

Identification of Factors Important for the Development of Family Businesses Using PESTLE

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Abstract

Aim: The purpose of this paper was to identify key factors affecting the operation of family businesses using the PESTLE method.

Methodology: The PESTLE method allowing the identification of factors important for the functioning of family businesses was used.

Results: The key factors for the operation and development of family businesses, indicated in the source literature, were identified, divided into political, economic, social, technological, legal and environmental factors.

Implications and recommendations: The important problems for the development of family businesses include the issues of succession and intergenerational value transfer, the need to adapt to turbulent economic and technological conditions, as well as the changing legal determinants. The following recommendations arose from the study: the need to implement programmes to support succession in family businesses, to facilitate innovation and implementation of new technologies through, among others, increased access to funding, and to adapt legislation to the specificity of family businesses (regarding succession, protection of property rights), promotion of activities related to social responsibility and sustainable development.

Originality/value: The identification of key determinants (political, economic, social, technological, legal and environmental) affecting the operation of family businesses.

Keywords: family businesses, PESTLE, determinants of operation, identification of factors

1. Introduction

The importance of family businesses to the Polish economy is notable as they take the form of both micro companies and large enterprises, and account for over one-third of the micro, small and medium-sized enterprise sector (Dźwigoł-Barosz, 2020). Family-owned businesses have unique characteristics which distinguish them from other types of companies, including strong family ties, a long-term management perspective and special attention to family values and traditions.

The purpose of the study was to identify factors affecting the development of family businesses. Specifying the determinants of family business development is extremely important from the viewpoint of creating strategies to enable their development and adaptation to the changing market conditions. One of the tools allowing such analysis is the PESTLE method, which stands for political, economic, social, technological, legal and environmental factors. The method was developed in the 1960s as a tool for strategic planning, and later on was widely adopted in entrepreneurship and SME studies to identify potential macro-level opportunities and obstacles, e.g. for the potential market entry of a company to a new country. This method is considered more detailed than the widely-known SWOT analysis (Westover, 2024).

The assessment was carried out in two stages: firstly, a bibliometric analysis was conducted using the data from Scopus and Web Of Science databases in order to identify the main research threads in the source literature addressing family businesses, with a particular focus on the research by Polish authors. In the second part of the study, using papers from the Scopus and Web of Science databases as well as other sources, the PESTLE analysis covering problems in the functioning of family businesses was performed. Next the issues raised in the literature and also the publications focused specifically on Polish family businesses were compared to identify the differences and similarities in these approaches.

2. Research Methodology

In order to identify the key research threads addressing family-owned businesses operating in Poland, a bibliometric analysis was carried out using database information from the two most popular collections of scientific papers, i.e. Scopus and Web of Science. The data were collected based on the following code allowing the selection of papers examining family business issues: TITLE-ABS-KEY ("family firm*" OR "family business*" AND "Poland"). The Scopus database identified 93 papers¹, and

¹ Search code for the Scopus database:

https://www.scopus.com/results/results.uri?st1=PESTLE+AND+%28%22family+firms%22+OR+%22family+businesses%22%29+AND+%28%22political%22+OR+%22economic%22+OR+%22social%22+OR+%22technological%22+OR+%22legal%22+OR+%22environmental%22&st2=&s=TITLE-ABS-KEY%28%22family+firm*%22+OR+%22family+business*%22+AND+%22Poland%22%29&limit=10&origin=resultslist&sort=plf-f&src=s&sot=b&sdt=cl&sessionSearchId=ad2cf72fb1e1fac8d2d82acb4d494d08

the Web Of Science database – 91 papers². The results from both databases were exported in .bibtex format and then combined in an R library called bibliometrix (Aria & Cuccurullo, 2017); 56 duplicates were excluded from the combined database, creating a merged database comprising 128 papers. Next, two papers that were not identified by the program when rejecting duplicates were discarded, and three publications that did not have authors and titles suitable for identification were removed. Thus, the final database contained 123 papers, which were then analyzed using the Biblioshiny tool; the results are presented in Figure 1. Although the ‘Polish context’ has appeared in the papers on family-owned businesses in the source literature since the mid-1990s, it only began to gain popularity after 2015, and the largest number of publications covering this issue were published in 2019.

