

Defining the family business landscape, 2025

The family business insights series

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Foreword

Welcome to the inaugural edition of *Defining the family business landscape*, part of Deloitte Private's *Family business insights series*. This is the first perspective in this new series which will include four reports that delve into: the evolution and character of the family business landscape globally; succession planning and the next generation; digital transformation and cybersecurity; and words of advice from top family business leaders.

This edition examines the world of family businesses—how they stack up globally and regionally by number and revenue, how they are managing risk and strategically planning for long-term success, what their approach to governance looks like, and more.

To identify these insights, a three-pronged approach was taken. First, to provide insights on family businesses' thoughts and activities, senior executives from 1,587 family businesses worldwide were surveyed between March and June 2025, with each having a minimum revenue of US\$100 million and the families owning a controlling (51%+) share of the company. In 2024, these businesses generated an average revenue of US\$2.8 billion and collective revenue of US\$4.4 trillion.

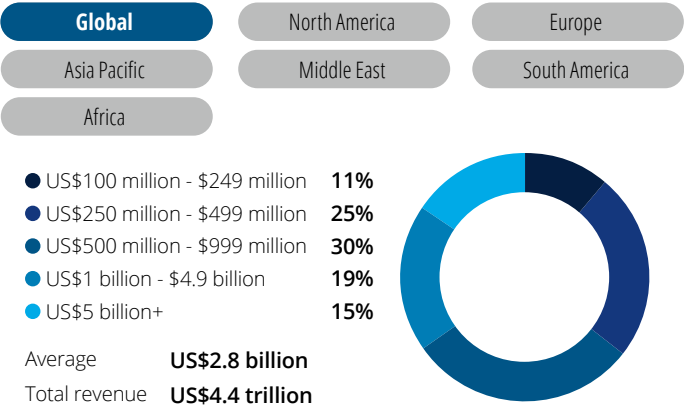
Second, to understand the evolution of family businesses between 2020 and 2030, in-depth analysis was conducted on over 200,000 companies to support the formation of market sizing data. This data examines the number and revenue of all businesses, family businesses, and non-family businesses worldwide, all of which have revenue of US\$100 million+. The following criteria apply only to family businesses: the controlling vote belongs to a single family, the family sits on the executive leadership or board, and they own a 51%+ stake (if private) or a 25%+ stake (if public).¹

Third, Deloitte Private conducted in-depth interviews with 30 senior family business executives, many of whom are the heads of multi-billion-dollar families and 100+ year old family businesses. These interviews offer invaluable insights and advice that can help family businesses navigate the playing field and plan for long-term success.²

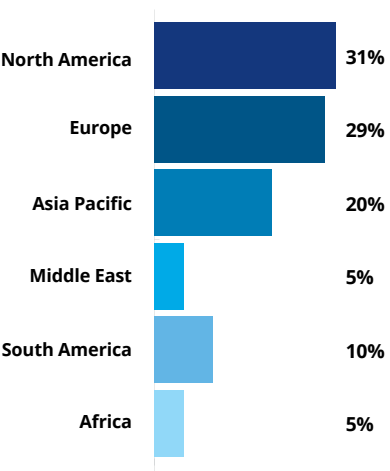
We hope these insights prove useful in shaping the future of your family business, and we would like to offer a heartfelt thank you to all participants who generously shared their time and perspectives.

Family businesses' 2024 (CY) annual revenue

Click on each button to view the data



Participating family businesses' regional headquarters locations



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Key takeaways



Family businesses are on the rise

Family businesses account for 22% of all businesses globally with annual revenue of US\$100 million or more. This currently totals 18,087 family businesses, up from 16,194 in 2020. Adjusting for macroeconomic factors, this number is expected to grow to 19,744 by 2030, reflecting a 22% increase between 2020 and 2030. Europe is expected to be the fastest growing region, with estimates that the number of family businesses will rise 12% from 4,084 in 2025 to 4,577 in 2030. Meanwhile, Asia Pacific currently has the most family businesses in the world, 7,595. This compares to 5,152 in North America, 4,084 in Europe, 528 in the Middle East, 352 in South America, and 377 in Africa.

Family business revenue surges, outpacing non-family business growth rates

All businesses globally³ currently generate an estimated US\$109 trillion in revenue, with family businesses accounting for 19%, or US\$21 trillion, up from US\$16 trillion in 2020. Family business revenue is projected to grow to US\$29 trillion by 2030, reflecting a rapid 84% rise between 2020 and 2030—notably outpacing the expected growth in non-family businesses at 59%. Family businesses in North America and Asia Pacific are projected to see the greatest revenue gains over this period, with revenues expected to rise by 97% to US\$12 trillion and US\$9.0 trillion, respectively.

With the great wealth transfer in play, a family business ownership shake-up is underway

Welcoming a shift in family business ownership, over a quarter (26%) of family businesses are currently targeting outside investment/private equity, while 19% are looking to increase non-family management’s ownership, 12% are looking to go public, and 3% are selling the business altogether. While ownership changes can be prompted by multiple factors, interviews pointed to one above all else: the great wealth transfer⁴, which is causing a shake-up in family business ownership/leadership as the current generation looks to step down.

Driven by technology investment, family businesses predict promising growth

While 2024 reflected an average global growth rate in family business revenue of 8%, respondents anticipate an uptick to 12% in 2025 and 14% in 2026. To achieve this growth, family businesses’ top-ranked strategy, adopted by 40% of those surveyed, is to invest in technological innovation, such as AI, to improve efficiency, reduce costs, and scale up initiatives.

Europe is favored for family business expansion

With the European Union offering a single market of 450 million+ people, Europe is presently family businesses’ top destination for expansion, with over half (51%) of businesses planning to grow their operations in the region over the next 12 to 24 months. North America comes in a close second, with 48% looking to expand there, followed by 40% in Asia Pacific, 28% in the Middle East, 28% in South America, and 17% in Africa.

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Women-led family businesses outpace in risk management and governance

Businesses led by women CEOs, which make up 23% of those surveyed, experienced somewhat higher revenue growth in 2024 at 10%, compared to 8% for men. Supporting their growth, women employ risk mitigation tactics at a higher rate than men across all strategies (e.g., conducting regular risk assessments/audits, investing in cybersecurity, establishing contingency plans) and they adopt governance mechanisms at a higher rate than men (e.g., having a family charter, a family board/council).



Economic uncertainty tops the risk chart

At the time of the survey, family businesses identified economic uncertainty as their top external risk, with 69% of respondents rating it as a moderate/high risk, and 68% saying it was causing delays in key business investments and growth initiatives. Another 73% note that geopolitical tensions are contributing to economic volatility/uncertainty, while 70% say that the imposition of expansive tariffs will hurt the economy/their business.



Cyber threats spark focus on security investment

Cyber threat concerns also top the risk charts, with 69% ranking it a moderate/high external risk and 61% ranking their unpreparedness for cyberattacks a moderate/high internal risk. In response, 42% of family businesses are currently upgrading their cybersecurity defenses and data governance.



A struggle to attract and retain talent

Family businesses' average turnover rate hit 20%, with nearly two-thirds (64%) reportedly struggling to attract and retain talent. To remedy the problem, family businesses are increasingly embracing the work-from-home model (76%) and, according to interviews, focusing on offering competitive short- and long-term compensation programs, career progression, and a positive and inclusive work culture.



Challenges over authority and succession planning loom

Family businesses utilize a range of governance approaches, with the most popular being to hold regular family meetings (43%), have a family board/council (41%), and install ethical guidelines (41%). The most widely cited governance challenges family businesses currently face relate to uncertainty over who has decision-making authority (37%) and succession planning for leadership transitions (36%).

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1 The evolution of the family business arena

The family business arena is expected to grow in size, sophistication, and influence, with a greater emphasis on professionalization, diversification, and technology adoption. To meet the challenges of today's evolving landscape, such as economic and geopolitical uncertainty, cyber threats, and rising competition, family businesses will also increasingly need to adapt to changing global demographics, evolving stakeholder expectations, and the need for inclusive leadership.

Defining the family business landscape maps out the journey family businesses are on to help inform and better prepare the community through the mutual sharing of expectations and experiences. To set the scene, we shall first, however, begin by tracing the growth and evolution of the family business arena.

Please note, the findings in section one are based on analysis that is separate to the survey. It looks at the growth of the family business arena between 2020 and 2030, comparing family businesses (including those both public and private) to all businesses (including family and non-family businesses that are both public and private). All the businesses have revenue of at least US\$100 million and, for the family businesses, only those in which a single family has the controlling vote, sits within the executive leadership/board, and owns a 51%+ stake if it is a private, or a 25%+ stake if it is a public, business are included.⁵ The findings

presented in all other sections of this report are based on a survey conducted by Deloitte Private with family businesses that have annual revenues of US\$100 million or more and are at least 51% family owned.

