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**FAMILY FIRMS
ENTREPRENEURIAL PASSION TRANSMISSION
ACROSS GENERATIONS**

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The candidate declares that the present work is original and has not already been submitted, in whole or in part, for an academic degree in other Italian or foreign universities.

The candidate also declares that all materials used during the preparation of the paper have been indicated in the text and in the "Bibliographical References" section and that any in-text citations are identifiable through explicit reference to the original publication.

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INTRODUCTION & SUMMARY

THE PURPOSE OF MY DISSERTATION. The purpose of this thesis is twofold. Firstly, it seeks to contribute to the existing body of knowledge on family businesses and entrepreneurship by offering a comprehensive investigation into the dynamics of entrepreneurial passion transmission. Family businesses represent a significant portion of the global economy, and their sustainability is supreme (De Massis et al., 2012). By delving into the complex world of how entrepreneurial passion is inherited and perpetuated, this study aims to enrich our understanding of what drives the continued success and resilience of family firms.

Secondly, the study seeks to provide practical insights that can be of immediate relevance to family business owners, practitioners, and policymakers. Family firms often face the challenges of succession planning. By dissecting the experiences of both successors and non-successors, and by drawing from a real-world example in the context of family farms in Austria, this research offers practical takeaways that can inform strategic decisions, management practices, and succession planning within family businesses. Ultimately, the study aims to help family business owners and advisors better navigate the delicate task of passing on entrepreneurial passion, ensuring that the essence of their enterprise continues to thrive across generations.

Through these dual objectives, this study not only contributes to the academic discourse but also aims to make an impact on the continued success and vitality of family firms, which are not only essential economic agents but also repositories of entrepreneurial heritage and values that deserve preservation.

CHAPTER 1. The first chapter introduces the concept of passion as a powerful inclination, exploring its role in various domains, from sports and music to entrepreneurship. It defines entrepreneurial passion and its unique characteristics, emphasizing its connection to identity and goals. The chapter investigates the sources of entrepreneurial passion, highlighting the importance of considering multiple goals. It also explores the relationship between passion and identity, illustrating how passion can drive entrepreneurial behavior, foster persistence, and enhance creative problem-solving. This chapter lays the foundation for understanding entrepreneurial passion in family-owned enterprises, offering valuable insights into its impact on motivation, behavior, and identity within the entrepreneurial context.

CHAPTER 2. The complex dynamics of family business succession are explored, highlighting the essential balance between the willingness and ability of the next generation to take on leadership roles. The chapter underscores the multifaceted nature of succession training, involving mentorship and experiential learning, while emphasizing that being a family member alone is insufficient for managerial positions. It also delves into the influence of the founding generation in shaping organizational culture and identity, the potential for later generations to equip with entrepreneurial passion, and the unique values and expectations of millennials. Additionally, the chapter discusses the transfer of entrepreneurial passion, with a focus on contagion mechanisms and the importance of transformational leadership. Imprinting theory and the potential transfer of passion from sports to entrepreneurship are also examined. Overall, this chapter provides a comprehensive foundation for understanding the complex world of family business succession and the key elements essential for informed decision-making in the realm of family business continuity and prosperity.

CHAPTER 3. In the last chapter of my thesis, I delve into the particulars of family farms in Austria, exploring aspects such as succession patterns, family dynamics, and evolving narratives. The challenges faced by these small-scale agricultural enterprises are highlighted, emphasizing the changing landscape of generational succession. Traditionally, succession in Austria was patriarchal, but it has shifted towards succession based on interested (Otomo & Oedl-Wieser, 2009). What makes my research unique is that it employs in-depth interviews with both successors and non-successors in family

farms providing a direct comparison between the two parties. It identifies three key narrative strategies that not only justify individual career choices but also shape family business identity narratives. While I expected a clearer answer to why some children inherit entrepreneurial passion and some do not there was no one-solution-fits-all. Since every story is so unique it is essential to consider the family as well as the personal background. Ultimately, it all came down to who has the most genuine interest and sense of duty and who was pushed the most by the family towards succession. These findings are somewhat contractionary to the expectation based on the literature review presented in the first and second chapter, which suggested that entrepreneurial passion would have a more central role compared to other variables (such as sense of duty and interest).

IMPLICATIONS. The study highlights succession as one of the most important topics in family business research. Through narratives of successors, succession processes in family firms are presented. The succession decision depends on the legitimation of narrative strategies and tactics in which successors present their personal and organizational strategies. The analysis highlights the importance of history and tradition in the individuals' narratives. Interviewees used these to legitimize their actions and decisions. Tradition can play an important role in family businesses as they provide the link between the past and the successors' respect for past decisions made by their ancestors. At the same time, successors need to develop new strategies for the future while respecting the tradition of the family business.

Even if this work sheds light on some possible new research avenues in family business, it still has some limitations as a more in-depth analysis is possible. This is due to the fact that the sample of six individuals from a total of three organizations is rather small. In addition, I have only studied one particular approach to family business. The results are transferable to other areas, but it is still necessary to evaluate the role of different types of narratives on the effectiveness of the succession process. All of the selected examples are family farms, although not all of them operate on a full-time basis; also, only farm B is fully independent. It would be interesting to examine several cases of full-farming farms and several cases of part-time farms and compare them.

Overall, even if I believe that my case studies are an important approach for future work, I do not claim that the narrative strategies identified are applicable in every case.

For this reason, I believe that further research in this area of family firms would be interesting to expand or improve my findings.

ACKNOWLEDGMENTS. I would like to thank the farm successors and their siblings for their willingness to answer my questions. I would also like to thank Prof. Tognazzo, who has accompanied me along this path and helped me to understand the world of family businesses. Finally, I would like to thank my family who gave me the opportunity to study abroad and always supported me. Without them, this would not have been possible.

PASSION

1.1 Introduction

This chapter delves into the captivating world of passion and its profound effects on human behavior, specifically within the realm of family businesses. Passion, a powerful innate force that fuels unwavering dedication and enthusiasm, extends its influence across diverse domains, ranging from sports to relationships and professions (Goalcast, 2023). This study embarks on an exploration of the intricate tapestry of entrepreneurial passion, illuminating its intricate ties to motivation and entrepreneurial behavior, all while unraveling its transmission through generations.

At its core, the chapter defines passion, drawing wisdom from influential scholars like Vallerand, Murnieks, Lafreniere, and Phillip, who have all unveiled its far-reaching impact across various spheres. The 4F model, a brainchild of Brenner (2016), enriches our understanding by revealing how passion harmonizes with cognitive processes like concentration, imagination, fact, and enjoyment. This framework offers a unique lens into how passion interweaves with conscious goals, particularly in the entrepreneurial sphere.

Transitioning onward, the chapter immerses itself in the existing body of work surrounding entrepreneurial passion, casting a spotlight on its distinct nuances in the context of family-run enterprises. The insights from Baum and Locke (2004) and Chen et al. (2009) underscore the pivotal role of passion in fueling business growth and shaping decisions related to ventures. Meanwhile, Murnieks et al. (2014) navigate the intricate pathways through which passion shapes individual behavior, particularly within entrepreneurial pursuits.

Moreover, this chapter journeys into the origins of entrepreneurial passion, an expedition led by Cardon et al. (2017), who coined the term "entrepreneurial passion." By meticulously analyzing interviews with entrepreneurs, they uncover a spectrum of

sources that kindle this passion, spanning from growth and people to products, competition, and societal impact. This model lays the groundwork for understanding the diverse wellsprings of entrepreneurial fervor.

The narrative then pivots towards the pivotal theme of entrepreneurial identity, peeling back layers to reveal how passion interlaces with cognitive patterns and actions, crafting a distinct sense of entrepreneurial self. The concept of identity centrality assumes center stage, underscoring the role of corporate identity in shaping the fervor of passion experienced. This model illustrates how identity acts as a catalyst for the intensity of entrepreneurial passion.

As the chapter probes the realm of entrepreneurial behavior, a captivating relationship between passion and tenacity emerges. Baum and Locke (2004) spotlight how a fervent ardor for work unlocks a state of fluidity, where time and space fade, ultimately nurturing personal resilience and inventive troubleshooting. This model demonstrates how passion facilitates the flow state, enhancing entrepreneurial perseverance.

Lastly, the chapter concludes by exploring the dichotomy between harmonious and compulsive passion. It distinguishes between passions driven by genuine love for activities and those fueled by external forces like fear of failure or societal pressures, as discerned by Vallerand et al. (2003). This model highlights the spectrum of motivations that underpin entrepreneurial passion.

In summation, this chapter embarks on an enlightening expedition into the intricacies of entrepreneurial passion within family businesses. By delving into its origins, manifestations, and its role in shaping entrepreneurial behavior, it offers profound insights into the process of passing down passion across generations, thereby nurturing a flourishing culture of entrepreneurship through time.

1.2 Passion

Passion is an intense feeling of inclination, desire, or aversion, accompanied by pleasure or pain and an irregular movement of the blood and animal spirits. Passion can be so strong that it can restrict personal freedom as the soul enters a passive state. This state is caused when a great good or evil is contained in an object and the soul focuses all its attention on it, forgetting other objects. Little can we control our sensations, intellectual ideas, or imagination with our will, since even these are accompanied by

pleasure or pain. Everything that gives us pleasure and joy we see as good, and we want to preserve it. Things that cause pain or suffering we call evil and want to avoid. Thus, our inclinations revolve around pleasure and pain, which are simply degrees of fluctuation in our soul and the guiding principles of our passions (Diderot, 1770).

Murnieks et al. (2014) state that passion plays an essential role in behavior in many different disciplines. The study by Lafreniere et al. (2011), for instance, shows that passion has a strong influence on coaches and athletes and how they work together. The same can be said about the performance of artists such as actors and musicians (Bonneville-Roussy et al., 2011) or, for example, the nature of interpersonal relationships (Philippe et al., 2010). Another critical issue is the passion of health and care workers and their potential for burnout (Vallerand et al., 2010). For these reasons it is essential to understand passion, where it comes from and its impact on human behavior and society as well as how it can be ignited.

According to Brenner (2016), passion is primarily an emotional, spontaneous phenomenon, which is why it is primarily assigned to the Fun system (Fig. 1). However, passion is usually only developed for consciously formulated goals and intentions (in the focus area), which is why there is a clear connection. In addition, the focus system can assume a control function. In extreme cases, passion can also mean that someone is even willing to suffer for a certain cause. The focus system checks that passion does not turn into doggedness. Fantasy and Facts, on the other hand, can prevent passion from developing: The development of passion is only possible if the project in question is in congruence with the Fantasy area (e.g., personal life experience, convictions, major life goals) and no serious obstacles are identified in the Facts area.

FOCUS		FANTASY	
Determination	Competencies	Empathy	
Reliability	Appreciation	Creativity	
Criticism	Activity	Passion	
FACTS		FUN	

Figure 1: Passion in the 4F model (Brenner, 2016: 50)

Brenner (2016) states that achieving goals or making projects successful does not only depend on the individual's discipline or determination (rational), but also on the emotional significance of the goals or projects for the person concerned. An emotional attachment increases personal commitment and thus the likelihood of goal achievement.

Collective passion is even more important. If collective passion for the shared visions and goals exists in a company, all employees are committed to the same goals and work together to achieve them. This ensures that all the energy available in the company is used for the overriding corporate goals and that departmental egoisms and individual interests are subordinated to these (Brenner, 2016).

There are many other definitions of passion: one of them comes from Vallerand et al. (2003), namely that passion is a strong inclination towards an activity that people like and consider important. Philippe et al. (2010) conceptualizes passion as a strong desire to engage in a particular activity.

In summary, passion can be categorized as a motivational construct. Despite the interrelationships, passion and motivation must be viewed as separate constructs. Gatewood, Shaver, Powers & Gartner (2002) see motivation as a psychological concept that induces people to exert effort, whereas passion can be described as a strong positive inclination in relation to activities. This can be internal motivation as well as external motivation. Even though this study refers to entrepreneurial passion, it must be emphasized that passion can be experienced by many different individuals (Vallerand et al., 2003).

Of course, everyone has different motivations for their passion (Chen et al., 2009). Typically, passion is aimed at a goal that can be achieved through certain activities. These require perseverance, determination, and adaptation to become successful in them (Baron, 2008). Since entrepreneurial activities can be strongly differentiated from others, its motivation has unique characteristics (Murnieks et al., 2014).

1.3 What can people be passionate about?

Vallerand et al. (2003, 2008) proposed the dualistic model of passion. It is a strong inclination toward an activity that requires love because the individual devotes a lot of time and energy to it. An important domain of passion is the internalization process into self-identity. Deci & Ryan (2000) explain in the self-determination theory that people have a natural tendency to internalize certain activities into their self. Thus, passion arises

from a beloved activity that is regularly engaged in and becomes an important component of identity.

There are two types of passion, distinguished by how the activity has been internalized. A *harmonious passion* comes from autonomous internalization, as the person voluntarily devotes themselves completely to the activity. When engaging in this activity, an individual feels positive emotion. Thus, predominantly positive consequences spring from this activity (Vallerand et al., 2003, 2008).

The opposite of this is *obsessive passion*, in which the internalization of the activity is controlled. The control of passion comes from external factors such as acceptance or internal pressures such as self-esteem. This passionate activity subsequently dominates the person's life and leads to conflicts with other areas of life. An example of this would be an injured athlete who continues to train despite the injury and consequently slows or stops the healing process. The reason for this is that the person feels guilty or worthless if they cannot train. Therefore, obsessive passion tends to have negative consequences (Vallerand et al., 2003).

An important subject that requires passion is *sport*. It seems that passion enables people to overcome obstacles and achieve their goals. Nadia Comaneci, the gymnastics queen of the 1976 Olympics, the only one to score a perfect 10 in this discipline said the following: "You do what you do because you have passion". Sydney Crosby, the best hockey player of his time said, "I've always had a passion for field hockey...That's the key...You have to have fun doing what you do." To this, arguably the best basketball player of all time, Michael Jordan, agrees, "The greatest thing about the game of basketball for me is the passion and the love I have for it." Some athletes reported that they entered a so-called flow while practicing their sport and thus achieved high levels of performance. Nevertheless, this passion can also lead athletes astray; for example, coach and three-time NCAA champion Bobby Knight was fired from the University of Indiana for violent behavior toward his players. Thus, passion in sports can lead not only to adaptive but also to maladaptive outcomes (Vallerand & Verner-Filion, 2020).

Passion plays a central role in sports when it comes to continuing to practice even in difficult times. A study by Vallerand et al (2008) examined basketball players and found that deliberate practice is associated with harmonious but also obsessive passion. Deliberate practice, in turn, increased performance levels. Furthermore, elite water polo

players and synchronized swimmers were studied to determine how the mediating processes by which passion directly contributes to deliberate practice and indirectly contributes to sport performance. It emerged that only through harmonious passion do the mediating effects of coping goals lead to deliberate practice and ultimately performance, whereas obsessive passion on deliberate practice occurs through coping and performance goals, but primarily through performance avoidance goals (avoiding incompetence). In the end, only harmonious passion was positively related to psychological well-being.

Verner-Filion et al. (2017) show that satisfaction of the basic psychological needs of autonomy, competence, and relatedness (Deci & Ryan, 2000), along with mastery and performance approach goals, also mediated the relationship between harmonious passion and athletes' well-being and performance over 15 years. In contrast, obsessive passion is related to both types of performance goals (approach and avoidance). Performance-oriented goals establish a correlation between obsessive passion and well-being and long-term performance. Thus, it can be concluded that harmonious passion generates adaptive cognitive processes, such as concentration or flow, and can thus lead to peak performance by the athlete.

Another field besides sports that requires passion is *music*. Becoming a more professional musician is a long and difficult process. To reach a high level, an individual needs passion for music, as many professional musicians claim (Bonneville-Roussy et al., 2011). Vallerand et al. (2003) suggest that the concept of passion for an activity can help explain high commitment in professionals such as musicians, as this could explain the source of the driving force to practice day in and day out for many years to reach a certain level.

Along with *sports* and *music*, *cooking* has become increasingly attractive in recent years, observing the evolution of daily behaviors. A study that examined consumer behavior in relation to food revealed a worldwide growth in passion for cooking and culinary arts. In this regard, consumers are enthusiastic about food preparation and sharing experiences. Thanks to modern home appliances, preparation times are cut in half and cultural change is facilitated (Hafactory, 2015).

1.4 Defining entrepreneurial passion

When it comes to entrepreneurship, scholars have mainly focused on the effects of passion on business growth (Baum & Locke, 2004) and venture capital decision making

(Chen et al., 2009). According to Murnieks et al. (2014), passion increases motivation and spurs people to overcome difficult tasks and trials.

Murnieks et al. (2014) ask how entrepreneurial passion influences individual behavior. For this reason, they integrated self-efficacy and passion into their explanation of entrepreneurial behavior. Thus, a more complex picture of the pathways through which entrepreneurial passion influences individual entrepreneurs was developed. Figure 2 shows a theoretical model by Murnieks et al. (2014) for the influences of entrepreneurial identity, entrepreneurial self-efficacy, and entrepreneurial passion on individual behavior.

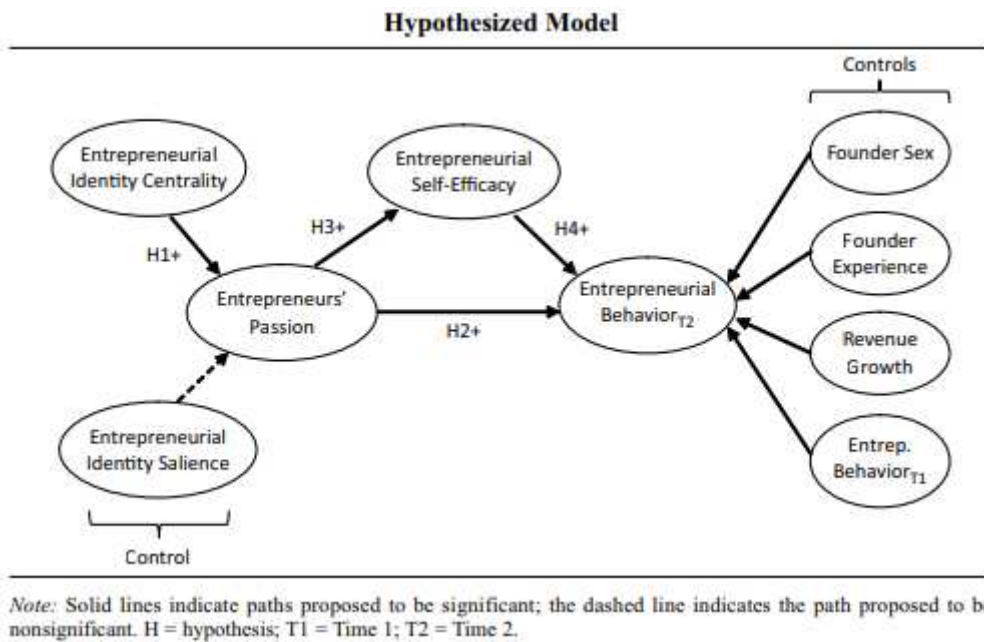


Figure 2: theoretical model influences of identities & self-efficacy on individual behavior (Murnieks et al., 2014: 1586)

Baum & Locke (2004) define entrepreneurs as those who develop and exploit new products, services, organizational forms, and processes. Baron (2008) defines entrepreneurship as the identification and exploitation of business opportunities, especially the creation of new businesses. In more detail, Chen et al. (2009) describes entrepreneurial passion as an intense state of being taken on by the entrepreneur that is behaviorally and cognitively accompanied with high personal value. For this research purpose, Chen's team focused on the specific context of entrepreneurs presenting their business plan to potential investors and their perceptions regarding passionate behavioral entrepreneurs. During this experiment, investors were offered to evaluate themselves on the entrepreneurs' body posture, facial expressions, and voice, which reflected the

entrepreneurs' engagement. Nevertheless, it could be impression management instead of genuine passion of the entrepreneurs.