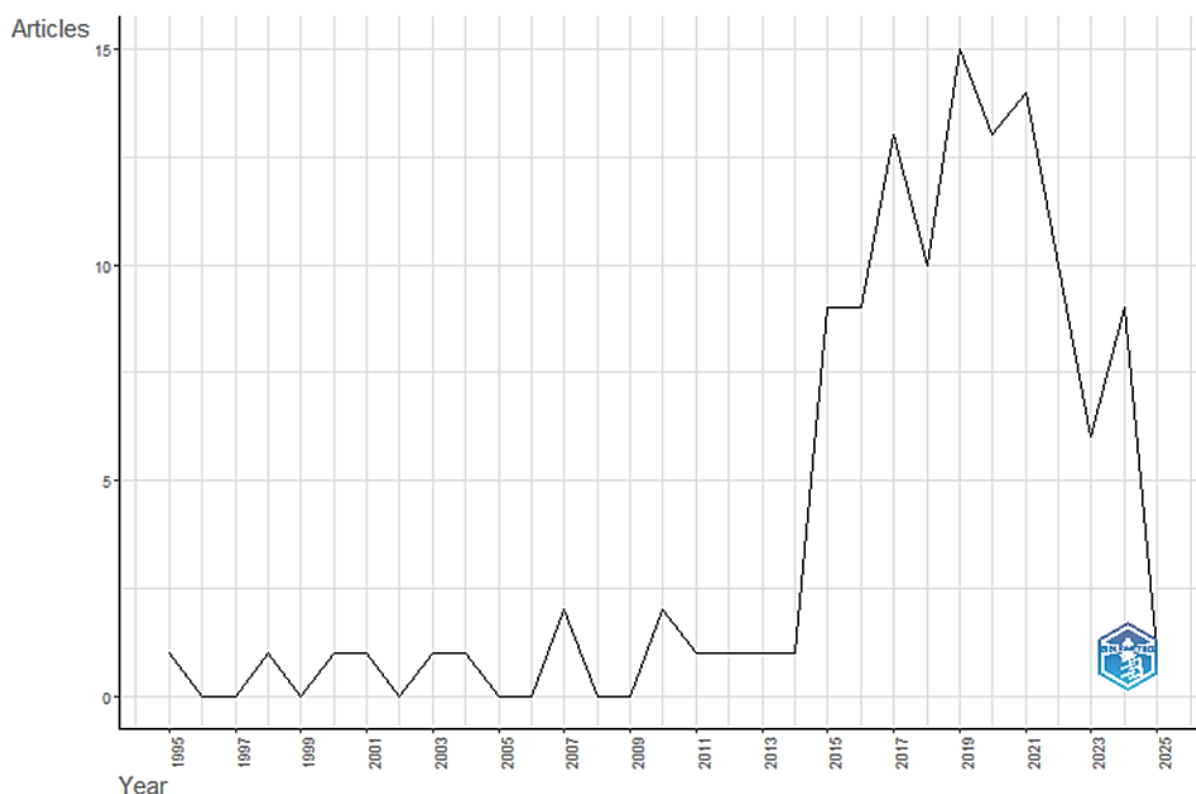


Fig. 1. Number of papers examining the topic of family businesses, with special emphasis on family businesses from Poland

Source: own research, based on the data from Scopus and Web of Science.

Regarding the number of published papers, Polish threads appeared in studies from different countries, e.g. the neighboring Czechia, and those with significant achievements (the USA and the UK). Greater interest in the subject of family businesses in Poland is reflected in the overall increase in the number of publications, although outside Poland only a slight upward trend has been recorded (Figure 2).

The selected publications included 395 keywords, separated into ten categories: 1. terms directly related to family businesses; 2. names of countries and regions; 3. names of research methods; 4. nine PESTLE factors; 10. other. The first three were used to select keywords and reduce the potentially obscure terms that could be included in different categories. The keyword terms without an adjective to classify them in the appropriate category were assigned to the last category, i.e. “Other”. Next, each of the PESTLE items was analysed.

² Search code for the Web of Science database:
<https://www.webofscience.com/wos/woscc/summary/a6a78d67-a76a-4c31-9a1f-815b9f80ba79-0157f05e26/relevance/1>

