Zimmerman assert that individual behavior inside a group defines gender roles more so than sex categories.

Gender is a much broader concept than biological sex. Assuming that all women have feminine traits, and all men have masculine characteristics is misleading and incorrect.

Business research is progressively studying gender identity and roles, as women continue to advance in historically male-dominated professions and administration areas are increasing the observation of these genders' guidelines, due to evolutions in the workplace. Women are increasingly entering jobs that once were considered for men. However, societal pressures still dictate that women must balance work and home life. If a woman does not fit the stereotype dictated by society, she may be considered less feminine (Ridgeway, 2011).

Nelson and Constantinidis (2017) indicate that differences between biological sex and gender are poorly explored in family business articles. After analyzing over 157 publications related to family business and gender succession, almost 80% of these publications did not distinguish gender from biological sex.

Some of the studies identified do not differentiate sex from gender; however, the conclusions reached do fit into the gender role sphere, as will be seen.

As for organization features, studies found that it is more common for a woman's role to be more stakeholder oriented and concerned with a long term shareholder value (Matsa & Miller, 2013). This is consistent with the view that the presence of a woman on the board implies in a greater level of governance (R. B. Adams & Ferreira, 2009).

In reference to the study of women in company boards, there are many studies that evaluate women and their characteristics in leadership roles. When it comes to guiding employees, males are more dominant and competitive (Eagly & Carli, 2007), while females are more nurturing (Seguino & Braunstein, 2019).

Tate and Yang (2015) studied the effect in leadership roles and observed that a woman in power has the tendency to assist other women in her firm, by implementing benefits such as daycare, firm and family policies, for example. This reveals the characteristic of corporate empathy often shown by the female gender.

In the decision making sphere, the literature concludes that women are more conservative with management strategies (Apesteguia, Azmat, & Iriberry, 2012) and in their

financial reporting (Francis et al., 2015) probably due to their risk a version (Levi et al., 2014). However, women usually decide to invest more in social activities (Apesteguia et al., 2012) and are more likely to seek advice than men (Levi et al., 2015).

The daughter's leadership style is another factor that could impact her taking over the family company, seeing as sometimes it is expected of the successor to be able to replicate the strong features of their parent (Byrne et al., 2019), or even to succeed in a more harmonious way (Gupta & Levenburg, 2013).

Cole (1997) indicated that daughters sometimes may limit and repress their management capabilities, both from fear of not wanting to be seen as over masculine or aggressive and also the internal conflict of needing to balance their personal and professional responsibilities. Complementarily, some findings indicate that women need to engage more strongly in identity work as they must navigate the gender expectations while also carrying out predominantly feminine activities (Hytti et al., 2017).

2.4 Challenges after taking over the family business

In the cases where daughters are included in the family business, they most commonly enter in the company having a low-profile role, such as accounting or secretarial activities (Marshack, 1993), assistants or informal advisors (Gillis-Donovan & Moynihan-Bradt, 1990), or will be seen as a political character resolution, to solve a potential family dispute (Curimbaba, 2002).

For those daughters who achieve a leadership role, studies have shown that most frequently they have a higher level of education and more experience (Dumas, 1992). Additionally, the chances of being elected are greater if the daughter has experience outside of the organization (Brockhaus, 2004).

Daughters not only face challenges in the succession process, but also after taking over the family business. For example, all the daughters interviewed by Vera and (2005) reported that they had issues with nonmembers when entering the family business due to the questioning of their ability to manage. Cole (1997) also confirms that some stakeholders such as clients, suppliers and employees of the company had a problem with the daughter's election.

For Flores and Grisci (2012) there is a personal dilemma for successors that could add guilt or pressure, due to being the boss's child and how that may be perceived by other employees. In order for them to distance themselves from this perception, they need to legitimize themselves separate from the family image.

The conflicts may also emerge concerning the daughter's role inside the family, since it is difficult for them to establish a limit between being a good daughter and a good leader, and to balance the family business and their private life, by separating their own individual identities (Salganicoff, 1990). These problems could also impact the daughter's relationship with family members that are not participants in the family business (Vera & Dean, 2005).

For instance, Salganicoff (1990) reported that most women that enter into the family business have difficulty in expressing legitimate demands or constructive feedback as they are reluctant to hurt family members by mixing the roles of leader and daughter, wife, or sister.

Haberman and Danes (2007) indicate that some family work problems could emerge due the discussion related to inheritance, financial issues , or even emotional problems.

Cromie and O'Sullivan (1999) present the table ahead to demonstrate the advantages and disadvantages that 80 women interviewed in family businesses related:

Table 1

Cromie and O'Sullivan (1999) Advantages and Disadvantage Table

Advantages	Disadvantages
Sense of achievement and	Detrimental impact on personal relationships
Freedom and flexibility	Detrimental impact on social life
Job security	Child rearing duties
Offers more opportunity	Restricts career progress
Financial reward	No disadvantages reported by 25 per cent of the sample
Enhanced management skills	
Enhanced personal relations	
Inheritance	

Note. Font: "Women as managers in family firms Women as managers in" Cromie, S., & O'Sullivan, S. (1999), *Women in Management Review*, 76–88. Retrieved from <https://doi.org/https://doi.org/10.1108/09649429910269884>

3 Methodology

3.1 Methodology approach

The study was conducted based on the qualitative method of semi-structured interviews over a multiple case.

Aspers and Corte (2019) indicate that a qualitative method is applicable when it is necessary to query the pre-given (taken for granted) variables. Additionally, the qualitative method is appropriate to create new concepts and capture types of phenomenon (Fletcher et al., 2016)

As qualitative research, the study focused not only on the facts themselves, as presented by those interviewed, but also the perception of the interviewer while listening to the narrative. (Saccol, 2010).

Another justification of choosing the qualitative research method is that there is a general acceptance of the nonobjectivity of this method, that allows the researcher to interpret data based on their own experience (Bluhm et al., 2011)

To better explore challenges faced by daughters along the succession path, the multiple case method was selected. This technique intends to associate a theoretic issue with real life circumstances (Godoy, 1995).