1.1 The global rise in family businesses

Family businesses make up roughly one in five businesses worldwide

Driven by globalization, favorable economic conditions, market opportunities, and technological advancement, the business community has been growing steadily. Up from 73,185 in 2020, there are currently an estimated 80,747 businesses worldwide with revenue over US\$100 million (figure 1.1). This number is expected to increase to 87,606 by 2030, reflecting a 20% rise over a 10-year period (2020 – 2030) (figure 1.2). Of these, over one in five (22%) are family businesses and 78% are non-family businesses (figure 1.3).

The number of family businesses globally is expected to grow 22% to nearly 20,000 by 2030

Today, there are an estimated 18,087 family businesses globally (with revenue over US\$100 million), up from 16,194 in 2020. This number is expected to grow to 18,515 businesses by next year and 19,744 businesses by 2030, reflecting a 22% rise in the decade to 2030. Of these businesses, as of 2025, 71% are private and 29% are public (listed on the stock exchange) (figure 1.4).

Europe is expected to be the fastest growing region, with estimates that the number of family businesses will rise 12% from 4,084 in 2025 to 4,577 in 2030. This is followed by the Middle East, which is expected to climb by 10%, Asia Pacific 9%, and North America 8% over this period.

There are a variety of factors that are putting Europe on good footing for family business expansion. For instance, the European Union offers a single market of 450+ million people and

streamlined cross-border trade. Furthermore, Europe houses the oldest family business arena in the world, and having survived multiple generations many of these businesses have mature governance frameworks which help them with important matters such as how to navigate economic/geopolitical uncertainty and succession planning.

It is also noteworthy that between 2020 and 2030, the Middle East is expected to experience the greatest growth, up 26% from 462 to 580 family businesses, alongside Europe (25%) and Africa (25%).

Asia Pacific has the most family businesses

While not presently the fastest growing region, Asia Pacific does have the most family businesses in the world, 7,595. This compares to 5,152 in North America, 4,084 in Europe, 528 in the Middle East, 352 in South America, and 377 in Africa. By 2030, the number of family businesses in Asia Pacific is expected to reach 8,244, remaining higher than its global peers.

This robust size may reflect the region's demographic, cultural, and economic characteristics, along with its stage of economic development. For instance, creating large-scale business demand, the population in Asia Pacific (4.8 billion people) notably outstrips that of North America (387 million), Europe (744 million), the Middle East (270 million), South America (668 million), and Africa (1.6 billion).⁶ Additionally, private sector growth exploded in Asia Pacific between the 1980s and 2000s as economies like China, India, and Southeast Asia liberalized, with family businesses fueling the rise. Finally, many cultures in Asia emphasize loyalty to one's family and intergenerational responsibility, which are foundational traits in many successful family businesses.

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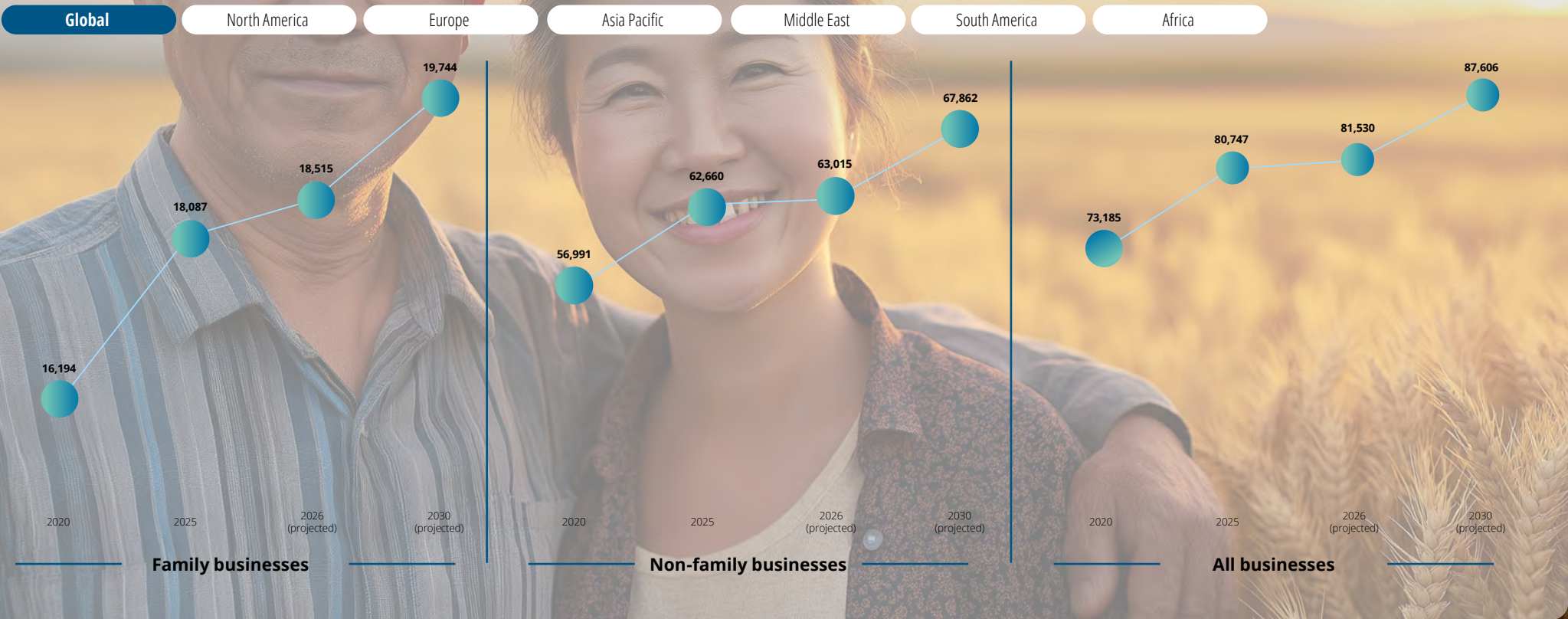
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1 The evolution of the family business arena

Figure 1.1: Estimated number of family businesses, non-family businesses, and all businesses



1 The evolution of the family business arena

Figure 1.2: Percentage increase in the number of family businesses, non-family businesses, and all businesses

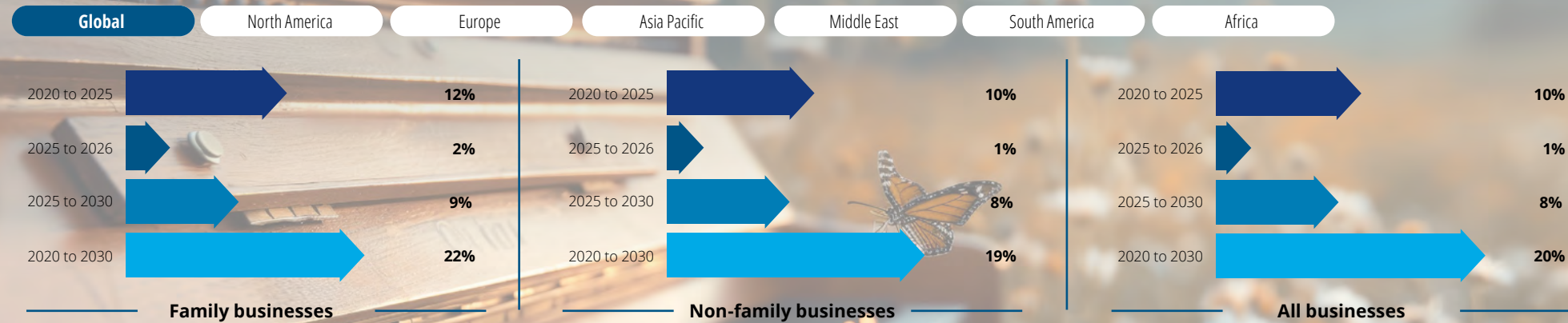


Figure 1.3: Proportion of family businesses versus non-family businesses, 2025

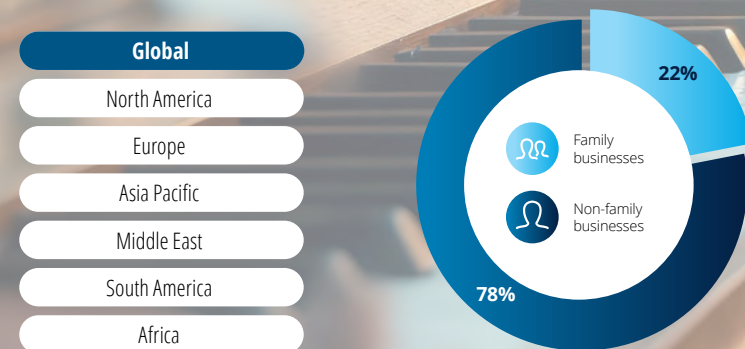
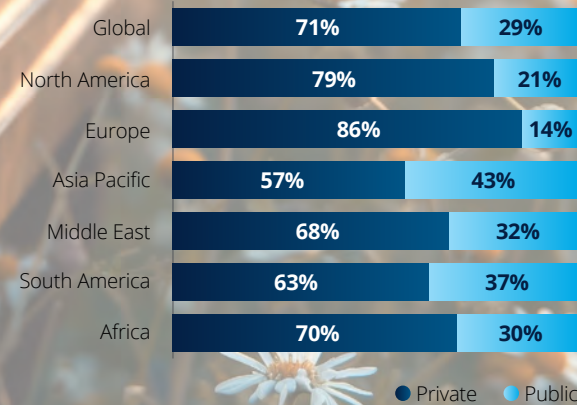