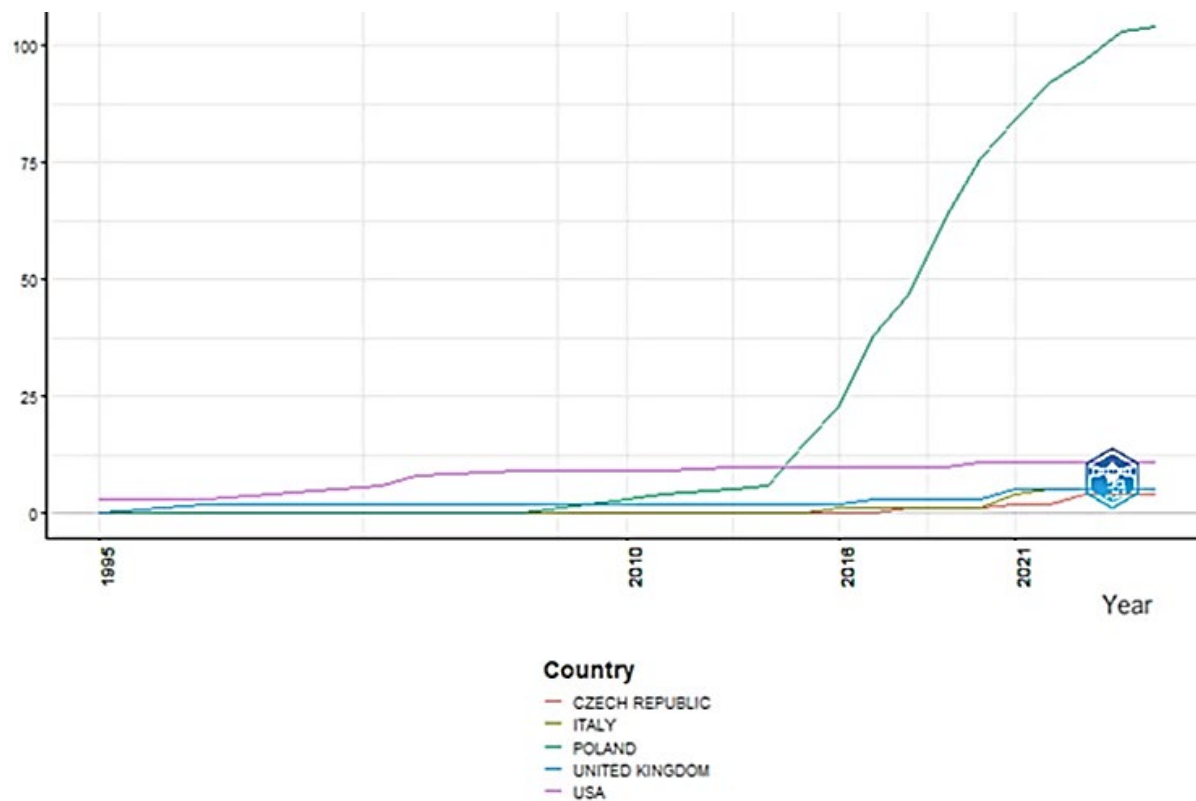


Fig. 2. Number of publications on family businesses by country, 1995-2024

Source: own research, based on the data from Scopus and Web of Science.

Ten keywords were included in the political factors, half of which referred to the transitional economy regarding the transition from a real socialism economy to a market economy. As many as 105 keywords were included in the category of economic factors where the key interest focused on the topics related to internationalism and entrepreneurship. Among the 38 categories of social factors, no groups of words stood out in particular, but an emphasis on the aspects related to gender, identity, values and cultural context was observed. Technological factors (19 terms) pointed to the issues of digitalization, innovation, data storage and innovation funding. Five keywords were assigned to the legal category, but they did not identify any specific directions. In the environmental category (18 terms) the focus was on sustainable management and addressed CSR (Corporate Social Responsibility) and/or the Sustainable Development Goals.

The next part of the analysis covered trends relating to the problems under study. It is worth noting the long-standing topic of succession, and the theme of development which has emerged since 2020. The issue of internationalization (related to companies), frequently identified among the 'economic' keywords received a short-term coverage in the surveyed papers (2016) (see Figure 3).

Having analysed the evolution of topics in terms of trends, one can see that the issues of succession and company growth remain constant, with basic issues (Basic Themes) and the problems of company size, strategy and information management currently gaining popularity (Motor Themes). A growing interest in sustainable development issues (Emerging or Declining Themes) can also be observed (Figure 4).