Yin (2001) highlights that multiple cases bring more verifiability and robustness to research, no matter whether there are various results in the same direction, the research question is corroborated. However, if the case studies contain differences, the research will review the initial statement.

The semi-structure interview technique was intended not only to keep the interviewees on topic, but also as it could lead to unforeseen narratives where the intended results may be obtained (W. C. Adams, 2015)

Turner (2010) indicates that this method of interviewing provides more focus on the questions asked, and also allows more flexibility and freedom in the interview. This adaptability was fundamental to the research as the daughter's trust in the interviewer through a more informal conversation ensured that the stories were told in a more open way.

3.2 Data collection and analysis

The companies were selected considering the family characteristics, preferably in the second generation. There are three aspects in which a business could be considered a family one: ownership, control, and management (Villalonga & Amit, 2006). For this study there were selected companies that necessarily filled the management criteria, although other requirements combined would also be preferable.

The management specification was selected as it is more probable that daughters' challenges appeared when selecting a successor to manage a family business, rather than electing a successor to only hold or control a family company.

The sample was elected in an intentional form and selected based on convenience. The search was carried out based on social media and collaborative networks.

Of the eight daughters who were contacted, seven of them agreed to participate in the study. One could not participate due to a schedule overlap.

All the interviews occurred via video calls on the platform Zoom Meetings, previously scheduled with the participants and recorded with their permission. The daughters and companies' names were held in confidentiality to preserve their privacy.

The interviews were transcribed and categorized in specific challenges and in a content analysis (Gibbs, 2011), to identify what challenges daughters may encounter throughout the succession process.

The questions and results were categorized into the following five groups (Attachment A): family and company history, succession process, individuals' traits, challenges after taking over and advice.

Table 2

Questions and Results Groups

Group	Description
Family and Company History	Explore questions related to the daughter's childhood, her relationship with the family business and with the other family members.
Succession process	Questions associated with the succession itself, if there were any conflicts, and if there was a clear path to succession. .
Individual's traits	Explore the gender role aspects that might influence the challenges the daughter faced throughout the succession process and after taking over, for example, if she had the same traits as the founder and if she had to change her personality after taking over.
Challenges after taking over	Explore matters related to the advantages and disadvantages of working in a family business, third parties' point of view. etc.
Advice	At the end of every interview, daughters were asked to give some advice to other women wanting to succeed in the family business.

Since the research was based on a multi-case basis, the results were presented following Eisenhardt and Graebner (2007) instructions, by using summary tables and aids that summarize the case evidence to complement the selective story description.

4 Research Results

4.1 Sample description

The main characteristics of the daughters and their companies are presented in the table below. The participants were denominated as D01, D02, D03, D04, D05, D06, D07:

Table 3
Sample Definition

Name	Companies' age	Sector	Generation	Company's location (Region of Brazil)
D01	26 years	Sales	Second	Southeast
D02	32 years	Accounting	Second	Southeast
D03	35 years	Engineering	Second	Southeast
D04	20 years	Security	Second	South
D05	30 years	Agrobusiness	Second	Middle west
D06	10 years	Sales and Clothing industry	Second	South
D07	31 years	Clothing industry	Second	South

Although the companies are in different business sectors, no specific difference was found that could be related to the business sector or the company's maturity itself

Daughters' family structure could be defined as:

Table 4
Families' Structure and daughter profile

Name	Daughter's Siblings	First born	Company's founder	Daughter's age
D01	Two brothers	Yes	Father	35 years old
D02	One brother and one sister	Yes	Mother	30 years old
D03	Three brothers	No	Father	32 years old
D04	Two sisters	Yes	Father	37 years old
D05	Two sisters	Yes	Father	35 years old
D06	One brother and one sister	Yes	Father	55 years old
D07	One brother	Yes	Mother	31 years old

Two succession stories are significantly different from the others. D02 worked with her mother during college then started working in another office. When her mother passed away, D02 left the office job and took over her mother's business. The succession therefore occurred in an abrupt manner and not through a continuous process as the others interviewed.

D06 did not experience direct succession of her father's company but rather a continuation of the business. Her father offered the company to her and her husband, but she did not want to take over that specific store due to its size and complexity, so her father sold the larger store and clothing brand factory and D06 maintained the smallest store.

4.2 Results Description

4.2.1 Family and Company history

According to Jaskiewicz and Dyer (2017) Parental Control Theory (PCT), the way a child is raised may influence the successor election. With this in mind, the interviewees were asked about their relationship with the company throughout their childhood.

The daughters interviewed related that they were involved with the family business in their childhood, having spent time among the employees, being brought to the company in their spare time. However, they indicated that this involvement did not demonstrate any parent's intention to elect their daughter as the business successor. D02 recorded that: "my mother prepared me as if she was preparing me for life, not necessarily to take over the company. My mother wanted me to be a judge, so she was teaching me for life and not for the profession itself. Once, for example, she was firing an employee and made me stay in the room to learn how it was done. I remember it as if it were yesterday". D01, affirmatively said: "I never felt encouraged by my father throughout my childhood, in fact, the only moment I felt [*encouraged*] was when I was starting college and he wanted me to study fashion to be able to help him, instead I studied psychology".

D07 affirmed: "I grew up in that environment of needles and fabrics, and I remember it being a pleasant time, however, as I got older, in my teenage years, I stayed away, even when I was studying fashion, I didn't go to the company much".

One of the questions suggested by Nelson and Constantinidis (2017) to further explore the gender role approach in family business was to ask if the siblings thought the same way about the family business and if they were interested in participating in the company.

