

BAB V

PENUTUP

Bab ini menyajikan kesimpulan yang diperoleh berdasarkan hasil penelitian mengenai analisis siklus hidup bisnis keluarga dan strategi pengembangan Penginapan Marroan di kawasan Danau Toba. Kesimpulan disusun berdasarkan hasil wawancara, observasi, dokumentasi, serta analisis yang telah dilakukan pada bab sebelumnya. Selain itu, bab ini juga memuat implikasi manajerial yang dapat menjadi bahan pertimbangan bagi pengelola dalam mengembangkan usaha, keterbatasan penelitian yang ditemui selama proses penelitian, serta saran yang dapat digunakan sebagai referensi bagi penelitian selanjutnya terkait bisnis keluarga pada sektor akomodasi dan pariwisata.

5.1 Kesimpulan

Penelitian ini bertujuan untuk menganalisis siklus hidup bisnis keluarga dan merumuskan strategi pengembangan pada Penginapan Marroan yang berlokasi di kawasan Danau Toba. Penelitian dilakukan menggunakan pendekatan kualitatif dengan metode studi kasus melalui wawancara, observasi, dan dokumentasi terhadap pemilik usaha serta anggota keluarga yang terlibat dalam pengelolaan usaha. Berdasarkan hasil penelitian yang telah dilakukan, diperoleh beberapa kesimpulan sebagai berikut.

1. Berdasarkan analisis siklus hidup bisnis keluarga, Penginapan Marroan yang didirikan pada tahun 1978 pernah mengalami fase pertumbuhan, terutama pada periode 2000–2015, yang ditandai

dengan meningkatnya hunian kamar, bertambahnya pelanggan, serta adanya kerja sama dengan sekolah, lembaga kursus bahasa Inggris, dan perusahaan. Namun, sejak sekitar tahun 2016 usaha mulai mengalami perlambatan akibat menurunnya tingkat hunian, meningkatnya persaingan dari akomodasi yang lebih modern, dampak pandemi COVID-19, serta faktor internal seperti keterbatasan modal, belum adanya pembukuan terstruktur, minimnya inovasi, dan pemasaran digital yang belum optimal. Oleh karena itu, Penginapan Marroan saat ini berada pada fase stagnasi yang berpotensi mengarah pada penurunan apabila tidak disertai pengembangan usaha yang lebih terarah.

2. Berdasarkan analisis dimensi keluarga, kepemilikan, dan bisnis, ditemukan bahwa karakteristik bisnis keluarga masih sangat kuat dalam pengelolaan Penginapan Marroan. Pada dimensi keluarga, anggota keluarga terlibat langsung dalam operasional usaha melalui kerja sama dan gotong royong, meskipun belum adanya pembagian tugas yang jelas dapat menimbulkan miskomunikasi. Pada dimensi kepemilikan, usaha masih dikendalikan oleh pemilik utama sehingga pengambilan keputusan strategis bersifat terpusat. Sementara itu, pada dimensi bisnis, pengelolaan masih sederhana dan belum didukung sistem manajemen yang terstruktur, seperti belum adanya pemisahan keuangan keluarga dan usaha, pemasaran digital yang belum optimal, serta keterbatasan modal yang

menghambat pengembangan fasilitas dan inovasi. Temuan ini menunjukkan bahwa keterkaitan antara keluarga, kepemilikan, dan bisnis memiliki pengaruh besar terhadap keberlangsungan sekaligus arah perkembangan Penginapan Marroan di masa mendatang.

3. Berdasarkan hasil penelitian, Strategi pengembangan yang sesuai bagi Penginapan Marroan perlu dilakukan secara bertahap, baik dari aspek internal maupun eksternal. Dari aspek internal, usaha perlu memperbaiki sistem pembukuan dan memperkuat manajemen operasional agar pengelolaan menjadi lebih terstruktur dan profesional. Dari aspek eksternal, usaha perlu mengoptimalkan pemasaran digital dan penggunaan Booking.com, mengembangkan fasilitas secara bertahap sesuai kemampuan modal, serta memperluas kerja sama dengan pelaku pariwisata di kawasan Danau Toba. Strategi tersebut diharapkan dapat meningkatkan daya saing, memperluas jangkauan pasar, dan menjaga keberlanjutan bisnis keluarga di tengah persaingan industri akomodasi.

5.2 Implikasi

Berdasarkan hasil penelitian yang telah dilakukan, terdapat sejumlah implikasi manajerial yang dapat dijadikan sebagai bahan pertimbangan bagi Penginapan Marroan dalam meningkatkan kualitas pengelolaan usaha dan memperkuat daya saing bisnis. Implikasi manajerial ini disusun berdasarkan temuan penelitian mengenai kondisi usaha saat ini, posisi siklus hidup bisnis

keluarga, serta hasil analisis dimensi keluarga, kepemilikan, dan bisnis.

Adapun strategi perbaikan yang dapat dirumuskan adalah sebagai berikut:

1. Perbaikan Sistem Pembukuan Usaha

Penginapan Marroan perlu mulai menerapkan sistem pembukuan yang lebih terstruktur dengan memisahkan keuangan usaha dan keuangan keluarga. Pencatatan pemasukan dan pengeluaran yang dilakukan secara konsisten dapat membantu pengelola memahami kondisi usaha secara lebih jelas serta menjadi dasar dalam menyusun perencanaan pengembangan usaha di masa mendatang.

2. Penguatan Manajemen Operasional

Sebagai upaya perbaikan, pengelola perlu menyusun pembagian tugas yang lebih jelas sesuai kemampuan masing-masing anggota keluarga serta menetapkan aturan operasional dasar yang dapat menjadi pedoman dalam menjalankan usaha. Langkah ini diharapkan dapat meningkatkan koordinasi kerja, memperjelas tanggung jawab, dan menciptakan pelayanan yang lebih konsisten kepada pelanggan.

3. Optimalisasi Pemasaran Digital dan Booking.com

Pengelola perlu meningkatkan aktivitas pemasaran digital secara lebih konsisten melalui pengelolaan media sosial yang aktif dan terencana. Selain itu, penggunaan Booking.com perlu dioptimalkan secara berkelanjutan dengan memperbarui

informasi usaha, foto fasilitas, dan meningkatkan kualitas pelayanan agar memperoleh ulasan yang baik dari pelanggan.

4. Pengembangan Fasilitas Usaha Secara Bertahap

Sebagai langkah perbaikan, pengelola perlu menyusun prioritas pengembangan fasilitas sesuai kemampuan modal usaha. Pengembangan dapat difokuskan pada aspek yang paling dibutuhkan pelanggan, seperti peningkatan kualitas kamar, perbaikan jaringan Wi-Fi, serta pemeliharaan fasilitas yang telah tersedia sehingga mampu meningkatkan kenyamanan pelanggan tanpa membebani kondisi keuangan usaha secara berlebihan.

5. Pengembangan Kerja Sama Pariwisata

Sebagai strategi perbaikan, pengelola perlu mengembangkan kerja sama yang lebih luas dengan pelaku pariwisata seperti pemandu wisata, penyedia transportasi wisata, komunitas pariwisata, maupun pelaku usaha wisata lainnya di kawasan Danau Toba. Langkah ini dapat membantu meningkatkan visibilitas usaha serta membuka peluang pasar yang lebih luas.

Berbagai implikasi manajerial yang dirumuskan di atas diharapkan dapat membantu Penginapan Marroan dalam memperbaiki kualitas pengelolaan usaha, meningkatkan daya saing, serta mendukung keberlangsungan bisnis keluarga dalam jangka panjang. Melalui penerapan strategi yang dilakukan

secara bertahap dan konsisten, usaha diharapkan mampu beradaptasi terhadap perubahan lingkungan bisnis dan memanfaatkan potensi yang dimiliki untuk berkembang secara lebih berkelanjutan.