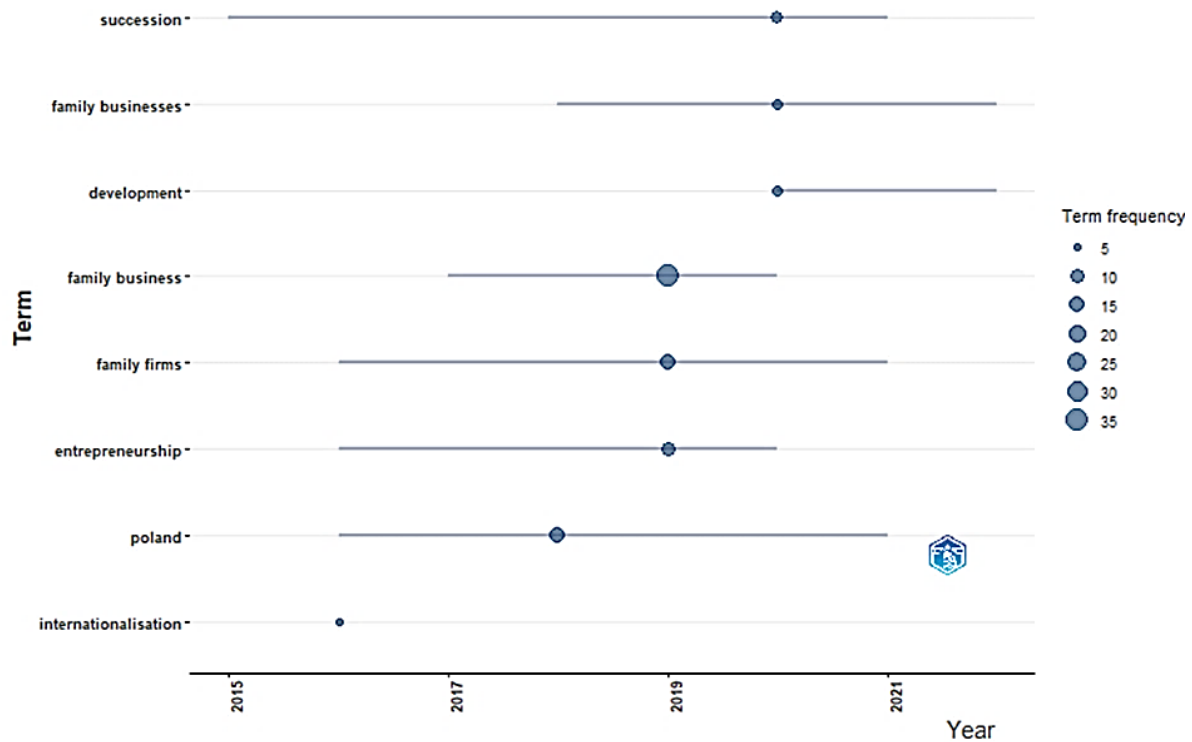


Fig. 3. 'Trending', i.e. the topics gaining popularity

Source: own research, based on the data from Scopus and Web of Science.

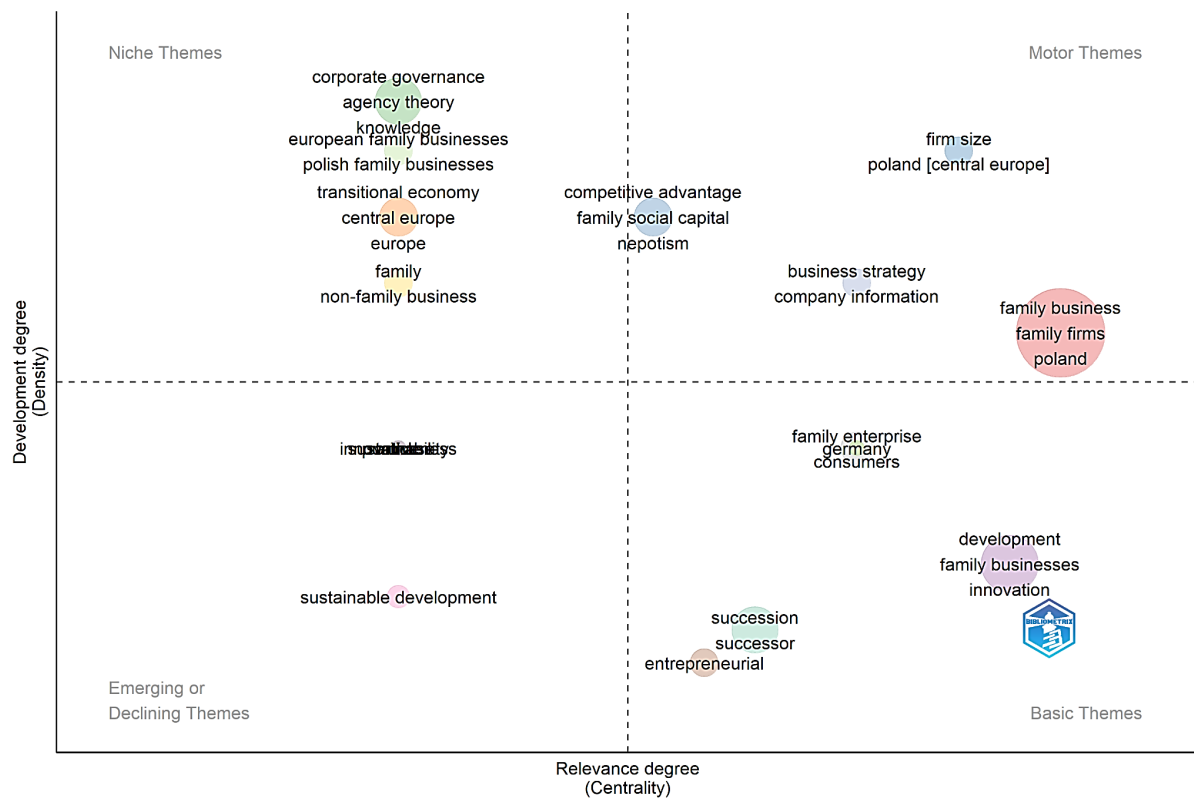


Fig. 4. Thematic evolution of the source literature

Source: own research, based on the data from Scopus and Web of Science.

When assessing the co-occurrence of keywords, it is worth noting that the clusters are combined into six main areas: blue (issues related solely to economic performance in the operations of family businesses), red (family business entrepreneurship), green (succession issues), purple (problems arising from Polish historical, political, or social determinants), brown (internationalization of businesses), and orange (corporate governance) (Figure 5).