D01, D02, D03 and D06, who all have brothers, indicated that their siblings had tried to be introduced into the family business. D03 said: "I have three brothers, two older than me and one younger. However, the two eldest had already worked here and left, they did not want to stay. One is a lawyer, the other did not go to college, and the younger is thirteen years old and has just started to work here with us part-time, just to get involved" and continued to explain the involvement of the brothers. "My oldest brother stayed here just for a little while, in operations, he did not work in the office. He likes farmwork so this is not relatable to him. The second oldest was thrown in at the deep end, to take care of the business, but he had no clue how to do things, and he was a selfish guy, he only wanted the company's money, if the company was not doing so well it did not matter to him, so when he left the business had a huge debt, because he make a lot of mistakes. And the youngest is still too young to understand".

D02 said that her brother tried to stay in the company, but he was forced to and did not like it, so he went back to another state. D01 affirmed that now, she and her younger brother work in the company, she is kind of an assistant to her father, while her brother has more contact with operational activities, while her middle brother works with IT [*Internet Technology*] and intends to work for the company by opening an online shop for the family business.

Table 5
Relation with the family business in young age

Name	Was raised inside the family business?	Corroborate with PCT (Jaskiewicz & Dyer, 2017)	Corroborate with Nelson & Constantinidis (2017)
D01	Yes, she and her brothers were always involved in the family business	Yes	No, even though she is a woman, she had the same opportunities as her siblings.
D02	Yes, she worked in the family business from a young age , but her brother did not want to stay in the family business, and her sister is still too young to participate	Yes	No, even though she is a woman, she had the same opportunities as her siblings
D03	Her brothers were included in the family business first, and she came in when they did not succeed.	Yes	Yes
D04	The family company was founded in her adolescence, but it was a continuation of a third-party company and D04 worked in the previous business.	Yes	Yes, because she is the only one that was included in the family business, while her sisters are not involved.
D05	She remembers playing and going to the office, but not as part of a succession process	No, even though she was not involved in the family business as a child, she entered the business.	Yes, because she is the only one that was involved in the family business, while her sisters are not.
D06	She reports going to the family business office, but not as part of the succession process.	No, even though she was not involved in the family business as a child, she still entered the business.	No, even though she is a woman, she still had the same opportunities as her siblings
D07	She grew up in the family business , but not as part of the succession process, since she thought it was a hard place to work.	No, even though she was not included in the family business as a child, she still entered the business.	No, since even though she is a woman, she had the same opportunities as her brother.

Interestingly, five of the seven women interviewed did not initially graduate in their family's business sector. D01's family business is in sales, but she studied psychology. D02 started studying business, and after two years changed to accounting, the family business sector. D03 studied nutrition, and now is part of the engineering family business. D04 graduated in IT, however, later studied more business areas related to her family's security business. D05 studied pharmacy, and now is studying agronomy to better understand her family's agrobusiness.

The previous facts partially corroborate with Gupta and Levenburg (2013) results in which women are not given the opportunity to be introduced into the family business at a young age and given the chance to climb the ladder to achieve a leadership position in an organic way, as they previously studied areas not related to the family business sectors, and later had to adapt by learning more about the business after joining the company.

As presented by Gillis-Donovan and Moynihan-Bradt (1990) and Marshack (1993) some of the daughters were introduced into the company through assistant, secretarial or operational roles, and not in leadership positions. D04 said, “my father would never give me a leadership position. He actually called everyone, from operations and administration, where everyone already knew me, and said ‘she is working here, and I do not know what her role is’”. D02 expressed: “when I started college I had to work as an intern with my mother to pay for college. I worked more with invoices and in a tough and boring process”.

Table 6
Start in the family business

Name	Description	Corroborate with Marshack (1993) and Gillis-Donovan & Moynihan-Bradt (1990)
D01	“my first role in the business was as a saleswoman, and being the boss’ daughter, I also took care of the company’s money ”	No
D02	“I started archiving invoices, a boring job, and we did not have any kind of system back then, so I was the one who did it”	Yes
D03	“I was 14 years old and started answering the phone. I was in the administrative area and then moved to the commercial area”	Yes
D04	“When I started in the family business , my father called everyone from administration and told them that I was going to work there, but didn’t give me a specific job , so I started worked by myself”	Yes
D05	“I started in the finance area and later went into to HR, since we had a high number of turnovers’	No
D06	“My father put me in the administrative area, and we had a lot of manual invoices to do. I did not start off in the commercial area”	Yes
D07	“The company was lacking a marketing area and I entered to build this area. I did not have any experience, but I have post-graduate degree in marketing and communication”	No

4.2.2 Succession process

Dumas (1989) presented some possibilities as to why a daughter might be elected as successor in family business: (a) family troubles; (b) the absence of a man in the family; (c) health and death of a household member and (d) the man’s refusal to embrace the firm management position. All the interviews conducted in the present research conform to all the above-mentioned examples and some additional reasons not mentioned.

D01 already worked in the family business. Nonetheless, after she tried to succeed at her own business with a partnership that did not end well, and after becoming a mother and the Covid-19 pandemic, she decided to return to the company: “I am an advisor to my father and to the store too, almost like a manager, but not actually considered the manager. I wanted to conquer the space; this is what I wanted to do . But when I got pregnant, I got very tired,

and I knew I would have to take a break. Then my baby was born, I took four months off, and now it's been a month and a half since I've been back”.

Even though D02 worked with her mother before, she was employed in another firm when her mother passed away, and then she had to step up and take over the family business: “I was finishing my degree, but I hadn't graduated yet. I had already taken the sufficiency exam, but I didn't have my CRC yet, so for the last few months, I was using a CRC from my mother's friend because I didn't have a degree. She died and I had the CRC test, and I don't know if I passed it because I was in the whirlwind there, so that's how I got the company”.

D03's father tried to involve her two older brothers before the daughter took over, alongside an old male employee who was also an associate: “so he put us in the social contract, made a will so that when he passes away, the company wouldn't go to my brothers, just to the youngest one, because he said he hadn't had the opportunity to work or build a career here yet, the other two did and they didn't want it, so they're not entitled to it anymore”.