Cardon et al. (2009) describes entrepreneurial passion as a strong positive emotion that is consciously accessible and experienced through entrepreneurial activity. These are associated with roles that are dear to the entrepreneur's identity.

Thanks to Cardon's perspective, measuring and assessing entrepreneurial passion requires three aspects of this definition (Cardon et al., 2013):

1) Passion involves experiencing strong positive feelings:

Passion is not considered a personality trait, but an affective phenomenon that can be experienced when performing or thinking about certain activities (Vallerand et al., (2003). It is an affective feeling for a cause that the entrepreneur cares about and is experienced mixed with external stimuli as episodic emotions (Wincent et al., 2008). Cardon et al. (2009) argues that individuals can reflect on the intensity of their feelings in relation to different tasks and activities. Thus, entrepreneurial passion can be measured.

2) Experienced feelings during the activity have significance for the entrepreneur's self-identity:

Passion implies the intensity of feelings and a deep identity commitment to the object of the feelings (Cardon et al., 2009). The concept of identity is associated with internalized expectations that are reflected in the performance of the activity (Burke & Reitzes, 1991). The individual has multiple identities that are hierarchical. The higher-order identities are central to a person's self-identity (Stryker & Burke, 2000). The result of this is that entrepreneurs engage in activities with which they identify more strongly.

3) The domains of entrepreneurial passion:

The relevance of the intense positive feelings and identity-centeredness of passion for tasks and activities must be considered, because in general, "being an entrepreneur" can be the subject of passion, but the differentiated approach focuses on three different roles that can be experienced differently by different entrepreneurs (Murnieks et al., 2012): Invention of new products or services, business creation, and organizational development (Cardon et al., 2009). All of these roles involve different tasks. The passion to invent new things involves seeking and identifying new market opportunities, developing new products or services, and organizational forms

(Cardon et al., 2009). Bringing innovations to the market is a common motivating factor for entrepreneurs. Such individuals love to look for new opportunities that can solve problems. They work on product designs and explore the implementation of their ideas. Passion for starting a business refers collecting the necessary financial, human, and social resources to make a startup possible (Cardon et al, 2009). The idea of starting a business can play an important role in the entrepreneur's self-identity (Hoang & Gimeno, 2010). Entrepreneurs who have a passion for starting a business often develop an identity that is related to the business identity (Cardon et al, 2005). Typically, an entrepreneur with a high level of startup passion is a habitual entrepreneur, i.e., an entrepreneur who starts several new businesses during their lifetime (Ucbasaran et al., 2008). As a result, some entrepreneurs relinquish leadership to trusted helpers or sell the business outright to move on to the next venture or invention. This phenomenon is referred to as sequential entrepreneurship (Ronstadt, 1988). Some of these so-called habitual entrepreneurs retain ownership of their businesses, which become part of a larger business portfolio (Cardon et al., 2012). The passion for developing refers to the growth and expansion of the company after its establishment (Cardon et al., 2009). This enlargement could be a motivation (Cliff, 1998). Such expansion entrepreneurs prefer other management styles (Smith & Miner, 1983) and communicate with their stakeholders in ways that might encourage further expansion of the business (Baum & Locke, 2004).

1.5 Sources of passion in entrepreneurship

As mentioned earlier in this chapter, entrepreneurial passion is an intense positive feeling experienced while performing certain activities. These activities are associated with roles that are central to the entrepreneur's self-identity (Cardon et al., 2009). Further, Cardon et al. (2009) argue that it is essential to inquire what the object of this passion is, that is, what the person is passionate about. Cardon & Kirk, 2015 question how persistence plays a role in entrepreneurial passion, whereas Stenholm & Renko (2016) explore bricolage behavior and firm survival. Other areas of entrepreneurship include firm growth (Drnovsek et al., 2016) and employee engagement (Breugst et al., 2012).

Cardon et al. (2017) present a search of major journals for articles dealing with entrepreneurial passion in their paper. They find that the vast majority (86% of articles) focus on entrepreneurial passion activities rather than its focus. Chen et al. (2009) highlight that entrepreneurs can be passionate about the business they create regardless

of their venture. Ruskin et al. (2016) argue that entrepreneurs can even be passionate about certain opportunities, regardless of their intentions. Because there are so many different entrepreneurial goals, this provides an indication that the origin of entrepreneurial passion, goes beyond the activities associated with the entrepreneurial role (Cardon et al., 2017).

Cardon et al. (2017) analyzed interview data from 80 entrepreneurs across the U.S. to discover the sources of entrepreneurial passion. The study found that 51% of entrepreneurs reported “*growth*” as a source of entrepreneurial passion. Growth as a source of entrepreneurial passion was most often discovered in older companies (>10 years). Individuals who talked about their passion for growth focused on growth through expansion of distribution centers, employees, customers, or stores, but not expansion of product or service offerings. Thus, mirroring Cardon et al.'s (2013) "passion for developing" narrative of the same understanding of expansion. *Sample Statements:* (Cardon et al, 2017: 27)

- “I like to build things; that’s what I like to do.”
- “We kept growing and going to other states.... We had offers to purchase us, but we weren’t quite ready; we wanted to open more stores.”
- “My goal is to scale this immensely... I love to do this and I am really passionate about it.”

46% stated “*people*” as their source of entrepreneurial passion. This source of entrepreneurial passion was more common among female entrepreneurs (53%). Entrepreneurs cited reasons such as working with family, customer satisfaction, and valuable employee relationships. The most frequently mentioned stakeholders in this were customers or clients. *Sample Statements:* (Cardon et al, 2017: 27)

- “I am very passionate about fulfilling a need for these people.”
- “I like to sit down with my clients and really get a feel for what kind of event they are going to be having.”
- “We treated our vendors with great respect.... We had great partnerships.”

For 43% of entrepreneurs the “*product/service*” is the main reason for entrepreneurial passion. This source was most frequently mentioned by entrepreneurs who were running 5–10-year-old companies. Cardon et al. (2013) mentions that the

search for new innovations can be enjoyable for entrepreneurs and therefore associated with passion for inventing and creating opportunities. In contrast, passion for products/services is more directly about the product or service and is therefore more specific in nature. *Sample Statements:* (Cardon et al, 2017: 27)

- “I am in a business where I really love the products.”
- “I love travel and wanted to share that...”
- “I love the sport we represent.”

“*Competition*” plays for 31% of entrepreneurs an essential role. This was most pronounced among entrepreneurs who run companies that are more than 5 years old. These entrepreneurs like to prove that they are more successful or have better products/services than other companies. Although money can be a motivating factor, it is not mentioned as a primary concern for entrepreneurs. Rather, it is about the pride and feeling of being successful. *Sample Statements:* (Cardon et al, 2017: 27)

- “I have always been competitive; it didn’t take too long until we were number one.”
- “I can beat the large, publicly traded companies in this market and do garbage better.”
- “I enjoy competing, but I also really enjoy winning. I hate to lose. I like when I can get in and do more homework and outthink the competition.”

Another 31% mentioned “*inventing*” as their main source for entrepreneurial passion. Entrepreneurs in this classification indicated that invention and innovation inspired them more than activities of daily operations that are necessary. *Sample Statements:* (Cardon et al, 2017: 27)

- “Our love is design, not running a company or answering the phone.”
- “I am passionate about creating things.”

23% stated “*social mission*” as their reason for entrepreneurial passion. Although the social missions cited in the data varied widely, a common thread among all respondents was a passion to champion a cause. The products and services offered by entrepreneurs with this passion target a specific social group. Social entrepreneurs measure their success not by the financial performance of the business, but by the extent

to which they achieve "social change" (Tracey & Philips, 2007). *Sample Statements:* (Cardon et al, 2017: 27)

- “Our bottom line is the utilization of profits to alleviate human suffering; so until we move beyond the profit level we
- haven’t accomplished our corporate objective.”
- “We wanted to make the world a little better place.”
- “We embrace both commerce and the environment.”
- “I wanted to do something that was good for people, and to think about how I was being a vital contributor in life.”

The majority (84%) of entrepreneurs in the study cited multiple goals of their passion, with an average of 2.2 goals (Cardon et al., 2017).

Cardon et al. (2017) argues that passion is felt for something specific and not necessarily for the entrepreneurial experience as a whole. Entrepreneurs may feel passion for multiple objects and not just one. Furthermore, it is important to remember that passion is not limited to activities, but can also focus on places, products, or people.

1.6 Identity theory and the entrepreneur

1.6.1 Entrepreneurial identities

Murnieks et al. (2014) contend that entrepreneurial passion is linked to entrepreneurial identity. Entrepreneurial identities are cognitive schemas of interpretations and behavioral specifications that enable individuals to understand what it means to be an entrepreneur (Hoang & Gimeno, 2010). Stryker & Burke (2000) explain that according to social psychology and identity theory, all identities begin as social roles associated with specific social categories (e.g., entrepreneur, doctor, father, teacher, etc.). The first thing an individual learns is how society interprets certain social roles. These are incorporated into a person's cognitive schema and thus are formed as their identity (Cast, 2004). For example, an entrepreneurial identity is formed when a person internalizes the external meaning of that role. Yet, each entrepreneur has their own core meanings as to why they identify with the entrepreneurial role (Cerulo, 1997). This may be, for example, their in-depth knowledge of product technology or, their ability to raise start-up capital for a new venture. Despite the varying specific behaviors associated with

each role, the key point is that the entrepreneurial role is no longer external to the individual, but forms a part of self-identity (Murnieks et al., 2014).

This phenomenon of self-identity can be explained by the fact that people have a need to feel competent (Ryan & Deci, 2000), which is satisfied by their own identity (Burke, 1991). This integration of identity into a person's self-concept is a motivation to behave in this regard (Burke & Reitzes, 1981). The individual meanings and behaviors in an individual's entrepreneurial actions lead to their entrepreneurial identity (Hoang & Gimeno, 2010).

1.6.2 Identity Centrality

According to Vallerand et al. (2007), passion is related to identity. Cardon et al. (2009) extends this idea, namely that entrepreneurial passion is related to entrepreneurial identity. Nevertheless, entrepreneurial identity is a more complex part of the self-concept, so it is questionable which aspects of identity influence entrepreneurial passion. Murnieks et al. (2014) argue that entrepreneurial passion is related to the centrality of entrepreneurial identity, which rises and falls depending on the importance of entrepreneurial identity to a person.

An individual feels passion for activities because they consider them as important. For this reason, Murnieks et al. (2014) suggest that factors that influence the perceived importance of activities may also influence the passion experienced. For this reason, higher identity centrality indicates higher importance of identity and activity (Callero, 1985). That is, the higher the centrality of identity with an activity, the more important it is to the individual. When a person performs an activity that is associated with central identity, feelings of self-esteem (Burke & Stets, 1999) and positive affect/emotions (Burke, 2004) are evoked. Stets (2005) talks about the links between emotions and the centrality and importance of an identity. Thus, more important identities are associated with stronger emotions and could strengthen the link between centrality of identity and passion. Hence, the greater this link, the greater the enthusiasm for an activity.

1.6.3 Individual Entrepreneurial Behavior

Passionate love of work influences business growth (Baum & Locke, 2004). According to Csikszentmihalyi (1990), entrepreneurs enter a flow-like state where all

sense of time and environment are forgotten. Love for work also improves individual persistence (Chandler & Jansen, 1992) and creative problem solving (Cardon et al., 2009).

As we have already read in this chapter promotes harmonious passion related behaviors (Vallerand, 2008). For example, various sports or arts are associated with greater persistence or practice in behavior. In fact, according to Vallerand et al. (2007), harmonious passion is the main motivating factor for activities. This is because increased entrepreneurial passion leads to higher entrepreneurial persistence because they reinforce entrepreneurial identity. The positive experience during the execution of these activities leaves the desire to repeat them, thus achieving a lasting pleasant feeling.

As we have seen that entrepreneurial identities and passion drive entrepreneurial behavior. Murnieks et al. (2014) prove that identity centrality is strongly correlated with passion and entrepreneurial passion directly affects individual entrepreneurial behavior (Cardon et al., 2009). Namely, deliberate practice takes a central role in passion. These activities require effort to improve individual performance (Ericsson et al., 1993). It is important to note that deliberate practice is not inherently fun (Ericsson & Charness, 1994), for which passion may be the necessary factor to motivate this commitment of improvement. Murnieks et al. (2014) argue that passion can be one of the most important catalysts for motivating entrepreneurs to act intentionally. Further, it should be emphasized that passion of entrepreneurs can be an important driving force for increased entrepreneurial self-efficacy. Further, it should be noted that entrepreneurs who are particularly confident in their abilities do not feel the need to devote much time to entrepreneurial activities in contrast to individuals who feel less confident (Murnieks et al., 2014). Research also emphasizes that individuals who experience positive feelings about an activity are more likely to exert less effort on a given task because positive affect conveys satisfactory progress and implies that no additional effort is needed (Seo et al., 2010; Carver & Scheier, 2011). In contrast, negative affect implies a problematic state and thus requires attention. This fosters the idea that individuals with lower self-confidence work harder (Carver & Scheier, 2011).

1.7 Conclusion

Finally, this chapter delved into the fascinating world of entrepreneurial passion in the unique context of a family business. Passion, a powerful and essential force, has been

shown to play an important role in controlling human behavior in various domains. Drawing on insights from renowned researchers, we explored how passion affects coaches, athletes, artists, and even healthcare workers, highlighting its far-reaching impact.

The study focuses specifically on entrepreneurial passions and explores their unique characteristics in family businesses and their significant impact on individual behavior. The 4F model provides a valuable framework that shines light on the interplay of passions and cognitive processes, ultimately influencing an individual's commitment to consciously articulated goals and intentions. Furthermore, when examining the sources of entrepreneurial passion, it turned out that entrepreneurs have a deep passion for growth, people, products/services, competition, and social mission. The relationship between entrepreneurial passion and identity centrality reveals the importance of entrepreneurial identity's influence on the intensity of passion experienced.

A study of the effects of passion on entrepreneurial behavior suggests that passion for work stimulates perseverance, fosters creative problem-solving, and fosters an environment conducive to innovation and growth.

This chapter clarified the difference between harmonious and compulsive passions and emphasized the importance of genuine passions rooted in intrinsic motivation in entrepreneurial activity. It lays the foundation for the next, where we seek to understand the dynamics of entrepreneurial passion in family businesses. Thus, we gain valuable insights into how this passion is passed down from generation to generation and contributes to a thriving culture of entrepreneurship that endures over time. In summary, studying entrepreneurial passions in family-owned enterprises opens the door for further exploration of the intriguing interplay of motivation, behavior, and identity in the entrepreneurial world. As we continue to unravel the complexities of passion, its impact on society and entrepreneurial endeavors will undoubtedly remain a topic of continued interest and relevance.

SUCCESSION IN FAMILY BUSINESSES

2.1 Introduction

This chapter explores the pivotal aspects of succession within family businesses, investigating the delicate interplay between the willingness and ability of the next generation to assume leadership roles. It delves into the factors that drive individuals to engage in family businesses, considering the significance of both personal inclination and skill (Dawson et al., 2014; Lee et al., 2003). The chapter underlines how family affiliation alone does not suffice for leadership positions; rather, a combination of willingness and ability is essential (Sharma & Irvin, 2005). The role of mentorship in preparing successors is discussed, along with the acquisition of experiential knowledge and its importance in effective leadership transitions (Hoy & Sharma, 2010; Royer et al., 2008).

Continuing the first chapter, the current chapter examines the realm of next generation entrepreneurial passion, highlighting how generational shifts impact family businesses (Vanhees et al., 2023; Jaskiewicz et al., 2015). It delves into the influence of the founding generation on the business's culture and identity and explores the potential for second and later generations to leverage the entrepreneurial passion inherent in the business's legacy (Schein, 1983; Penrose, 2009). Moreover, the chapter delves into the distinctive traits and aspirations of Millennials, a generation with unique values and expectations (Ng et al., 2010; Liu et al., 2019).

The chapter concludes by exploring the notion of passion transmission within family businesses, examining how emotions and values can be shared among individuals (Cardon, 2008). It underscores the role of transformational leadership in fostering passion and discusses how the identity of individuals within the organization influences the spread of passion (Bass & Avolio, 1990; Dutton & Dukerich, 1991). Finally, the potential

transfer of passion from sports to entrepreneurship is explored, highlighting the shared traits and motivations that can shape successful next generation leaders (Castillo, 2019; Boyd et al., 2021). The chapter emphasizes the complexity of the succession process and the importance of understanding these multifaceted dynamics in making informed decisions that ensure the continued success of family businesses.

There are several reasons why it is crucial to discuss the topic of succession within family firms. One of them is the aging of society that all developed countries are struggling with. For example, in Europe, the proportion of older people in the population is increasing. The reasons for this are high life expectancy and falling birth rates (Räisänen & Haruhiko, 2008). Not only the population itself is affected, but also family businesses. There will be serious consequences for the European economy if potential entrepreneurs are not encouraged to start a business or continue the family business. Without family businesses, the existing economy of Europe is much weaker because they take a significant part of it (EFB, 2014).

Succession refers to management succession within the family (De Massis et al., 2012). In this process, a predecessor transfers management and ownership of business activities to their descendants. Unfortunately, this succession often does not work in family businesses because the decision about who will be the next leader in the family business is accompanied by personal and emotional factors (Miller et al., 2006) as well as a lack of a clear succession plan, poor communication and conflict (Fernández-Aráoz et al., 2021). For this reason, family businesses differ from other businesses because the bond between family members is very strong (Rautamäki & Römer-Paakkanen, 2016). Hall (2003) claims that succession is the ultimate test for family businesses because if it does not work out, then the efforts of a lifetime as an entrepreneur are eradicated.

A study by Meyer et al. (2012) examining employee engagement could be applicable to members of corporate families. Because the result says that when employees of a company are happy, satisfied, self-determined and engaged, they are more likely to commit to the company and stay in it. The more someone invests personal values, time, and energy in a cause, the more they feel committed to it (Rautamäki, 2013).

Davis & Klein (2005) have established a process pattern of how succession usually occurs. There are three phases: the pre-succession phase, the "hot phase" and the post succession phase. Gersick et al. (1999) divided this so called "hot phase" into six steps:

1. the build-up of developmental pressure
2. the triggering phase
3. the disengagement, in which old truths lose validity
4. exploration, in which the people involved seek a new vision
5. the choice
6. the commitment

Another way to depict family business succession is the flowchart of Hautala & Römer-Paakkanen (2007), which is divided into three phases. Analysis of the business family, promotion and training of the successor, and analysis of the business. After that, the handover process is evaluated. With promotion from training of the next generation, the process of business handover is thus a never-ending one.