5.3 Keterbatasan Penelitian

Dalam penelitian ini, peneliti menyadari adanya sejumlah keterbatasan yang penting disampaikan guna menjaga objektivitas hasil penelitian. Keterbatasan ini diharapkan dapat menjadi bahan pertimbangan bagi penelitian selanjutnya. Adapun keterbatasan penelitian ini adalah sebagai berikut:

1. Ruang Lingkup Penelitian

Penelitian ini hanya dilakukan pada satu objek penelitian, yaitu Penginapan Marroan di kawasan Danau Toba. Oleh karena itu, hasil penelitian bersifat kontekstual dan belum dapat digeneralisasikan secara langsung pada seluruh bisnis keluarga di sektor akomodasi maupun bisnis keluarga pada sektor lainnya.

2. Jumlah dan Karakteristik Informan

Jumlah informan dalam penelitian ini masih terbatas, yaitu hanya melibatkan pemilik usaha dan satu anggota keluarga yang terlibat dalam operasional usaha. Karakteristik informan yang berasal dari lingkup keluarga inti menyebabkan hasil penelitian lebih banyak menggambarkan perspektif internal keluarga

dalam pengelolaan usaha. Selain itu, penelitian ini belum melibatkan pelanggan sebagai pengguna jasa penginapan sehingga belum dapat menggambarkan secara mendalam persepsi pelanggan mengenai kualitas layanan, tingkat kepuasan, serta faktor-faktor yang memengaruhi keputusan menginap di Penginapan Marroan.

3. Metode Penelitian

Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus. Pendekatan ini memungkinkan peneliti untuk memahami kondisi Penginapan Marroan secara mendalam, tetapi hasil penelitian tetap bersifat kontekstual sesuai dengan objek yang diteliti. Oleh karena itu, hasil penelitian ini tidak dimaksudkan untuk menghasilkan generalisasi luas, melainkan untuk memberikan pemahaman mendalam mengenai siklus hidup bisnis keluarga dan strategi pengembangan pada Penginapan Marroan.

4. Waktu dan Akses Data Penelitian

Keterbatasan waktu penelitian menyebabkan peneliti belum dapat melakukan observasi dalam jangka waktu yang lebih panjang untuk melihat perkembangan usaha secara lebih mendalam. Selain itu, akses terhadap data usaha seperti data keuangan dan data operasional juga masih terbatas sehingga

analisis penelitian lebih banyak didasarkan pada hasil wawancara dan observasi.

5. Subjektivitas Responden

Data penelitian diperoleh melalui wawancara sehingga terdapat kemungkinan subjektivitas dalam jawaban responden, khususnya karena penelitian membahas kondisi internal bisnis keluarga.

5.4 Saran bagi Penelitian Selanjutnya

Berdasarkan keterbatasan yang telah diuraikan, peneliti mengajukan beberapa saran untuk penelitian selanjutnya. Saran-saran ini bertujuan untuk memperluas ruang lingkup penelitian serta memberikan pemahaman yang lebih komprehensif terkait bisnis keluarga pada sektor akomodasi. Adapun saran bagi penelitian mendatang adalah sebagai berikut:

1. Perluasan Ruang Lingkup Penelitian

Penelitian selanjutnya disarankan untuk memperluas objek penelitian dengan melibatkan lebih dari satu bisnis keluarga pada sektor akomodasi di kawasan wisata yang berbeda. Pendekatan multi-case study atau cross-case analysis dapat digunakan untuk membandingkan kondisi bisnis keluarga antar wilayah sehingga hasil penelitian dapat memberikan gambaran yang lebih luas.

2. Menambah Jumlah dan Variasi Informan

Penelitian selanjutnya disarankan untuk melibatkan informan yang lebih beragam, tidak hanya dari pihak pemilik dan anggota keluarga, tetapi

juga karyawan, pelanggan, mitra usaha, atau pihak eksternal lain yang berkaitan dengan operasional penginapan. Dengan melibatkan lebih banyak informan, hasil penelitian dapat menggambarkan kondisi usaha secara lebih objektif dan menyeluruh, khususnya terkait kualitas layanan, kepuasan pelanggan, serta faktor yang memengaruhi keputusan menginap.

3. Pengembangan Metode Penelitian

Penelitian selanjutnya disarankan untuk mengembangkan metode penelitian dengan pendekatan kualitatif yang lebih mendalam, misalnya melalui studi kasus jamak atau penelitian longitudinal. Studi kasus jamak dapat digunakan untuk membandingkan beberapa penginapan keluarga pada kawasan wisata yang berbeda, sehingga dinamika bisnis keluarga dapat dipahami secara lebih luas. Sementara itu, penelitian longitudinal dapat digunakan untuk melihat perkembangan usaha dalam periode waktu tertentu, sehingga perubahan posisi bisnis keluarga dalam siklus hidup usaha dapat dianalisis secara lebih mendalam.

4. Memperpanjang Waktu Penelitian dan Memperluas Akses Data

Penelitian selanjutnya disarankan untuk melakukan observasi dalam jangka waktu yang lebih panjang agar perkembangan usaha dapat diamati secara lebih mendalam, termasuk perbedaan kondisi pada musim ramai dan musim sepi. Selain itu, peneliti selanjutnya juga disarankan untuk mengakses data usaha yang lebih lengkap, seperti data keuangan, tingkat hunian kamar, jumlah pelanggan, biaya operasional, dan data pemasaran digital.

5. Meminimalkan Subjektivitas Responden

Penelitian selanjutnya disarankan untuk memperkuat proses triangulasi data dengan membandingkan hasil wawancara, observasi, dokumentasi, serta informasi dari berbagai pihak yang relevan. Hal ini bertujuan untuk mengurangi potensi subjektivitas jawaban responden, khususnya dalam penelitian yang membahas kondisi internal bisnis keluarga.

Adanya saran-saran penelitian ini diharapkan mampu berkontribusi terhadap pengembangan penelitian bisnis keluarga yang lebih komprehensif di masa mendatang, khususnya pada sektor akomodasi dan pariwisata, sehingga dapat memberikan manfaat teoritis maupun praktis bagi pengembangan usaha keluarga di Indonesia.

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Lampiran

Lampiran 1 Wawancara dengan Informan



Lampiran 2 Interview Protocol

A. Informasi Penelitian

1. Judul Penelitian

Analisis Siklus Hidup Bisnis Keluarga dan Strategi Pengembangan
Penginapan Marroan di Kecamatan Simanindo Kabupaten Samosir.

2. Nama Peneliti

Astri Fika Joida Ambarita

3. Lokasi Penelitian

Penginapan Marroan, Tuktuk Siadong, Kecamatan Simanindo,
Kabupaten Samosir.

4. Tujuan Wawancara

Wawancara dilakukan untuk memperoleh informasi mengenai kondisi
bisnis keluarga pada Penginapan Marroan yang mencakup aspek
keluarga, kepemilikan, dan bisnis, mengidentifikasi posisi siklus hidup
bisnis keluarga, menganalisis faktor internal dan eksternal yang
memengaruhi perkembangan usaha, serta merumuskan strategi
pengembangan usaha yang sesuai dengan kondisi Penginapan Marroan.

B. Identitas Wawancara

Keterangan	Uraian
Nama Informan 1	Johannes Jonter Ambarita
Nama Informan 2	Saul Ambarita
Status Informan 1	Pemilik
Status Informan 2	Anggota Keluarga
Waktu Wawancara	08 Juni 2026

Tempat Wawancara	Penginapan Marroan
Durasi Wawancara	90 Menit

C. Instruksi Pelaksanaan Wawancara

1. Peneliti memperkenalkan diri kepada informan.
2. Peneliti menjelaskan tujuan penelitian dan maksud pelaksanaan wawancara.
3. Peneliti menjelaskan bahwa wawancara dilakukan untuk kepentingan akademik dan penyusunan skripsi.
4. Peneliti mengajukan pertanyaan sesuai pedoman wawancara yang telah disusun.
5. Peneliti dapat mengembangkan pertanyaan lanjutan untuk memperoleh informasi yang lebih mendalam.
6. Peneliti mencatat informasi penting selama proses wawancara berlangsung.
7. Peneliti mengakhiri wawancara setelah seluruh informasi yang dibutuhkan telah diperoleh.