D04 entered into the business by her mother's invitation when her parents were divorcing: “I saw that things were getting bad, and I started picking on my mother: ‘look, you can't do that, you are crazy’ because I didn't work there, so she was fighting with my father. That's why I came to the company, my father was totally against it, because we fought too much. I ended up coming to the company more as an ally to my mother in the divorce. I was aware of that”.

In the interview with D05 the lack of males could be the reason for the succession election: “There were a few times I thought ‘My God, I could not work here with my dad... this is not going to work.’ I talked to my sisters, and they said: no, there must be someone there. So, I think everyone kind of got me motivated.”

For D06, the reason for her employment was that the company was expanding during the time she was starting her career [IW1]. According to the interviewee, her father's words were: “The store needs more people, it is growing. Then you will look for a job elsewhere and we will have to hire someone, so you will work here”.

On the contrary, D07 entered into the family business due to the difficulties in the business: “I needed to go back to Maringá because I got engaged. Also, I studied marketing and no one in the company understood this subject. Since the company was in trouble, I thought I could help in some way, I could add value to the company”

From the examples shown, the causes of the succession in each case could be categorized as:

Table 7

Motive to enter the family business

Name	Motive	Corroborate	Literature
D01	Pregnancy and failure in own business	No	Not located
D02	Death of the household	Yes	Dumas (1989)
D03	Man's refusal to embrace the firm management position	Yes	Dumas (1989)
D04	Family troubles (parent divorces)	Yes	Dumas (1989)
D05	The absence of a man in the family	Yes	Dumas (1989)
D06	Growth of the family business	No	Not located
D07	Difficulty in the family business	No	Not located

According to Stavrou and Swiercz (1998), there are three stages of a succession plan: (a) pre-entry; (b) working full-time at the family firm; (c) undertake a leadership position. However, although all interviewed reported they passed through the steps listed, and D01 reinforced she is not in a leadership position, they all declared that it was not an express succession process.

D01 affirmed: "I think rationally he (the father) wants to (leave the company to us), unconsciously not, so he says he wants to, but acts like he doesn't want to, and now that me and my brothers are older, we have to stay. We understand what he wants, so secretly me and my brothers think about the succession."

D02 also reinforced the lack of indication of a succession process: "I was already doing a lot of things that could be determined as succession actions. I was already there, learning, and I was already succeeding in some activities sporadically. But there was not a formal process, like she (the mother) determining that 'you will be my successor', it was more like a day-to-day thing. something more commonplace, normal for me. It was not like the movies where they have a fortune, and they say: 'here the heir, the successor'. It is not like that".

D07 also indicated that her mother did not push her to succeed: "She had never forced me (to succeed). Even when I said that I was going to study in São Paulo, she was super calm, because the business was already well established, so they did not need me back then. Of course, if I had stayed it wouldn't have been a problem, but it was not necessary".

According to the literature, it is indicated that daughters are not normally and organically chosen as successors (Ahrens et al., 2015; Wang, 2010) only two of the seven stories corroborate the preference of a female as the successor.

D03 related: "He once said 'when I die, Cassio, (who is the other partner with D03 and her father) is going to take my place'. And once I was dating a guy who worked here, he said the same thing, 'When I die, William will take my place'. I just think 'I'm the one who's here. No one is going to take this place, especially because nobody wants to, and I do, and I prepared myself for this.'"

D04 also reported that her father was preparing her cousin to succeed him in the company, and he told everyone that the cousin would be the next generation to succeed. This is important because D04's father has three daughters. Nonetheless, this did not prevent him from electing a male to fill his shoes. After they became aware that her cousin had stolen from the family business, he would no longer take over the company: "My cousin, at that time, set up a company two blocks from here and he had the company for about 4.5 years. I got married to an employee of the company and this guy was not a very good person. He was very lazy, and he even went to work with my cousin. Obviously, I got divorced. My cousin visited the best clients of my father, and he took some of the clients with him. My cousin likes to spend money, so he got himself in the same mess that my father used to. This was when I started working for my father: 'you'll have to accept me because I'm the only one left'".

D06 has a different narrative, since the company was offered not only to her, but also to her husband, as a joint management: "I feel like the company was offered to us as a couple. This was not because my father didn't trust me. It's more because my husband was his accountant at the time, so my father had a lot of trust in my husband. He didn't just offer the company to my husband, as if I didn't work there. He offered it to me as a daughter, but as I was married, he knew that if I said yes, then it was a matter for me and my husband, that I wouldn't be alone".

D06 also narrated: "When he said that he was going to close the business, he offered everything to me and my brothers. He said, 'I'll leave the company to you, do you want to do it?' My sister said no right away at the time because she had never worked there or anything, and my brother also said that he didn't want to go back to Maringá, as he was living in Curitiba. My father saw the market was changing and that would be a very drastic change for him"

However, the other four daughters did not report that a male, sibling or otherwise, had more chance to succeed than them, contrary to the claims made in the literature (Ahrens et al., 2015; Wang, 2010).

D01 reported: "I see something really divided between me and my brother who worked there. My brothers and I get along very well, there are no problems. My brother and I have plans for other stores.". D02 also stated: "My mother dragged my brother to work, he was obliged, he stayed for a while, then he left. He understood the company essence, but he never wanted to take care of it. And my sister was very young, so there was no dispute about the family business either".

D07 disclosed “My brother’s relationship with the family business was a little different. I think it is more distant, much further away. My mother felt that I would work there, I thought the same, I think I am well suited”.