2.2 Willingness/Ability

Dawson et al. (2014) ask why the next generation chooses a career in the family business and conclude that often leaving is not an option for business family members, even if they are not happy with their work. Furthermore, voicing complaints in the family is not always welcome, which severely limits family members in raising issues. Being part of a family business is a complex construct of interpersonal group dynamics. Nevertheless, family affiliation alone is not enough to qualify as an incumbent for a management position in a family business. Ability and willingness play an important role in the succession decision (Lee et al., 2003).

To prepare a potential successor for a leadership role in the family business, they should be trained by a non-family manager or director. This mentor should inform the successor about company information, share decision-making authority, put together an appropriate training program, develop a career plan, and help the successor gain experience inside and outside the family business (Hoy & Sharma, 2010).

According to Sharma & Irvin (2005), there are four bases for family business successor commitment: affective (desire-based), normative (obligation-based), calculative (opportunity-based), and imperative (need-based) (Figure 3).

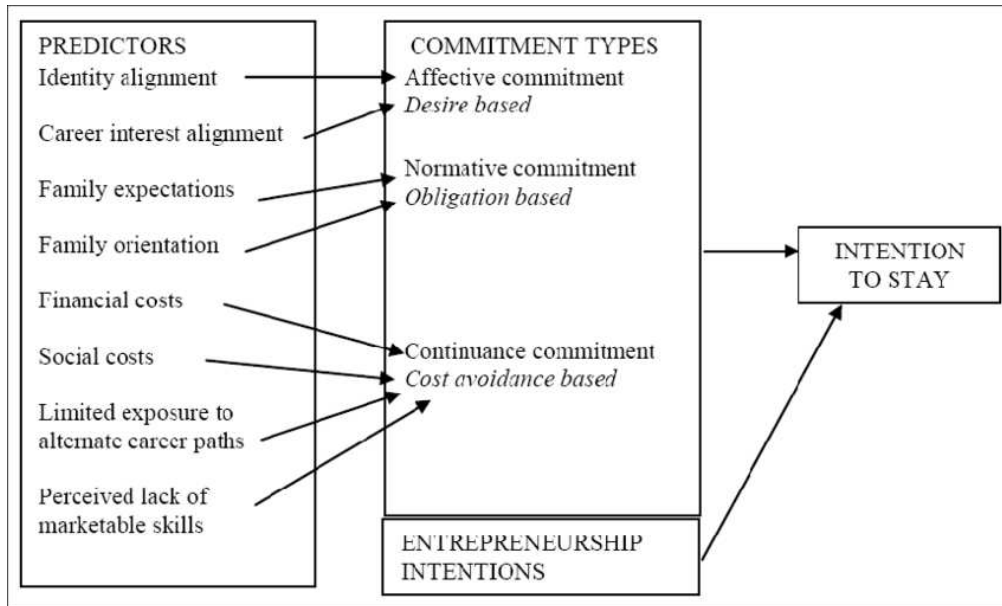


Figure 3: Predictors of later-gen members' commitment to family firms (Dawson et al., 2015)

Rautamäki & Römer-Paakkanen (2016) found in their study that the family business plays a major role for next generation. Their assumption here is the psychological ownership of the successors. Moreover, the commitment seems to increase with age. According to Carter et al. (2003), the family business enables self-actualization for the next generation, and the transitive probability of career intention in the family business depends on the degree of entrepreneurial self-efficacy and the independence motive. Nonetheless, a high level of internal control beliefs does not determine whether an individual chooses succession. Zellweger et al. (2011) found that students with a familial entrepreneurial background are more pessimistic about control in an entrepreneurial career. However, they are optimistic about efficiently pursuing an entrepreneurial career.

When it comes to the knowledge that successors must acquire in order to continue a family business, there are various subdivisions, namely *general*, *technical* and *experiential knowledge*. General knowledge (which is learned in school) is relatively easy to transfer. Technical knowledge is easily transferred to scientists from a specific field, but comes at a cost (Royer et al., 2008). The highest transfer cost probably contains experiential knowledge, which can only be gained through experience and cannot be written down (Williamson, 1975). The latter forms the basis for craft or technical skill and cannot be easily formalized because it is time and place dependent. As an example of a sector where idiosyncratic knowledge is essential is agriculture (Dietl, 1993).

To acquire experiential knowledge, Longenecker & Schoen (1978) show four phases of a parent-child succession:

1. The child learns some areas of the business and the family-specific jargon.
2. Then the child works part-time in the family business.
3. Now they start to work full time in the business in non-managerial positions.
4. After a while, the child works as a manager and becomes a de facto manager.

A core area of experiential knowledge in family businesses are the business networks that are crucial for successful business activities (Royer et al., 2008). Idiosyncratic knowledge in family firms tends to focus on people rather than the firm and is thus available only to individuals within the family (Lee et al., 2003). In addition to the important personal contacts and networks, the ability to motivate employees is also extremely important, as is knowledge of local conditions and internal processes. Thus, the best way to acquire experiential knowledge is learning by doing as well as observation (Royer et al., 2008).

To ensure that the successor can acquire this knowledge in the best possible way, their abilities are in question, as the competence to lead the organization is a crucial dimension for the future success of the organization (Unger et al., 2011). According to Le Breton-Miller et al (2004), competence is a demonstrated ability in the form of the individual's experience or performance in leading an organization.

Selecting the right successor is an important and challenging part of the process as many requirements need to be considered (De Massis et al., 2008; Le Breton-Miller et al., 2004). Fulfilling both main requirements (willingness and ability) perfectly is not always realistic due to the inherently limited pool of family members who can be considered as successors (Dehlen et al., 2014). Entrepreneurial skills and commitment to the continuation of the family business have limited inheritability, in part because the opportunity to pursue a career outside the family business can be attractive (Lee et al, 2003; Zellweger et al, 2011). The incumbent is likely to find less than perfect levels of competence or commitment in potential successors, which makes selection even more difficult, considering that a lack of either attribute cannot compensate for the other (Erikson, 2002).

Richards et al. (2019) investigated which attribute incumbents perceive as more important, competence or commitment. Two stereotypical family successors were

chosen, with each meeting one of the criteria perfectly and the other less so: (1) a highly engaged individual with lower competence and (2) a highly competent individual with lower engagement. as shown in Figure 4.

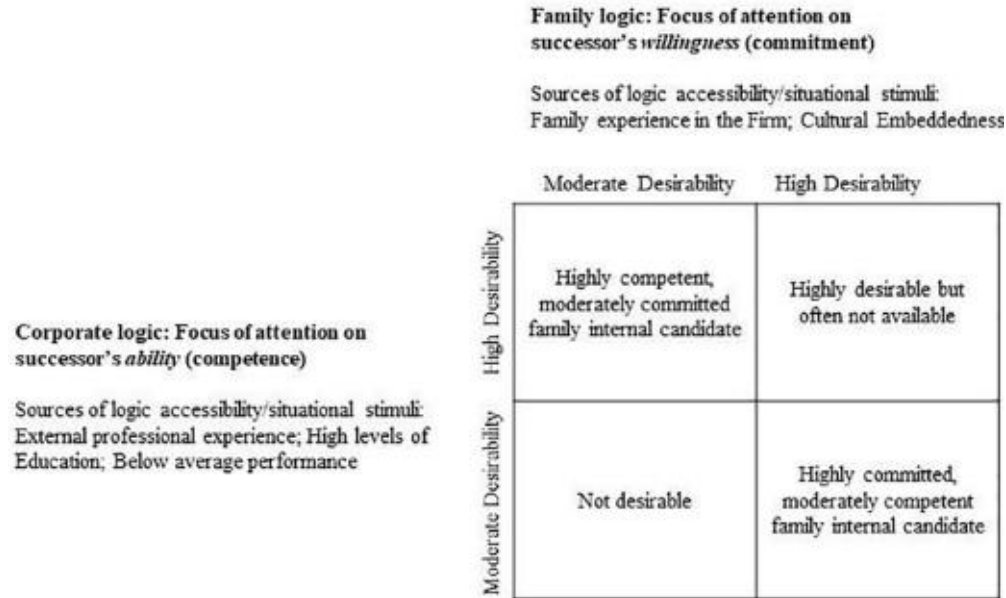


Figure 4: Within-family succession dilemma (Richards et al., 2019)

Two institutional logics were used that may be relevant to the study of the succession dilemma: corporate logic (Fairclough & Micelotta, 2013) and *family logic* (Friedland & Alford, 1991). Corporate logic is about performance, firm size, growth, profit, and market position (Thornton et al., 2012), and family logic is about community and unconditional loyalty to the family (Friedland & Alford, 1991).

These two institutional logics, that of the firm and that of the family, reflect contradictions in their coexistence (Richards et al., 2019), as "their respective meaning systems and normative understandings, rooted in rituals and practices, give rise to conflicting expectations" (Greenwood et al., 2011, p. 321). Thornton et al. (2012) found that individuals can have multiple, divergent role identities, such as one person being the "family breadwinner" according to family logic and "CEO" according to corporate logic.

Zellweger et al. (2016) found that accessibility to the corporate logic increases with higher levels of education, which is less the case in the family logic. Thus, Richards et al. (2019) suggest that logic accessibility influences the incumbent for either family or business logic. They also contend that underperformance increases the boss's attention to the business logic and thus influences the succession decision.

Glaser et al. (2016) say that individuals learn about family logic through personal experiences of life, work, and interactions with family members. The more family members in the management of the company, the higher the impact on the decision-making effect of the owners (Thornton et al., 2012). In such a case, the legitimacy of the incumbent does not derive mainly from the growth of the business, but from the satisfaction of the needs of the family members (stable income, long-term security, and control over the business). For this reason, incumbents in such a situation tend to prefer the candidate who is loyal to the family, especially because according to family logic, the incumbent acts as the "family breadwinner" (Miller et al., 2011).

Richards et al. (2019) argue that external work experience influences an individual's institutional logic. The longer the experience, the greater the tendency to identify with the corporate logic. This is based on the fact that one must prevail in the application process and be selected based on competencies. The person will be continually evaluated on their performance during employment (Lazear & Rosen, 1981). Because the person must constantly prove themselves, they are more likely to have adopted a performance-based mindset (Lubatkin et al., 2007). Thus, an incumbent is very interested in the competence of the successor (Thornton et al., 2012) because a lack of skills would pose a threat toward organizational success (Richards et al., 2019).

Richards et al. (2019) argues that the level of education of the incumbent influences the accessibility to the logic of the corporation. According to Zellweger et al. (2016), individuals with higher levels of education begin to separate the sphere of the family with that of the firm. The more successors know about performance metrics such as business growth, size, and market share, the more ambitious they are to grow the family business (Bosma et al., 2012). Consequently, an incumbent with a high level of education prefers a successor with high competence over a highly committed one (Richards et al., 2019).

According to Fairclough & Micelotta (2013), the role of family logic seems to vary considerably across cultures. In highly family-oriented cultures, there is higher group solidarity and unconditional loyalty. Thus, in cultures with a high focus on family, the commitment of the successor is highly welcomed. This is because a committed successor is associated with a longer retention period and therefore greater stability with long-term success.

If the company underperforms, attention is immediately generated, and the entrepreneur is moved to action (Gomez-Mejia et al., 2014). If performance falls below the aspiration level, the corporate logic wins as family members fear losing their financial standard (Gomez-Mejia et al., 2018). The company becomes aware that a competent successor is needed to lead the company out of the crisis (Castrogiovanni, 1992).

Finally, it became evident that striking the right balance between willingness and ability remains a significant challenge. The interplay between corporate and family logic further complicates the decision-making process for incumbents, as they must navigate conflicting expectations rooted in distinct institutional logics. However, the crucial role of experiential knowledge, acquired through learning by doing and observation, is one of the fundamental elements for successful leadership in a family business. The education level on the other hand influences the incumbent and the successor's corporate logic accessibility and therefore influences the preference when selecting a successor. Understanding these dynamics will pave the way for future research and guide family businesses in making informed and strategic succession decisions that ensure the continuity and prosperity of the enterprise (Richards et al., 2019).

2.3 Next generation entrepreneurial passion

Research on family businesses often emphasizes the influence of generational differences because this is one of the most important differentiators: Namely, different generations have different strategies and decision making in the business (Munoz-Bullon et al., 2018). Indeed, the founding generation plays an important role when it comes to creating the company's culture, as the founder's vision is implemented in the process (Schein, 1983). By the time it is passed on to the next generation, the company has already developed its identity and culture, such as its entrepreneurial orientation. For this reason, Vanhees et al. (2023) assume that second and later generation incumbents can still use this entrepreneurial passion to drive the company forward. Ho & Astakhova (2020) assume that passionate incumbents are contagious, yet it decreases in intensity as the corporate culture and internal procedures are already formed (Kidwell et al., 2018). Barbera et al. (2018) explain this phenomenon through the "imprinting theory," which is the view that events that have happened to people and the organization have a major impact on how they behave in the present. Thus, the founder has a significant impact on organizational culture by imprinting the legacy of the family

business (Jaskiewicz et al., 2015). The founding phase is a critical moment for the company, as routines, corporate culture and identity, and structures are inculcated during this period. Consequently, many imprints have taken place over the years in different generations (Erdogan et al., 2020). For this reason, incumbents of later generations have less influence on the entrepreneurial direction of the family business (Vanhees et al., 2023).

After the next generation completes their strategic education (schooling, external work experience, etc.), they return to the family business and engage in entrepreneurial bridging. This is the intergenerational collaboration of at least two generations over several years to facilitate the entrepreneurial transition. However, the focus is less on succession and more on entrepreneurship (Jaskiewicz et al., 2015). Nevertheless, it is worth mentioning that not only the young generation learns from the old, but also vice versa (Davis et al., 1997). Penrose (2009) describes that the current incumbent gives the successor the power, resources, and support needed to pursue entrepreneurship. At this critical time, the young can use their education, experience, and energy to move the business forward. When the next generation proves themselves with their proposed changes, they receive a positive response from the older generation (Jaskiewicz et al., 2015). Penrose (2009) points out that entrepreneurial capacity in managing day-to-day operations limits entrepreneurs to seize growth opportunities. During the bridging phase, the older generation provides stability and continuity to the younger generation, which creates many opportunities. This gives the successor room to explore opportunities and experiment. Therefore, entrepreneurial leaps can occur during this phase, as the next generation's time does not need to be spent on day-to-day operations (Jaskiewicz et al., 2015).

Now it is questionable how the new generation, which mainly belongs to the category of Millennials, differ from their predecessors (Generation X and Baby Boomers). By age 30, Millennials have a lower self-employment rate (4%) compared to Generation X (5.4%) and Baby Boomers (6.7%). This can be attributed to limited financial independence and delayed career entry due to higher education. Nevertheless, this generation has great entrepreneurial potential as they are the first to feel completely at home in the digital world (digital natives). They are passionate about technology and are capable of changing the world with technological innovations.

Examples of this include the Internet of Things, blockchain, and artificial intelligence (Liu et al., 2019).

This generation was born at a time when many changes were taking place: the rapid advancement of information technology and the Internet, globalization, and liberalization movements for minority groups. Thus, Millennials have different expectations when it comes to jobs and careers than their predecessors (Ng et al., 2010). They value work-life balance and want to create a life, not earn a living, without giving up their personal lives (Zhang et al., 2007; Loughlin & Barling, 2001). To this end, they also expect to earn a decent income and are generally more demanding than previous generations, even if this does not necessarily correspond to their performance. Twenge (2014) talks about this being the result of spoiled upbringing. In addition, Millennials strive for meaningful and fulfilling careers and place a high value on social responsibility (Yang & Guy, 2006; Gaudelli, 2009).

Scholars such as Gaudelli (2009) and Ng et al. (2010) question whether Millennials are more motivated to engage in inequality, environmental protection, and social entrepreneurship given their higher levels of enthusiasm for charity. In addition, other motivational factors play a role, such as the need for achievement, locus of control, risk-taking, selfish passion, and others (Liu et al., 2019).

2.4 Transmission of Passion

Exploring passion's contagion in family businesses reveals complex mechanisms like emotional mimicry and social comparison (Cardon, 2008; Hatfield et al., 1993). While mimicry imitates expressions, true passion requires alignment with one's identity. Social comparison, driven by identity connection, further influences emotional spread (Sullins, 1991; Barsade, 2002). Transformational leadership and early involvement of children amplify passion transmission (Dubinsky et al., 1995; Jaskiewicz et al., 2015).

The convergence of sports and entrepreneurship highlights shared attributes like adaptability and teamwork, making sports an incubator for entrepreneurial traits (Ratten, 2015; Boyd et al., 2021). These insights uncover the intricate ways passion spreads, shapes identities, and influences family businesses and entrepreneurship.

2.4.1 Can passion be contagious?

Emotions may be expressed within an organization, and in the process other people may become infected. There are two primary methods of contagion: *primitive emotional mimicry* and *social comparison* (Cardon, 2008). Cardon (2008) conceptualizes in the context of businesses in general the issue of passion contagion in the following model.

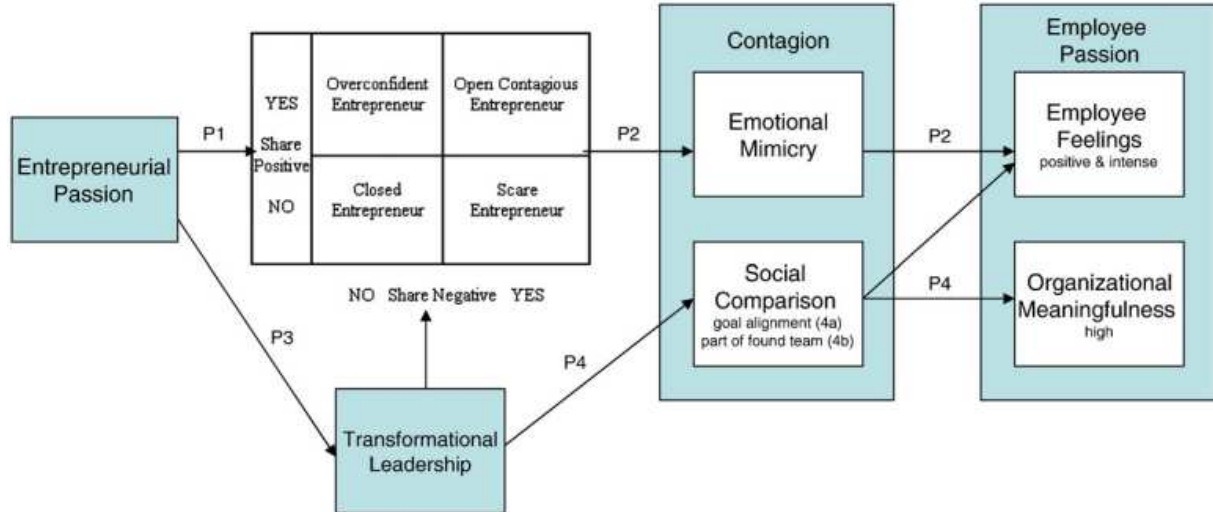


Figure 5: Conceptual model of passion contagion (Cardon, 2008)

Primitive emotional mimicry (Hatfield et al., 1993) involves unconscious and automatic imitation of body language and movement as well as facial expressions. After a while, people begin to internalize this emotion and develop the actual emotion (Lazarus, 1991). Cardon (2008) takes the example of employees and claims that primitive emotional mimicry is not enough to ignite passion for the company in employees. The reason is that entrepreneurial passion is more than a momentary emotion; it is long-term. Furthermore, primitive emotional mimicry is associated with contagion of valence and intensity of affect, but not with the dimension of identity meaning, which is one of the main reasons of entrepreneurial passion. To evoke feelings of passion, the underlying activity must be an essential aspect of self-identity, which is not easily transferred from one person to the other. Moreover, the emotions transmitted can be both positive and negative. Therefore, it is clear that imitating negative emotions does not lead to passion, as it is associated with positive emotions. In conclusion, transferring emotions may lead to associated expressions, but not to contagion of employees with entrepreneurial passion (Cardon, 2008).