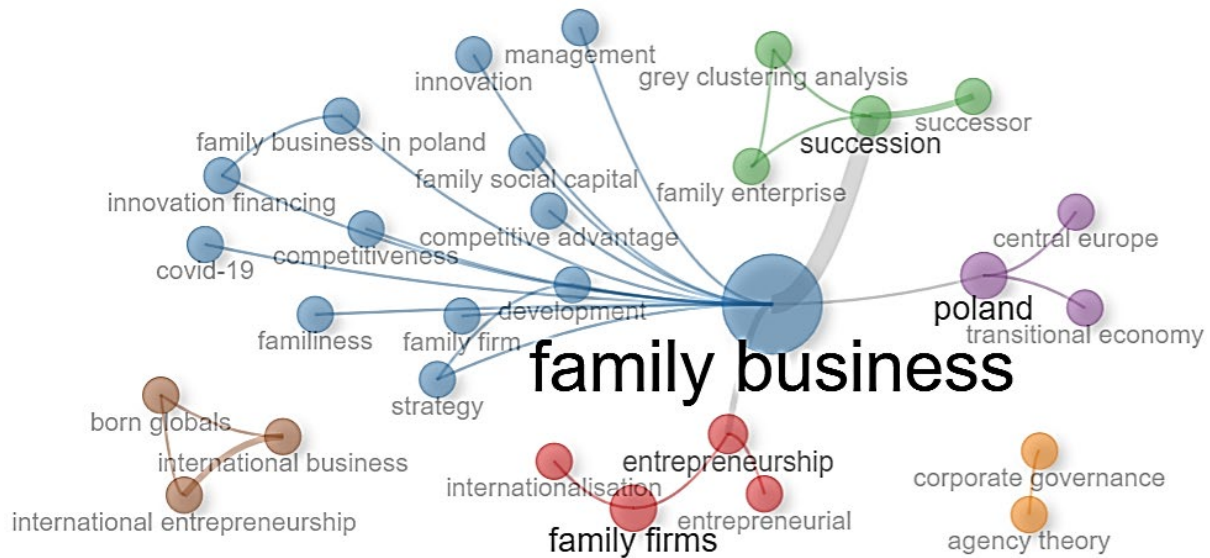


Fig. 5. Cluster analysis of keywords

Source: own research, based on data from Scopus and Web of Science.

3. PESTLE Factors in the Context of Family Business Operations

The PESTLE framework was selected by the authors as family firms are embedded in long-term socio-economic systems; their growth, succession and trans-generational sustainability depend on exogenous policies, markets and cultural shifts which fall into PESTLE's six categories. Using this lens allowed to (1) integrate insights on individual determinants, (2) reveal under-researched junctions among factors (e.g. the legal–environmental interface around ESG regulation) and (3) produce applicable recommendations which align with policy levers. The framework proved effective in analogous contexts such as company risk assessment and entrepreneurial environment analysis (Yüksel, 2012; Agarwal, 2023). Thus, the application of PESTLE enabled to structure the secondary-data review and to interpret bibliometric patterns from Scopus and Web of Science.

3.1. Political Factors

3.1.1. Fiscal Policy and Support for Entrepreneurship

The aspects of policy affecting the operation of family-owned businesses take the form of fiscal policy and entrepreneurial support, thus stimulating or hindering their growth. A stable legal environment and support from public institutions can encourage risk-taking by these firms, fostering their innovation (Capella et al., 2023).

Family-owned businesses may face political uncertainty affecting their investment decisions. Such companies can take steps to reduce the negative effects of political uncertainty, positively affecting long-term financial stability (Amore & Minichilli, 2018). In the countries with unstable political systems, shifts in power can lead to economic uncertainty, thus limiting business freedom and creating

vulnerability to corruption (Audi et al., 2024). In such circumstances, family businesses, due to their strong internal ties are often better equipped to deal with unpredictable political situations, which allows them to manage resources more effectively (Amore & Minichilli, 2018).

3.1.2. Political Stability and the Development of Family Businesses

The companies with strong political ties can raise funds more effectively and enjoy greater support in difficult financial situations, as evidenced by the research addressing Chinese companies indicating that such firms avoid financial constraints more easily (Chan et al., 2012). In the countries with a strong political influence, family businesses can operate in government-regulated sectors, which offers them more opportunities but also puts these companies in an ambiguous situation (Harymawan et al., 2019), creates risks of corruption and abuse of power (Wang et al., 2016), and exposes them to accusations of nepotism, which can affect the company's reputation (Fan et al., 2014). For this reason, many family businesses avoid involvement in obscure political interactions (Combs et al., 2020). At the same time, strong family ties can facilitate effective management of these connections and minimize risks (Muttakin et al., 2015). Research findings confirm that the first generations of family businesses tend to make more effective use of these connections to increase productivity, as opposed to subsequent generations engaging in management by taking over businesses from their predecessors. This observation is supported by studies highlighting that older generations, with a stronger sense of responsibility for the future of the family business are more willing to invest in the long-term development of the company (Hashmi et al., 2022). Unlike companies without family ties, family businesses often engage in political activism, approaching it as part of a long-term strategy, which can benefit their reputation and ability to form lasting relationships with important market players (Combs et al., 2020), however this also comes with risks related to possible negative public perception (Harymawan et al., 2019).

In the Polish context the issue of economic transition appeared particularly in the literature of the 1990s. Welsch (1995) indicated the problems of economic transition (e.g. regulations, lack of stable legislation), as well as the opportunities it opens up for family businesses. Similar problems were highlighted by Gundry (1998), who studied family businesses in Romania at that time an economy in transition.