Nevertheless, this did not indicate that conflicts were not reported by some daughters along the succession, as presented by Lodi (1987), as it is show in Table 8:

Table 8

Conflicts in succession process

Name	Description	Corroborate to Lodi (1987)
D01	There was no specific conflict reported, although the centralizing characteristics were described	Yes
D02	There was no conflict reported.	No
D03	“There were a lot of conflicts, they stopped two years ago, because I wanted, with all my heart, for him <i>griffon: (my father)</i> to come to my side and say: ‘Look, learn this, I’ll teach you this’. But it was not like that during my whole life”.	Yes
D04	She had to buy her way into the family business after she bet with her father that a change in the logo company would attract more customers. If she won the bet, she would buy ten percent of the company. And she did.	Yes
D05	“My father is a very centralizing person. And then he even says that today his biggest difficulty is being able to talk to the person. This is his biggest difficulty. So sometimes our conflict is because of this”.	Yes
D06	There was no conflict reported.	No
D07	There was no conflict reported.	No

All the daughters stated that they were not fully prepared to enter in the family business, as indicated by Dumas (1992), however, they indicated that they developed some skills to start. D02 affirmed: “I was not trained to enter into the company and felt that I needed to study a postgraduate program in administration, I did it at FGV, and it helped me a lot”. D03 also searched some development in her carrier: “I did a coaching program about family successors, after that I did a private personal coaching, to understand my weaknesses and my strengths, which I had to work on in order to get where I wanted to go”.

D05 indicated: “When I entered into the family business my first issue was the Financial Administrative department. I needed to better understand how the cash flow part worked, how the tax issues worked, not to be an expert, but at least have a basic notion of how it worked, so I did a business management program. And after the business management program I did a Human Resources course”.

Table 9

Skills developed

Name	Reported not being fully prepared to enter the family business, corroborating to Dumas (1992)		Skills developed
D01	Yes		She tried to have her own business and is trying not to repeat the same mistakes from the previous partnership.
D02	Yes		Attend Management and Accounting college to learn more about the business.
D03	Yes		Attend management and HR course to develop the finance and people skills.
D04	Yes		By doing succession programs, administrative programs and therapy to resolve some family issues.
D05	Yes		After she entered the family business, she did a finance management course, an HR course and now she is attending an agribusiness college
D06	Yes		She needed to learn all of the administrative area and studied Management.
D07	Yes		She brought a lot of knowledge from the previous company that she worked for.

4.2.3 Individuals' traits

Individuals' traits have been identified by the literature as one of the reasons that daughters are not organically elected as the family business successor (Byrne et al., 2019). Consequently, the individual's traits were further explored in the interviews with the daughters. We also discussed whether their parents had mentioned their gender roles during the succession process.

It was possible to verify that the experiences of some of the daughters interviewed corroborate with the literature that women have more corporate empathy (Tate & Yang, 2015) and are more nurturing (Seguino & Braunstein, 2019), as highlighted by the following sentences:

Table 10

Individual's trait

Name	Individual's trait	Corroborate to Literature
D01	"I am a people pleaser and I like to be liked. It's very difficult for you to be liked if you're annoying , if you keep picking on people and we're only a small store, so we're all together all the time".	Yes
D02	Did not describe any situation where it was possible to corroborate directly with literature.	Yes
D03	"I want to be a real leader. I want to be a real manager, not only a technician, just a boss. I want to be a leader (...) I'm an extremely caring person, I take care of everything and everyone. I do a lot for others".	Yes
D04	"We had a lot of lawsuits due to moral harassment , so I needed to separate him (my father) from dealing with employees. We stopped having lawsuits because now I am the one on the front line, so I have to be careful in what I say ".	Yes

Continue

Name	Individual's trait	Conclusion Corroborate to Literature
D05	“I had to learn to be calm when I needed to and when to join in at the right time. This was a very fine line, I had to learn to be able to deal with them (the employees). Because there, like it or not, they are people who live in a different way”.	Yes
D06	“My father took care of the commercial part, but the employee part is different. So, the part of talking to the employee, for him everything was simple , normal. My father is a simple person, but when I came to take care of it, then you have another type of vision. My part was different and then to take care of an employee you had to be aware of other things. I was younger, and I started to have a different point of view”.	Yes
D07	“When you're with an employee, you must trust the employee, you must compliment him or her, giving positive or negative feedback daily. Is it a struggle? Yes, but you have to make these changes ”.	Yes

Nevertheless, the daughters interviewed did not indicate they needed to change their gender role to fit into the leadership position (Hytti et al., 2017), even if they faced some challenges along the way.

D01 reinforced the fact that her father is a really centralizing person, and when asked if she has the same characteristics, she expressly said “No, and I do not want to”. D02 reported that her mother was a good salesperson, who liked to communicate with people. She on the contrary is a really introverted person: “I am a more reserved person. I'm not that much of a salesperson so I win my customers more through my work, not through the charm of a salesperson, like my mom did”.

D03 narrates: “I say that my father was never a manager, he was always an engineer, a salesman but he was never a people person, I wanted to be different to him, so I deal very closely with people here”. D04 also replicates this feeling: “My cousin and my father are excellent salespeople, unlike me, I sell too, but for me it is really direct talk, I can't change the way I speak”.

D05 mentioned that her father is an authoritarian and she needs to get past that to get things done: “He can only give feedback, he can't receive feedback. You must know when you can talk to him and how to talk. Then you need intelligence to know how to do this and even today we try to avoid”. D06 also said that she is different from her father, but in a stricter way: “Some things I differed from my father, I think I was sometimes more assertive than my father, my father was too nice sometimes”. D07 related that she thinks she is more of a perfectionist than her mother, and this sometimes tires her out more in the leadership role.

The stories mentioned challenge the Byrne, Fattoum and Thébaud (2019) theory that the election of the successors intends to reinforce the strong characteristic of the founder, since they

all indicated that they are not very similar to their parents, therefore they were not selected by their gender role.

4.2.4 Challenges after taking over

Some reports corroborate with Salganicoff (1990), as daughters have problems with legitimize expressions and are afraid to hurt family members. D05 narrated: “I tried to make decisions that sometimes I wasn't confident about, and I thought I was obliged to make those decisions. After the family constellation therapy (a type of therapy that searches for problems through stress factor identification) I was able to see that I made some decisions that were not mine”. D03 also stated: “Giving feedback to my father is something that I have already given up on, it is like talking to a brick wall. I accepted that he is past the age of changing in this matter. Now he just keeps what he already has. So, I give little feedback and let it go”. D07 expressly said: “It is difficult for me to give feedback to family members”.