Sullins (1991) speaks of the model of contagion by social comparison, whereby an individual's emotional responses to stimuli are influenced only when they are, or at least believe they are, in a similar situation. This phenomenon is explained by the concept of identity connection, in which there is a cognitive and emotional attachment of one person to another or an organization (Dutton & Dukerich, 1991). In this process, very positive and intense feelings are felt. When such an identity connection happens in conjunction with positive feelings, it leads to a feeling of passion consequently. Nevertheless, emotion contagion through social imitation or social comparison mixed with negative emotions is higher than with positive emotions (Barsade, 2002).

Transformational leadership can help change values, goals, and aspirations (Cardon, 2008). Components of this include individualized consideration, inspirational motivation, intellectual stimulation, and charisma (Bass & Avolio, 1990). Through transformational leadership, passion can be transmitted to the environment as incumbents show their emotions and transmit optimism and enthusiasm to those around them through inspiration (Dubinsky et al., 1995). A key aspect of transformational leadership is goal orientation (personal goals align with organizational goals) (Cardon, 2008). When the entrepreneur accurately knows and articulates their purpose, higher goals can be set and higher levels of commitment achieved (Carver & Scheier, 2001; Seo et al., 2004). Communicating and displaying entrepreneurial passion is not just about the emotion itself, but also its cognitive sources to capture the meaningfulness behind it (Cardon, 2008).

Social comparison can also foster esteem within the company. When individuals identify themselves as part of the founding or leadership team, it becomes part of their self-identity and increases their entrepreneurial passion (Cardon, 2008).

2.4.2 The imprinting theory of entrepreneurial legacy

Imprinting theory is about how individuals and organizations develop traits based on experience during sensitive life stages that remain throughout life (Marquis & Tilesik, 2013). Imprinting plays a significant role for individuals, for example, Azoulay et al. (2011) showed how mentors and peers in early careers influence later career choices. In business startups, decisions made at the beginning will influence the business throughout its existence (Boeker, 1989). That being said, decisions made at the

start of a business or early in a career will have a permanent impact on the course of the organization or the individual.

According to Marquis & Tilcsik (2013), environmental influences that occur in youth are also formative later in life. This can be an opportunity for family businesses to involve their children early in the family business and thus transmit their values and behaviors. In order to preserve the entrepreneurial heritage and strengthen the family's resilience, family cohesion plays a major role. It not only builds the child's identification with and understanding of the business, but also sows the seeds of motivation and passion for entrepreneurship (Jaskiewicz et al., 2015).

Copeland & White (1991), who conducted research on families, describe that ancestors' stories influence their offspring's behavior. Thus, according to Jaskiewicz et al. (2015), children's involvement from an early age is critical to the entrepreneurial legacy of the family business.

In their research, Marquis and Tilcsik (2013) found that imprinting consists of three elements: *sensitive periods*, *imprints*, and *persistence*. Imprinting occurs during a sensitive period of life that initiates a developmental pathway. With these three pillars, it is clear that the timing and duration of learning is important and how long this knowledge persists (Mathias et al., 2015). Cope (2005) highlights the importance of learning, socialization, and prior experience for entrepreneurship and opportunity discovery. In this regard, there are three opportunity-related sources that support entrepreneurs in finding them: Mentors, informal industry networks, and forums (Ozgen & Baron, 2007).

In addition, there are several other sources through which individuals can be shaped: by institutional conditions (Dokko et al., 2009), economic conditions (Malmendier & Nagel, 2011), family members (Jaskiewicz et al., 2015), equity partners (Breugst et al., 2015), or other individuals (Azoulay et al., 2011). In this context, an individual may go through several sensitive periods: the imprinting years, early career, or periods of significant economic change (Marquis & Tilcsik, 2013). For imprinting to persist in an individual, it must be intense (Marquis, 2003).

2.4.3 Can passion for sports translate to entrepreneurial passion?

In general, entrepreneurs have some personality traits that are also needed in professional sports. These can include resilience, a high level of discipline, and the need to perform. They are partly determined by their human capital and individual

characteristics, which influence their business success. Athletes are characterized by a higher locus of control, possess situational control, and are more resilient than the average person (Ratten, 2015). Thanks to their training, athletes tend to adopt some of the entrepreneurial traits, such as proactivity or stress resistance (Neergaard & Krueger, 2012). Jones et al. (2017) also found that athletic trainers/coaches exhibit several pro-social (entrepreneurial) behaviors.

Castillo (2019) interviewed athletes on entrepreneurship and found that sports can be a good school for entrepreneurship later in life. Namely, learning how to be organized, pay attention to details, and the importance of a good team. Also, the ability to accept criticism and listen to the opinion of others is essential. When problems arise, one must learn to adapt. According to Boyd et al. (2021), identity plays an important role in both: sports and entrepreneurship. Namely, an athlete's athletic identity is not transient, but enduring. This strong character often leads to entrepreneurial experiences being described with a sports angle, as these individuals often describe entrepreneurship as a "competition" or "game." According to Williams (2010), commonalities between sports and entrepreneurship are teamwork, dedication, passion, sacrifice, hard work, and spirit. When things don't go according to plan, you just work harder. It often happens that the athlete turned entrepreneur does not consider their sporting and entrepreneurial identities as separate dimensions (Newbery et al., 2018). Even though there is a lot of overlap between the two identities, they still do not have to be considered equally important. Athletic identity tends to remain larger, but athletes are aware that it is limited from a career perspective (Boyd et al., 2021).

Regarding teamwork, it is important that the team likes to work with each other. Only in this way they have the chance to become successful. Comparable is the relationship of an entrepreneur with their employees as it is essential to gain their trust (Lifshitz, 2019).

Boyd et al. (2021) demonstrated in their study that athletes, with their inside perspective on sports, have the ability to innovate and think about entrepreneurial actions off the field and their experience in sports can greatly help them in entrepreneurship.

2.5 Conclusion

Finally, this chapter delves into the complex dynamics underlying the leadership change process in family businesses. It comprehensively examines the delicate balance between the willingness and ability of the next generation to assume leadership roles.

The basic premise of this chapter is that simply being a family member does not qualify for managerial positions in the family business. Rather, a symbiotic combination of motivation and ability is essential (Sharma & Irvin, 2005). This dual requirement challenges conventional assumptions and calls for a holistic approach to youth development. The role of mentoring is central as an important means of preparing the next generation. Mentoring led by non-family managers and directors entails a variety of responsibilities, such as transferring company-specific knowledge, delegating decision-making authority, designing customized training programs, and developing career paths (Hoy & Sharma 2010). This chapter emphasizes that succession training goes beyond academic training and is a multifaceted process that includes experiential learning (Royer et al., 2008).

Further, the discussion smoothly shifts into the realm of generational change and its impact on family businesses. The legacy of the founding generation is fundamental in shaping organizational culture and identity (Schein, 1983). The formation of these values and aspirations are essential guides for the next generation. It explores the potential for second generations and beyond to harness the entrepreneurial passions embedded in corporate traditions (Vanhees et al., 2023). However, the chapter recognizes that the institutionalization of corporate practices can reduce the influence of following generations on corporate development (Jaskiewicz et al., 2015).

Interestingly, the story converges on examining the distinctive traits and aspirations of millennials. Born into a world of rapid technological progress and changing social norms, millennials present unique values and expectations (Ng et al., 2010). This generation values work-life balance and strives to find meaning and fulfillment in their careers (Liu et al., 2019). This chapter highlights how this generation's focus on technology and commitment to social causes can inspire innovative entrepreneurship.

The transfer of entrepreneurial passion turns out to be a central theme, demonstrating the complex interplay of emotions and values in a family business. This discussion considers her two main contagion mechanisms: primitive affective imitation

and social comparison (Cardon, 2008). It has been observed that communicating an entrepreneur's passion requires more than a temporary emotional imitation. It requires alignment with one's identity and values (Cardon, 2008). Transformational leadership is believed to be a catalyst for the transmission of passion, as a leader's inspiring behavior can have a significant impact on the spread of emotions (Dubinsky et al., 1995).

Interestingly, this chapter deals with the concept of "imprinting theory", emphasizing how experiences during sensitive stages of life shape an individual's behavior and attitudes (Marquis & Tilcsik, 2013). This concept is particularly relevant to family businesses, where engaging children from an early age can instill in them the values and behaviors that are critical to their entrepreneurial success (Jaskiewicz et al., 2015). By capitalizing on this sensitive period and fostering identity ties, family businesses can leave a lasting mark that shapes future generations' commitment to entrepreneurship.

In addition, this chapter explores the potential transfer of passion from sports to entrepreneurship. Similarities have been drawn in the traits and mindsets of athletes and entrepreneurs, highlighting attributes such as adaptability, teamwork, and high motivation (Ratten, 2015; Boyd et al., 2021). The link between sport and entrepreneurship has proven to be fertile ground for developing key entrepreneurial traits.

Finally, the chapter "Family Business Succession" provides deep insight into the complex world of family business succession and is an important foundation for this study. By examining the differentiated interplay between drive and ability, the lasting influence of founding generations, millennial traits, transmission of passions, and possible shifts in attributes from sports to entrepreneurship, this chapter explores the intricate web of family business continuity and wealth. By understanding these dynamics and positioning the paper as a key guide in navigating the complex path of generational change and entrepreneurial legacy in family businesses, we can help make informed decisions.

ANALYSIS

3.1 Family Farms in Austria

Austria is a highly developed country with a low employment rate in agriculture (5.1%). The gross value added corresponds to just 1.7%, which is very low. Farms are rather small-structured, with about 18.8 hectares on average, are often operated on a part-time basis. Despite all this, agriculture still plays an essential role, because without mountain agriculture it is not possible to ensure the security of the ecosystem and the general living and working space. Changes affecting the economy and society have greatly influenced family farms in recent decades. Factors include the generally higher level of education in society as well as external employment opportunities or the declining income of the agricultural industry (Otomo & Oedl-Wieser, 2009).

Thus, it is becoming increasingly difficult for family farms to find a successor, as the sector is becoming less attractive to the younger generation. In the past, succession was patriarchal, which is less and less the case (Ibid.). According to Glauben et al. (2004) Austrian farmers still have a strong traditional attitude towards farm management, which is typical for disadvantaged areas.

In 2020, 36% of Austrian farmers were full-time and 57% were part-time farmers. The remaining 7% consisted partnerships or farms owned by legal entities (ÖSTAT, 2022). According to Vogel (2007), full-time farmers have a higher rate of identified successors than part-time farmers. A distinctive feature of Austrian agriculture is the high proportion of women in farm management (30%) and farm participation (50%). This phenomenon can be explained by social security and promotional measures. Nevertheless, the legal position of the female farm manager is not automatically equivalent to that of a female owner.

3.1.1 Traditional farm succession patterns in Austria

Thanks to the diverse landscape of the alps, different forms of agricultural settlements have formed. For example, a distinction must be made between the alps in central and western Austria and the Pannonian Plain in the east. As a consequence, different patterns of inheritance and succession have emerged. The most conventional type of succession is the "Anerbensitte", in which the entire farm property passes to one heir. Usually this was the eldest or the youngest son of the peasant family, with the eldest son being preferred. In the states of Burgenland and Vorarlberg, "free division" or "real division" was common, in which the property was divided among the children. All of these succession practices are patriarchal, i.e., transfer from father to son. Daughters succeeded only in exceptional cases (Kretschmer, 1980).

Usually, farms in Austria are passed on by a transfer contract, which is signed by the incumbent and the heir; only in rare cases does intestate succession take effect (Bäck, 2005). The children who do not succeed must sign a waiver and receive their entitlement in the form of money or land. This process is called anticipated succession. The heir must provide for the parents until they pass away. This practice was very important in the times when there was no retirement benefit plan. Therefore, parents were provided with food, money and health care. Nowadays, things have changed. Often one member of the successor couple, sometimes both parts, works part-time or full-time outside the farm and is unable or unwilling to meet the many responsibilities of farm transfer (Otomo & Oedl-Wieser, 2009).

According to Melberg (2007), farm succession is still a matter of power today. It involves leaving, handing over, and assuming power. In the past, the patriarchal character of farm takeover preserved power relations within farming families far beyond Austria's borders. Successors are still identified early in childhood and go through a long socialization process until adulthood. This develops personality traits, attitudes and skills related to farming. Most often, parents have different gender expectations of their sons and daughters. Thus, boys' interest in agriculture is often more encouraged than girls' (Rossier & Wyss, 2007). This highlights the male dominance of the agricultural sector and succession, despite the Equal Rights Act (Otomo & Oedl-Wieser, 2009).

3.1.2 Changes in farm succession patterns in Austria

Old patterns such as patriarchal succession are slowly being displaced by the trend toward individualism. The high proportion of part-time farms, the pension and health care system and the rising employment rate of women in rural areas have contributed to the fact that farm transfer contracts are becoming fewer and fewer. In addition, the selection of the successor has changed. Today, the child with the greatest interest takes over the farm, regardless of whether they are the oldest or youngest child or what gender they are. The times of the eldest son as successor are behind. There is also a change in the co-ownership of women on the farm. What was common in the past is now only the case when the wife works full-time on the farm. This is due to the fact that today divorces are common, which used to be rather a taboo topic in the past.

The succession not only is a solely economic process, but also is connected with many emotions. However, the close coexistence of different generations has caused many conflicts. Nowadays it is common that different generations run separate households, such as on different floors within the same building (Ibid.).

3.1.3 Family structure and upbringing

In Austria, successors to a business choose their careers according to their own interests and are advised by their parents during their teenage years. Typically, Austrian students complete four years of primary school and four years of secondary school. This is followed by three to five years of vocational training, which they choose at the age of 14. Parents hope that at least one of their children will be interested in continuing on the farm, regardless of gender or birth order. For this reason, more and more daughters are becoming farm successors to displace patriarchal succession (Ibid.).

Children are often born to unmarried couples. If they have a single parent, they receive a state health and social insurance. A not-so-uncommon sequence of life events is birth, marriage and cohabitation. The husband's parents typically live on the farm, but each generation lives independently of the other (Ibid.).

3.2 Method and Data Collection

Firstly, I approached the most relevant literature on the topic (Murnieks et al., 2014; Cardon et al., 2017, Vallerand et al., 2003), delving specifically into academic research regarding family business and then I proceeded to gain deeper

insight about family farms. In order to shed light on the research question “How can passion be transmitted from one generation to the next in family farms?” I decided for an analysis focusing on:

1. How passion is transmitted
2. Succession in family business
3. Analyzing cases of farm succession in Austria.

The aim of this research is to identify in the family business how passion is transmitted from one generation to the other. To gain deeper insight about how this works, I developed 3 comparative cases studies: two groups of three people each were strictly scrutinized. I compared a group of three successors and a group of three non-successors belonging to the same family farm. All six individuals were invited to participate to a semi structured interview. The group of successors had a slightly different interview protocol than the non-successor group. All interviews were conducted via phone call as well as recorded and ultimately transcribed.

The interview protocol for the group of successors was divided into three main parts consisting several questions. Starting with the general information about the organization the goal was to gather data about the type of business the farm was involved in, who was involved and how decisions are being made. The second part is aimed at the successor to gain a better understanding of their background. The last part asks specific questions about how passion is transferred to the successor. Not only are positive aspects of agriculture involved, but also its shadow sides are being discussed.

The interview protocol for the group of non-successors was divided into three main parts as well. However, it started with general information about the individual, aiming on what their professional life looks like. The second part is all about the family background, discussing the upbringing of the interviewee. The last part is about the transmission of passion with the goal of understanding why the individual did not end up feeling passionate about the family farm. Each interview took between 12 and 17 minutes.

3.2.1 Semi-structured interview protocols

Successor

1. General Information about the organization:

1. Please describe the history and development of your farm.
 2. What is the size of the company? (Number of employees and/or annual income)
 3. What is your role within the business?
 4. Management. Who is currently involved in the management of the farm and what do they do?
 5. Ownership. How is the ownership of the farm structured?
 6. Family. How is your family structured around the business? How many family members work in the farm and in which roles?
 7. Decision Making. How are decisions made? [If in a group] how do you act in case of disagreement?
2. Information on the potential successor:
1. What is your educational and professional background?
 2. Please describe the process of getting involved in the farm. How long have you been involved in the family business?
 3. What is your current role at the farm?
 4. How did your family prepare you for succeeding the farm? Which other fundamental experiences did you have before entering the family company?
 5. Which person do you identify as your mentor? How has he/she helped you in your career development?
3. Specific information about the transmission of passion to the successor:

1. Personally, what motivates you the most for wanting to carry on the family business? What aspect of the business are you most passionate about?
2. Is there anything that discourages you from wanting to carry on the family business?
3. How have your feelings towards the “agriculture” sector changed over time? What is your outlook on the future of the industry?
4. Have your expectations about your future work changed at all?
5. What are your family’s expectations for your professional future? Within your family, who would approve/disapprove or think that you should take over the farm?
6. Does your family have any expectations for your sibling’s working future?

Non-Successor

1. General information about the person:
 1. Please describe your professional life, what do you do and how long have you been doing it?
 2. What is your educational background?
2. Family background:
 1. What was it like growing up on a farm? Did you help your family?
 2. How is your relationship to your brother/sister?
 3. Which person did you identify as your mentor? How did he/she help you in your career development?
3. Specific information about transmission of passion:

1. Personally, what discourages you the most from carrying on the family business? What aspect of the business are you least passionate about?
2. How have your feelings towards the “agriculture” sector changed over time? What is your outlook on the future of the industry?
3. What were and are your expectations for your future work?
4. Does your family have any expectations for your professional future? Within your family, who would approve/disapprove or think that you should take over the farm?
5. What were and are your family's expectations for your brother/sister's working future?

3.2.2 Interviewees

In choosing the interviewees, I used various criteria in order to obtain a *purposeful sample*.

Selection criteria for the group of passionate:

- Age
- Gender
- Characteristics of passion for the family farm
- Succession
- Commitment to home

Selection criteria for the group of non-passionate:

- Age
- Gender
- Raised on a family farm

- Moved away from home (no succession)

To ensure the anonymity of the respondents, they were assigned different names.