D. Etika Wawancara

1. Informan berpartisipasi secara sukarela tanpa adanya paksaan dari pihak manapun.
2. Informan berhak menolak menjawab pertanyaan yang dianggap tidak berkenan.

3. Informan dapat menghentikan wawancara kapan saja apabila menghendaki.
4. Identitas dan informasi yang diberikan informan dijaga kerahasiaannya.
5. Data yang diperoleh hanya digunakan untuk kepentingan penelitian.
6. Dokumentasi dilakukan atas persetujuan informan.
7. Peneliti menghormati pendapat, pengalaman, dan pandangan informan selama proses wawancara berlangsung.

E. Pedoman Wawancara Berdasarkan Teori dan Indikator Penelitian

No	Pertanyaan Inti
1	Bisa diceritakan bagaimana awal mula berdirinya dan perkembangan Penginapan Marroan hingga saat ini?
2	Siapa saja yang terlibat dalam pengelolaan usaha dan bagaimana peran masing-masing anggota keluarga?
3	Bagaimana komunikasi dan proses pengambilan keputusan dilakukan dalam menjalankan usaha?
4	Bagaimana sistem kepemilikan usaha dan pengelolaan aset usaha saat ini?
5	Bagaimana operasional usaha sehari-hari dijalankan, termasuk pembagian tugas dan pengelolaan keuangan?
6	Menurut Bapak/Ibu, bagaimana kondisi usaha saat ini dibandingkan dengan masa-masa sebelumnya?
7	Apa saja faktor internal yang mendukung maupun menghambat perkembangan usaha?
8	Bagaimana pengaruh persaingan, perubahan perilaku wisatawan, dan perkembangan teknologi terhadap usaha ini?
9	Strategi apa saja yang telah dilakukan untuk mempertahankan dan mengembangkan usaha?
10	Menurut Bapak/Ibu, strategi apa yang paling penting dilakukan untuk mendukung perkembangan Penginapan Marroan di masa mendatang?

Lampiran 3 Format Pembukuan Harian

1. Buku Reservasi dan Pendapatan Kamar					
Tanggal	Nama Tamu	Jumlah Kamar	Lama Menginap	Tarif/Kamar	Total Pendapatan
01/07/26	Budi	2	2 malam	Rp300.000	Rp1.200.000
02/07/26	Sinta	1	1 malam	Rp300.000	Rp300.000
</					

Lampiran 4 Format Pembukuan Bulanan

PENDAPATAN		HASIL USAHA	
Sumber Pendapatan	Jumlah	Keterangan	Jumlah
Sewa kamar	Rp15.000.000	Total Pendapatan	Rp17.500.000
Gathering	Rp2.000.000	Total Pengeluaran	Rp4.500.000
Lainnya	Rp500.000	Laba Bersih	Rp13.000.000
Total Pendapatan	Rp17.500.000		
PENGELUARAN			
Jenis Pengeluaran	Jumlah		
Listrik & Air	Rp2.000.000		
Kebersihan	Rp500.000		
Perawatan	Rp1.000.000		
Internet	Rp300.000		
Lainnya	Rp700.000		
Total Pengeluaran	Rp4.500.000		

Lampiran 5 Surat Ijin Penelitian dari Fakultas



**FAKULTAS BISNIS
DAN EKONOMIKA**
UNIVERSITAS ATMA JAYA YOGYAKARTA

Nomor: 1230/Pen/I
Lamp. : -
Hal : Ijin Penelitian, Permohonan Data

08 Juni 2026

Kepada Yth.

Penginapan Marroan

Jl. Lingkar Tuktuk, Desa Tuktuk Siadong, Kecamatan Simanindo, Kabupaten Samosir,
Sumatera Utara

Dengan hormat,

Sehubungan dengan penulisan Skripsi yang berjudul "Analisis Siklus Hidup Bisnis Keluarga dan Strategi Pengembangan Penginapan Marroan di Kawasan Danau Toba" yang dilakukan oleh mahasiswa kami dengan identitas:

Nama : Astri Fika Joida Ambarita
NPM/Program Studi : 220327097/Manajemen
No. Handphone : 0813 3991 8787

Kami mohon Bapak/Ibu berkenan memberikan Ijin Penelitian kepada mahasiswa tersebut untuk mendapatkan data yang diperlukan.

1. Data profil usaha
2. Kepemilikan usaha
3. Pengelolaan bisnis keluarga
4. Strategi pengembangan usaha

Skripsi yang ditulis oleh mahasiswa ini merupakan karya ilmiah yang memiliki tujuan dan sifat keilmuan. Oleh karenanya tidak akan dipergunakan untuk hal-hal yang merugikan.

Atas perhatian dan bantuannya, kami mengucapkan terima kasih.

Dekan



Wenefrida Mahestu N. Krisjanti, SE., M.Sc., Ph.D.

Alamat

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Fax : +62-274-485227
Surel : fbe@uajy.ac.id



Lampiran 6 Surat Ijin Penelitian dari Perusahaan

PENGINAPAN MARRROAN

Desa Tuktuk Siadong, Kecamatan Simanindo
Kabupaten Samosir, Sumatera Utara

Tuktuk Siadong, 8 Juni 2026

Kepada Yth.
Dekan Program Studi Manajemen
Fakultas Bisnis dan Ekonomika
Universitas Atma Jaya Yogyakarta
Di Tempat

Perihal: Persetujuan Permohonan Izin Penelitian, Permohonan Data, dan Wawancara

Dengan hormat,

Menanggapi surat permohonan izin penelitian dari Universitas Atma Jaya Yogyakarta, dengan ini kami menyampaikan bahwa pada prinsipnya kami menyetujui dan memberikan izin kepada mahasiswa berikut untuk melaksanakan penelitian, pengambilan data, dan wawancara di Penginapan Marroan.

Nama : Astri Fika Joida Ambarita
NPM : 220327097
Program Studi : Manajemen

Demikian surat persetujuan ini kami sampaikan. Atas perhatian dan kerja sama yang baik, kami mengucapkan terima kasih.

Hormat kami,

R. Ambarita

Pemilik
Penginapan Marroan

Lampiran 7 Jurnal Acuan Penelitian

The current issue and full text archive of this journal is available on Emerald Insight at
<https://www.emerald.com/insight/2043-6238.htm>

Factors affecting succession planning in Sub-Saharan African family-owned businesses: a scoping review

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Emelia Ohene Afriyie
Department of Management and Public Administration, Accra Technical University, Accra, Ghana, and

Theodora Dedo Azu
School of Nursing and Midwifery, University of Cape Coast, Cape Coast, Ghana

Abstract

Purpose – This scoping review investigates the factors influencing succession planning in Sub-Saharan African family-owned businesses.

Design/methodology/approach – Employing the Arksey and O'Malley (2005) framework, a systematic approach was followed. Major databases (STOR, Sage Journals, Scopus and Web of Science) were searched and supplemented by reference list reviews. Inclusivity was ensured through collaboration with an academic librarian. Inclusion criteria covered literature from 2010 to 2023, focussing on Sub-Saharan African studies related to family-owned business succession planning.

Findings – The study emphasises the need for gender inclusiveness, resource management and family dynamics in family-owned business succession planning in Sub-Saharan Africa. The study also aligns with the sustainable development goals (SDGs), emphasising gender inclusivity and environmental responsibility. However, the unique context of Sub-Saharan Africa introduces additional complexities, necessitating tailored strategies for business sustainability.

Practical implications – The study emphasises the importance of skill development, leadership development, open governance and open family relationships in succession planning in Sub-Saharan African family-owned firms. It suggests policies supporting education, mentorship, knowledge-sharing networks, strategic resource management, financial management, human capital development and sustainable business practices to address succession concerns and contribute to societal advancement.