Figure 1.4: Proportion of family businesses which are public versus private, 2025





1 The evolution of the family business arena

1.2 The growth in family business revenue

Family businesses currently account for 19% of all global business revenue

In addition to a rise in the number of businesses worldwide, we are witnessing a hike in their revenue—as the segment grows, businesses increase their penetration, enter new markets, and diversify their offerings. Up from US\$87 trillion in 2020, all businesses globally (with revenue over US\$100 million) currently generate an estimated US\$109 trillion in revenue. This is projected to rise to US\$142 trillion by 2030, marking a 64% climb between 2020 and 2030 (figures 1.5 and 1.6).⁷

Family businesses currently account for 19% of that total revenue (up from 18% in 2020), with non-family businesses accounting for the remainder. This proportion is expected to grow to 20% by 2030, driven by higher expected gains in family business versus non-family business revenue (figure 1.7).

Family business revenue is projected to surge by 84% to US\$29 trillion by 2030, notably outpacing non-family businesses

The cumulative revenue family businesses generate globally currently stands at US\$21 trillion (with 54% emanating from private companies and 46% public companies), up from US\$16 trillion in 2020 (figures 1.5 and 1.8). The revenue is projected to grow to US\$22 trillion by 2026, and to US\$29 trillion by 2030, reflecting a rapid 84% climb in the decade to 2030.⁸

This growth is notably outpacing the revenue of non-family businesses: Between 2020 and 2025, family business revenue grew 32%, compared to 23% for non-family businesses, and between 2020 and 2030 family business revenue is projected to grow 84% versus 59% for non-family businesses.

It is also interesting to highlight that family businesses are, and are expected to continue, outpacing non-family businesses in revenue

growth across most regions. Most notably, the revenue of family businesses in Asia Pacific grew 38% between 2020 and 2025, over doubling that of non-family businesses at 17% and in the decade to 2030, Asia Pacific's expected growth is 97%, heftily surpassing that of non-family businesses at 47%.

Family businesses' higher performance might relate to a variety of factors, such as family business owners' strong commitment to and investment in their businesses, their keen focus on their businesses' reputation/values which is often tied to the family name, and their proactive risk management and nimble nature. It may also relate to their financing structures and long-term outlook. To illustrate, family businesses rely more heavily on low-cost capital to fund their growth, such as retained earnings (45%) and family borrowing (37%), rather than external debt (29%) or equity financing (33%), and this can reduce reliance on volatile capital markets and lower financial risk, thereby supporting consistent growth. Furthermore, most family businesses (85%) have long-term investment outlooks, which prioritize sustainability over short-term profits and can lend to stable growth and resilience during downturns, which compounds over time.⁹

North America and Asia Pacific are projected to generate the greatest gains in revenue

North America and Asia Pacific are expected to experience the greatest revenue gains between 2020 and 2030, each rising 97%, from US\$6.1 trillion to US\$12 trillion in North America, and US\$4.5 trillion to US\$9.0 trillion in Asia Pacific (figure 1.5).¹⁰

Africa is also expected to experience a notable 63% hike in revenue from US\$113 billion in 2020 to US\$184 billion in 2030. Meanwhile, South America is expected to grow by 62% to US\$443 billion, Europe by 58% to US\$6.7 trillion, and the Middle East by 38% to US\$607 billion (figures 1.5 and 1.6).

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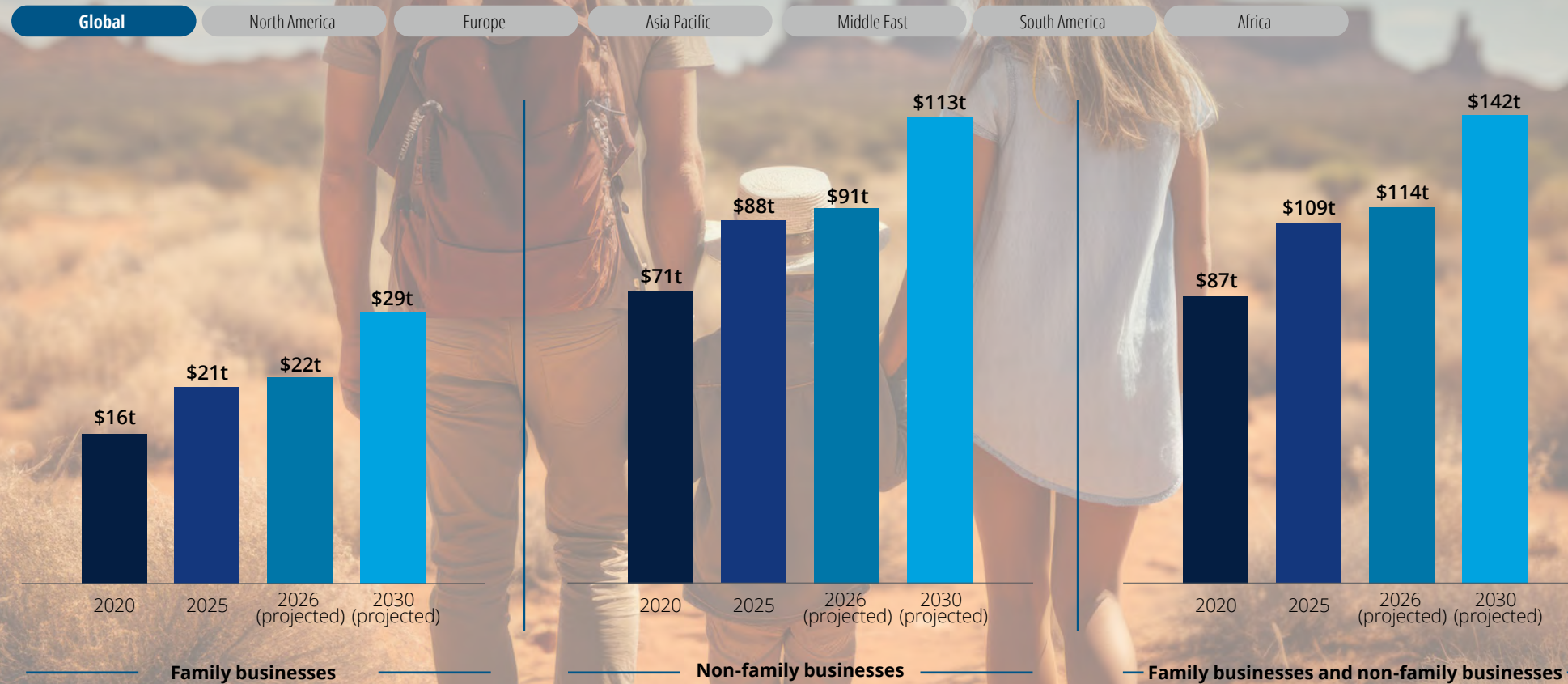
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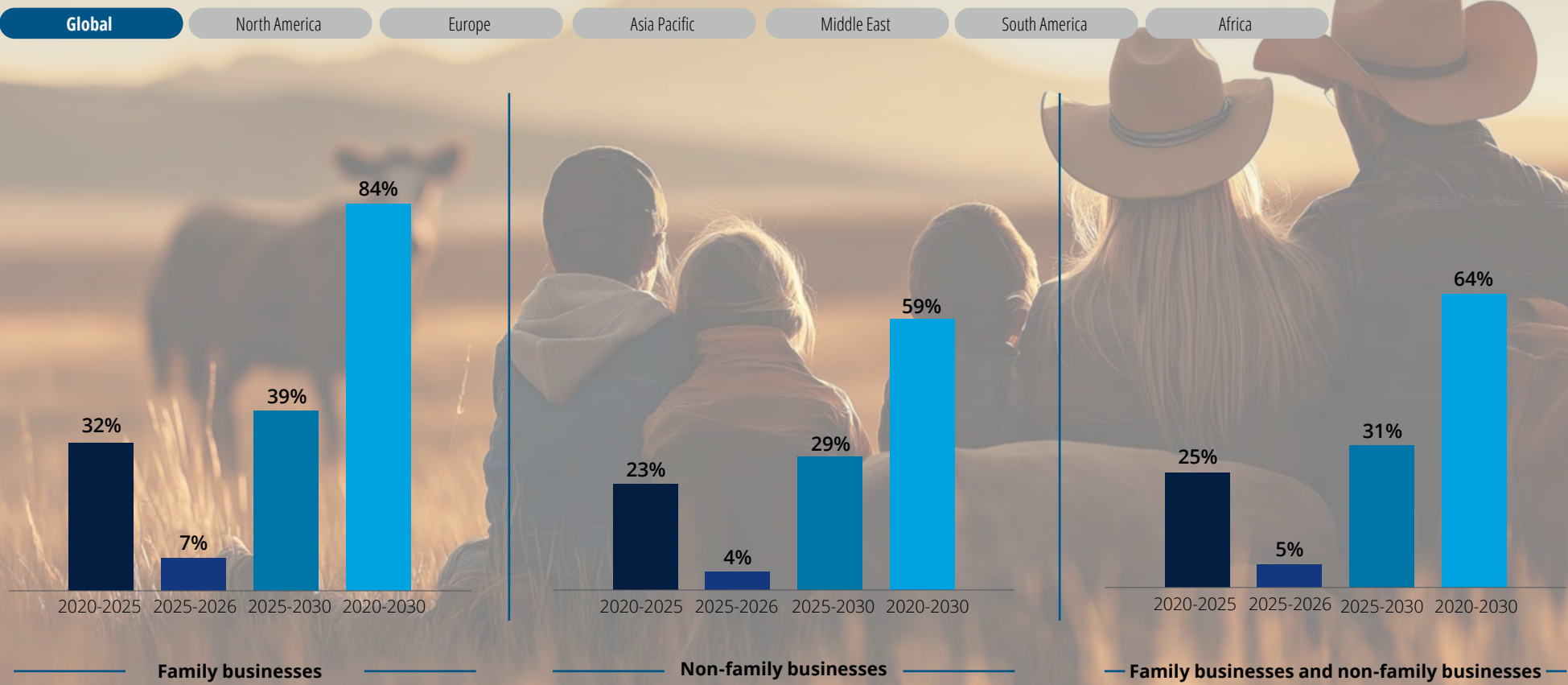
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Figure 1.5: Estimated revenue of family businesses in US\$