Group of successors

Anne – Farm A

- Age: 25
- Gender: Female
- Succeeded the family farm two years ago
- Completed training as registered nurse
- Has two older siblings - one male and one female (Lucy)

Steve – Farm B

- Age: 27
- Gender: Male
- Succeeded the family farm a year ago
- Completed training as machinist and electrician
- Has two siblings, one younger (Pete) and one older (female)

Michaela – Farm C

- Age: 23
- Gender: Female
- Succeeded the family farm a year ago
- Attends agricultural school
- Has one younger sister (Margaret)

Group of non-successors

Lucy – Farm A

- Age: 32
- Gender: Female
- Raised on Farm A, works as registered nurse
- Has two younger siblings, one male and one female (Anne)

Pete – Farm B

- Age: 25

- Gender: Male
- Raised on Farm B, degree in nutritional science, works in quality management for food
- Has two older siblings, one female and one male (Steve)

Margaret – Farm C

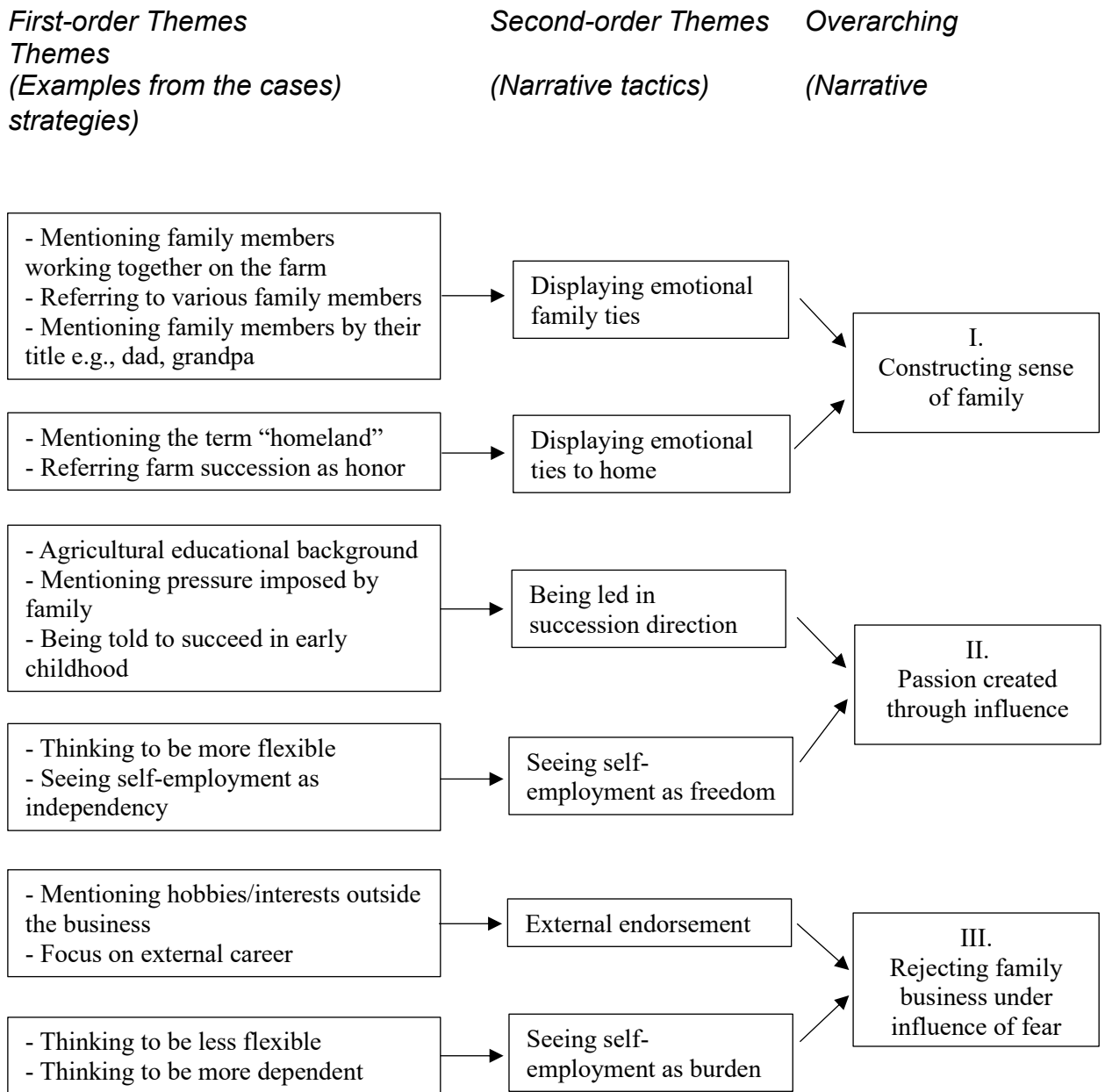
- Age: 20
- Gender: Female
- Raised on Farm C, attends military school for safety
- Has one older sister (Michaela)

3.3 Findings

Finally, I analyzed the succession narratives using the different stories from the interviews. To do so, I used a functional approach to analyzing narratives (Bruner, 1990), which is concerned with uncovering the meanings of particular stories rather than their grammar or their relationship to the broader sociocultural context. By means of labeling paragraphs and sentences as coding units, I conducted a thematic analysis of the content. This involves looking for themes that capture the essence of the story (Riessman, 1993).

I approached the analysis by reading the data first in order to develop inductive codes that captured the storylines of the family businesses' stories. These codes are the first-order themes followed by abstract codes. These were constructed by taking the first-order themes characterized by related storylines and turning them into higher-order themes. I refer to these second-order themes as *narrative tactics* because they represent a generic storyline chosen by the successor to describe a particular aspect of the succession process. Third, I found that groups of narrative tactics appear to serve to legitimize a particular goal in succession. I therefore developed a more abstract classification of the data to capture this. Specifically, I grouped the second-order themes into overarching themes that represent generalizable narrative strategies. I consider these *narrative strategies* as overarching approaches to legitimizing the succession process. Figure 6 summarizes this analysis.

Figure 6: Data Structure



The observation presents that the respondents used three main narrative strategies to legitimize their career decision: construction of a sense of family, passion created through influence, and rejection of the family business through fear. Table 1 provides a summary description of these strategies and their motivations. An important finding from my results is the successor's narrative construction of succession providing legitimacy to both 1) the successor as a person and 2) the actions they present. This includes placing the successor and the new strategy in the context of the past, present, and future of the family business.

Table 1: Strategies Used in Family Business Succession Narratives

NARRATIVE STRATEGIES	CONSTRUCTING SENSE OF FAMILY	PASSION CREATED THROUGH INFLUENCE	REJECTING FAMILY BUSINESS UNDER INFLUENCE OF FEAR
Definition	Convey the idea that the successor is connected to, and value, other family members as well as their home.	Depicting that the successor was influenced by their family through different strategies and ultimately feels passion for the farm.	Convey the non-successors personal interests through direct and indirect endorsement of external factors and downgrading family business through different legitimization strategies.
Narrative Tactics	<ul style="list-style-type: none"> – Displaying emotional family ties – Displaying emotional ties to home 	<ul style="list-style-type: none"> – Being led in succession direction – Seeing self-employment as freedom 	<ul style="list-style-type: none"> – External endorsement – Seeing self-employment as burden
Legitimizing Mechanism	Tapping into the family firm's special need for belonging to the farm and preserving family legacy.	Explaining voluntary succession through imprinting in upbringing	Explaining that external employment offers more freedom and less responsibility
	The references to the actions of relatives, as well as the warm tone of such references, underscore that the successor greatly values his or her family ties and family history. This strategy therefore establishes the successor as a welcome successor.	Legitimize that in childhood and adolescent years the successor was guided by various strategies influenced by the family in the direction of succession and nowadays perceives the business as an achievement.	Always coming back to the topic of career outside the family business and other interests and preferring these, as the family business requires too much responsibility and offers no independency or flexibility.

Construction of a family sense

The first narrative strategy identified is the construction of a *sense of family*. This involves conveying the idea that the successor is connected to other family members who held controlling positions in the family business. Specifically, this involves two tactics: Successors who demonstrate that they are emotionally connected to other family members and successors who are strongly connected to their homeland. Both tactics are discussed in the following.

Displaying emotional family ties

Successors as well as non-successors highlight the strong connection with their predecessors as well as siblings. In doing so, they describe how work used to be done as a team, and in some cases still is. In addition, various family members are mentioned by all interviewees, mostly by their titles such as grandfather or dad.

Examples of these are:

ANNE: “In the management are actually almost all living on the farm assigned or involved uhm but mainly I do the management and I then pass on all information to all living on the farm and also to my sister and her partner, who do not live on the farm.”

ANNE: “I am the joint owner with my parents and the forestry is currently leased from my parents, it is currently about my mom's pension relationship.”

ANNE: “There are currently five members working on the farm and otherwise seven, if we include my sister and her partner, so mom, dad, my brother is actually doing more of culture care, farm-meadow care or even the stable work and my partner is currently doing a lot in the forest and works on larger projects and wherever my dad just needs support.”

Anne: “Decisions are mostly made by mom and dad. Mainly by mom and dad...mainly by mom (laughs)”

Anne: “Experiences are now also still from the grandfather...”

ANNE: “I would identify my sister as my mentor, she helped me a lot with my life path and also taught me reality...more than my parents.”

ANNE: “So passionate aspect of the farm, I would say, I would certainly like to do everything, but just the livestock farming I'm already very interested.”

LUCY: “But also smaller errands are supported by me and my partner.”

LUCY: “The relationship with my siblings is actually very good, whereby I have the best relationship with my little sister, which is also more on a friendly basis as a background.”

LUCY: “So, in the foreground are my grandparents, I grew up with my grandparents the first couple of years, they also guided me to where I am now.”

LUCY: “That it is just more difficult because of a somewhat higher age in contrast to my little sister.”

LUCY: “The age bridge between me and my sister is relatively large. She is the youngest, my parents were at that time also in a younger age and there was with a takeover not to think.”

STEVE: “Of course my brother and sister also help occasionally on the farm and the grandparents are also still a big part who help on the farm and check whether the work is done.”

STEVE: “When larger sums of money are invested in the farm, i.e., for equipment or new buildings, the family is asked, i.e., my father, because he has more experience with the farm, and in this way a reasonable decision is usually reached.”

STEVE: “My father has always been my mentor.”

PETE: “So I still my brother more often anyway and my sister is further away, but our relationship is still very good, I think. So, we all get along very well.”

PETE: “Actually, I always think of my dad as my mentor because I really admire how he's become more and more successful and I always take that to heart and use how he's done it as an example and he's also actually helped me everywhere from financially to...just...finding what I want.”

PETE: “I never got any pressure from my parents, or...you were always able to see for yourself what you wanted to do, they didn't really want to intervene much and it was actually always relatively pressure-free.”

PETE: “The parents are relatively interested from that point of view that we do what we want.”

MICHAELA: “Well, I can't tell you exactly the years, but my grandfather built the whole thing up, when he was still a little boy he got the property, which is about a little over 40 hectares and then he first started with a small stable. They used to have horses, only two-three and then they built more and more over the years, but it was always just my grandpa, so my grandparents were always together, but my grandma never lived on the farm, because that wasn't her thing at all and grandpa did it alone. Then he started to build houses, so first the farmhouse in which he lived until his death and then they started with

cows 25 years ago I think...or 30 and then my dad came and he also has two brothers, but in the end, it has always interested only my dad. My dad was then a long time in Graz with his then fiancée and had an apartment there and that was pretty sure that this will stop again, because a small business on the mountain pasture is also not everyone's thing. In 2001, my dad took over because he broke up with his girlfriend and then he continued to do that and he discovered that fully for himself, he then built a new stable, bought a new tractor and at that time there were also already three houses, my grandfather lived in the farmhouse, another we had always rented and in one my dad moved in and then my mom came and then me and my sister, which it has also never interested, so that was never her thing. Now it's just me.”

MICHAELA: “Well, my dad is showing me everything right now, so milking cows and all that stuff...”

MICHAELA: “Just my dad and me.”

MICHAELA: “Because my dad now also has a new partner...and they just commute back and forth, which often means when I'm at home my dad is not at home and when I'm not at home he's at home.”

MICHAELA: “Dad and I and in the last 1.5 years also his new partner and she has a son who has discovered tractor driving for himself.”

MICHAELA: “Then I have ideas that would fit in well with today's times, which my father often doesn't understand and so we often discuss, but in the end, we always come to an agreement. But there is always a vote, so nothing is bought without the other knowing. We also have a joint operating account for the farm, which we both have access to, and no one buys anything that the other doesn't know about. So, in the end, everything has to be signed by me, so my father alone can't buy anything, but I always ask him anyway.”

MICHAELA: “Yes, dad always took my sister and me with him when we were kids, because my dad is fixed at home and my mom was always working full time and the farm is already a few meters away from the house, so it's not extremely far, but you can't leave the little kids alone, which is why we were always forced to go with. Since everyone always had so his tasks, so my sister always fed the calves. When we got older it stopped with my sister more and more, she didn't come anymore, but I was always there.”

MICHAELA: “It used to be my grandpa, who always took me along and always encouraged me, and when he died, dad did that.”

MICHAELA: “Especially when dad is not home for a long time, for example, he won't be here for three weeks in November and I already know that's going to be a difficult time.”

MICHAELA: “I really only have my dad and with my mom I don't have that much contact, with her family not at all. On my father's side, everyone has already passed, so who's going to say anything?”

MICHAELA: “My sister is going into the military now, so when she's done, she's gone. It's a pretty sure thing, she's always said so herself.”

MARGARET: “It was the highlight of my day when I came home from school and went with dad to the stable early in the morning or in the evening. It was also like a family activity for all of us.”

MARGARET: “Actually, it was my dad, but my mom always pushed me. So actually, both my parents... and my sister I went to when nothing worked. So, all three of them got me to where I am today.”

MARGARET: “Similar to me, but especially my dad, who runs the farm, it's important that the farm continues to stay in the family, but what he's always said is if we're both not interested in the farm, then that's totally okay. You just have to think of an alternative. But because my sister always enjoyed it, it was never an issue anyway.”

Displaying emotional ties to home

Successors highlight their strong bond to their home by mentioning keywords such as homeland or that it is an honor to continue the family businesses legacy.

Examples of these are:

ANNE: “I am encouraged by the fact that you continue the farm in order to preserve your homeland.”

STEVE: “I see it basically as an honor to get my hands on the family business and then carry that on.”

Passion created through Influence

The second strategy I identified in the analysis is *passion created through influence*. This refers to the passion for the family farm and the way it is seen as enriching the life of the successor. This recognizes that these successors were strongly influenced

by their ancestors. The strategy involves two tactics: being led in the succession direction that the family's predecessors advocated, and the successor's view that self-employment means freedom.

Being led in succession direction

This tactic focuses on guidance the successors received from their family in order to be well-prepared for taking over the farm. The interviewees describe how they were influenced by their predecessors through education, being involved in the farm during early childhood and even imposing pressure.

Examples of these are:

ANNE: “My educational level was after the secondary school the agricultural technical school, even already aiming at it as a successor with the agricultural technical certificate as a conclusion.”

ANNE: “The process was simple...or pretty clear cut...you are the last child and the last hope, you take over.”

ANNE: “My family just didn't really prepare me for succession, but rather...forced me, but that's also rather hard or crude to say.”

STEVE: “I went to elementary and middle school, of course, and then went to agricultural school, where I also took the agricultural technician's certificate, which you need to run a farm. After that, I actually started an apprenticeship as an electrician and mechanical engineer, which also benefits me a lot on the farm because I can repair machines myself or if there is something in the barn that needs to be rebuilt, I can do it myself. After I finished this apprenticeship, I took over the farm.”

STEVE: “The bottom line is, when you grow up on a farm, you've been helping since you can walk. You settle in there a little bit, by the time you're 11-12-13 years old you almost count as a worker, by the fact that over time you also develop a passion for farming and then that actually grows over time.”

STEVE: “So, they checked whether there was an interest, whether you like to help on the farm, whether the willingness is there that you want to do that, and then you are also steered by the school education that you tend towards agriculture.”

STEVE: “The passion develops through working with the animals, working in the forest, it's something indescribable. It's a process that starts in childhood.”

MICHAELA: “Because I have been attending the agricultural college for ages (already the second one)”

MICHAELA: “After that I decided to go to the agricultural college, which I will probably finish next year.”

MICHAELA: “They kind of threw me into it. When it became clear that my sister would go to the military academy in Vienna and never return home, it was clear that someone had to continue. That was just me.”

MICHAELA: “There was no other choice, but I like it. Nevertheless, no one asked me, that was then actually clear.”

Seeing self-employment as freedom

This tactic focusses on a positive attitude towards self-employment, hence running a family farm. The successor highlights how running a business provides more flexibility and independency as it offers free planning of activities. The interviewees argue how no one can tell them what to do and when as they are their own boss which leads to the ultimate freedom.

Examples of these are:

STEVE: “It's just the little freedom, the free arrangement of working hours, you are your own boss. You must see for yourself that everything works, but in principle no one follows behind you.”

Rejecting Family Business under Influence of Fear

The final storytelling strategy I have observed is the *rejection of the family business under the influence of fear*. This includes telling stories that place personal career choices above the family farm. This strategy involves two tactics: Emphasizing external factors such as interests or job, and directly downgrading being self-employed.

External endorsement

In this tactic, non-successors showcase their activities by leaning into and reporting on important external factors such as career or hobbies. In doing so, these are portrayed as more important than a potential succession.

Examples of these are:

LUCY: “By profession, I'm a registered nurse...a job I'm pretty much absorbed in... with additional training, I'm qualified to train interns and students, as well as just new employees who are being brought into our professional field.”

LUCY: “They also taught me very early on that vocational training is very important, also because it would not have been possible to manage otherwise as a sideline from a farm. As for the development of my career...yes....so they have always supported me in my career aspirations and choice of profession and during the training.”

LUCY: “I have been in my professional life for years, in which I am also absorbed and that for me the profession is more my passion.”

LUCY: “I can't really say much about that because I don't assume if they even know the career ladder, what you can or could become. I assume that they are very happy with the career choice, what I have made. That I also have a secure job to show and also a continuous and secure income.”

PETE: “For me it was always important that I do a job that is not monotonous, that actually has a lot to do with people and that it is varied and about the future I wish that it continues in the meantime, that I stay with the company, because it is actually extremely fun and also the compensation is good.”

MARGARET: “I also started school, I'm also in boarding school and less and less at home and so that's come way too short on the weekends, because you also have friends that you have to bring under one hat and so that's just lost. The joy has also gone away, because there was simply no connection to it anymore. Especially because I have nothing to do with farm in school, so then just the connection is lost and that was also OK for me because I found other things instead.”

MARGARET: “Well, I like two things, so either I stay in the army and make a career there or I go to university and would then tend to tax consulting, that would also interest me very much.”

MARGARET: “Because I am very musical, so I always thought that I will do something musical in my life, but music and federal army don't have much in common...but actually they support me in everything. The main thing is that I do something that makes me happy, so that's why it was okay for them when I wasn't interested in the farm. Back in the days, when there was work to be done on the farm, I preferred to cook or clean the house because I didn't enjoy the barn as much anymore. That's why I got other tasks.”