Originality/value – The distinct socio-economic, cultural and political backdrop of Sub-Saharan Africa is highlighted in this study, with a focus on the necessity of customised succession planning frameworks because of post-colonial governance systems, tribal affiliations and colonial legacies.

Keywords Family-owned business, Business sustainability, Factors, Succession planning, Successor, Transition

Paper type Research paper

Introduction

Sub-Saharan African family businesses represent a significant proportion of businesses in the African landscape. They contribute significantly to employment creation, community development, economic growth and improving the standard of living of the Sub-Saharan African people. Ensuring business sustenance and continuity is a significant problem confronting many Sub-Saharan African family-owned businesses. Succession planning and transitioning leadership and ownership within family-owned Sub-Saharan African businesses are critical to ensure business sustainability, growth and continuity (Mtembu, 2021; Nwuke and Adeolu, 2022). Knowing the determinants or factors that affect succession

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Received 21 December 2023
Revised 2 April 2024
Accepted 3 April 2024

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planning in Sub-Saharan African family-owned businesses is imperative for addressing the problems associated with the survival of family-owned businesses (Khosa, 2023). This study aims to contribute to the existing literature on the multiple factors affecting the sustainability and continuity of Sub-Saharan African family-owned businesses. This review study synthesises existing studies on the factors that impede Sub-Saharan African family-owned businesses' succession planning.

Succession planning is a crucial business strategy that ensures a smooth transition of ownership from one person to another, preserving the viability of businesses for future generations (Buckman *et al.*, 2020; Dason, 2020; Saan *et al.*, 2019). It addresses family-associated values, dynamics and potential conflicts during the transition process. Succession planning promotes unity and harmony, ensuring family businesses' sustainability and continuity (Saan *et al.*, 2018). It also contributes to talent management and development, providing family members with the necessary competencies to assume leadership positions (Jindal and Shalikh, 2021). Effective succession planning promotes business stability, attracts investment and ensures long-term sustainability, positively impacting generations (Jina, 2014).

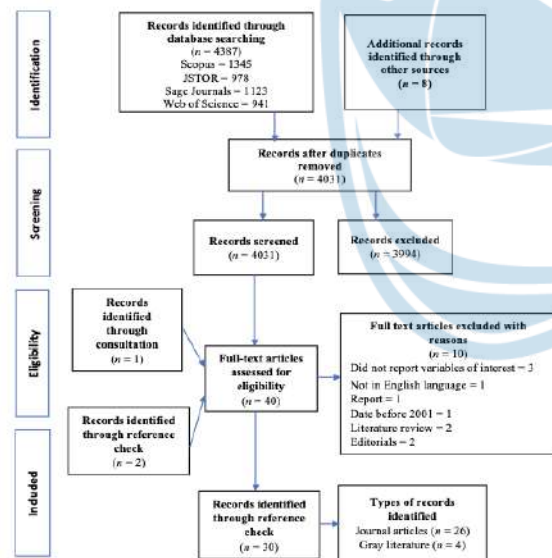
This study examines the succession planning challenges faced by Sub-Saharan African family-owned businesses, focussing on the unique socio-economic, cultural and political landscape of Sub-Saharan Africa (Mugasi, 2021; Phakiso, 2017). The region faces high diversity, varying economic development and unique historical contexts that significantly influence the dynamics of succession planning (Ntari and Delieu, 2023; Ory Bello *et al.*, 2023; Urban and Nookwelo, 2022). Factors like tribal affiliations, colonisation legacies and post-colonial governance structures contribute to a complex environment. Understanding these nuances is crucial for developing effective and context-specific succession planning frameworks (Rwomushana, 2022). The study contributes to the academic discourse on succession planning and provides actionable insights for positive change in corporate and public sectors across Sub-Saharan African countries. It aims to provide the foundation for well-informed decision-making and development intervention programs supporting the long-term growth, survival and sustainability of African-owned businesses. This scoping review explores succession planning in family-owned businesses in Sub-Saharan African countries, providing practical strategies and academic scholarship. It aims to guide practitioners in developing effective strategies for generational transition and ensure sustainable family businesses, contributing to employment, community development and economic growth.

The succession planning studies in family-owned businesses outside the Sub-Saharan Africa is influenced by familial dynamics, leadership development, strategic planning, external factors like economic conditions and governance structures. For example, succession planning in the Asian economy is influenced by cultural and societal elements, such as Confucian principles and collectivism (Teixeira *et al.*, 2020; Chang, 2020; Xian *et al.*, 2021). The rapid globalisation has made succession planning more complex, with issues such as internationalisation, talent retention and professionalisation. A comprehensive understanding of these factors is needed to develop effective succession planning strategies (Jelli and Pham, 2021; Bakewell, 2020). In the USA, family dynamics, governance structures and strategic planning are crucial for efficient succession planning and reducing family conflict (Pepper *et al.*, 2021). In Europe, family governance, cultural norms and legal frameworks also influence succession planning. Family governance tools, such as formal decision-making procedures and family councils, are essential for accountability and openness (Martins and Franco, 2020). Adaptive strategies and ongoing innovation are also necessary to improve competitiveness and resilience in a changing business environment.


Journal of Family Business
Management
Vol. 14 No. 6 2024
pp. 1099-1124
© Emerald Publishing Limited
3043-6238
DOI: 10.1108/JFBM-12-2023-0187

Method

The review is guided by Arksey and O'Malley (2005) systematic framework. It is driven by the research question: What factors affect succession planning in African family-owned businesses? The search strategy involved significant databases (JSTOR, Sage Journals, Scopus and Web of Science). A thorough review of reference lists and collaboration with an academic librarian ensured inclusivity. The inclusion criteria covered literature published between 2010 and 2023, focussing on peer-reviewed journals or grey literature, studies conducted in Sub-Saharan African countries and those explicitly addressing succession planning in family-owned businesses. The selection of Sub-Saharan Africa is based on the unique political, cultural and socio-economic traits present in its countries. Exclusion criteria involved disregarding non-relevant document types, studies outside Sub-Saharan Africa and publications before 2010. Mendeley software streamlined the study selection process by identifying and eliminating duplicates. Figure 1 indicate the Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA) Flow Chart for the study.



Source(s): Authors' own creation

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The screening process involved a two-tiered approach: initial assessment of titles and abstracts and subsequent full-text examination of relevant studies. The data extraction form captured vital details, including authors, year, country, study purpose, design, population, sample size and critical findings. The review aimed to ensure a comprehensive understanding of the factors influencing succession planning in African family-owned businesses.

Results

Table 1 displays the search strategy for the study.

Items	Search strategy
Database	JSTOR, Sage Journals, Scopus, and Web of Science
Language filter	2010 and beyond
Spatial filter	Sub-Saharan Africa
Keywords	Factors [MeSH] OR "Variables" OR "Elements" OR "Components" OR "Aspects" OR "Determinants" OR "Influences" OR "Conditions" OR "Contributors" OR "Components" OR "Facets" OR "Features" OR "Constituents" OR "Indicators" OR "Attributes" OR "Considerations" OR "Circumstances" OR "Parameters" OR "Ingredients" OR "Characteristics" OR "Elements" OR "Contributing Factors" OR "Components" OR "Variables" OR "Determining Factors" OR "Intrinsic Factors" OR "Extrinsic Factors" OR "Environmental Factors" OR "Causal Factors" OR "Correlates"
	Affecting [MeSH] OR influencing OR impacting OR altering OR modifying OR changing OR shaping OR determining OR exerting influence OR having an effect OR making an impact OR steering OR swaying OR moulding OR transforming OR adjusting OR shaping OR determining OR manipulating
	Succession planning [MeSH] OR "Replacement planning" OR "Talent pipeline development" OR "Leadership continuity strategy" OR "Career progression mapping" OR "Management succession" OR "Executive transition planning" OR "Organizational talent development" OR "Future leadership preparation" OR "Employee advancement strategy"
	Family-owned businesses [MeSH] OR "Family-controlled enterprises" OR "Familial enterprises" OR "Parental businesses" OR "Dynasty businesses" OR "Hereditary enterprises" OR "Inherited businesses" OR "Kin-controlled ventures" OR "Closely-held establishments" OR "Household-run enterprises" OR "Generational businesses" OR "Ancestral enterprises" OR "Lineage-owned companies" OR "Descendant-controlled firms" OR "Domestic businesses" OR "Kindred enterprises" OR "Bloodline-controlled establishments" OR "Intrafamilial ventures" OR "Heritage businesses" OR "Pedigree-owned enterprises"
	Sub-Saharan Africa [MeSH] OR "African continent" OR "African nations" OR "Africans" OR "Africand" OR "Afro-Eurasia" OR "Black Continent" OR "Dark Continent" OR "Land of Kilimanjaro."
Inclusion criteria	Papers included were: a. Conducted in Africa or Sub-Saharan Africa. b. Conducted on succession planning within family-owned business c. Peer-reviewed articles, literature reviews, dissertation or grey literature d. Reported in English language e. Conducted 2010 or later
Exclusion criteria	Papers excluded were: a. Conducted outside Sub-Saharan Africa b. Full-text articles or conference papers that were not available c. Studies designed as editorials, letters to editors, commentaries, expert opinions, case reports, and case series d. Studies that did not provide reports on factors affecting succession planning in family-owned businesses e. Studies conducted in a language apart from English f. Studies completed or published online before 2010