1 The evolution of the family business arena

Figure 1.6: Percentages increase in family business revenue



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Figure 1.7: Proportion of all business revenue generated by family businesses versus non-family businesses

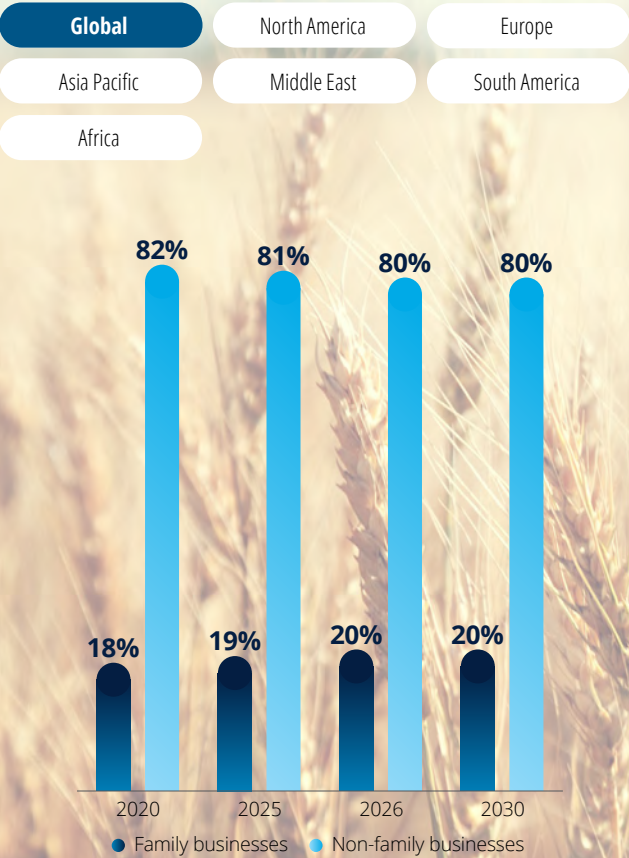
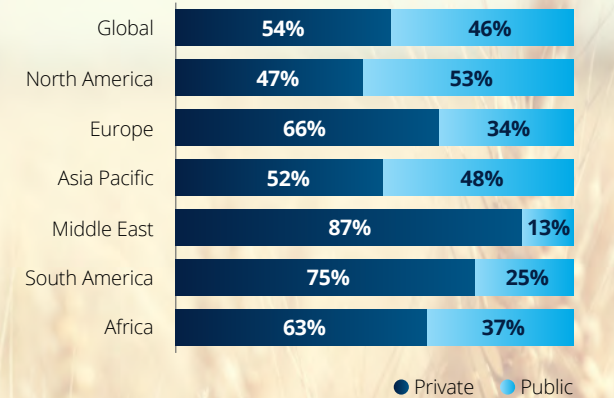


Figure 1.8: Proportion of all revenue generated by private versus public family businesses, 2025



1.3 The growth in family wealth

Average family wealth is projected to rise 23% to US\$2.5 billion between 2020 and 2030

Parallel to the growth in revenue, comes a rise in family wealth. The average wealth per family (of those which own a family business with revenue over US\$100 million) is estimated to have increased by 8% from US\$2.0 billion in 2020 to US\$2.2 billion in 2025. In the decade to 2030, it is expected to increase a notable 23% to US\$2.5 billion (figures 1.9 and 1.10).

From a regional perspective, families in North America have the greatest average wealth at US\$4.3 billion, with an expectation that it will reach US\$5.0 billion by 2030. This is followed by those in the Middle East with average family wealth of US\$2.3 billion, South America at US\$2.1 billion, Europe US\$2.0 billion, Asia Pacific US\$1.6 billion, and Africa US\$785 million.

The average family principal has wealth of US\$1.2 billion, the average family shareholder US\$520 million

On a similar trajectory, the average wealth of the family principals (or heads) of these families currently stands at US\$1.2 billion and is projected to rise 22% between 2020 to 2030 to US\$1.4 billion. And, the wealth of the average family shareholder, which currently stands at US\$520 million, is expected to grow 23% over this period to US\$590 million (figures 1.9 and 1.10).

Those in North America have the greatest personal wealth, with the average family principal currently having wealth of US\$2.9 billion, and average family shareholder US\$1.4 billion. The equivalent figures in the Middle East are US\$970 million and US\$275 million, in South America US\$950 million and US\$340 million, Europe US\$900 million and US\$375 million, Asia Pacific US\$1.1 billion and US\$505 million, and Africa US\$200 million and US\$165 million, respectively.