3.2. Economic Factors

3.2.1. Macroeconomic Situation

Macroeconomic variables such as inflation, interest rates and economic growth can significantly determine the profitability of companies. Research by Hasan et al. (2018) showed that interest rates and GDP have a clear impact on profitability ratios. The findings of Waruwu and Palupiningtyas (2024) showed that factors such as inflation volatility can significantly affect companies' financial performance, although the impact is not always equal or predictable. Macroeconomic changes may affect risk perception and investment decisions in family businesses, not only shaping financial performance, but also the value of businesses. When the inflation rate goes up, consumers' purchasing power is reduced, leading to a decline in revenues (Hewamana et al., 2022). In the context of family business operations, which are frequently based on limited resources as opposed to large corporations, their ability of adapt to change can be crucial. At the same time, the research by Ajeigbe et al. (2022) suggested that internal management factors can mitigate the negative effects of macroeconomic difficulties.

3.2.2. Access to Funding and Credit

Family-owned businesses often face unique challenges in accessing capital. Information asymmetry and fear of losing control can limit their willingness to use external funding sources (Demirbaş & Demirbaş, 2017), and their owners prefer to use equity to avoid being deprived of control over the

company (Keasey et al., 2015). In addition to concerns about losing control, succession taxes also constitute important factors as they can negatively affect family business investments, forcing owners to make decisions inconsistent with their long-term economic goals (Tsoutsoura, 2015), which come into conflict with the willingness of such businesses to take risks (Hansen et al., 2020).

Family businesses often focus on non-economic goals, which can affect their investment decisions and financing strategies. Research results published by Massis et al. (2018) showed that the decisions made in family firms depend on the compatibility of economic goals with their owners' personal aspirations. Moreover, the family nature of such companies results in their frequent opting for a long-term strategy, which poses challenges in the changing economic environment (Herrera & Heras-Rosas, 2020). In a crisis situation such as the COVID-19 pandemic, family businesses have often experienced difficulties in accessing funding. However, they respond to crises faster compared to non-family businesses, thus highlighting their unique position in the market (Zevallos et al., 2023). In the face of these challenges, family businesses may demonstrate a greater readiness to engage with stakeholders, which promotes their sustainability (Cennamo et al., 2012).

4. Social Factors

4.1. Demographic Changes and Social Structure

Whether in the USA or in the EU, rapid demographic changes affecting customer profiles have been observed. Family businesses, as entities typically firmly embedded in local communities, can be particularly sensitive to these changes. Family structures and cultural values are important in developing business strategies, leading to innovations in management models, e.g. the organizational structure of these companies (Jorissen et al., 2005; Singal & Gerde, 2015). Another aspect is the impact of social values, such as trust and cooperation, strongly present in family-owned businesses. These changes may result from globalization and migration that affect social attitudes. Families and social contacts shape perceptions of ethics in business operations, which indicates the importance of social context in family business operations (Dawson et al., 2020). The need to adapt to new customs, fashion trends and consumer preferences must not be disregarded either. As new generations take over the running of family businesses, certain differences in approaching management may appear, which reflect values and preferences based on the observations of market needs. As a result, the requirement to adapt the product offer to changing preferences becomes crucial to keeping family businesses competitive (Leick, 2019).

4.1.1. Organizational Culture in Family Businesses

Traditional family values and social norms play an essential role in shaping management approaches and decision-making in family businesses (Fletcher et al., 2012; Dawson et al., 2020). They can also influence the redefinition of gender roles associated with experiencing role conflicts (Newman et al., 2022). Organizational culture in family companies can be perceived as both open and closed, which affects the organization's innovation and adaptability (Chirico & Nordqvist, 2010). A long-term orientation is characteristic of family businesses, therefore strategic decisions are often made with future generations in mind, which further influences the shape and evolution of the organizational culture (Lumpkin & Brigham, 2011). These enterprises may prefer a conservative approach to innovation, relying on preserving traditions and sustainability of family control, contributing in the long run to stability and success of the company (Nidaazzi & Hourmat-Allah, 2024).

The uniqueness of family relationships (familiness) impacts on the quality of decision-making and the ability to innovate (Belkhodja & Daghfous, 2020). Family businesses frequently legitimize their actions in terms of social expectations, which contributes to creating a culture that conforms to legal and ethical norms (Dawson et al., 2020). Family social capital can promote the better reputation of family

businesses compared to their non-family counterparts, and family members identify more strongly with the company, which then stimulates them to care about their company image (Deephhouse & Jaskiewicz, 2013) and generates greater stakeholder interest (Cennamo et al., 2012). Such actions are often motivated not only by economic interests, but also by emotional ties and family values that promote solidarity and social responsibility (Zientara, 2017). In the context of global cultural differences, research findings suggest that the companies operating in low-context cultures tend to make more direct decisions, whereas those in high-context cultures place more emphasis on subtleties and interpersonal relationships, further complicating organizational dynamics (Więcek-Janka, 2016; Więcek-Janka et al., 2016).

