

## TABLE OF CONTENTS

<b>TABLE OF CONTENTS.....</b>	<b>V</b>
<b>LIST OF FIGURES .....</b>	<b>IX</b>
<b>LIST OF TABLES .....</b>	<b>X</b>
<b>LIST OF ABBREVIATIONS.....</b>	<b>XI</b>
<b>INTRODUCTION TO THE DISSERTATION .....</b>	<b>13</b>
Introductory case: FamCo's transformation from trading to industrial solutions.....	16
Case discussion: Is familiness the master key to family firm adaptation? .....	21
Background: Familiness, strategic change, and adaptation in response to decline .....	26
Research focus and objectives.....	31
Data collection and sample.....	35
Outline of the dissertation .....	38
<b>CHAPTER 1: UNBUNDLING STRATEGIC CHANGE IN FAMILY FIRMS: THE INFLUENCE OF FAMILINESS ON THE STRATEGIC CHANGE PROCESS.....</b>	<b>41</b>
Introduction .....	42
Theoretical background .....	46
Familiness of the firm.....	48
Toward a model of strategic change in the family firm .....	56
Familiness and the Cognition of Gradual and Radical Change Triggers .....	57
Discussion.....	68
Limitations and areas for future research .....	70
<b>CHAPTER 2: RESTRUCTURING IN FAMILY FIRMS: BALANCING FAMILY OBJECTIVES AND ECONOMIC PROSPERITY .....</b>	<b>75</b>
Introduction .....	76
Theoretical background .....	78
Hypotheses development.....	85

Methodology.....	91
Results .....	94
Discussion.....	101
Contributions and areas for further research .....	103
<b>CHAPTER 3: LIKE A PHOENIX FROM THE ASHES? THE INFLUENCE OF FAMILINESS ON POST-DECLINE AND RESTRUCTURING PERFORMANCE... 107</b>	
Introduction .....	108
Theoretical background .....	111
Hypotheses development.....	117
Methodology.....	122
Results .....	124
Discussion.....	130
Contributions and avenues for further research.....	132
<b>DISCUSSION AND CONCLUSION OF THE DISSERTATION .....</b>	<b>137</b>
Consolidation of findings and contributions .....	137
Integration of contributions: Is familiness a millstone around the firm's neck or a catalyst for change?.....	142
Limitations and areas for further research.....	143
Practical implications .....	146
Concluding remarks.....	146
<b>LIST OF REFERENCES .....</b>	<b>149</b>
<b>APPENDIX .....</b>	<b>166</b>
Appendix A: Overview of differentiation between firm evolution, epochs, and change episodes .....	166