

Title	長寿ファミリー企業の承継者における知の伝承と更新 ——家訓・承継プロセス・ファミリネスの観点から
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Abstract

Objectives — This dissertation explores how successors in long-lived family firms transfer and renew the transgenerational knowledge that is their firms' unique resources. Knowledge has two aspects: information with interpretation and organizational assets. The research model, distinct from previous studies, incorporates familiness, house precepts, dynamic familiness, and the knowledge construction of successors. Familiness refers to the unique bundle of resources derived from the interaction between the family and the family firm. House precepts, which are the explicit transfer of values for a family business across generations in previous research, are expanded here to both explicit and tacit values. The knowledge construction of successors in the succession process is affected by many factors like understanding house precepts, learning from family members, learning from stakeholders, and work experience and education received outside the family firm. It stimulates “dynamic familiness,” which refers to dynamic capabilities (DC) affected by a family. Dynamic familiness of successors manages familiness relying on their knowledge.

Methodology — This qualitative research, a comprehensive case study, involved semi-structured interviews with managers of family firms over 100 years since their establishment in Japan. Theoretical sampling had 15 family firms containing nine firms of several sectors in Hokuriku district and six traditional food sector firms without regional specification. M-GTA (Modified Grounded Theory Approach) performed in-case analysis. Cross-case analysis after in-case analysis identified similarities and differences in house precepts, the knowledge construction of successors, familiness, and dynamic familiness.

Findings — Successors' understanding of house precepts has two categories. One is soundness values related to cooperation and trust in stakeholder relationships. Another is tradition/renewal values to the unique resources of family firms. Successors' entrepreneurial mindset is shaped by two modes: one through inheriting renewal values of house precepts and the other formed through recognizing a decline of familiness. The combination of three dynamic familiness intensities—pioneering DC, enriching DC, and stable resource management—along with the two modes shaping the successor's entrepreneurial mindset and tradition values of house precepts illustrates five types for preservation or renewal of familiness by successors. Successors' entrepreneurial mindset, developed through recognizing a decline of familiness, fosters resilience that supports the longevity of family firms. The resistance of predecessors to DC of successors depends on the difference in the cognitive dimension of social capital more than the intensity of DC.

Implications and limitations —The concept of house precepts extended to tacit values provides a way to find the interaction between familiness and the knowledge construction of a successor. The transgenerational knowledge model of family firms, which shows the interactions between familiness and the knowledge construction of a successor, contributes to the research on the longevity of family firms and the practical succession of family firms. This model provides a comprehensive understanding of how knowledge is transferred and renewed across generations in family firms, and how the knowledge construction of successors influences the longevity of these firms. However, the knowledge-based approach adopted in this research has limitations, as it excludes financial assets and investments from its scope.

Keywords: Family firms, successor, familiness, dynamic capabilities, house precepts