4.2. Technological Factors

4.2.1. Innovation and Technology Adaptation

Family businesses often seek to maintain control over resources and the venture longevity, which favors iterative rather than revolutionary innovation (Gómez-Mejía et al., 2010). Technologies are chosen that can support the existing processes rather than those requiring a paradigm shift. The adaptation of technology in family businesses largely depends on the organizational culture and the aptitude for innovation, often determined by the beliefs and values of the founders and their families (Thomas et al., 2021). In family-owned businesses, where close relations and trust play a key role, decisions about technology investments can be made very carefully. As a result, innovation may be hampered by fear of losing control in the company. Access to capital, or cost synergies, can be crucial in the context of family firms' ability to invest in technology, which points to the need for analyzing the company's strengths and weaknesses in this regard (Mayendra, 2024). Family businesses may also encounter additional regulations and consumer expectations regarding sustainability and social responsibility, which may affect their decisions to adopt technology. Implementing new technologies involves the need to comply with regulations, thus placing an additional burden on family businesses (Nandonde, 2019). Technical factors, such as compliance with current technology standards, are also critical for family businesses and may translate into a desire to implement innovations (Kolios & Read, 2013).

4.2.2. Digitalization and Management Models

Digitalization in family businesses is not just an issue related to the implementation of new technologies, but also a strategic one. Family businesses, such as wineries in southern Italy, are taking a unique approach to the digital transformation of their business models, adapting to specific market conditions (Costa et al., 2023). The increased adoption of digital technologies in small and medium-sized family businesses has a significant impact on innovation and business value (Oro et al., 2024). Family businesses in Pakistan need to evolve to survive and gain a strong foothold in the digital marketplace, which requires a shift in the way they think about technology (see Rashid & Ratten, 2020). Investment in digital skills which allow adapting to the rapidly changing technological environment is therefore essential to remain competitive. Organizational culture, structure, and leadership represent the key components of digital transformation in business, which should support the effective implementation of information technology (Leso et al., 2022). In the context of family businesses, it is therefore necessary to take into account the social and emotional factors which can influence decisions to implement digital innovations. In particular, the research conducted by Xie et al. (2022) highlighted the importance of organizational readiness for digital innovation to introduce new business models in family businesses. An additional element that requires attention is the role of artificial intelligence and the Internet of Things (IoT) in digital transformation. Digital innovation is key to the survival and growth of family-owned businesses in Europe, allowing them to reach a wider customer base through new services and business models (Saleem et al., 2023). The examples presented in various studies, e.g. Melović et al. (2022), pointed to the need for family businesses to adapt to the changing market conditions through innovative approaches to digitalization which, in turn, contributes to their long-

term competitiveness and sustainability. Note that digitalization not only involves technological aspects, but also management processes and organizational culture, which may contribute to success in the digital transformation.

4.3. Legal Factors

4.3.1. Regulations on Succession and Inheritance

Legal regulations can affect decisions regarding the transfer of ownership between generations in family businesses, which in turn can determine further development of the company (Drewniak et al., 2020). The tax burden associated with the transfer of assets can limit the company's growth or force it to sell off assets in order to cover tax liabilities. Therefore, predictable and favourable regulations are important for succession issues, which can determine the long-term sustainability of the business (Thomas et al., 2021). In addition, an important element of succession strategies in family businesses are the regulations regarding the protection of intellectual property, especially in sectors where innovation and advanced technologies are extensively used.

4.3.2. Labor Law and Economic Activity

Compliance with labor law is essential to ensuring company's long-term stability as well as building its reputation as an employer (Agarwal, 2023), whilst the impact of regulations on the organization of work and the work-life balance of family business owners are also significant, as highlighted in the research on employment flexibility and customizability. Legislation aimed at tailoring regulations to the needs of small and medium-sized businesses is crucial, making it easier for them to function in the business environment (Thomas et al., 2021). Constantly changing regulations can create challenges at the development planning stage, forcing business owners to adapt to a dynamic legal environment (Capobianco et al., 2021). Government policies and regulations shape company's environment and also influence strategic decisions (Yüksel, 2012). Family businesses that operate in the context of complex legislation often have to engage legal specialists and advisors to ensure compliance with regulations, which generates additional costs (Anwar et al., 2021).

4.4. Environmental Factors

4.4.1. Sustainability

The ability of family members to support sustainability is an important factor of the decision-making process in family businesses (Domańska et al., 2022; Memili et al., 2017). Family businesses, compared to other organizations, are more likely to transform their strategies toward sustainability if they have a strong sense of family identification and a long-term purpose (Memili et al., 2017). Family business owners with a long-standing orientation are more likely to implement sustainability practices than those focusing on short-term profits (Memili et al., 2017). In addition, family businesses that place a high value on ethics and religiosity are more likely to engage in environmental activities and adopt ethical business practices (Singh et al., 2021). This is particularly evident in small and medium-sized companies which need to be more flexible and innovative in adapting sustainable practices (Akume & Igusi, 2020). Succession that takes sustainability into account can contribute to company's long-term success, according to the research on preparing future leaders to implement sustainable practices in a company (Chanchotiyon & Asavanant, 2020; Olayemi & Gbadamosi, 2024; Tobak et al., 2018).