MARGARET: “It wasn't my passion. This was making music, that was also a reason why I said it doesn't interest me.”

Seeing self-employment as burden

In this tactic, non-successors explain how self-employment takes their freedom away as they are responsible for the business for all their life. They also argue that being an employee makes them more flexible and independent since they don't need to think about anything after their 8-hour shift.

Examples of these are:

PETE: “What I have to say, you have a huge responsibility on a farm, if you simply have to manage a lot of hectares of forest, you have to make sure that everything works, you can get really wild penalties and as well as we have, we have poultry at home - chickens for fattening - so it would be an extreme risk if, for example, there's no electricity for an hour, then all the animals die and that's just a huge responsibility, which then presses on you for 40 years and not like when you're working that you just go home and then you switch off, there you're actually always fully involved.”

MARGARET: “You're always dependent and less flexible than in a normal job and that's why I just decided that I don't want to do that for my whole life.”

3.4 Discussion

The results yield several implications for understanding succession in family farms. This subsection discusses the three narrative strategies in my work that I consider important. First, I will discuss the implications found for understanding and summarize how respondents use different strategies to legitimize their decision. Second, their narratives are discussed in the context of the organizational identities of the family farms in which they occur. Last, I discuss how the narratives of successors and non-successors also construct their self-identity beyond their decision.

3.4.1 Narrative as a Succession Strategy in Family Firms

I have discussed the narratives of the case studies of succession processes in family farms because I believe that the concept of succession in family businesses can be better understood from a role perspective. Fleming (2001) also argues that personal and organizational narratives of leaders are the most and easiest accessible.

The interviews suggest that narratives serve different functions. Successors and non-successors use narratives to argue their decision-making and motivations in an understandable way. Succession narratives also serve to legitimize the respondent on a personal level. Thus, interviewees argue why they are suitable as a successor or why not.

The analysis reveals that succession processes in family firms extend over a long period of time and the actions of successors or non-successors also relate to previous generations. In that respect, the study contributes to the succession literature by examining different family members of opposing narratives.

3.4.2 Family Business Identity Narratives

The aforementioned narrative strategies resulted in an "identity narrative of the family business." It describes narratives developed in a family business that includes the history of the business, current status, and future plans. It attempts to make sense of existence of the incumbent and their family. Somers (1994) describes how organizational constituents legitimize the organization and design its core attributes. The identity narratives of family firms determine the understanding of the organization by its members. The core attributes are built over multiple generations in the family context. When it comes to succession the family business identity narratives come into play as the successor has to construct and justify their role compared to the older generations. If the new incumbent has ambitions to reorganize or restructure within the organization, they might need to change the identity of the firm in order to match the new strategy with the previous business conduct.

These family business identity narratives turn out to exist only in family businesses. This is due to the fact that other business forms do not have the same challenges of positioning a successor in context with future plans shaped by family stories and values. The family business identity narrative is consistent with the aforementioned family logic from Glaser et al. (2016), which is acquired through personal life experiences and interactions with family members. Since the successor must demonstrate that their leadership is consistent with the past, the family business identity narrative plays an essential role.

3.4.3 Personal Identity Narratives

By the personal identity narrative, it is meant that respondents constitute their own identity through narratives. The cases suggest important observations in terms of understanding the self-concept for potential successors. According to Rhodes and Brown (2005), identities are constituted through processes of narrative. As the interviewees tell their own own story, they give meaning to their position and new role. As already mentioned in the study does the imprinting theory reveal how the story behind an individual forms its attitudes and values later in life. Marquis and Tilcsik (2013) described how early experiences can be a chance for the family business to preserve the entrepreneurial heritage and build the successor's identification with the business (Jaskiewicz et al., (2015).

In the process, the individual works out their understanding of the role and its relationship to the previous incumbents. The successor must engage with the other family members and communicate their ideas and priorities to them. This is a complex dynamic in which the successor is expected to create an authentic and legitimate identity for themselves as a leader. On the other hand, the non-successor group was found to construct supportive narratives as far as the business is concerned.

This is consistent with the entrepreneurial identity theory (Murnieks et al., 2014), which enables individuals to understand what it means to be an entrepreneur (Hoang & Gimeno, 2010). Even the non-successors have their own understanding of their roles. In this study, these individuals like to associate themselves through their careers and take on the role of helper in the family business.

The literature has previously shown that the transmission of identity from the family to the successor is essential (Motwani, Levenburg, Schwarz, & Blankson, 2006). Yet, little attention has been paid to identity dynamics in the succession process. This study sheds light on the high personality level of the succession process. Regarding the personal identity narrative each individual constructs its own identity narrative over the years, thus legitimizing their life choices.

3.5 Conclusion

The final chapter of this study delves into the intricate realm of family farms in Austria, exploring succession patterns, the influence of family dynamics, and the evolving narratives surrounding these organizations. Despite the modest size of family farms, they

play a crucial role in preserving Austria's ecosystem. Hence, it is necessary to gain insights into the challenges that these organizations face, notably the generational succession process, which has undergone significant changes in recent years. This shift means that successors are no longer restricted by gender or birth order but rather motivated by a genuine interest in agriculture.

As revealed in both the literature (Östat, 2022) and the analysis, the distribution of full-time and part-time farmers indicates a move toward more flexible and diverse employment arrangements within family farms. The increasing presence of women in farm management is remarkable, driven by social security and promotional initiatives. Nonetheless, there is room for improvement in recognizing the legal standing of female farm managers.

The research methodology involved in-depth interviews with both successors and non-successors in family farms. The three primary narrative strategies not only serve to justify individual career choices but also play a significant role in shaping the identity narratives of family businesses. These narratives serve to contextualize the past, present, and future of the family business, fostering a sense of belonging and legacy preservation. The succession process is a dynamic and complex ambition that requires individuals to establish an authentic and legitimate identity, aligning their goals with family values.

Conversely, personal identity narratives are constructed by both successors and non-successors, enabling them to rationalize their choices and define their roles within and beyond the family farm. It's not surprising that all these narratives are influenced by past experiences, upbringing, and interactions with family members, as supported by the imprinting theory (Barbera et al., 2018). The research underscores the personal dimension of the succession process and the significance of personal identity in shaping career decisions. The role of upbringing in cultivating entrepreneurial passion can also be explained through the primary methods of contagion: primitive emotional mimicry and social comparison (Cardon, 2008).

Directly comparing successors and non-successors, it becomes evident that succession is not a matter of competition or passion alone. In most cases examined in this study, siblings found a compromise regarding who had the most interest and the highest sense of duty. Passions appear to be built over time. The narrative strategy of *constructing a sense of family* underscores how family farm members are emotionally connected to

their family and their home. The narrative strategy of *passion created through influence* summarizes how many successors have been encouraged by family members, with many mentioning feeling pushed into succeeding. On the other hand, non-successors legitimize their decision by highlighting the advantages of a career outside the family business, as indicated by the third narrative strategy of *rejecting the family business under the influence of fear*. As expected, the true source of passion seems to be a much more complex blend of being guided by family members, lacking an alternative choice, and possessing genuine interest and passion to some degree.

In summary, the succession process in family farms is a multifaceted and evolving phenomenon deeply entwined with family dynamics, personal identity, and the narrative strategies used to legitimize career decisions. This chapter offers valuable insights into the intricate world of family farms in Austria and their ongoing transformation, shedding light on the role of narrative strategies in shaping the future of these vital agricultural enterprises. Understanding these dynamics is essential for the continued sustainability and success of family farms and similar contexts.

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APPENDIX

5.1 Interview Anne (Successor) – Farm A

INTERVIEWER: Hallo Anne, vielen Dank, dass du dir Zeit für dieses Interview genommen hast. Ich würde erstmal mit ein paar generellen Fragen anfangen und dann zur Übertragung der Leidenschaft übergehen.

ANNE: Sehr gerne.

INTERVIEWER: Beschreibe bitte die Geschichte und die Entwicklung des Hofes.

ANNE: Seit ca. 1898 im Familienbesitz, ich als Nachfolgerin wäre die sechste weibliche Besitzerin und immer im Nebenerwerb. Insgesamt 20 Hektar aufgeteilt in ca. 5 Hektar landwirtschaftlicher Betrieb und 15 Hektar forstwirtschaftlicher Betrieb.

INTERVIEWER: Was ist die Größe des Betriebes? Kannst du mir ein Jahreseinkommen nennen?

ANNE: Dadurch, dass im Nebenerwerb ist, ist kein fixes bzw. generelles Jahreseinkommen da...zu erkennen.

INTERVIEWER: Welche ist deine Rolle in der Organisation?

ANNE: Derzeitige Rolle in der Organisation ist eher so das Bindeglied zwischen älterer und jüngerer Generation, also so, dass das Einteilen so von... Arbeiten werden angeschaffen und was mein Partner ausführen soll, zugeteilt.

INTERVIEWER: Wer ist zurzeit involviert im Management des Betriebes und was sind deren Aufgaben?

ANNE: Im Management sind derzeit eigentlich fast alle am Hof Lebenden eingeteilt bzw. involviert uhm aber hauptsächlich macht das Management ich und ich gebe dann alle Informationen an alle am Hof Lebenden weiter bzw. auch an meine Schwester und ihrem Partner, welche nicht am Hof leben.

INTERVIEWER: Wie ist das Eigentum des Hofes strukturiert?

ANNE: Eigentümerin bin ich gemeinsam mit meinen Eltern und die Forstwirtschaft habe ich derzeit von meinen Eltern gepachtet, es geht derzeit um da Pensionsverhältnis meiner Mama.

INTERVIEWER: Wie ist die Familie um die Wirtschaft gegliedert? Wie viele Familienmitglieder arbeiten am Hof in welchen Rollen?

ANNE: Unsere Familie ist eigentlich in die Wirtschaft gar nicht eingegliedert und es arbeiten derzeit am Hof lebend fünf Mitglieder und sonst sieben, wenn wir meine Schwester und ihren Partner auch noch hinzuziehen, also Mama, Papa, mein Bruder machen eigentlich eher so Kulturpflege, Hof-Wiesen Pflege oder auch eben die Stallarbeiten und mein Partner macht derzeit sehr viel im Wald und Arbeiten wa so größere Projekte sind und wo der Papa eben Unterstützung braucht. Ich bin derzeit viel in der Kindererziehung und sonst arbeite ich auch überall mit, wo es ein bisschen zum Helfen geht und meine Schwester und ihr Partner sind hauptsächlich zum Heugen im Sommer da..außer es ist wieder irgendwo ein Notfall, was nicht geplant ist.

INTERVIEWER: Wie werden Entscheidungen getroffen (wenn in Gruppe) wie wird mit Meinungsverschiedenheiten umgegangen?

ANNE: Entscheidungsfindung ist bei uns SEHR kompliziert, die Entscheidungen werden meistens von Mama und Papa getroffen. Hauptsächlich von Mama und Papa...hauptsächlich von der Mama (lacht), es wird dann halt probiert, dass in dieser Gruppe zu diskutieren und auch Meinungsverschiedenheiten anzunehmen, verschiedene Meinungen werden aufgenommen, aber im Endeffekt nicht angenommen. Meistens sind eben Entscheidungen von uns junger Generation, oder nachfolgenden Generation nicht die besten, weil „alt Bewertetes“ ist immer halt besser (Sarkasmus).

INTERVIEWER: Welcher ist dein Bildungsgrad und dein beruflicher Hintergrund?

ANNE: Mein Bildungsgrad war nach der Hauptschule die landwirtschaftliche Fachschule Buchhof, eben schon darauf abzielend als Nachfolgerin mit dem landwirtschaftlichen Fachbrief als Abschluss und dann weiter in die Gesundheits- und Krankenpflegeschule in Klagenfurt, damit ich eben beruflich als Krankenschwester arbeiten kann und das möchte ich dann auch neben der Landwirtschaft, oder neben der Hofübernahme weiterarbeiten.

INTERVIEWER: Kannst du mir bitte den Prozess beschreiben, als du in den Hof involviert wurdest. Wie lange hast du im Familienbetrieb bereits mitgeholfen?

ANNE: Der Prozess war einfach...oder ziemlich klarlegend...du bist das letzte Kind und die letzte Hoffnung, du übernimmst. Involviert in den Hof würde ich erst seit kurzem sagen, da den Großteil meines Lebens die Entscheidungen von jemand anderen getroffen wurden und ich mich noch in diese neue Rolle einfinde.

INTERVIEWER: Welche ist deine aktuelle Rolle im Betrieb?

ANNE: Meine derzeitige Rolle ist eben die Nachfolgerin, die junge Generation, aber derzeitig eben eher so die Jungmama, also erziehen von einem Kleinkind, also die zukünftige Nachfolge – Jungbauer.

INTERVIEWER: Wie hat deine Familie dich auf die Nachfolge vorbereitet? Welche anderen fundamentalen Erfahrungen hattest du, bevor du in den Betrieb eingestiegen bist?

ANNE: Meine Familie hat mich eben nicht wirklich auf die Nachfolge vorbereitet, sondern eher...gezwungen, aber das ist auch schon eher schwer oder grob ausgedrückt. Ich hab auch...Erfahrungen hab ich viel bei anderen Höfen gesehen und auch eben...Erfahrungen werden jetzt auch noch vom Großvater weiter..., oder mitgeteilt und auch von anderen Freunden und Bekannten.

INTERVIEWER: Welche Person identifizierst du als deine/n MentorIn? Wie hat er/sie dir mit deiner Karriereentwicklung geholfen?

ANNE: Als meine Mentorin würde ich meine Schwester bezeichnen, sie hat mich sehr mit meinem Lebensweg weitergeholfen und mir auch die Realität beigebracht...mehr als meine Eltern.

INTERVIEWER: Was motiviert dich persönlich am meisten, den Familienbetrieb weiterzuführen? Über welchen Aspekt des Hofes bist du am leidenschaftlichsten?

ANNE: Persönlich derzeit motiviert mich eben, dass man es leichter machen kann, auf unserem Hof zu arbeiten aufgrund von der Steilheit, also es ist immer erklärt geworden, bei uns kann man nicht mit Geräten fahren und so Arbeit kann man nicht leichter machen, die ist einfach so schwer und fertig und derzeit sieht man, dass es ein bisschen eine Erleichterung gibt und dass man eben immer ein bisschen neue Sachen da einbaut. Also leidenschaftlicher Aspekt des Hofes, ich würde sagen, ich würde sicher gerne alles machen, aber eben die Viehwirtschaft interessiert mich schon sehr, aber ist mir derzeit auch noch unterbunden, weil das mein Bruder, Mama, Papa machen.

INTERVIEWER: Gibt es etwas, das dich entmutigt, den Hof weiterzuführen?

ANNE: Ermutigen tut mich, dass man den Hof weiterführt, um einfach die Heimat zu erhalten und dass man es vielleicht auch irgendwann einmal selber einem Nachfolger weitergeben kann und vielleicht man weiß ja nicht, wie die Wirtschaft weitergeht, dass man sich dann vielleicht einmal selber sehr viel ersparen kann, man kann selber wieder Fleisch haben, Milch, Butter, Käse, Eier haben wir ja sowieso, dass man vielleicht von der Konsumwirtschaft ein bisschen abgeschottet wird.

INTERVIEWER: Wie haben sich deine Gefühle über den landwirtschaftlichen Sektor über die Jahre geändert? Was ist deine Perspektive über die Zukunft der Industrie?

ANNE: Die Gefühle zum landwirtschaftlichen Sektor werden eigentlich immer weniger und auch immer blöder, da immer mehr Vorgaben sind und die Kleinen hat die Regierung sicher am meisten und die Großen tun sich da halt einfach viel leichter, also...ja...es wird immer schwerer. Also die Zukunft der Industrie wird sicher immer schwerer, weil ich schätze, es wird jetzt das Bauernsterben, was ja schon ist, wird immer mehr werden und irgendwann hat die Industrie dann einfach keine Rohstoffe mehr und keine Güter, die sie verkaufen können, mit denen sie leben können.

INTERVIEWER: Haben sich deine Erwartungen über deine zukünftige Arbeit geändert?

ANNE: Wenn du die Erwartungen über die zukünftige Arbeit in der Landwirtschaft meinst, dann haben sich meine Erwartungen geändert, weil früher hätte ich vielleicht viel mehr geplant gehabt und derzeit ist es einfach nur wichtig zu Überleben und wenn du es auf meine berufliche Ausübung als Krankenschwester meinst, hat sich auch viel geändert.

INTERVIEWER: Was sind die Erwartungen deiner Familie über deine berufliche Zukunft? Gibt es in deiner Familie Personen, die für bzw. gegen deine Übernahme sind?

ANNE: Ich vermute, dass meine Familie einfach hofft, dass ich nie hauptberuflich Bäuerin werde, sondern auch als Krankenschwester weiterarbeite. In Meiner Familie gibt es sicherlich Personen, die gegen meine Übernahme sind, das ist eben mein Bruder, aber eben eher als Neid und Eifersucht, dass es er nicht sein kann. Ansonsten ist sicher jeder für die Übernahme.

INTERVIEWER: Hat deine Familie Erwartungen, was die berufliche Zukunft deiner Geschwister angeht?

ANNE: Meine Familie hat sicher auch die Erwartung, dass es bei meinem Bruder beruflich gut so weiter geht, was er derzeit macht und auch meine Schwester ihren Beruf weiter ausübt und nicht irgendwo ohne Beruf dasteht.

5.2 Interview Lucy (Non-Successor) – Farm A

INTERVIEWER: Vielen Dank, dass du dir für dieses Interview Zeit genommen hast. Ich würde erstmal mit generellen Fragen anfangen und dann zum Thema Übertragung von Leidenschaft übergehen.

LUCY: Alles klar, ich bin schon gespannt.

INTERVIEWER: Beschreibe bitte dein Berufsleben und Bildungsgrad.

LUCY: Vom Beruf her bin ich diplomierte Krankenschwester...ein Job, in dem ich ziemlich aufgehe... mit einer Zusatzausbildung bin ich befähigt, Praktikanten und Studierende auszubilden sowie eben neue Mitarbeiter, die in unser Berufsfeld eingegliedert werden.

INTERVIEWER: Wie war es für dich, auf einem Hof aufzuwachsen? Hast du deiner Familie geholfen?

LUCY: Auf dem Hof aufzuwachsen war es vom Umgang mit Tieren und der Natur her natürlich ein schöner Aspekt, dass man am Hof aufwächst. Als finanziellen Hintergrund hat man natürlich früh bemerkt, dass man da nicht wirklich reich wird. Am Hof habe ich sehr viel mitgeholfen, nach wie vor helfe ich sehr viel am Hof, vor allem in den Sommermonaten, wenn es um das Heugen geht, aber auch so kleinere Erledigungen werden von mir und meinem Partner unterstützt.

INTERVIEWER: Wie ist die Beziehung zu deinen Geschwistern?

LUCY: Zu meinen Geschwistern ist die Beziehung eigentlich sehr gut, wobei ich zu meiner kleinen Schwester die beste Beziehung habe, was auch eher so auf freundschaftlicher Basis als Hintergrund hat.