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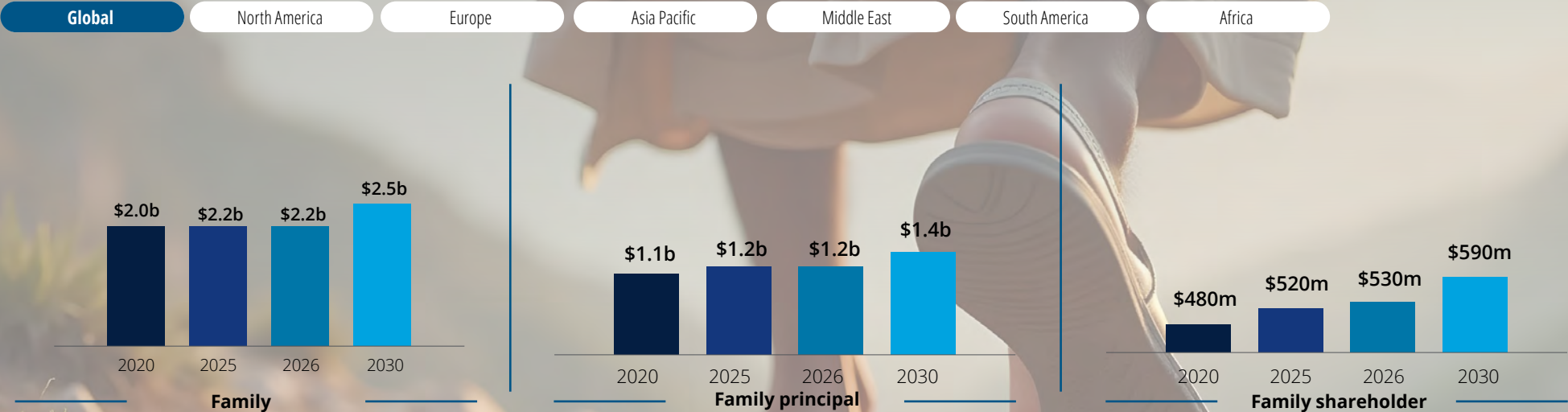
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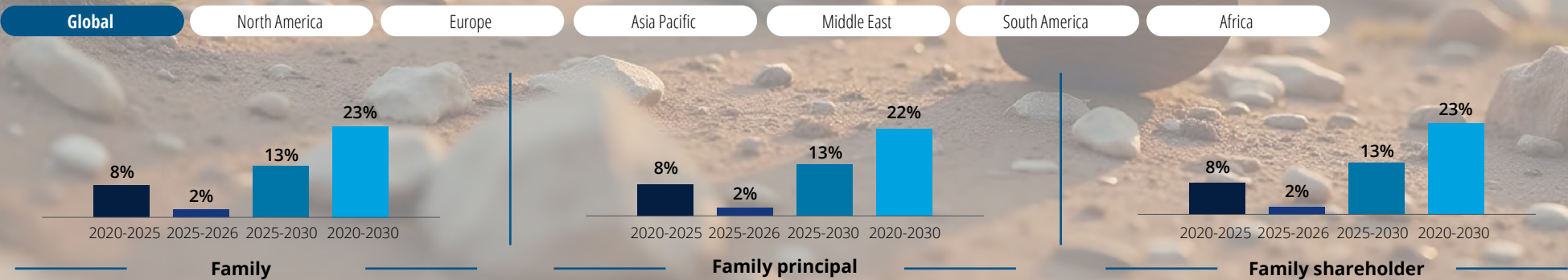
1 The evolution of the family business arena

Figure 1.9: Average wealth per family, family principal, and family shareholder in US\$



Source: Wealth-X, an Altrata company; commissioned by Deloitte Private

Figure 1.10: Percentage increase in family wealth



Source: Wealth-X, an Altrata company; commissioned by Deloitte Private

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Built to last: How a legacy family business keeps its edge across five generations



We spoke with Timothy Wates, the fourth-generation chairman of the Wates Group, one of the largest family-owned construction, development, and property services companies in the United Kingdom with gross revenue exceeding US\$3 billion. He shared key lessons from the company's 125-year journey—from navigating hardship to strengthening governance and preparing the next generation.

Only a small fraction of family businesses survive to their 100th year. How has your company evolved over time, and what lasting mark has each generation left on the business?

In 1897, my great-grandfather and his brothers ran various small businesses, including pubs and hotels before turning their focus to housing. My great-grandfather became the sole owner, and his sons took over as the second generation and grew the business substantially. They shifted into low-cost, volume housing as the suburbs of London grew, building simple, well-crafted homes that sold well. This focus on quality building is truly the foundation of our family business.

The third generation expanded operations into large-scale urban development in the 1950s and 1960s, using modular construction for apartment blocks, which was very innovative at the

time. They continued to focus on housebuilding as well, and the company grew into a major construction business in the United Kingdom, with scale and profitability to match. Then came the recession of the early 1990s. Given their focus on business expansion, they were too highly leveraged when the downturn hit, and this left them exposed. It was a tough moment for the company, as the family had to sell off assets at an inopportune time to slim down operations, but everyone came out of it with a sharper focus on cash management and a more cautious approach to debt.

This was also around the time of the transition from the third generation to the fourth, which I am a part of. We inherited a very strong construction company, but also a damaged housebuilding business that was operating at an unsustainable small scale. So, we reoriented the company and shifted into land development, offering property services to housing associations, as well as commercial construction serving the public and private sectors. We were able to stabilize the business and rebuild our balance sheet with a more disciplined focus on cash management.

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We also adopted an approach of professional management with active family ownership, meaning we are not CEOs of our business, unlike the generations before us. Instead, we recruit best in class executives, and a family member serves as a chair. We stay involved as active owners with a focus on excellent governance including a family office and family council (chaired by my cousin, Andy). We have continued to evolve the business, adding a mechanical and electrical engineering arm and recently rebooting our residential housing business to build large-scale, affordable housing with a focus on urban regeneration.

It sounds like you have brought the business—and your balance sheet—back to a strong, competitive position. What are your plans from here?

We are preparing for the next generation. We want to evolve into what we call a modern family enterprise. This involves moving from our current structure, which is a centralized group leading various businesses across construction, development, property services, engineering, and residential, to independent businesses that will exist alongside a substantially invested family office.

We see real value in this structure. For one, separating the business into autonomous entities makes it easier to manage buy/sell corporate transactions. It also helps manage risk—if one company struggles, it does not bring the rest down. Just as importantly, we think this model is more inspiring for our next-generation leaders. It gives them a chance to run their own show, to be entrepreneurial rather than operating within a large, centralized group. I will consider it a success if my generation hands down a well-run set of businesses alongside a strong, thoughtfully invested family office.

Looking ahead 10 to 20 years, in addition to having a self-supporting family office, I envision that we will fully or partially own roughly 10 other major businesses, up from our five today. We will stay anchored in the built environment and continue to live our values and purpose. We will likely move further into technology and digital-driven solutions to expand our reach and efficiency. Our core trading businesses will remain focused on the United Kingdom—construction markets tend to favor local players, making it difficult to compete effectively overseas. Instead, we will achieve geographic and asset class diversification through our family office investments, which will help to mitigate risk and capitalize on gains felt in other sectors.

As you prepare to transition to the next generation, what tips can you share with other family businesses looking to achieve your longevity and success?

In addition to maintaining an agile mindset with a commitment to innovation, adaptability, and continuous improvement, a key ingredient in our “secret sauce” for longevity is keeping our ownership circle tight, which we have managed to do in every generation. This allows for less disagreement and more coordinated thought. Our business is 100% family owned. For family members who choose not to be a part of the professional ownership team, we ensure fair wealth distribution—giving them financial security without broadening the ownership base. This approach allows us to concentrate ownership solely among those who are fully engaged.

Of the hundreds of people in our family tree, only eight are controlling shareholders, three from the third generation, and five from the fourth. What unites us is a deep commitment to our values and culture of fairness, respect, and collaboration. We have stayed true to our core business in the built environment because we believe in what we do. A decent built environment is intrinsic to a flourishing society, and we are proud to deliver on that mission every day.

Our approach to cultivating the next generation of leaders is also deeply values-based and true to our culture. We have three family branches, and each one selects its own next-generation representatives—there is no single authority making that decision. As cousins, we have known each other since childhood, and those lifelong relationships have built the trust and mutual respect we rely on today.

Historically, there has not been a clear pathway for next-generation members who want to be actively involved. In contrast, our generation has worked diligently with outside advisers to help shape a more structured approach to succession. We have learned to be much more inclusive and have established a next-generation committee. We host social gatherings and provide an excellent graduate trainee scheme, which is one of the best in the industry. We have also cultivated a great relationship between the family office and the next generation. We consistently communicate to next-gen family members that their involvement is not just welcome, it is essential—we emphasize that they are doing the business a favor by joining, not the other way around. I think this is the right way of thinking, as there is a limited pool of family members. If we do not warmly engage the next generation, we will cease to remain a family business in the future.

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“As a fourth-generation family business, our legacy stretches back to 1919. Each generation that has joined the business has left its own unique mark, taking the company to a completely different level. That ongoing transformation is at the heart of who we are—a family business that continues to grow and reinvent itself with every generation.”

CFO, 100+ year old family business, Canada

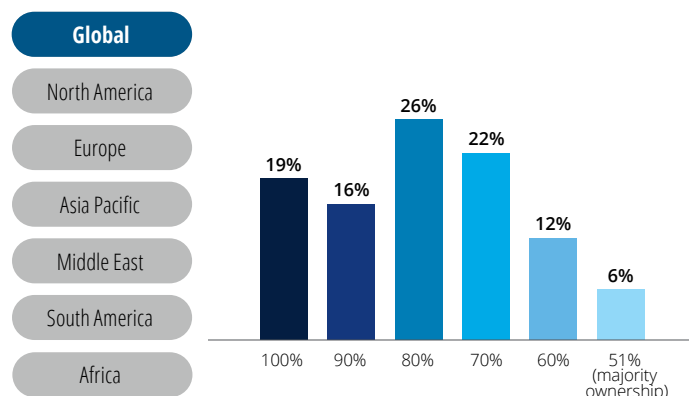
Family businesses represent a significant portion of the global economy, and their ownership structures are crucial to their long-term success and sustainability. In turn, we delve into family businesses’ ownership structure and whether families are looking to alter this structure as opportunities arise to take on external investors/private equity, sell the business, or go public.