When asked if someone helped during the succession process, D01, D02, D06 and D07, indicated that someone in the family or close friends assisted them to continue along the succession. D03, D04 and D05 reported they did not have much support inside the family, or the company and they needed to search for assistance outside, in consulting firms, therapy or even Family constellation programs. This partially corroborates with Humphreys (2013) that women have more problems finding support in the succession process.

For those daughters where the family business founder was the father, Vera and Dean (2005) indicated that women did not report mother's jealousy of the daughter working with the father. This was also partially corroborated with the narrative from D01, D05 and D06. However, since D02 and D07 have their mother as the founder, D03 does not have her mother present and D04 also has mother working jointly, it is not possible to refute Vera and Dean (2005) findings.

In the same article (Vera & Dean, 2005) concluded that women often report work family conflict during the succession process. Some daughters interviewed described the same conflicts:

Table 11
Work-family conflicts

Name	Narrative	Corroborate to Vera and Dean (2005)
D01	“Everything got very tangled up, what has changed is that now I bring the meetings home, but my father's work has always been involved in the family”.	Yes
D02	“Since I was young, I couldn't be affectionate with my mother. I took the boss home, and I couldn't differentiate, in my head, the work conversation from the personal conversation. The office was in our house, so you left one door and entered another one. I love my mother and I have a great admiration for her, but I couldn't be a daughter, affectionate”.	Yes
D03	“Sometimes we talk, sometimes we don't (about work at home), but it's not a forbidden subject between us. It's forbidden when we are in front of my stepmother because they have a prenuptial agreement , and he doesn't like her to know anything related to the business. So, in front of her we do not say anything. Nevertheless, when we are not in front of her, we say some things, but in general we are more father and daughter when we are outside work”.	Yes
D04	“My dad and mom sometimes tease me when we are with the family, there's always a little joke, but I try to ignore it”.	Yes
D05	“Sometimes we have intrigues during the week, and it turns into a more heated discussion. Then during the weekends at lunch, it gets kind of weird. No one goes to the other's house, but three days later everything is normal”.	Yes
D06	“At the beginning, we were very involved, so involved during the expansion, in the growth that we had a cook to provide lunch for everyone in the store. The cook made lunch for the employees and enough for all the family too”.	No
D07	“We don't talk about work neither when we have lunch at the factory nor at home. I think it is important to segregate. I have my role as a daughter”.	No

In addition, the pros and cons were questioned considering working in a family business in compared to working in a non-family business and the results are as follows:

Table 12
Advantage and Disadvantage of working in a family business

Name	Advantage	Corroborate to Literature	Disadvantage	Corroborate to Literature
D01	Flexibility and taking the daughter to work	Yes (Cromie & O'Sullivan, 1999)	Work and family conflicts	Yes (Vera & Dean, 2005)
D02	Flexibility	Yes (Cromie & O'Sullivan, 1999)	Not having separation among family and business	No
D03	Flexibility	Yes (Cromie & O'Sullivan, 1999)	Not having spare time away from the business	Yes (Cromie & O'Sullivan, 1999)
D04	Flexibility	Yes (Cromie & O'Sullivan, 1999)	Work and family conflicts	Yes (Vera & Dean, 2005)
D05	Flexibility	Yes (Cromie & O'Sullivan, 1999)	Work and family conflicts and more responsibility	Yes (Vera & Dean, 2005)
D06	Flexibility and stay close to family	Yes (Cromie & O'Sullivan, 1999)	Not having spare time away from the business and more responsibility	No
D07	Flexibility and working in a good environment	Yes (Cromie & O'Sullivan, 1999)	More fear related to success of the business	No

According to Cole (1997) women reported having difficulties dealing with non-family members of the firm. D01 did not report difficulties with customers, suppliers, or employees, but from her perception that is mostly because her business environment is more feminine. D02 reported that when her mother passed away, she had difficulty continuing the business: “many clients left, especially the bigger ones, I practically rejected them because I didn’t know if I would be able to take care of it myself, because all my mother's employees left the company”.

D03 and D04 both disclosed they had problems with some suppliers and employees when they entered the family business because they were used to their father’s management. D04 narrated: “The vast majority of the employees didn't like me because they knew my father gave in when they pressured him. But they were not able to pressure me, so of course they didn't like me. Also, most of the employees are men, so I've heard them say: ‘Daddy's little girl has arrived’”.

D05 indicated that she did not have many difficulties with employees nor suppliers, but due to the fact that the family is in agribusiness, she has problems with the clients: “They come to the business because of my father’s character, not due to the business itself, so this is more my problem”.

D06 recorded she had some difficulty with the employees: “I felt from the employees, like ‘now the useless daughter is coming’, ‘the boss's daughter is coming’, ‘she's coming to work’. Nobody knew how I was going to behave, and they kept thinking: ‘oh, because she's the boss's daughter, she's going to abuse this privilege’. And then they saw that, daily, it wasn't like that, I was always on time. I saw people looked a little suspicious at me, but I never cared. I also never used my advantage as the owner's daughter to impose any decisions”.

D07 indicated she did not have many difficulties with employees and suppliers because they knew she had previous experience that qualifies her to be in the successor position. However, some of the sales agents, mostly older men, questioned some of her decisions, after she proved them wrong with good arrangements.

Table 13

Third Party Conflict

Name	Conflict with third party	Corroborate to Literature
D01	No, she believes that is due to a more feminist environment	No (Cole, 1997)
D02	Yes, her main clients left the company since they did not trust that D02 could succeed	Yes (Cole, 1997)
D03	Yes, with suppliers and employees that did not trust them at first	Yes (Cole, 1997)
D04	Yes, with suppliers and employees that did not trust them at first	Yes (Cole, 1997)
D05	Yes, with clients, as they came to the family business mainly due her father’s reputation.	Yes (Cole, 1997)
D06	Yes, with employees that believed that she was only given the job because she is family	Yes (Cole, 1997)
D07	Yes, with some employees, especially sales agent that questioned her decisions	Yes (Cole, 1997)

4.2.5 Advices

The final question in all the interviews relates to any advice the daughter would like to share with other daughters in the succession process. By using the advice given, it is possible to understand some challenges that the daughters faced, that they want to warn other daughter successors not to repeat, or they want future daughters to think they are not alone in the process and to demonstrate that somehow, they need to deal with these challenges to succeed.