INTERVIEWER: Welche Person würdest du als deine/n MentorIn beschreiben? Wie hat er/sie dir in der Entwicklung deiner Karriere geholfen?

LUCY: Also im Vordergrund stehen meine Großeltern, ich bin ja die erste Zeit bei meinen Großeltern aufgewachsen, die haben mich auch dort hingeleitet, wo ich jetzt bin. Sie haben auch sehr früh vermittelt, dass eine Berufsausbildung eben sehr wichtig ist, auch weil das im Nebenerwerb von einem Bauernhof ja anders auch gar nicht zu bewältigen wäre. Zur Entwicklung von meiner Karriere...ja...also sie haben mich auch bei meinem Berufswunsch und Berufswahl und während der Ausbildung immer unterstützt, sie haben mich motiviert, wenn es einmal nicht so passend war und da waren im Hintergrund auch die meiste Zeit die Großeltern.

INTERVIEWER: Was motiviert dich persönlich am wenigsten, den Familienbetrieb weiterzuführen? Über welchen Aspekt des Hofes bist du am wenigsten leidenschaftlich?

LUCY: Dass es eben erschwert ist aufgrund eben auch von eines etwas höher gesetzteren Alters im Gegensatz zur Verena, aber finanzieller Hintergrund, das ist schon seit Jahren in meinem Berufsleben stehe, darin auch aufgehe und das für mich auch eher der Beruf mehr meine Leidenschaft ist. Also am Hof liegt mir am wenigsten die Forstwirtschaft, ich war darin in meiner Kindheit nie wirklich integriert, hauptsächlich habe ich mich in der Kindheit um die Tiere gekümmert und Forst war eigentlich immer so ein Männer-Aspekt, wo eben junge Frauen und Mädchen nichts verloren haben und darin auch nie darin eingegliedert worden sind.

INTERVIEWER: Wie haben sich deine Gefühle über den landwirtschaftlichen Sektor über die Jahre geändert? Was ist deine Perspektive über die Zukunft der Industrie?

LUCY: Laut meiner Meinung sind Kleinbetriebe halt sehr wichtig, weil sie eben auch nicht nur das Kulturgut aufrecht erhalten, sondern auch zur Versorgung und zur Lebensmittelversorgung beitragen, sich selbständig machen und auch die Qualität der Lebensmittel und Produkte, die von einem Hof entstammen, auch natürlicher sind. Was sich im landwirtschaftlichen Sektor über meine Gefühle geändert hat, ich finde es halt sehr schade, dass die Pflege der Landwirtschaft eben auch von Seiten der Politik nicht wirklich honoriert werden, dass du jedenfalls immer mehr Arbeit reinsteckst, als du erhältst, obwohl es eigentlich für die Zukunft auch und auch für unsere Jugend ein wichtiger Aspekt sein wird, woher kommen die Lebensmittel, woher wird was produziert, und auch eben aufgrund von meiner Ausbildung und von meinem Berufsfeld die Nachhaltigkeit der Lebensmittel.

INTERVIEWER: Welche waren und sind deine Erwartungen über deine Arbeit zukünftig?

LUCY: Bezüglich meiner derzeitigen Arbeit als diplomierte Gesundheits- und Krankenschwester schaut es momentan eher düster aus, da es bei uns auch bei der Nachfolge fehlt, dass sich sehr wenige in der Pflege ausbilden und bzw. noch weniger vorstellen können, in der Pflege zu arbeiten. Die Pflege an sich wird mittlerweile sehr wissenschaftlich dominiert und es gibt weniger für den Patienten, das finde ich sehr traurig, obwohl es ein sehr schönes Berufsfeld ist, das man wählen kann.

INTERVIEWER: Was sind die Erwartungen deiner Familie über deine berufliche Zukunft? Gibt es in deiner Familie Personen, die für bzw. gegen deine Übernahme sind?

LUCY: Dazu kann ich eigentlich nicht viel sagen, weil ich nicht annehme, ob sie überhaupt die Karriereleiter wissen, was man alles werden kann oder könnte. Ich nehme an, dass sie sehr zufrieden sind mit der Berufswahl, was ich getroffen habe. Dass ich auch eine sichere Arbeit vorzuweisen habe und auch ein kontinuierliches und sicheres Einkommen. Über die Übernahme am Hof, ob da Familienmitglieder dagegen sind, ich würde eher sagen, nein, es war niemand dagegen aber wie wir vorher angesprochen haben, es ist halt die Altersbrücke zwischen mir und meiner Schwester relativ groß. Meine Schwester ist halt die jüngste, meine Eltern waren damals auch in einem jüngeren Alter und da war mit einer Übernahme nicht zu denken. Jetzt mit 38 wäre eine Übernahme komplett sinnlos von meiner Seite her.

INTERVIEWER: Hat deine Familie Erwartungen, was die berufliche Zukunft deiner Geschwister angeht?

LUCY: Kann ich mir auch nicht wirklich vorstellen, meine Schwester hat jetzt schon einen relativ sicheren Job, ist sicher angestellt, hat eine gute Berufsausbildung, ihre Wege stehen frei und ich glaube, die werden das dabei belassen.

5.3 Interview Steve (Successor) – Farm B

INTERVIEWER: Hallo Steve, danke, dass du dir Zeit genommen hast für ein kurzes Interview. Beschreibe mir bitte die Geschichte und Entwicklung vom Hof.

STEVE: Die Entwicklung zum Hof, das stretcht sich schon weit zurück über einige Generationen. Der Hof wurde immer in der Familie weitergegeben. Es ist ein Familienbetrieb, zuerst haben wir eigentlich einen normalen Milchviehbetrieb gehabt, also mit Rindern, das ist über einige Jahrzehnte betrieben worden und seit 1978-1980 ist der Betrieb umstrukturiert worden auf einen Hühnermastbetrieb, also Geflügelbetrieb mit dem Hauptfokus auf Geflügel und Waldwirtschaft.

INTERVIEWER: Kannst du was zur Größe des Betriebes sagen? Sowie Anzahl der Arbeiter oder Jahreseinkommen.

STEVE: Die Arbeiter sind hauptsächlich nur über die Betriebsführung, grob gesagt über den Bauern uhm wir haben sonst auch noch Helfer, die geringfügig angemeldet werden am Betrieb, da sind dann meistens zwei Leute, die vierteljährig bei uns am Hof arbeiten. Und das Jahreseinkommen ist...dass man als Familie sehr gut alleine vom Hof leben kann.

INTERVIEWER: Welche ist deine Rolle in der Organisation?

STEVE: Meine Rolle ist im Prinzip die ganze Betriebsführung, also von der Jahresplanung weg über die Haltung der Tiere über die komplette Organisation rund um den Betrieb, das heißt finanziell und natürlich auch arbeitstechnisch.

INTERVIEWER: Das heißt, du bist 100% im Management involviert.

STEVE: Genau, ja.

INTERVIEWER: Ist da noch jemand anderes außer dir involviert?

STEVE: Im Management bin hauptsächlich ich.

INTERVIEWER: Ok. Wie ist denn das Eigentum des Hofes strukturiert?

STEVE: Das Eigentum des Hofes ist zu 100% auf den Betriebsführer, sprich auf mich. Also das wurde nicht aufgegliedert.

INTERVIEWER: Wie ist die Familie um den Hof gegliedert? Wie viele Mitglieder helfen mit?

STEVE: Hauptsächlich ich, natürlich helfen auch Bruder und Schwester gelegentlich mit am Hof und die Großeltern sind auch noch ein großer Teil, die am Hof helfen und schauen, dass die Arbeit gemacht wird.

INTERVIEWER: Wie schaut es dann mit der Entscheidungsfindung aus? Trifft ihr Entscheidungen in der Gruppe, gibt es da Meinungsverschiedenheiten, wenn ja?

STEVE: Wenn größere Geldsummen investiert werden in den Hof, sprich bei Gerätschaften oder neuen Bauten wird doch die Familie gefragt, sprich mein Vater, da er mehr Erfahrung hat mit dem Hof und so kommt man meistens auf eine vernünftige Entscheidung.

INTERVIEWER: Meinungsverschiedenheiten kommen vor?

STEVE: Eher selten.

INTERVIEWER: Welcher ist dein Bildungsgrad und beruflicher Hintergrund?

STEVE: Ich habe natürlich ganz normal Schule gemacht, habe dann die landwirtschaftliche Fachschule gemacht, dort auch den landwirtschaftlichen Facharbeiter, den man zur Betriebsführung einer Landwirtschaft benötigt. Danach habe ich eigentlich eine Lehre angefangen als Betriebselektriker und Maschinenbautechniker, was mir auch sehr am Hof zugutekommt, weil ich Maschinen selbst reparieren kann oder wenn beim Stall etwas zum umbauen ist, ich das selber machen kann. Nachdem ich mit dieser Ausbildung fertig war, habe ich den Hof übernommen.

INTERVIEWER: Führst du den Beruf jetzt noch aus?

STEVE: Teilweise, also hauptberuflich nicht mehr, aber nebenberuflich noch.

INTERVIEWER: Kannst du mir bitte den Prozess beschreiben als du in den Hof involviert wurdest, also wie lange hilfst du denn schon mit?

STEVE: Im Endeffekt, wenn man auf einer Landwirtschaft aufgewachsen ist, hilft man, seit man gehen kann mit. Man lebt sich da ein bisschen ein, wenn man 11-12-13 Jahre ist, zählt man schon fast als Arbeitskraft, dadurch dass man mit der Zeit auch eine Leidenschaft für die Landwirtschaft entwickelt und das wächst dann mit der Zeit eigentlich.

INTERVIEWER: Welche ist dann die aktuelle Rolle und seit wann machst du diese?

STEVE: Seit ca. einem Jahr.

INTERVIEWER: Hat dich deine Familie auf die Nachfolge vorbereitet?

STEVE: Jein, also ich kann das nicht zu 100% bejahen oder beneinen. Also es wird schon geschaut, ob ein Interesse da ist, ob man auf der Landwirtschaft gerne mithilft, ob die Bereitschaft da ist, dass man das machen möchte, und dann wird man auch durch die schulische Ausbildung dahin gelenkt, dass man Richtung Landwirtschaft tendiert.

INTERVIEWER: Hattest du irgendwelche fundamentalen Erfahrungen, dass du dich entschieden hast, voll in den Betrieb einzusteigen?

STEVE: Es ist einfach die kleine Freiheit, die freie Arbeitszeiteinteilung, man ist sein eigener Chef. Man muss selbst schauen, dass alles funktioniert, aber im Prinzip läuft einem keiner hinten nach.

INTERVIEWER: Welche Person identifizierst du als deinen Mentor? Wie hat er oder sie dir geholfen bei der Karriereentwicklung?

STEVE: Mein Vater war schon immer mein Mentor, nicht nur in der Landwirtschaft, sondern auch bei Entscheidungen, die man für die Schulausbildung oder Arbeit trifft. Dass es im Leben nicht immer einfach ist, dass man manchmal durchbeißen muss...

INTERVIEWER: Was persönlich motiviert dich am meisten, den Betrieb weiterzuführen?

STEVE: Ich sehe das direkt als Ehre, den Familienbetrieb in die Hände zu bekommen und das dann weiterzuführen. Die Leidenschaft entwickelt sich durch das Arbeiten mit den Tieren, das Arbeiten im Wald, das ist etwas Unbeschreibliches. Es ist ein Prozess, der in der Kindheit beginnt.

INTERVIEWER: Gibt es etwas Entmutigendes, den Betrieb weiterzuführen?

STEVE: Bei unserer Betriebsart ist es nicht so schlimm, aber das Allgemeinbefinden der Bevölkerung, wie sie zur Landwirtschaft steht bereitet einem schon Sorgen, sowie in den Medien ist es sehr abschreckend.

INTERVIEWER: Haben sich deine Gefühle über die Landwirtschaft geändert?

STEVE: Ich glaube, dass es in Zukunft eher schwieriger wird, dass die Tendenz der Bevölkerung etwas dagegen geht, was ich nicht verstehe, weil jeder Betriebsführer alles gibt.

INTERVIEWER: Über die Arbeit in der Zukunft, haben sich deine Erwartungen geändert?

STEVE: Ja, also nicht ins Negative, sondern ins Positive, dadurch, dass immer mehr mit Maschinen gearbeitet wird, das händische Arbeiten gehört eher der Vergangenheit an.

INTERVIEWER: Gibt es Personen, die eher für oder gegen dich als Betriebsführer sind?

STEVE: Das wüsste ich jetzt nicht, dass es jemanden geben würde.

INTERVIEWER: Gibt es irgendwelche Erwartungen von deiner Familie?

STEVE: Ja, generell ist die Familie sehr wirtschaftlich denkend, das Wachstum sollte nicht eingeschränkt werden, die Weiterentwicklung des Betriebes und einfach zu sehen, dass es läuft.

INTERVIEWER: Und wie sieht es mit deinen Geschwistern aus? Gibt es Erwartungen für die?

STEVE: Das wüsste ich jetzt nicht, aber prinzipiell will man doch, dass jeder das richtige für sein Leben macht und nicht finanziell eingeschränkt ist.

5.4 Interview Pete (Non-Successor) – Farm B

INTERVIEWER: Hallo Pete, danke, dass du dir Zeit genommen hast für ein kurzes Interview. Und zwar fang ich zuerst mal mit generellen Fragen an und wir gehen dann zur Übertragung von Leidenschaft über

PETE: Hallo Laura, ok es freut mich.

INTERVIEWER: Also erstmal generell zu deiner Person: Beschreibe bitte dein Berufsleben, was machst du und seit wann?

PETE: Also ich bin bei der Firma XY im Qualitätsmanagement tätig seit ungefähr drei Jahren jetzt, das bedeutet, ich fahre zu den verschiedenen bäuerlichen Betrieben und schaue mir die Qualität dort an, ob alles eingehalten wird und in der Firma selber auch die Fleischqualität

INTERVIEWER: Welche Ausbildung hast du dafür gebraucht?

PETE: Ich bin jetzt ganz normal Volksschule, Hauptschule gegangen und danach auf die Agrar-HAK in Althofen und danach habe ich meinen Bachelor gemacht in Ernährungswissenschaften.

INTERVIEWER: Sehr interessant. Zu deinem Familienhintergrund: du bist ja auf einem Hof aufgewachsen. Wie war das für dich und hast du immer viel mitgeholfen?

PETE: Ja, also man kann auf jeden Fall sagen, wenn man auf einem Hof aufgewachsen ist, ist man auf jeden Fall viel selbständiger und man hat auch immer arbeiten müssen, aber es war immer lustig und ich habe es immer gerne getan, also ich bin extrem froh, dass ich von einem Hof komme und somit habe ich auch immer einen relativen Wettbewerbsvorteil gegenüber anderen gehabt, weil ich schon immer härtere Sachen gewohnt bin als die anderen.

INTERVIEWER: Wie ist die Beziehung zu deinen Geschwistern?

PETE: Eigentlich sehr gut, also meinen Bruder sehe ich sowieso immer noch öfters und meine Schwester ist weiter weg, aber unsere Beziehung ist immer noch sehr gut glaube ich. Also wir verstehen uns alle sehr gut.

INTERVIEWER: Welche Person würdest du als deine/n MentorIn beschreiben? Wie hat diese Person bei der Entwicklung deiner Karriere geholfen?

PETE: Eigentlich denke ich als meinen Mentor immer an meinen Papa, weil ich ihn sehr bewundere wie er immer erfolgreicher geworden ist und das nehme ich mir immer zu Herzen und nehme mir als Beispiel, wie er das gemacht hat und er hat mir auch eigentlich

überall weitergeholfen vom finanziellen her bis zum...einfach...das zu finden, was ich will
Interviewer:

INTERVIEWER: Das hört sich an, als ob die Leidenschaft daherkommt. Was persönlich motiviert dich jetzt dann doch nicht den Familienbetrieb weiterzuführen, über welchen Aspekt bist du weniger leidenschaftlich?

PETE: Was man sagen muss, man hat auf einem landwirtschaftlichen Betrieb eine riesige Verantwortung, wenn man einfach sehr viele Hektar Wald bewirtschaften muss, muss man schauen, dass alles passt, man kann da richtig wilde Strafen bekommen und sowie wir haben, wir haben ja Geflügel zuhause – Masthühner – und da ist eben so, also es wäre ein extremes Risiko, wenn zum Beispiel eine Stunde lang kein Strom ist, dann verenden alle Tiere und das ist einfach eine riesige Verantwortung, was dann 40 Jahre auf einen drückt und nicht so wie beim Arbeiten, dass man einfach heim geht und dann schaltet man ab, da ist man eigentlich immer voll dabei.

INTERVIEWER: Hattest du darüber schonmal eine andere Meinung und hat sich das dann geändert, was die Landwirtschaft betrifft? Also wie siehst du die Zukunft der Industrie?

PETE: Ich muss sagen, für mich ist die Landwirtschaft jetzt noch ein sehr wichtiger Bereich eigentlich. Ich bin auch extrem froh, dass es das immer noch so gibt, sie wird zwar immer weniger, jedoch muss man einfach sagen, dass die Landwirtschaft in vielen Bereichen nicht so effizient ist wie die Industrie, da finde ich es extrem wichtig, dass wir da die Landwirtschaft nach wie vor haben, weil...ich sag mal...bäuerliche Landwirtschaft, z.B. wenn man Mais macht oder so, ist einfach viel was Familiärereres, wenn man das vom Bauern hat, als wenn das irgendwo von der Industrie gezüchtet wird. Jedoch muss sich die Landwirtschaft in Zukunft wirklich das anschauen, wie die Entwicklung wird, dass wir auch gegen die Industrie ein bisschen ankämpfen können.

INTERVIEWER: Hattest du früher andere Erwartungen über deine berufliche Zukunft als jetzt? Welche sind deine derzeitigen Erwartungen über die berufliche Zukunft?

PETE: Damals war es eigentlich nie klar, ob ich den Hof weiterführe oder arbeiten gehe und für mich war es eigentlich immer wichtig, dass ich eine Arbeit mache, die nicht monoton ist, die eigentlich viel mit Leuten zu tun hat und dass es abwechslungsreich ist und über die Zukunft wünsche ich mir, dass es daweil so weitergeht, dass ich bei der Firma bleibe, weil es eigentlich extrem lustig ist und auch der Verdienst gut ist.

INTERVIEWER: Welche sind die Erwartungen deiner Familie für deine berufliche Zukunft? Gibt es Menschen in der Familie, die gegen/für deine Übernahme sind?

PETE: Was ich gehört habe, wären einige dafür/wären davon überzeugt. Von meinen Eltern her habe ich nie Druck bekommen, oder...man hat halt immer selber schauen können, was man machen möchte, da wollten sie nicht wirklich viel eingreifen und es war eigentlich immer relativ drucklos.

INTERVIEWER: Glaubst du, dass irgendwer gegen deine Übernahme wäre?

PETE: Ich wüsste niemanden, nein.

INTERVIEWER: Hat deine Familie Erwartungen, was die berufliche Zukunft deiner Geschwister angeht?