2.1 Ownership

Over four in five family businesses are 70%+ family owned

A notable 83% of the family businesses surveyed are 70% or more family owned, keeping them tightly family controlled (figure 2.1).

Figure 2.1: Current level of family ownership of the family business

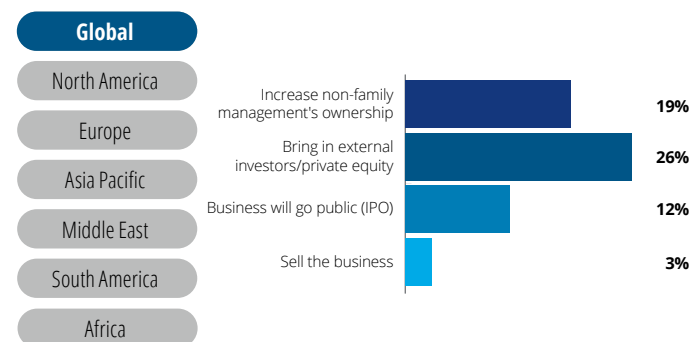


With the great wealth transfer in play, a family business ownership shake-up is underway

In what may lead to a significant shift in the family business arena, a notable proportion of families are reportedly looking to change their ownership structure over the next three to five years. Roughly a quarter globally (26%) report they are looking to bring in external investors/private equity, while 19% are looking to increase non-family management’s ownership of the business. Another 12% intend to go public, while 3% are looking to sell the business altogether (figure 2.2).

Decisions about changing ownership can be prompted by multiple factors. For example, families can look to access further capital to grow their business (e.g., for geographic expansion or M&A activity), to sell part of their business to reinvest their wealth in a more diversified/de-risked manner (such as through a family office), to bring in private equity investors to further professionalize their business (e.g., through enhanced governance, reporting, and performance metrics), or to sell their business to capitalize on favorable market conditions/high valuations.

Figure 2.2: Whether respondents expect the ownership structure of their business to change in the next 3-5 years (Multiple options permitted)



That said, in interviews family business leaders pointed to one trend that impacted their decision-making more than any other: the great wealth transfer.

We are amid a major global generational transition in which trillions of dollars are changing hands between generations. This is creating a shake-up in the family business arena, as leaders, who often represent an ageing population¹¹, prepare to step down and seek to determine what to do with their businesses. Making this matter particularly poignant, nearly three-quarters of the family businesses surveyed are in their first (27%) or second (45%) generation of family leadership. These are often the most difficult generational transitions, as illustrated by John L. Ward’s famous study which found that merely one in 10 families manage to retain their wealth beyond the third generation.¹² Some plan to pass the leadership baton to the next generation to carry on the family’s legacy:

“The Kennickell Group was founded by my grandfather in 1892, passed to my father and his twin brother in 1932, and I assumed ownership in 1981. Now, my daughter and stepson represent the fourth generation and are preparing to take over the business, ensuring our legacy continues.”

Al Kennickell, third generation family principal and CEO, The Kennickell Group, Est. 1892, United States

However, for others, there is no next-gen naturally suitable for the job. This is prompting families to identify alternative paths for leadership/ownership:

“As the business has grown, succession planning has become more complex. To manage a company with 2,100 employees requires special skills that not everyone possesses. Selecting a family member without the appropriate skills wouldn’t be fair to anyone. We are exploring options for when the current generation retires, like employee ownership, to ensure the company’s future is secure. It is more important that the employees who have built this business can continue to thrive than financial considerations for the ownership group.”

Steve Long, second generation family principal and president, Long and McQuade, Est. 1956, Canada

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As outlined earlier, the global family business arena has experienced substantial revenue growth from US\$16 trillion in 2020 to US\$21 trillion in 2025. Analyzing this area further, we asked those surveyed about their current and forecasted earnings and their strategies for ensuring ongoing growth and resilience. We also mapped out, by region, where family businesses are generating their revenue, where they plan to expand their operations, and which regions they believe offer the greatest prospects for growth over the coming decade. Together, these insights aim to help family businesses understand what their peers are doing and plan to do as they tactically navigate their expansion amid a rapidly evolving economic and geopolitical landscape.



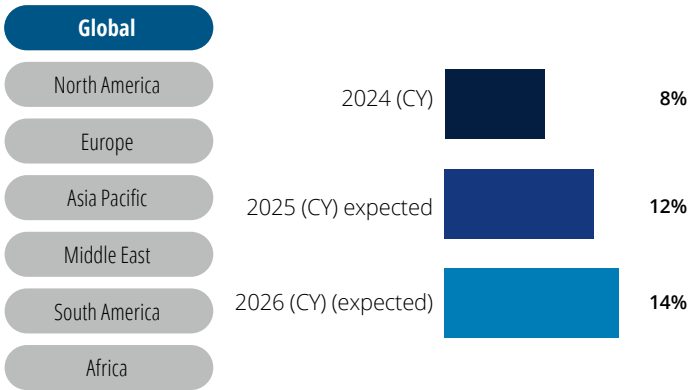
3.1 Family business revenue growth rates

Family business revenue grew 8% in 2024, and is projected to grow 12% in 2025 and 14% in 2026

Reflecting a transition from post-pandemic recovery into an era of strategic growth, family businesses envision their revenue will climb. Globally speaking, the family businesses surveyed experienced an average revenue growth rate of 8% in 2024, with those in South America (11%), the Middle East (10%), and Africa (10%) experiencing the highest growth (figure 3.1).

Looking to the future, family businesses globally forecast their growth will increase to 12% in 2025 and 14% in 2026. Those most confident about revenue rises reside in Africa and North America, with expectations of 16% and 15% growth in 2026, respectively. Meanwhile, those in the Middle East and South America each anticipate 14% growth, while Europeans anticipate 13% growth.

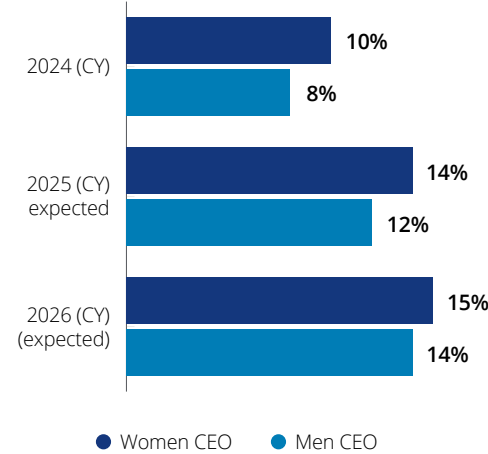
Figure 3.1: The average growth rate of business revenue in 2024 (CY) and the growth expectations in 2025 and 2026 (CY) by globe and region



Women-led family businesses generate relatively high growth

Family businesses led by women CEOs experienced higher revenue growth in 2024 at 10%, compared to 8% for men. Similarly, their growth forecasts are higher at 14% in 2025 and 15% in 2026, compared to 12% and 14%, respectively, for men, although it is important to point out that these figures are in the margin of error (figure 3.2). In what may help to explain this finding, sections 6 and 7 within this report delve into how women-led businesses' approach to risk management and governance differs to men.

Figure 3.2: The average growth rate of family business revenue in 2024 (CY) and the growth expectations in 2025 and 2026 (CY) by gender of CEO



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3.2 Strategies for growth and resilience

Technology adoption: Family businesses' #1 growth strategy

In the pursuit of sustainable growth, family businesses are embracing a wide range of strategies. Most notably, technology adoption has emerged as the single most cited priority: four in 10 family businesses (40%) report a focus on investing in technological innovation—particularly artificial intelligence—as a primary lever for growth (figure 3.3).¹³

Other frequently pursued growth strategies include increasing profitability via cost optimization and efficiency improvements (39%), expanding market share within domestic markets, launching new products and services, strengthening brand recognition, and enhancing talent acquisition and retention strategies (each cited by 36%). Importantly, many of these strategies are also amplified or enabled by targeted technology investments.