This network of help that daughter create is also associated with their gender role traits, corroborating with Levi et al (2015) that women are more likely to seek advice than men.

Table 14
Advice

Name	Advice	Corroborate to Literature
D01	“Work somewhere else before going to the family business. I had many difficulties being ‘just’ the boss’s daughter because I did not have any previous experience”.	Daughters have more chance to be elected if they have previous experience (Brockhaus, 2004).
D02	“Be proactive, you can go at your own pace, but do not disdain a lot of advice from mom and dad”.	No
D03	“The advice to trust yourselves. Believe that you can do it. The other advice is when you believe that something needs to be done, follow your instinct”.	Daughters are led to believe that they did not suit the leader position in family business (Martinez Jimenez, 2009).
D04	“Don’t come in a rush to change everything, because there is a lot of excitement with a new point of view. We have to accept that the business is run by the parents, so trust in them as well”.	No
D05	“Do not stop studying and do not have expectations. Expectations make you a little too ambitious sometimes. You have to leave the expectation low to see where you have to go.”	For those daughters who achieve a leadership role, studies have shown that most frequently they have more years of college and experience (Dumas, 1992).
D06	“Try to complement the family business, but don’t try to change all of it, because if you do, if you steer away from the roots of the business, you are not taking over, you are creating a new business”.	No
D07	“Do not settle to be in a comfortable situation, stay up to date and fight for what you believe in”.	Daughters are led to believe that they did not suit the leader position in family business (Martinez Jimenez, 2009).

D02 and D04’s advice, that is not found in the literature, relate to the respect that daughters need to have once they succeed the family business and this is very important, as trust in the parents is essential not only to have a peaceful succession process, but also to avoid any future work family conflict. Additionally, D06’s advice also relates to this statement, as to maintain the roots of the family business is also to respect and trust the history of the founders.

5 Findings

The findings analysis herein is based on the samples studied and considering it was selected in an intentional and not probabilistic form, there is no possibility of generalizing it.

In all the reports it was possible to identify that daughter faced some struggle with the fact that they were the “Boss’s daughter”, and this conflict appears early in the succession process.

Literature explores succession as being a process and not an abrupt moment and this was corroborated by the present research, where the daughters interviewed showed they had a close relation with the family business from a younger age, even though they were not officially introduced to the business as the intended successor.

Dumas (1989) indicated some of the reasons that a daughter may start working in the family business, but the motivations apparently always have a negative sense related to their gender. Notwithstanding, the daughters in the present research demonstrated they had their own motivation to enter the business, and all of them have a sense of the desire to help and develop the company. This is explored by literature, which mostly studies the founder’s motivation to elect the successor, but not the daughter’s reasons to succeed and to stay in the family business.

Another point that researcher explore is that women are not the normal and organic choice to be the successor (Ahrens et al., 2015; Wang, 2010) and there are two stories in the present study that fully confirm these previous findings. D03 indicated that her brothers tried to stay in the family business and when they failed, she stepped up to lead the company. D04 stated that her cousin was her father’s preferred successor, but when they had some financial trouble, she also stepped up to succeed the family business.

D06’s narrative only partially corroborates with the literature, as she reported that her father offered the family business to her and her husband as a couple, not because he did not trust her individually, but as he believed that the company was too big for only one person and she agreed, which is why she did not accept to succeed the whole company and kept the smallest store in order to continue the family legacy.

The other narratives instead demonstrate the daughters were free to go their own way by the founder, however not because they did not want them to succeed, but because they were giving the daughter the option to choose their own career. Nonetheless, once the daughter decided to enter the family business, they were not countered. One statement given by D01 gives this conclusion: “Succession in small and medium companies is not like in the movies, that founders coach the successor his/her whole life and everybody knows that it is going to be

him/her, it is more organic and sometimes takes longer because you are walking your own path to discover that the family business is your destination”

Byrne, Fattoum and Thébaud’s (2019) research explored the gender role in successor election, indicating that it’s not necessarily that women never succeed, but rather that individuals with more feminine traits happen to not be appointed, because successors reinforce the strongest characteristics of the founder. The research herein explored the individual’s traits as well but did not find any indication that more feminine traits prevent the daughter from succeeding in the family business, nor that the daughters interviewed needed to change their gender role to fit into the leadership position (Hytti et al., 2017).

The findings are a demonstration that the family business succession is slowly changing to consider both sons and daughters as potential successors and not necessarily keeping the woman away due to their biological sex or feminine traits. It is important to highlight that most of the daughters interviewed are in their 30s, and this could indicate that theirs and their parent’s generations are changing the view on women in family businesses.

Differences among the founder and the daughters’ gender were not noted as being a challenge beyond the others, as two daughters interviewed were succeeding their mother. Apparently, they did not have fewer challenges due to this combination (Van Herk Vasconcelos et al., 2017).

This does not indicate daughters do not face some challenges along the succession process, for example, no daughter interviewed reported they were fully prepared to enter the family business, even though most of them had previous experience in another company. Nevertheless, they all stressed how they surpassed this by studying more and searching for psychological and technical assistance.

Even when asked about the cons of working in a family business, even considering the work and family conflicts, most of them do not regret be part of the family company. This is also supported by the advice they gave to other daughter successors, especially when they emphasize the respect given to the founder and the company history.

Another conflict that was revealed is related to the image of being the boss’s daughters, and that they needed to work harder and behave themselves to pull out of this image. This corroborates Flores and Grisci (2012) findings, in which both sons and daughters have this dilemma while succeeding, therefore is not necessarily an issue influenced by gender.