Table 1.

Search strategy

Source(s): Authors' own creation

Table 2 shows the data extracted for the study.

Factors affecting succession planning in family-owned businesses

Succession planning in family-owned businesses is a critical aspect that significantly influences their growth, performance and sustainability. The identified factors play a pivotal

S/N	Author(s)/ date/country	Purpose	Design	Population	Sample size	Factors
1	Drammeh and Tayir (2021) Gambia	To analyse family businesses in The Gambia Textile sector and their succession plans	Quantitative	Gambia	10 family business OWNERS	Experience Skills Abilities Responsibilities Customer relations and interest in the family business
2	Oury Balo (2023) Guinea	Identify the key factors affecting Guinean family business (FB) succession planning	Quantitative	Family businesses	383 family businesses FBs in Country	Incumbent attributes Firm attributes, and Ethical issues Successor attributes and Family relationship
3	Urban and Nkwile (2022) South Africa	To empirically investigate intra- family dynamics about daughters as potential successors in family businesses	Quantitative	Family business	South Africa	Business context (BC) Intra-family cohesion (FC) Intra-family adaptability (FA) and The parent-daughter relationship (PDR)
4	Nani and Delve (2023) South Africa	To determine how much of an impact parents have on their next-generation family members/ (NGFM) decision to join the family business	Quantitative	Family businesses	400	Parental style, culture, self-efficacy and parental identification
5	Uzoakwara and Eze (2022) Nigeria	To determine the extent of the relationship that exists between primogeniture rule (the rule of firstborn) and longevity of family-owned businesses in South- East Nigeria	Quantitative	Family-owned businesses in Nigeria	216	Willingness to take over The preparation level of the heir and The relationship between owner-founder and successor
6	Mahomed and Munshi (2022) South Africa	To identify and understand the experiences of Indian family businesses in South Africa concerning business succession	Quantitative	South Africa	60	Business ownership influence in succession, Business readiness for the exit of owner and succession. The role of the owner after exit from business Selection criteria of the right successor
7	Musa and Samsinghe (2014) Nigeria	To examine the problem of succession amongst small family businesses in Nigeria	Qualitative	Nigeria		Lack of proper planning by the founders for succession

Table 2.
(continued) Data extraction table

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S/N	Authors/ date/country	Purpose	Design	Population	Sample size	Factors
8	Phiso (2017) South Africa	To determine the drivers of planning in business owners in family-owned businesses in the township of Gugulethu in Cape Town, South Africa	Mixed method	South Africa	150	A lack of mutual trust and cooperation A lack of clear objectives concerning planning for Not providing successors with the training plans for succession they follow and that, instead, cultural and social norms Succession laws of Nigeria The multi-cultural nature of Nigeria
9	Ogundele et al (2012) Nigeria	To explore the issues involved in succession problems, the sources of the problems and how these have threatened the perpetuity principle in companies concerning family businesses in Nigeria	Review	Nigeria		
10	Abdulle (2013) Kenya	To determine if there was any strategic succession planning in family-owned businesses in Kenya and assess the effects of strategic succession planning on the future direction of the family businesses	Quantitative	Family-owned businesses	500	Strategic planning
11	Adesleye et al (2016) Nigeria	To investigate the factors responsible for ensuring succession planning and the firm's sustainability of family businesses in Lagos and Ogun States of Nigeria	Quantitative	Family businesses	327	Failure to plan for succession
12	Aghim (2019) Nigeria	To determine the contributory factors to successful succession and post- succession performance	Qualitative	Family-owned SMEs	75	The characteristics of succession planning The incumbent, The potential successor, and The family-owned SME Each family had unique drivers
13	Modise (2011) South Africa	To establish what the key contributing factors are towards the long-term sustainability of family-owned agribusiness in South Africa	Qualitative	Family-owned agribusinesses South Africa		

Table 2.

(continued)

Sub-Saharan African family-owned businesses							JFBM 14,6						
S/N	Author(s)/ date/country	Purpose	Design	Population	Sample size	Factors	S/N	Author(s)/ date/country	Purpose	Design	Population	Sample size	Factors
14	Dusor (2020), Ghana	To investigate the importance of succession planning factors influencing succession planning and practices in succession planning in family businesses	Qualitative	Family-owned businesses	10	Reluctance to relinquish control and power, Transparency Family taboos Spouses' resistance to change	18	Jina (2014) South Africa	To understand the influence of culture on the succession planning process of family businesses	Qualitative	South African Muslim-owned family businesses		Cultural elements were found to influence the planning for the handover, selection of the successor, the training and development of the successor, the handover process and the management stage of the businesses
15	Ashanda (2015) Kenya	To identify factors determining successive strategic succession plans for family SME businesses in Nairobi Central Business District	Quantitative	Small and medium size family businesses in Nairobi		Age Successor's relationship with current CEO and family members Commitment to the business and Successor's Competence	19	Otika <i>et al.</i> (2019) Nigeria	The study dwelt on inheritance cultures such as primogeniture, gender restriction and multiple heirships and how they affect management succession of the family business	Quantitative	Family business owners/managers	347	Inheritance culture (gender restriction)
16	Saan <i>et al.</i> (2018) Ghana	To explore the factors that influence succession planning in family-owned businesses and their importance in ensuring the continuity and prosperity of businesses in the Wa Municipality, Ghana	Quantitative	Family-owned businesses in Ghana	205	Higher level of education of founders and Communication of the succession decision, comprising the transfer date and Post-succession roles to all key stakeholders	20	Megasi <i>et al.</i> (2022) Tanzania	The study aimed to explore the factors that lead to selecting incompetent or unsuitable successors in the family-owned manufacturing firms (FOMFs) in the Dar es Salaam region	Qualitative	Owner-managers	10	Lack of succession planning Lack of confidence Lack of wisdom and Communication problems
17	Gomba (2014) South Africa	To understand the influence of the incumbent, the successor, the family and the business, on management succession within black family-owned businesses in South Africa	Qualitative	Black family-owned business		The successor and incumbent-related factors Commitment and interest of the successor towards the business and The quality of the relationship between the incumbent and Natural succession based on birth order and gender Support of the successor by the family members through acceptance of the choice and not passing judgement when mistakes emerge The size and nature of the business and change in market conditions	21	Harlal (2021) South Africa	To assess the impact that succession planning has on Black female-owned family businesses in South Africa	Quantitative	Black female-owned family businesses in South Africa	340	The financial, social and human resources of the business
							22	Abiri-Franklin and Olorunshe (2022), Nigeria	To assess succession planning and women's inclusion in family businesses in Nigeria	Quantitative	Family-owned business leaders	362	Cultural and religious bias Patriarchal system The absence of proper and inadequate implementation of governance structures
							23	Olufermi (2021) Nigeria	To examine the strategies that family business owners, use to implement succession planning required for their businesses to continue in Nigeria	Qualitative	Nigerian family businesses have been in business for more than a decade	4	Management abilities, experience, negotiating skills, people management, market understanding, gender, and religious bias
							24	Gomba and Kale (2016), South Africa	To understand the factors that influence succession planning decisions in black-owned family businesses	Qualitative	Black family-owned business owners	13	The successor's commitment to and interest in the business