Technology as an enabler of integrated growth

The decision to prioritize technology adoption is not solely about modernization for its own sake. According to Deloitte's Now Decides Next: Generating a New Future report¹⁴, organizations are integrating advanced technologies, like AI, to achieve a spectrum of outcomes: operational efficiency, cost reduction, risk mitigation, revenue generation, and faster, more accurate decision-making. Family businesses are no exception. For these organizations, technology also offers a way to preserve legacy strengths—such as personalized service, craftsmanship, and long-term stakeholder commitment—while scaling operations in a digital economy.

To achieve their aims, family businesses are applying digital tools across a range of functions:

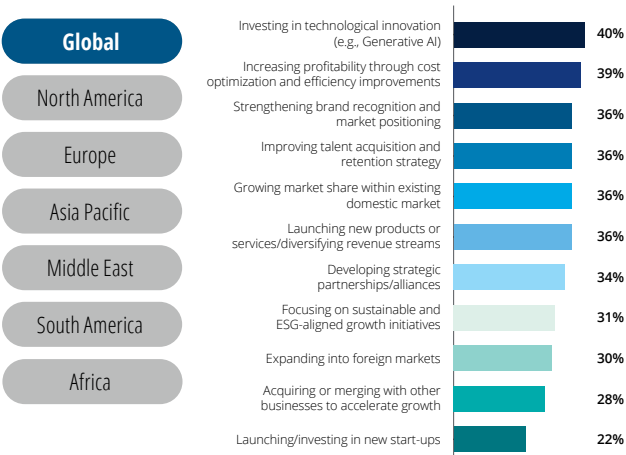
- Operations and supply chain: Robotics, predictive maintenance, and AI-driven optimization are streamlining processes.
- Customer engagement and marketing: AI supports customer segmentation, personalized campaigns, and real-time pricing strategies—enabling faster, more informed decisions across commercial functions.

- Workforce and HR: Digital platforms are improving recruitment, training, and skills tracking, especially critical as workforce expectations evolve.
- Cybersecurity: AI-enhanced threat detection and automated response are improving resilience.
- Business intelligence: Predictive models and data dashboards support scenario planning and faster executive decision-making.

We are undergoing digital transformation across three pillars: digitizing our products with telematics, automating our factories, modernizing our business processes with a unified ERP system, and applying AI across all three pillars. Embracing technology is essential for our continued success.
CEO, infrastructure engineering and manufacturing company, United States

Artificial intelligence is being deployed across marketing, product design, sales, and pricing, enabling faster decision-making and empowering less experienced staff to perform at a high level. These tools are helping us shift focus toward value-added, customer-facing activities.
CFO, manufacturing company, Mexico

Figure 3.3: Family businesses' main growth/resilience strategies over the next 12-24 months (Multiple options permitted)



We consider ourselves at the forefront of technology adoption, having pursued automation and digitalization enthusiastically. My advice is, do thorough analysis before selecting partners, as not all projects yield successful outcomes, and rather than focusing on every new technology, just focus on the top 10% that truly add value. This targeted approach will yield greater impact without overwhelming the organization.
Juan Corral Orozco, principal, Grupo Bahar, Est. 1983, Mexico

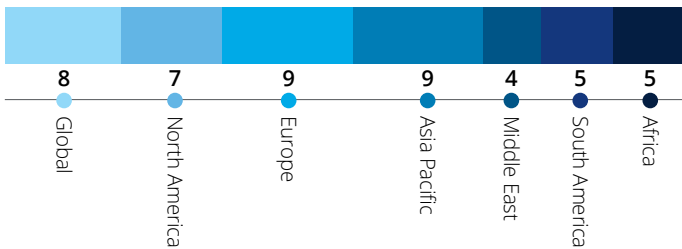
3.3 Countries of operation and planned expansion

Family businesses operate across an average of eight countries

An era of globalization, rapid technological advancement, and the promotion of cross-border trade has paved the way for international business expansion. This has helped family businesses grow their divisions globally and operate across an average of eight countries to date, with those in Europe and Asia Pacific having the most geographically diverse operations (averaging nine countries), and those in the Middle East the least (at four countries) (figure 3.4).

Necessity compelled us to transition from a purely domestic company to an international enterprise. We initially entered the Nordic countries and Japan but, over time, we expanded our global presence to the extent that 90% of our business is now conducted outside of Canada.
Bruce Levitt, second generation family principal & CEO, Levitt-Safety, Est. 1935, Canada

Figure 3.4: Average number of countries businesses currently operate in



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Most generate the bulk of their revenue within their own region, except those in Asia Pacific

When analyzing businesses’ revenue by geographic segment, most garner the bulk of their income from their own region (figure 3.5). For example, among Middle East headquartered businesses, 64% of their revenue comes from the Middle East, while in North America, Europe, South America, and Africa between 53% and 58% of their income is generated in their home regions.

The one region to buck this trend is Asia Pacific, as over half its income (52%) is from abroad, with 13% emanating from Europe, 12% North America, 10% the Middle East, 9% South America, and 8% Africa. This might be explained by the fact that many Asia Pacific based companies, founded with a global mindset due to restrictions in domestic institutional support, networks, and local capital access¹⁵, found success expanding through strategic cross-border deals. Some have faced limited scalability in domestic markets¹⁶, and they often have investment and operational networks abroad.¹⁷

Taken together, 27% of all family business revenue globally has been generated in North America, 26% Europe, 16% Asia Pacific, 12% South America, 10% the Middle East, and 8% Africa. It is important to bear in mind, however, that this survey includes a somewhat greater concentration of businesses from North America (31%) and Europe (29%) than elsewhere (rest of world 40%), which is somewhat skewing the findings given businesses’ home bias.

Europe is deemed the #1 destination for family business expansion

Regarding their plans to expand their business over the next 12 to 24 months, Europe is the most popular region for investment, with 51% of family businesses globally focusing there. This is closely followed by 48% targeting North America, 40% Asia Pacific, 28% each the Middle East and South America, and 17% Africa (figure 3.6).

Analyzing the data from a regional perspective, however, adds more clarity. Overall, family businesses deem their best path for growth to be expanding within their home region, with 86% in North America, 84% Asia Pacific, 80% in each Europe and South America, and 68% in Africa looking for growth at home. This approach is commonly held given the benefit of local knowledge, networks, and infrastructure, which likely help facilitate growth.

However, when looking to grow their businesses abroad, family businesses in every region, except for South America, are looking to Europe as their top port of call. For example, in Asia Pacific, focus is now more on business expansion in Europe (46%) and the Middle East (42%) than it is on North America (37%). Meanwhile, in the Middle East, the largest proportion of businesses are targeting Europe for growth (27%), followed by Asia Pacific (23%); and in North America and Africa, Europe is also the top target, with 39% and 47% of businesses focused there, respectively.

Figure 3.5: Family businesses’ income by geographic segment in percentages

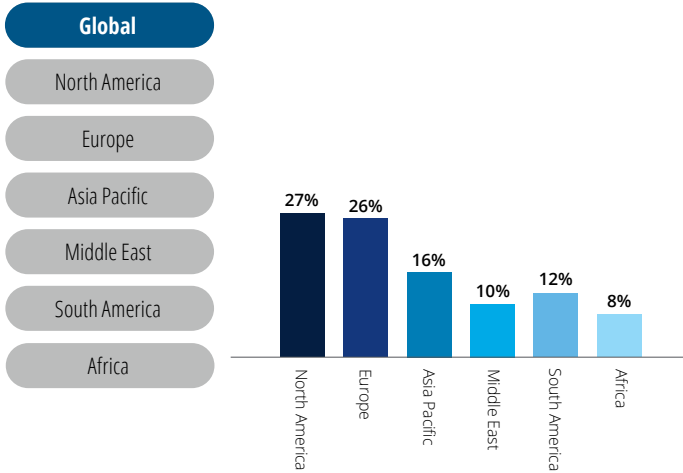
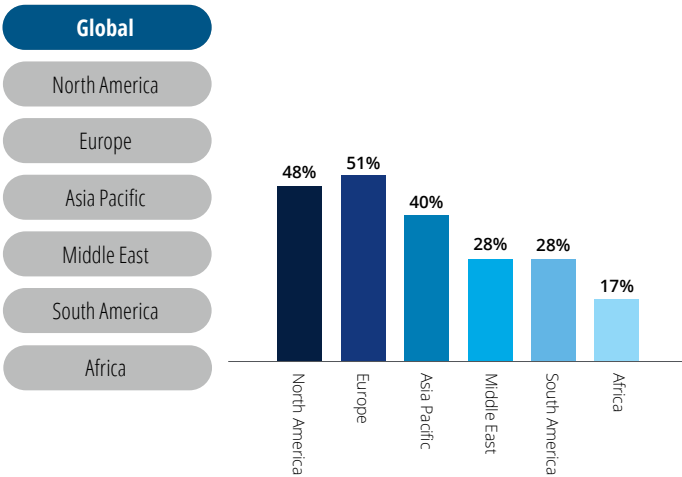


Figure 3.6: Which regions family businesses plan to further expand their business over the next 12 - 24 months (Multiple options permitted)



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There are a variety of factors that are putting Europe in good stead for family business expansion, such as the European Union's single market of 450+ million people, Europeans' seasoned approach to governance and risk management, increased spending in sectors such as defense, and attractive valuations in the private equity space which create a favorable environment for family business expansion.

