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FAMILY CONSTITUTIONS: A CASE STUDY OF TEN FAMILIES—PROBLEMS, ISSUES AND CONCERNS

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ABSTRACT

This paper looks at ten family constitutions crafted with the assistance of the Family Business Development Center (FBDC) within a span of at least two years. The families, all Filipinos, are in different industries, reside in various cities and are in various stages of managerial transition between generations. The ten constitutions are analyzed from different relational and business angles, including governance structure, family communication, succession and retirement plan, professionalizing the business, strategic planning, ownership contract and business protocol. The paper proposes to undertake a comparative study of family constitutions in five ASEAN countries.

KEYWORDS: Family business, family constitution, Philippines

This article is significantly based on a paper with the same title that was presented at the FBN Pacific Asia and SMU Edge Family Business Research Roundtable held at Suntec International Convention and Exhibition Centre, Singapore, 15–17 October 2008.