Despite the stories in which daughters reported some family work conflict, the research exposes more on a day-to-day basis, but not a disagreement among the parents or siblings about inheritance or financial problems, as those mentioned by Haberman and Danes (2007).

These findings demonstrate the justification of the article title, that even if somehow the term “Boss’s daughter” has pejorative implications, even if there are some challenges to face, daughters can do it and can succeed at it, and today there is less pejorative meaning in being the “Boss’s daughter”.

Finals Considerations

This paper has investigated the challenges that daughters identify along the succession process in family businesses not only in the beginning of the process, throughout the successor election but also after taking over the family business.

Adopting a qualitative approach through semi structured interviews, seven Brazilian daughters reported their stories by which it was possible to find that successors in family businesses face some challenges in succeeding, but the findings did not indicate that daughters are more shunned than their siblings. These findings complement the previous literature indicating that the succession process is slowly changing to accept both genders as viable and organic successors in family businesses.

Preceding literature demonstrated that daughters to a certain extent change their individual traits to adopt potentially more masculine traits and a posture more like that of the founder, in order to succeed. The present study complements this, indicating that there are no necessary deviations in their gender role feature, since all the daughters interviewed reported that they did not change their individual traits, even if they knew they were more sensitive, empathetic, and nurturing than the founder.

Two challenges were most reported by the daughters, one endogenous and another exogenous. The inlying one is related to the belief that daughters did not have it in themselves to succeed, indicating that they needed to study more, work harder, and prove themselves more in order to truly accept that they belong in the family business, corroborating previous Literature. The external challenge is in the work-family conflicts that emerge after the daughter takes over the family business and needs to alternate among the daughter and business partner figures with their parents.

All the daughters, however, reported that they developed new skills and searched for assistance that helped to circumvent this issue and continue to grow and succeed in the family business.

The limitation of the study is that most of the daughters interviewed were in their thirties and the findings might be related to the changes that not only the succession process of family

business but rather society as a whole is facing, giving more visibility to women, and searching for more equality.

For this reason and given the importance of family businesses to national economies, more varied research is needed to confirm the more organic acceptance of daughters in family business and to corroborate if the challenges along the succession process are the same as the thirty years of literature indicates.

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Attachment A

Theory Review	Question	Group
Author's source	Histórico da empresa: Qual o negócio da sua empresa? Número de empregados? Idade da empresa? Quantas gerações já passaram pelo negócio familiar? Quem foi o líder anterior, sua mãe ou seu pai?	Identification
Author's source	Histórico da sucessora: Você tem irmãos? Qual a ordem de nascimento de vocês? Você é casada? Qual a sua idade? Qual a idade que você tinha quando começou a sucessão? Você já trabalhou fora do negócio familiar?	
According to Jaskiewicz and Dyer (2017) PCT theory, the style to raise a child may influence the successor election . Also according to Dumas (1992) neither the father nor the mother had planned for the daughter to join the family firm	Como você se lembra da sua infância em relação ao negócio da família? Conte-nos alguma história relacionada	Family and company history
Questions suggested by Nelson, T., & Constantinidis, C. (2017) to further explore the gender role approach in families business	Você e sua/seu irmã/irmão pensavam da mesma forma em relação ao negócio familiar? Tinham interesse em participar da empresa?	
According to Gillis and Moynihan-Brandt (1990), daughters start in family business in assistant roles	Qual foi sua primeira atividade no negócio familiar?	
According to Stavrou and Swiercz (1998), there are three stages of a succession plan	Como que aconteceu o processo de sucessão da sua empresa?	Succession Process
According to Wang (2010) the successor election of woman is not an organic choice	Como você se colocava em relação ao processo sucessório? Você se preparou para entrar no negócio da família?	
According to Lodi (1987) the succession process could present some conflicts	Você presenciou algum conflito no processo da sucessão familiar? Por qual razão você acredita que surgiu esse conflito?	
According to Tate, G., & Yang, L. (2015), woman are more corporate empathetic in leadership	Quais são as características esperadas para a liderança do sucessor da sua empresa? Esta maneira de pensar também corresponde ao que você acredita?	Individual trait
According to Byrne, J., Fattoum, S., & Thébaud, S (2019), the election of the successor is to reply the strong characteristics from the founder	Como você define a personalidade do seu pai/mãe (fundador)? Como essas características representam o que você acredita ser importante para o sucessor?	
According to Hytti et al., (2017), daughters/woman have to sometimes change their gender script to fit into the leadership position	Em que medida você fez adaptações/ajustes no seu comportamento para poder se credenciar para ocupar uma posição de liderança?	

According to Salganicoff (1990), daughters have problem to legitimate expressions with afraid to hurt family members	Você sente que tem dificuldades de se expressar legitimamente, ou dar feedback negativos para membros da sua família que trabalham no negócio?	Challenges after taking over
According to Humphreys (2013), women have more problem to find help in the succession process	Qual foi a parte mais difícil da sucessão para você? Quem te ajudou nesse momento?	
According to Vera and Dean (2005) women did not reported mother jealousy of daughter working closely to the father	Como ficou a sua relação com sua mãe/pai após entrada no negócio familiar? E com seus irmãos?	
According to Vera and Dean (2005) women reported work-family conflict	Como que você equilibra a sua vida pessoal com o negócio familiar?	
According to Alderson (2018), family business have some advantage in relation to non-family business, such as altruistic behavior, more credibility and others	Como você se sente trabalhando no negócio da família? Quais vantagens e desvantagens você percebe?	
According to Vera and Dean (2005) women reported having difficulties dealing with nonfamily members of the firm	Qual é a sua percepção sobre sua sucessão pelos demais personagens do negócio familiar? Os funcionários, clientes, fornecedores?	Advice
Author's source	Quais dicas você daria para filhas que buscam a sucessão do negócio familiar?	