PETE: Wie gesagt, die Eltern sind von dem her relativ interessiert daran, dass wir das tun, was wir wollen, sie unterstützen uns dabei vom Finanziellen her und helfen uns Sachen zu finden, die wir wirklich wollen...also eigentlich nein, es sind keine großen Erwartungen, weil wenn es uns selber passt, dann ist es eh am besten.

5.5 Interview Michaela (Successor) – Farm C

INTERVIEWER: Kannst du mir bitte die Geschichte und Entwicklung des Hofes kurz beschreiben?

MICHAELA: Also mit Jahreszahlen kann ich es dir nicht genau sagen, aber mein Opa hat sich das ganze aufgebaut, als er noch ein kleiner Junge war hat er das Grundstück bekommen, das sind ungefähr ein bisschen über 40 Hektar und dann hat er zuerst einmal mit einem kleinen Stall angefangen. Früher hatten sie Pferde, nur so zwei-drei und dann haben sie über die Jahre immer mehr dazu gebaut, es war aber immer nur mein Opa, also meine Großeltern waren immer zusammen, aber meine Oma hat nie am Hof gewohnt, weil das überhaupt nicht ihr Ding war und der Opa hat das alleine gemacht. Dann hat er angefangen Häuser zu bauen, also zuerst das Bauernhaus, in dem er bis zu seinem Ableben gewohnt hat und dann haben sie mit Kühen angefangen vor 25 Jahren glaube ich...oder 30 und dann ist mein Papa gekommen und er hat auch noch zwei Brüder, aber im Endeffekt hat es immer nur meinen Papa interessiert. Mein Papa war dann lange in Graz mit seiner damaligen Verlobten und hatte dort eine Wohnung und das war ziemlich sicher, dass das wieder aufhört, denn ein kleiner Betrieb auf der Alm ist auch nicht eines jeden Sache. 2001 hat dann mein Papa übernommen, weil er sich von seiner Freundin getrennt hat und dann hat er das weitergemacht und er hat das dann voll für sich entdeckt, er hat dann einen neuen Stall gebaut, einen neuen Traktor gekauft und alles Mögliche und zu dem Zeitpunkt waren auch schon drei Häuser, das heißt mein Opa hat dann im Bauernhaus gewohnt, ein anderes hatten wir immer vermietet und in einem ist der Papa eingezogen und dann ist meine Mama gekommen und dann eben meine Schwester, welche es auch nie interessiert hat, also das war nie ihr Ding. Jetzt bin eben ich dabei.

INTERVIEWER: Welche ist deine aktuelle Rolle in der Organisation?

MICHAELA: Also der Papa zeigt mir gerade alles, also so Kühe melken und die ganzen Sachen...ich mache eben mehr draußen, ich tue viel mit den Tieren, Traktor fahren und so Kleinigkeiten, Tiere abmelden, anmelden.

INTERVIEWER: Vom Management her, wer ist da zurzeit involviert?

MICHAELA: Nur der Papa und ich.

INTERVIEWER: Ok und habt ihr da unterschiedliche Aufgaben?

MICHAELA: Nein, für mich ist es schwierig, da ich noch zur Schule gehe und er ruft mich eigentlich nicht an und fragt mich, Sachen am Computer zu machen, weil er das

dann selbst macht und wenn ich zuhause bin...weil mein Papa hat nun auch eine neue Partnerin...und die pendeln halt hin und her, das heißt oft, wenn ich zuhause bin, ist mein Papa nicht zuhause und wenn ich nicht daheim bin, ist er daheim. Also es managet immer der, der gerade vor Ort ist.

INTERVIEWER: Wie ist das Eigentum des Hofes strukturiert?

MICHAELA: Wie meinst du das Eigentum?

INTERVIEWER: Wer ist am Papier der Haupteigentümer?

MICHAELA: Ja, ich.

INTERVIEWER: Wie ist die Familie um den Betrieb gegliedert? Also wie viele Familienmitglieder helfen mit?

MICHAELA: Der Papa und ich und seit 1.5 Jahren auch seine neue Partnerin und die hat einen Sohn, welcher das Traktorfahren für sich entdeckt hat. Also bei den Tieren macht er gar nichts, aber wenn es um das Mähen oder Holzarbeiten geht, dann macht das er.

INTERVIEWER: Wenn es um die Entscheidungsfindung geht, entscheidet ihr das gemeinsam oder machst das nur du? Und gibt es dabei manchmal Meinungsverschiedenheiten?

MICHAELA: Es hat immer jeder so seine Ideen, es ist halt oft schwierig, weil die alte und die neue Generation nicht immer einer Meinung sind, das ist eh klar. Und dann komme ich mit neuen Ideen von der Schule, weil ich besuche ja seit Ewigkeiten die landwirtschaftliche Fachschule (also bereits die zweite) und dann habe ich Ideen, die zur heutigen Zeit gut passen würden, das versteht mein Vater oft nicht und somit diskutieren wir oft, aber im Endeffekt kommen wir immer auf einen grünen Zweig. Aber es wird immer abgestimmt, also es wird auch nichts gekauft, ohne dass es der andere weiß. Wir haben auch ein gemeinsames Betriebskonto für den Hof, worauf wir beide Zugriff haben und es kauft niemand etwas, wovon der andere nichts weiß. Also im Endeffekt muss alles ich unterschreiben, also mein Vater kann alleine somit auch gar nichts kaufen, aber ich frage ihn trotzdem immer.

INTERVIEWER: Verstehe. Du hast ja bereits verraten, du gehst in die landwirtschaftliche Fachschule. Kannst du das ein bisschen beschreiben sowie deinen beruflichen Hintergrund, falls es einen gibt?

MICHAELA: Ich bin zuerst nach der Hauptschule nach Krems an der Donau gegangen, da gibt es die Gartenbauschule, da war ich vier Jahre, welche ich letztes Jahr beendet

habe, da ich immer wusste, ich möchte im Freien arbeiten. Während der vier Jahre habe ich jedoch bemerkt, dass ich doch auch etwas mit Tieren machen möchte, weil ich immer Tierärztin werden wollte, das war immer so ein Standardding, was aber bis heute noch anhält. Danach habe ich mich entschieden, in die landwirtschaftliche Fachschule Raumberg zu gehen, welche ich voraussichtlich nächstes Jahr beenden werde.

INTERVIEWER: Kannst du mir den Prozess beschreiben, als du in den Hof involviert wurdest, hast du schon als Kind immer mitgeholfen?

MICHAELA: Ja, der Papa hat meine Schwester und mich als Kind immer mitgenommen, weil mein Papa ist fix zuhause und meine Mama war immer Vollzeit arbeiten und der Hof ist schon ein paar Meter entfernt vom Haus, also nicht extrem weit, aber man kann die kleinen Kinder nicht alleine lassen, weshalb wir immer gezwungenermaßen mit. Da hatte jeder immer so seine Aufgaben, also meine Schwester fütterte immer die Kälber. Als wir älter geworden sind hat sich das mit meiner Schwester mehr und mehr aufgehört, sie ist nicht mehr mitgekommen, aber ich war immer dabei.

INTERVIEWER: Hat deine Familie dich da in die Richtung Nachfolge geleitet? Hat es irgendwelche fundamentalen Erfahrungen gegeben, die dir bei der Entscheidung geholfen haben?

MICHAELA: Sie haben mich da schon reingeworfen. Als dann klar war, dass meine Schwester nach Wien gehen würde in die Militärakademie und nie mehr nach Hause zurückkehrt, war das klar, dass da irgendwer weitermachen muss. Das war dann halt ich.

INTERVIEWER: Hört sich nach Pflichtbewusstsein an.

MICHAELA: Es gab keine andere Wahl, aber es gefällt mir ja auch. Dennoch hat mich niemand gefragt, das war dann eigentlich klar.

INTERVIEWER: Welche Person würdest du als deinen Mentor beschreiben? Wie hat die Person dir bei deiner Karriereentwicklung geholfen?

MICHAELA: Früher war es mein Opa, welcher mich immer mitgenommen hat und immer bestärkt hat und als er gestorben ist, hat das der Papa gemacht. Und auch die Nachbarn, ich war immer das Nachbarmädchen, welche immer alle mitgenommen haben, weil es mich interessiert hat und das hat meinen Nachbarn Freude bereitet, weil die relativ große Betriebe führen und gar keinen Nachfolger haben.

INTERVIEWER: Was motiviert dich persönlich, den Familienbetrieb weiterzuführen? Gibt es einen Aspekt des Hofes, über den du besonders leidenschaftlich bist?

MICHAELA: Jein, ich mache es gerne und es gibt schon Sachen, die mich extrem nerven, aber im Endeffekt gefällt es mir sehr, mit den Tieren zu arbeiten. Wenn es ein Problem gibt, lässt es mir keine Ruhe, bis ich dieses gelöst habe. Dann gibt es Situationen, in welchen ich meine Nerven komplett wegschmeiße und ich mir denke, es interessiert mich nicht mehr. Beispielsweise ist letztes mal der Traktor eingegangen, wobei ich mich nicht auskenne und bei solchen Situationen denke ich mir, ich kann das nicht mehr weitermachen.

INTERVIEWER: Du hast bereits verraten, dass es auch einige negative Aspekte gibt. Gibt es Sachen, die entmutigend sind, den Hof weiterzuführen?

MICHAELA: Nein, so richtig entmutigend nicht. Es gibt schon Sachen, bei denen ich mir denke, da schrecke ich mich total und das ist nicht so mein Ding. Aber so einen richtigen „no-go“ Punkt gibt es nicht.

INTERVIEWER: Haben sich deine Gefühle zur Landwirtschaft geändert? Welche ist deine Perspektive für die Zukunft der Industrie?

MICHAELA: Ich weiß, dass sich ein kleinerer Betrieb hauptberuflich nicht erhalten kann, außer man ist beim Holzarbeiten voll dabei. Ich sehe dies momentan eher so als Hobby, welches sehr viel Zeit beansprucht.

INTERVIEWER: Hast du dir das einmal anders vorgestellt in der Vergangenheit?

MICHAELA: Ja, es gab bereits Situationen, in welchen ich mir dachte, ich will das alles eigentlich gar nicht.

INTERVIEWER: Es hat sich also eher ins Positive entwickelt.

MICHAELA: Ja, ich meine, diese Situationen habe ich heutzutage auch oft noch. Besonders wenn der Papa lange nicht zuhause ist, z.B. wird er im November für drei Wochen nicht hier sein und ich weiß bereits, das wird eine schwierige Zeit, da ich eigentlich in der Schule sein muss, aber gleichzeitig zuhause...

INTERVIEWER: Welche sind die Erwartungen deiner Familie für deine berufliche Zukunft? Gibt es Personen, die eher gegen oder für deine Übernahme sind?

MICHAELA: Ich habe nicht so viele Familienmitglieder, die etwas dagegen sagen können. Ich habe eigentlich nur meinen Papa und mit meiner Mama habe ich nicht so viel Kontakt, mit ihrer Familie gar nicht. Väterlicherseits sind alle bereits gestorben, also wer soll da etwas sagen?

INTERVIEWER: Und Erwartungen für deine berufliche Zukunft gibt es irgendwelche?

MICHAELA: Nein, sie lassen mich alles selber entscheiden. Sie wissen, dass ich weiß, was ich mache.

INTERVIEWER: Wie sieht es bei deiner Schwester aus? Glaubst du, es gibt Erwartungen über ihre berufliche Zukunft?

MICHAELA: Meine Schwester geht jetzt zum Militär, wenn sie fertig ist, ist sie weg. Das ist eine ziemlich fixe Sache, das hat sie auch selber immer gesagt.

5.6 Interview Margaret (Non-Successor) – Farm C

INTERVIEWER: Beginnen wir mit generellen Informationen über dich. Kannst du mir bitte dein Berufsleben beschreiben, was du machst und seit wann.

MARGARET: Also ich bin seit 2019 auf der Bundeshandelsakademie für Führung und Sicherheit in Wiener Neustadt mit Schwerpunkt auf Sicherheit, das heißt wir sind eine Schule des Bundesheeres. Es ist aber nicht nur eine militärische Ausbildung, sondern ist der primäre Fokus auf Wirtschaft.

INTERVIEWER: Welcher ist dann dein Bildungsgrad?

MARGARET: Ich werde mit der Diplom- und Reifeprüfung in zwei Jahren abschließen.

INTERVIEWER: Und in welche Schule bist du davor gegangen?

MARGARET: In die Neue Mittelschule.

INTERVIEWER: Wie war es für dich, auf einem Hof aufzuwachsen? Hast du deiner Familie viel geholfen?

MARGARET: Es war so, dass es mir immer richtig Spaß gemacht hat zu helfen und auf einem Hof aufzuwachsen war für mich immer das allerschönste, obwohl ich jetzt nicht mehr so daran interessiert bin. Früher als kleines Kind war ich das sehr. Es war einfach das Highlight, als ich von der Schule nach Hause gekommen bin und mit dem Papa Stall gegangen bin frühmorgens oder am Abend. Das war auch so eine Familienbeschäftigung für uns alle. Auch wenn es Arbeit war, war es für mich als kleines Kind eher Spaß, eher wie ein Hobby.

INTERVIEWER: Wie ist die Beziehung zu deiner Schwester?

MARGARET: Wir verstehen uns wirklich sehr gut, wir können über alles miteinander reden, man kann sich aufeinander verlassen...also ein sehr ehrliches und gutes Verhältnis.

INTERVIEWER: Welche Person würdest du als deinen Mentor beschreiben und wie hat sie dir geholfen, deine Karriere zu entwickeln?

MARGARET: Eigentlich war es mein Papa, aber meine Mama hat mich immer angetrieben. Also eigentlich beide meine Eltern und zu meiner Schwester ging ich, wenn irgendetwas nicht gepasst hat. Also alle drei haben mich dahin gebracht, wo ich heute bin.

INTERVIEWER: Was motiviert dich persönlich weniger, den Familienbetrieb weiterzuführen? Über welchen Aspekt der Landwirtschaft bist du am wenigsten leidenschaftlich?

MARGARET: Mir persönlich gefällt es nicht mehr so, also ich bin nach wie vor gerne in der Natur und ich liebe Tiere, aber ich finde, es ist nicht mein Ding, das ein Leben lang zu machen. Man ist immer abhängig und weniger flexibel als in einem normalen Job und deswegen habe ich einfach beschlossen, dass ich das nicht mein ganzes Leben lang machen möchte und da ich dann auch in die Schule gekommen bin, bin ich auch im Internat und immer weniger zuhause und somit ist das am Wochenende viel zu kurz gekommen, da man auch Freunde, die man unter einem Hut bringen muss und somit ist das einfach verloren gegangen. Die Freude ist auch weggegangen, weil man einfach keinen Bezug dazu mehr hatte. Vor allem, weil ich in der Schule mit Bauernhof nichts zu tun habe, deswegen ist dann einfach der Draht verloren gegangen und das war für mich auch OK, weil ich andere Sachen stattdessen gefunden habe.

INTERVIEWER: Das hört sich so an, als ob sich deine Gefühle für die Landwirtschaft über die Jahre geändert haben.

MARGARET: Genau, ja.

INTERVIEWER: Wie siehst du die Zukunft der Industrie?

MARGARET: Ich bin nach wie vor sehr davon überzeugt, dass wir alle davon abhängig sind und dass jegliche Nachmade von Fleisch oder anderen Naturprodukte, dass das einfach nicht die Zukunft ist und dass das auch nicht verloren gehen soll, dass die Bauern ihre Ernte machen können und Fleisch etc. liefern können...das soll nicht aufhören. Also ich bin auch sehr regional von den Produkten her, wenn ich einkaufen gehe oder wenn wir daheim einkaufen gehen, denn du merkst einfach den Unterschied, es schmeckt auch ganz anders. Also ich sehe für die Zukunft, wenn sich die Leute ein bisschen mehr anhören würden, wie es den Bauern geht, dann würde ich schon positives für die Zukunft sehen, aber wenn es so weiter geht, wird es sich nicht so gut entwickeln. Weil jetzt ist die Mehrheit der Bevölkerung durch die Inflation zu Billigprodukten gezwungen, die nicht Bioprodukte oder Produkte, die die Bauern fördern.

INTERVIEWER: Was sind deine Erwartungen für deine berufliche Zukunft?

MARGARET: Also mir gefallen zwei Sachen, also entweder bleibe ich beim Bundesheer und mache da Karriere oder ich gehe studieren und würde dann zur Steuerberatung tendieren, das würde mir auch sehr interessieren. Aber wie gesagt, ich habe noch zwei Jahre Zeit, deswegen muss ich noch schauen, in zwei Jahren kann viel passieren.

INTERVIEWER: Hat deine Familie Erwartungen für deine berufliche Zukunft?

MARGARET: Meine Eltern unterstützen mich bei allem, was ich mache, egal was. Auch wenn ich sagen würde, weil ich bin ja sehr musikalisch, also ich habe immer gedacht, dass ich etwas musikalisches in meinem Leben machen werden, aber Musik und Bundesheer haben nicht viel miteinander zu tun..aber eigentlich unterstützen sie mich bei allem. Hauptsache ich mache etwas, das mich glücklich macht, deswegen hat ihnen das auch gepasst, als ich nicht am Hof interessiert war, sie waren damit einverstanden. Es war früher immer so, wenn Arbeit am Hof anstand, habe ich lieber gekocht oder das Haus geputzt, weil ich nicht mehr so Freude am Stall hatte. Deswegen habe ich andere Aufgaben bekommen.

INTERVIEWER: Hat deine Familie Erwartungen, was die berufliche Zukunft deine Schwester angeht?

MARGARET: Ich glaube, dass die Erwartung etwas anders ist. Ähnlich wie bei mir, aber vor allem meinem Papa, der den Hof betreibt, ist es wichtig, dass der Hof weiter in der Familie bleibt, aber was er immer gesagt hat, ist, wenn uns beiden der Hof nicht interessiert, dann ist das total okay. Da muss man sich eben eine Alternative überlegen. Aber dadurch, dass meine Schwester immer Freude dran hatte, war das sowieso nie ein Thema.

INTERVIEWER: Danke dir, falls du noch einen Kommentar über den Abklang der Leidenschaft hast, bitte nur zu.

MARGARET: Mir ist auch die Lust vergangen, als wir schon so 10-15 Jahre alt waren, wo langsam die Rede war, wie es aussieht, wer bekommt was, wer will was, wie siehts aus? Weil auch meine früheren Freunde Bauernkinder waren, war immer die Rede, dass der Älteste den Hof bekommt, das war bei den meisten so und dann haben wir das so ausgediskutiert. Dann war das als kleines Kind bei mir so im Kopf und diese Freude auf den Hof hat sich dann gelegt. Das war auch ein wichtiger Faktor, der dazu beigetragen hat, dass ich nicht mehr am Hof interessiert war. Die Devise: der Ältere bekommt den Hof, irgendwer muss ihn bekommen, dieser Druck...und da ich da eh an zweiter Stelle kommen würde, was bei uns eigentlich nicht der Fall war...da ich gewusst habe, wenn ich als Teenager sage, ich will auch den Hof, dann kommt ein Streit raus, den ich vermeiden will. Es hätte mir schon Freude bereitet, aber es war nicht meine Leidenschaft. Diese war das Musizieren, das war auch ein Grund, warum ich gesagt habe, es interessiert mich nicht.