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S/N	Author(s)/date/country	Purpose	Design	Population	Sample size	Factors	1107		
25	Okoth <i>et al.</i> (2021), Nigeria	To investigate the moderating effect of succession planning on inheritance culture and business survival of selected family-owned schools in South-West Nigeria	Quantitative	Family business in Nigeria	357	Competence identification	1108		
26	Magasi (2023), Tanzania	To investigate the effect of succession planning on FOMF's survival	Quantitative	Senior leaders of FOMF's	384	Successor involvement in business management (SIBM) Training successor (TS) and Successor factor-work (SFF) Family values such as trust, honesty and unity, Effective leadership interest Transition awareness	1109		
27	Mwansa (2020), South Africa	To investigate the relationship between leadership succession planning, performance and sustainability of family-owned businesses	Mixed method	Family-owned businesses	15	Lack of written succession plans is influenced by several reasons (the entrepreneur never thought of succession planning, family members are not interested in taking over the business, the business is still small, and the children are still young) A rich array of variables influences transmission channels	1110		
28	Khene (2023), South Africa	This research investigated the perceptions of family-owned small enterprises on the reasons for the absence of written succession plans and the implications of the proposed successful succession framework	Quantitative	Owner-managers and successors	257		1111		
29	Venter <i>et al.</i> (2010), South Africa	To investigate how families could ensure a successful transition of family capital by modeling the different evolutionary stages through which capital transmission occurs	Qualitative	Family business executives	66		1112		
30	Prior (2012), South Africa	This research project consists of the analysis of eight South African family business case studies	Qualitative	Owner-managers and successors	8	Successor-related factors Incumbent-related factors Family context Business context Structured agreements	1113		

Source(s): Authors' own creation

Table 2.

role in shaping the economic well-being of the African populace by contributing to increased employment opportunities and business development. Table 3 shows the factors affecting succession planning in family-owned businesses.

Main theme	Sub-themes	Authors
Skills and qualifications	Experience, Skills, Abilities, Responsibilities, Customer Relations	Drammeh and Taysir (2021)
Organisational attributes	Incumbent Attributes, Firm Attributes	Oury Bailo (2023), Prior (2012)
Family dynamics	Family Relationship, Parental Style, Culture, Parental Identification	Urban and Nonkwelo (2022), Ntari and Delwe (2023), Modise (2011), Prior (2012), Uochukwu and Euntu (2022), Venter <i>et al.</i> (2010), Prior (2012)
Successor's preparedness	Willingness to Take Over, Preparation Level, Relationship	Mahomed and Mtembu (2021)
Business ownership and readiness	Business Ownership Influence, Readiness for Exit, Role After Exit	Musa and Senaasinghe (2014), Abdile (2013), Khosa (2023)
Planning and strategy	Planning and Strategy	Phikiso (2017), Venter <i>et al.</i> (2010)
Trust and cooperation	Lack of Mutual Trust, Cooperation, Clear Objectives	Ogundele <i>et al.</i> (2012), Jina (2014)
Legal and cultural factors	Succession Laws, Multi-cultural Nature, Cultural Elements	Otika <i>et al.</i> (2019), Magasi <i>et al.</i> (2020)
Gender and inheritance	Inheritance Culture, Lack of Confidence, Gender Bias	Magasi <i>et al.</i> (2020), Harila (2021)
Resource management	Lack of Wisdom, Communication Problems, Business Resources	Abiri-Franklin and Olugasa (2022), Olufemi (2021)
Governance and bias	Cultural and Religious Bias, Absence of Proper Governance Structures, Bias	Gomba (2014), Okoh <i>et al.</i> (2021), Gomba and Kele (2016), Ashanda (2015), Venter <i>et al.</i> (2010), Prior (2012)
Successor-related factors	Successor's Commitment, Interest, Age, and Attributes	Magasi <i>et al.</i> (2020), Mwansa (2020), Jina (2014)
Training and involvement	Successor Involvement, Training Successor	Agbin (2019), Saan <i>et al.</i> (2018)
Successor selection	Characteristics, Trust, in Female Owners, Successor Identification	Gomba (2014), Prior (2012)
Business size and nature	Business Size, Change in Market Conditions	
Source(s): Authors' own creation		

Table 3.
Factors affecting succession planning in family-owned businesses

Skills and qualifications. Having skilled and qualified family members positively impacts the growth and performance of family-owned businesses. Experienced individuals contribute effectively to business operations, fostering innovation and adaptability. This, in turn, leads to increased productivity, job creation and improved business sustainability (Drammeh and Taysir, 2021). Implications include the need for continuous skill development programs within family businesses to ensure a skilled workforce.

Organisational attributes. Understanding and leveraging organisational attributes ensure a smooth transition and alignment with business goals. Effective succession planning based on organisational attributes contributes to the continuity and sustainability of the business. It enhances organisational resilience, which is vital for long-term performance and growth (Oury Bailo *et al.*, 2023; Prior, 2012). Implications involve a thorough organisational analysis to identify and nurture attributes contributing to success.

Family dynamics. Positive family dynamics, including cohesion and adaptability, create a conducive environment for business growth. A harmonious family relationship encourages collaboration and effective decision-making, positively impacting the next generation's intention to join the family business. This, in turn, influences the business's sustainability and growth (Modise, 2011; Ntari and Delwe, 2023; Urban and Nonkwelo, 2022). Implications include fostering family cohesion and adaptability through open communication and shared values.

Successor's preparedness. A prepared successor ensures the family business's smooth transition and long-term success. Willingness, adequate preparation and a positive relationship with the owner-founder contribute to effective leadership continuity. This positively influences the business's growth and sustainability (Prior, 2012; Uzochukwu and Ezute, 2022; Venter *et al.*, 2010). Implications involve the need for mentorship programs and training initiatives to prepare successors for leadership roles.

Business ownership and readiness. Understanding the influence of business ownership on succession planning is crucial. A readiness for the owner's exit ensures a well-planned transition, positively impacting the business's sustainability and growth. Succession planning aligned with business ownership considerations contributes to a seamless transfer of leadership (Mahomed and Mtenbu, 2021). Implications include the need for clear exit strategies and communication between owners and successors.

Planning and strategy. The lack of proper planning poses a significant challenge to family-owned businesses. Strategic planning guides succession processes, aligning the family business with long-term objectives. Effective planning contributes to business sustainability and growth by minimising uncertainties and risks (Abdille, 2013; Khosa, 2023; Musa and Senasinghe, 2014). Implications involve the necessity for strategic thinking and long-term planning to ensure the family business's continued success.

Trust and cooperation. Trust and cooperation within the family are critical for successful succession planning. A lack of mutual trust and clear objectives can impede the planning process, affecting business sustainability. Building trust fosters collaboration and effective decision-making, positively influencing growth (Phikiso, 2017; Venter *et al.*, 2010). Implications include the need for transparent communication and conflict resolution mechanisms within the family.

Legal and cultural factors. Navigating legal and cultural factors is essential for successful transitions. Understanding these factors ensures business continuity and effective succession planning. Failure to address these factors may lead to complications, impacting the business's sustainability (Adedayo *et al.*, 2016; Jinn, 2014). Implications involve the importance of legal compliance and cultural sensitivity in succession planning.

Gender and inheritance. The issue of gender and inheritance within the African context influences succession planning practices in African family-owned businesses (Magasi *et al.*, 2020). Therefore, addressing the issue of gender bias and embracing inclusiveness in succession planning would positively affect business leadership transition in family-owned businesses in Africa. Gender inclusiveness may minimise family conflict, ensure equal rights and foster collaboration amongst family members. This will contribute to a smooth transition within African family-owned businesses (Stephen *et al.*, 2019).