4.4.2. Environmental Standards and Ecological Expectations

According to the research on environmental standards, strong normative pressure plays an important role in shaping family business intentions to pursue environmental sustainability. Singh et al. (2021) noted that attitudes and social norms have a stronger influence on the intentions related to environmental responsibility rather than subjective norms. Domańska et al. (2022) also stressed that

family businesses which show a propensity to implement sustainability initiatives stimulate each other to take appropriate actions.

In the context of contemporary social expectations, organizations that are guided by public norms are perceived as more trustworthy than those overly focused on profit. Wilson and Knighton (2021) emphasised that compliance with social norms is crucial to building trust in relationships with the public. Roth (2023) suggested that traditional management models in family firms must be adapted to deal effectively with the challenges of diverse stakeholders, including sustainability expectations. Nurchayati et al. (2024) indicated that family norms and values can significantly influence the course of business and financial decisions made by the family. Ernst et al. (2022) found that these values play a key role in adapting to environmental standards and expectations which, in the long run, become a competitive asset in the market. Having analysed the dynamics of multigenerational family businesses, Han et al. (2021) showed that family involvement influences environmental innovation, which, combined with family values, leads to a more effective approach to sustainability. Mierzwiaak and Więcek-Janka (2015) pointed to the lack of institutional support for family businesses, also in the issues of succession and formalization of management structures. The authors suggested opening consulting centers to facilitate the integration of succession and technological development issues. Kogut (2019) also recommended training to implement sustainable development (SD) practices to support adapting environmental regulations and the development of family businesses.

5. Discussion and Conclusions

This paper presents the results of PESTLE analysis regarding the development of family businesses, taking into account both Polish and international research. The Polish literature addresses predominantly the problems of succession and the impact of specific local determinants on the development of family businesses. The analysis showed that the most important challenges for family businesses in Poland include managing succession, adapting to the changing economic, legal and technological conditions, as well as implementing social responsibility and environmental measures. Introducing strategies to support succession, increasing access to funding and innovation, as well as adapting to the changing regulations can contribute to further development of family businesses in Poland. Despite the very strong influence of economic factors on the functioning of family businesses, succession constitutes another important determinant of family business operations. This factor is also identified in terms of impact in the social sphere, and in relation to legal determinants, moreover new threads that focus on technological and environmental issues are emerging.

Note that the conducted PESTLE analysis revealed the most important factors affecting the development of family businesses, namely:

- the problems of succession and intergenerational value transfer,
- the need to adapt to the changing economic and technological conditions,
- the impact of legal determinants on the activities of family businesses,
- the importance of pro-environmental measures and sustainable development strategies.

Recommendations arising from the analysis of the source literature in the context of factors relevant to the operation of family businesses are presented below.

1. Introducing programs to support succession in family businesses, with an emphasis on preparing younger generations to take over their management.
2. Fostering innovation through increased access to funding and the implementation of new technologies.
3. Adapting legislation to the specificity of family businesses, especially with regard to succession and protection of property rights.
4. Promoting activities related to social responsibility and sustainable development.

The research conducted using PESTLE analysis showed clear differences between the studies presented in the Polish and foreign literature, particularly in the areas of social responsibility and succession management. New trends which have been identified in the research since 2015 include the increased importance of CSR, sustainability and technological innovation in the context of family business operations.

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Identyfikacja czynników istotnych dla rozwoju firm rodzinnych z zastosowaniem PESTLE

Streszczenie

Cel: Celem pracy jest identyfikacja kluczowych czynników wpływających na funkcjonowanie firm rodzinnych z wykorzystaniem metody PESTLE.

Metodyka: Wykorzystano metodę PESTLE umożliwiającą wskazanie czynników istotnych dla funkcjonowania firm rodzinnych.

Wyniki: Zidentyfikowano wskazywane w literaturze przedmiotu kluczowe dla funkcjonowania i rozwoju firm rodzinnych czynniki w podziale na polityczne, ekonomiczne, społeczne, technologiczne, prawne i środowiskowe.

Implikacje i rekomendacje: Istotne problemy dla rozwoju firm rodzinnych to m.in.: problemy sukcesji i transferu wartości międzypokoleniowych, konieczność adaptacji do turbulentnych warunków gospodarowania i technologicznych, zmieniające się uwarunkowania prawne. Rekomendacje wynikające z przeprowadzonych badań: konieczność wdrożenia programów wspierających sukcesję w firmach rodzinnych, wsparcie innowacyjności i wdrażania nowych technologii poprzez m.in. zwiększony dostęp do finansowania oraz dostosowanie przepisów prawnych do specyfiki firm rodzinnych (w zakresie sukcesji, ochrony praw własności), promowanie działań związanych z odpowiedzialnością społeczną i zrównoważonym rozwojem.

Oryginalność/wartość: Identyfikacja kluczowych determinant (politycznych, ekonomicznych, społecznych, technologicznych, prawnych i środowiskowych) wpływających na funkcjonowanie firm rodzinnych.

Słowa kluczowe: firmy rodzinne, PESTLE, determinanty funkcjonowania, identyfikacja czynników