Resource management. Harital (2021) states that adequate financial, human and social resources are critical for business sustainability and development. Family businesses without sufficient human and financial resources with the requisite knowledge, skills and abilities make succession planning difficult and adversely affect business performance. Proper management ensures the business can weather challenges and seize opportunities (Magasi *et al.*, 2020; Harital, 2021). Implications involve the importance of strategic resource planning and allocation.

Governance and bias. Proper governance structures enhance transparency, reduce bias and promote fair succession processes. Addressing biases in Sub-Saharan African family-owned businesses influences the business's survival and sustainability. Honest and ethical governance positively contribute to effective business decision-making and leadership transition. Robust governance frameworks that promote fairness and equity are essential to the successful succession of African-owned family businesses (Abiri-Frankling and Ougasa, 2022; Olufemi, 2021).

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Successor-related factors. Factors related to successors, including commitment, interest and attributes, significantly influence succession outcomes. Successor commitment positively impacts decision-making and criteria design, contributing to the business's long-term success (Gomba, 2014; Gomba and Kele, 2016; Okoh *et al.*, 2021; Venter and Boshoff, 2006; Venter *et al.*, 2010). Implications involve the importance of nurturing and recognising successor qualities.

Training and involvement. Successor training and involvement in business management are crucial for business sustainability. Adequate training ensures successors are well-prepared, contributing to effective decision-making and leadership continuity. Involving successors in business operations positively impacts their understanding and commitment (Magasi *et al.*, 2020; Mwansa, 2020). Implications include the need for structured training programs and the active involvement of successors.

Successor selection. Characteristics influencing successful successor selection contribute to effective succession planning. It is essential to nurture possible successors' characteristics. These features, if encouraged, can be transformed to enhance and bring about business growth. It is, therefore, critical to select successors based on their relative merits and ability (Agbim, 2019; Saan *et al.*, 2018). Implications involve the importance of fair and merit-based selection processes.

Business size and nature. The influence of business size and nature on succession planning indicates the need for tailored approaches. Understanding these factors ensures effective planning and decision-making. Changes in market conditions also impact succession planning, requiring businesses to adapt for sustained growth (Gomba, 2014). Implications involve the importance of flexibility and adaptability in succession planning strategies.

Discussion

Similarities in the factors influencing family-run enterprises across Sub-Saharan Africa

Leadership and Organisational Competence: The success of family-owned businesses in Sub-Saharan largely depends on competent and skilled individuals. The presence of qualified family members facilitates the smooth operation of company operations and promotes innovation and flexibility within the distinctive dynamics of family firms in Sub-Saharan Africa. These people provide a plethora of experience and knowledge, which helps the company take advantage of opportunities and overcome obstacles in a changing industry. This relates to Taysir and Drammeh (2021) who indicated that qualified family members with experience and the competence support the firm's sustainability and help withstand challenges in the business. Moreover, the long-term viability of family enterprises depends critically on competent organisational leadership. Whilst organisational competence permits effective resource allocation and operational management, strong leadership guarantees creating and implementing strategic plans. Over time, family businesses can achieve sustainable development and strengthen their competitive edge by cultivating a culture of excellence and continual improvement.

Governance and Organisational qualities: Family-owned enterprises must comprehend and use organisational qualities to be competitive in the market. These characteristics cover various topics, such as organisational culture, competencies and structure. Family businesses can become more resilient and adaptable to shifting market conditions by recognising and leveraging their core competencies. This result is consistent with the outcome of Oury Baïko *et al.* (2023) who iterated that the key knowledge, skills and abilities of family members help family businesses to adapt to frequent changes on the market. Transparent governance frameworks are essential for guaranteeing responsibility and advancing equity in family enterprises. Transparent governance promotes confidence and trust amongst family members and external stakeholders by defining explicit decision-making procedures and

tools for stakeholder participation (Abiri-Franklin and Otugasa, 2022). This helps to align with long-term corporate objectives and provide a seamless leadership transfer.

Successor Preparedness and Training: Essential elements of successful succession planning in family-owned enterprises are successor readiness and training. Preparing successors appropriately guarantees smooth leadership changes and corporate continuity between generations. Family businesses can reduce the risks associated with leadership transitions and set themselves up for long-term success by giving successors the required training, expertise and experience. This confirms (Prior, 2012), who found that good family business successors support business continuity and sustainability. Furthermore, continuous training programmes help successors stay current with industry trends and best practices, allowing them to lead innovation and foster organisational expansion (Okoh *et al.*, 2021). Family businesses can cultivate the next generation of leaders and secure the perpetuation of their heritage for future generations by offering mentorship programmes and practical learning opportunities.

In the context of family-owned enterprises in Sub-Saharan Africa, the topic, in summary, emphasises the crucial importance of leadership and organisational competency, organisational qualities and governance, as well as succession preparation and training. Family businesses can boost resilience, promote sustainable growth and keep a competitive edge in the market by prioritising these elements and putting the proper measures in place.

Differences in the factors influencing family-run enterprises in Sub-Saharan Africa

Gender and Inheritance vs Family Dynamics: In family-owned enterprises, cohesiveness and flexibility are cultivated through positive family dynamics. Collaboration, clear communication and shared decision-making are fostered in a happy family setting and are essential to a firm's long-term viability (Ntari and Deliwe, 2023). On the other hand, succession planning procedures may become more complicated due to concerns about inheritance and gender. According to Magasi *et al.* (2020), gender bias and conventional inheritance practices might cause unequal chances for family members, especially women, which can cause tensions and disputes within the family. In order to ensure justice and the long-term viability of family companies, succession planning must address gender inclusivity and advance equal rights.

Trust and Cooperation vs Legal and Cultural Factors: Effective succession planning and decision-making procedures are predicated on trust and collaboration within the family. Building consensus and resolving conflicts are made more accessible when family members have high trust in one another. Transparency, open communication and mutual respect are also encouraged (Phikiso, 2017). However, family-owned firms must deal with outside influences like legal and cultural issues. Legal frameworks can influence succession planning techniques and necessitate adherence to prevent legal issues, such as inheritance laws and company rules (Jina, 2014). Like how family dynamics and business practices are shaped by cultural norms and traditions, succession preferences and decision-making processes are affected. Successful succession planning and the firm's longevity depend on balancing external legal and cultural factors and internal cooperation and trust.

Planning and Strategy vs Resource Management: Family-owned firms rely heavily on planning and strategy to steer them towards long-term growth and sustainability. Establishing specific goals, spotting opportunities and risks and creating workable plans are all components of strategic thinking (Khosa, 2023). Resource management, on the other hand, is concerned with making sure that financial, human and social resources are allocated and used effectively. Sustaining corporate expansion, investing in innovation and fulfilling operational demands depend on effective resource management (Harilal, 2021). The broad framework for business development is provided by planning and strategy, but resource

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management ensures that strategic initiatives are carried out. Both elements work in concert and are related to one another, which helps explain why family-owned companies in Sub-Saharan Africa are resilient and prosperous overall.

To summarise, the distinctions between trust and cooperation versus legal and cultural factors, planning and strategy versus resource management, family dynamics and gender inheritance all show how complex succession planning and business management are within Sub-Saharan African family-owned businesses. By comprehending and addressing these many elements, family businesses can successfully traverse obstacles, seize opportunities and achieve sustainable growth and wealth for future generations.

The discourse surrounding the determinants of family-owned business succession planning advances theoretical growth by assimilating insights from diverse academic frameworks and empirical data. It emphasises the significance of competent leadership, open governance and organisational resilience for business sustainability (Chrisman *et al.*, 2004; Habbershon and Williams, 1999; Aguilera *et al.*, 2015). This aligns with well-established theories on leadership, organisational behaviour and corporate governance.

The variables that have been found align with the concepts of the sustainable development goals (SDGs) as they highlight the importance of gender inclusivity, socio-economic impact and environmental responsibility in family-owned enterprises. In line with SDG goals, the conversation highlights how family companies support gender equality, job creation and regional economic growth (United Nations, 2015).

However, Sub-Saharan Africa's particular setting adds other layers of complexity, including market dynamics, regulatory frameworks and cultural values that affect succession planning procedures. The cultural subtleties in the area are reflected in elements like family relations, trust and cooperation, underscoring the necessity for customised succession planning strategies that consider local settings (Modise, 2011; Phikiso, 2017).

The discussion concludes by emphasising how crucial it is to incorporate theoretical frameworks, SDG principles and considerations of the regional environment in order to comprehend and solve the factors driving succession planning for family-owned businesses in Sub-Saharan Africa. Scholars and practitioners may create comprehensive strategies that support business sustainability and advance the region's larger socio-economic development goals by recognising both the similarities and contrasts.

Similarities and differences between factors affecting succession planning in Sub-Saharan Africa, America, Europe and Asia

There are parallels and distinctions when examining the variables influencing family-owned business succession planning in Asia, America, Europe and Sub-Saharan Africa. The success and longevity of family enterprises are contingent upon effective leadership and organisational competency in every region which is consistent with findings from Oury Baile *et al.* (2023) and Prior (2012). These things are crucial: transparent decision-making procedures, robust governance frameworks and training to prepare successors. Regardless of geography, these elements support family businesses' resilience, creativity and long-term growth.

However, disparities arise about legal systems, economic processes and cultural standards (Ntari and Deliwe, 2023; Phikiso, 2017; Magasi, 2021; Teixeira *et al.*, 2020). For example, succession planning is greatly influenced by Confucian principles and traditional succession patterns in Asia (Xian *et al.*, 2021), whilst family dynamics and governance structures are essential factors in America (Peiper *et al.*, 2021). Succession decisions in Europe are affected by inheritance rules and cultural elements like societal duty (Matias and Franco, 2020). Furthermore, family businesses in the sub-Saharan regions emphasise resource

management and gender inclusion, which reflect varied socio-economic situations and objectives (Stephen *et al.*, 2019; Harilal, 2021).

Implications for practice and policy

Investigating succession planning issues in Sub-Saharan African family-owned firms has important policy, operational and theoretical development implications. First of all, the necessity for policymakers to fund initiatives that promote skill development and leadership development is highlighted by the realisation of the vital significance of organisational competence, succession readiness and leadership (Taysir and Drammeh, 2021). A pool of competent people prepared to take the helm of family businesses in the future can be ensured by policies that support education and training programmes catered to their requirements. In addition, assisting with mentorship programmes and knowledge-sharing networks can foster intergenerational learning and expertise transfer inside family-owned firms, thereby augmenting their sustainability and resilience over the long haul.

Family-owned companies can gain from establishing open governance frameworks and encouraging harmonious family relationships (Pieper *et al.*, 2021; Abiri-Frankling and Olugasa, 2022; Okufemi, 2021). Conflicts can be reduced, and succession transfers can go more smoothly when family members collaborate, trust and communicate openly. Businesses should also give gender inclusivity top priority and deal with cultural prejudices in succession planning procedures (Teixeira *et al.*, 2020; Stephen *et al.*, 2019). Family-owned businesses may fully utilise the potential of every family member and contribute to both commercial success and societal advancement by embracing diversity and equal chances. In addition, it is imperative to employ strategic resource management methodologies to guarantee the effective distribution and employment of monetary, human and social assets. To achieve this, solid financial management plans must be created, human capital development must be funded and sustainable business practices that uphold the values of environmental preservation and responsible stewardship must be promoted.

Theoretically, the knowledge gained by researching the variables influencing succession planning in family-owned firms in Sub-Saharan Africa advances our understanding of family company management and sustainability. Incorporating local context factors, such as legal and cultural standards, deepens theoretical frameworks and improves their generalisability to a broader range of international contexts (Matias and Franco, 2021). Moreover, the focus on harmonising succession planning strategies with sustainable development objectives underscores the mutual reliance on financial gain, fairness for all and conservation of the environment. In order to steer family business practices towards long-term profitability and societal effect, future theoretical breakthroughs should aim to integrate a holistic concept of sustainability, embracing economic, social and environmental elements.

The conclusions derived from examining the variables affecting succession planning in family-owned firms in Sub-Saharan Africa highlight the necessity of all-encompassing strategies that consider the advancement of theory, practice and policy. Through sustainable resource management methods, gender inclusivity, transparent governance and healthy family dynamics, family-owned businesses can effectively address succession concerns and make valuable contributions to the advancement of business and society. Furthermore, more study and theoretical advancement in this field can improve our comprehension of the dynamics of family businesses and provide guidance for improving their sustainability and resilience in a constantly changing world.

Recommendations for future research

Future studies on family-owned enterprises in Sub-Saharan Africa should focus on several essential areas in light of the conclusions from examining the succession planning variables.

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First and foremost, comprehensive research is required to determine the efficacy of legislators' skill-building and leadership development initiatives. Determining how these measures affect family business successors' readiness for succession will shed light on the effectiveness of the current regulations and point out areas needing development.

Research endeavours should focus on assessing the execution and consequences of transparent governance frameworks in family-owned businesses. Examining how governance practices contribute to more seamless succession transfers and foster family unity will provide helpful suggestions for companies looking to improve their governance structures.

Research on the relationship between succession planning, cultural norms and gender inclusivity in Sub-Saharan African family enterprises is also desperately needed. Scholars can facilitate more inclusive and equitable succession procedures by investigating women's experiences in family businesses and devising methods to overcome cultural and gender biases.

Further studies should examine the dynamics of resource management strategies used by family-owned companies. This entails examining the effects on long-term sustainability and business performance of financial management techniques, human capital development programmes and sustainability measures.

Ultimately, the purpose of research should be to establish theoretical frameworks that consider the local situation and match succession planning strategies with sustainable development objectives. Through the creation of comprehensive models that incorporate the economic, social and environmental aspects of sustainability, academics may offer family companies full counsel on navigating succession difficulties and making constructive contributions to the well-being of society.

In conclusion, future research projects should address the inadequacies found in the implications for theory development, practice and policy. Researchers can produce knowledge that supports evidence-based policy, improves family business management best practices and advances theoretical understanding in the field by prioritising these investigation areas.

Limitations

Despite the rigorous methodology employed in this scoping review, certain limitations should be acknowledged. One primary limitation lies in the predominantly quantitative nature of the included studies. Whilst quantitative designs provide statistical insight into the study of the phenomenon, they may capture the nuanced, context-specific section of African family-owned businesses' succession planning issues. Besides, the overuse of the quantitative designs may also limit the ability to explore qualitative parts such as the business owners' and members' experiences, perceptions and the social and cultural context impacting succession planning dynamics. Moreover, the limited scope thus from 2010 to 2023 require further considering of the historical nuances and long-term patterns that may impact succession planning in family-owned businesses.

Conclusion

Conclusively, investigating variables impacting succession planning in family-owned businesses in Sub-Saharan Africa highlights the complex character of company administration in these establishments. The parallels between the significance of organisational competency, succession planning and leadership underscore the fundamental components essential for long-term growth and sustainability. On the other hand, the variations in gender inclusivity, resource management and family dynamics highlight the various issues and concerns that family companies in the area have to deal with.

Furthermore, our comprehension of the intricacies involved in succession planning is enhanced by incorporating theoretical frameworks, the SDGs and the distinct Sub-Saharan African environment. Scholars and practitioners may create comprehensive plans that support fair business practices, encourage sustainable growth, and advance larger regional socio-economic development goals by recognising and addressing these concerns. Ultimately, family-owned businesses in Sub-Saharan Africa can effectively navigate challenges and emerge as drivers of inclusive economic prosperity for future generations by emphasising transparent governance, fostering positive family dynamics and aligning succession planning practices with SDGs.

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