“Europe represents an important opportunity for expansion. While the region comprises many individual markets, we view the European Union as a unified market and are investing in initiatives to support our long-term growth there.

Jorge Touche, CFO, Grupo Lamosa, Est. 1890, Mexico

“The world-class products and competencies we have built over the years now allow us to focus on expanding exports to Europe. Europe presents a significant opportunity, as major brands are increasingly looking to source from India due to changing geopolitical dynamics. With India having signed a free trade agreement with the United Kingdom and actively negotiating with other European countries, we anticipate accelerated growth in this region.

Noushad V, first generation family principal and managing director, Walkaroo, Est. 2012, India

In parallel, family businesses in the United States and abroad are evaluating the potential impacts of trade uncertainty and factoring those considerations into their planning and growth expectations.

“It is undoubtedly a very uncertain time, and this uncertainty may persist for several years, so we must brace ourselves for what lies ahead. As investors, we are carefully considering long-term implications, including potential currency and sovereignty challenges, which might mean considering opportunities in overseas economies.

Steve Rigby, second generation family member and Co-CEO, Rigby Group, Est. 1975, United Kingdom

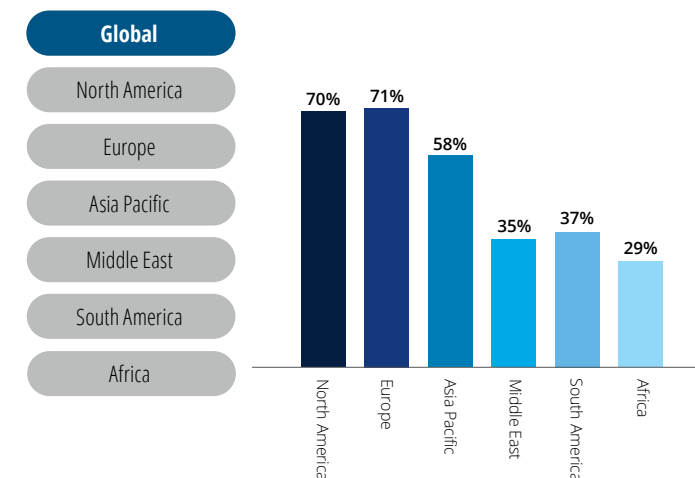
“The volatility of global economics and geopolitics, particularly tariffs and regulatory changes, has compelled us to restructure our operations. We have concentrated on manufacturing in North America and prioritized international markets outside of North America to support continued growth and resilience.

Gerald Slemko, CEO, Trudell Medical, Est. 1922, Canada

Europe and North America rank the most promising regions for family business growth over the next decade

Stretching beyond family businesses' immediate plans for growth, respondents were asked to rank what they perceive to be the most promising regions for economic growth over the next decade. Europe (with 71% of the vote) and North America (with 70%) came up on top. Asia Pacific took third place with 58% of the vote, while South America came in fourth with 37%, the Middle East fifth with 35%, and Africa sixth with 29% (figure 3.7).

Figure 3.7: Family businesses rank what they perceive to be the most promising regions for businesses to pursue growth over the next decade



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Risk-ready, growth-minded: A century-old family business finds new footing in a shifting global landscape



As general director of Mexico-based welding products manufacturer Electroodos INFRA, Beatriz Cardoso provides perspective on the company's over 100-year legacy. She describes how the business is navigating today's geopolitical headwinds while investing in innovation, digital transformation, and a global growth strategy designed to balance risk with opportunity.

It is remarkable that your company is more than 100 years old and is still run by second-generation leaders. What is behind its long-term success?

The company began in 1919 as a welding business in Mexico City, founded by two visionary brothers, Alfonso and Fernando Franco. They recognized early on that welding had significant growth opportunity but limited availability of key supplies such as industrial gases like oxygen and acetylene as well as consumables for the welding processes. They bought an oxygen plant in Germany and brought the business to Mexico. They expanded from there, and as the first of such enterprises in Mexico, they experienced strong growth.

In 1969, their sons launched Electroodos INFRA, which has focused not only on the process of welding, but on the research, development, engineering, and materials behind it. The second-generation leaders, now in their 80s, carry on the spirit of the founders with unbounded passion and energy. Their work ethic, devotion, and drive for improvement inspire the organization—they keep their feet on the ground, but their eyes are always looking ahead. Five members of the second generation remain actively involved in the business and serve on the all-family board.

Given the current economic and geopolitical environment, what are the biggest challenges the company faces in relation to growth, and how are you strategically adapting to manage these risks?

The second generation has had an aggressive growth strategy in Mexico, where we hold 80% of the market for gases and more than 30% for welding consumables. However, we are currently facing two key economic and geopolitical challenges which have made us take a hard look at our strategy.

Thus far, in support of our local economy, our goods have been wholly produced and sold in Mexico. But the current environment is forcing a change. First, there has been an increase in the supply of similar goods to the Mexican market as certain competitors in Asia Pacific have looked to diversify their customer portfolio, particularly given the change in tariffs. This has created a real problem for us, as they are selling similar products at prices we simply cannot compete with. In fact, their finished products often cost the price of our raw materials alone, making our goods more expensive to consumers than the Asian alternatives.

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As a result, we have shifted our product strategy to focus on more specialized fabrication, so that our products are more difficult to replicate. This will lower our volume, but it will make it harder for low-cost competitors to compete with us.

Second, we are feeling the impact of evolving tariffs, especially the substantial tariffs relating to steel and aluminum. We manufacture welding consumables for car assembly as well as parts for Mexican automakers. As a result of tariffs, our sales in Mexico for those consumables have dropped considerably since last year. To mitigate the loss, we are now focusing on international expansion, with an eye to selling our products throughout the Americas, especially in Canada, Chile, and Brazil, and we are exploring European market opportunities as well.

In turn, the economic and geopolitical situation is impacting our strategy both from a product and geographic diversification standpoint. We are not in a crisis, but we know we must adapt.

Beyond those avenues for growth, do you have any other investment priorities to spur your expansion?

Innovation has always been at the heart of our company. We have long been committed to research, development, engineering, and maintaining a strong information technology infrastructure across the organization.

We recently started working with a Silicon Valley tech start-up that provides a real time picture of all production machines. It is very user-friendly—and very powerful. Our operators can now monitor performance in real time, with visibility into which machines are running, which are not, and why. This solution has helped us increase productivity by 10% in just one year, which is a major improvement.

We are also introducing AI into new machinery we are buying from Italy. These machines can now alert us when maintenance is needed—it is like the machine says, “I need some oil,” and the operator responds, “OK, I will take care of it.” It significantly improves productivity while lowering operating costs. Our entire company, from senior leaders to frontline workers, are motivated by this technology and the results.

While these are not small investments, the return has been outstanding. I strongly encourage other family business leaders to explore digital technology solutions. Of course, you need to choose wisely and find the right fit for your operations, but when you do, the results can be fantastic.

I have one final piece of advice for anyone working in a family business. Family enterprises are built on trust and respect—and that trust must be visible in everything you do. It should never leave the minds of your people or your leadership. You have to protect it—and, most importantly, you have to pass it on.

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4.1 Financing strategies for growth

Reinvesting profits and strategic partnerships are the most utilized strategies for financing growth

Financing is a key component of a business's strategy for growth and determining which finance levers to pull can have a critical impact on the structure and running of the business. For instance, some families are determined not to relinquish control/ownership of the business, thus they focus on reinvesting retained earnings or bank loans to fund their expansion. Others are eager to release equity, thus seeking out equity financing or private equity investment.

When asked how businesses are currently financing their operations for growth, the bulk of respondents report they are relying on reinvesting their profits from retained earnings (45%). That said, it is also common for businesses to rely on strategic partnerships/joint ventures (42%), family contributions/loans (37%), private equity investment (35%), bank loans (33%), equity financing (selling shares to external investors) (33%), and debt financing (issuing bonds or other debt instruments) (29%) (figure 4.1).

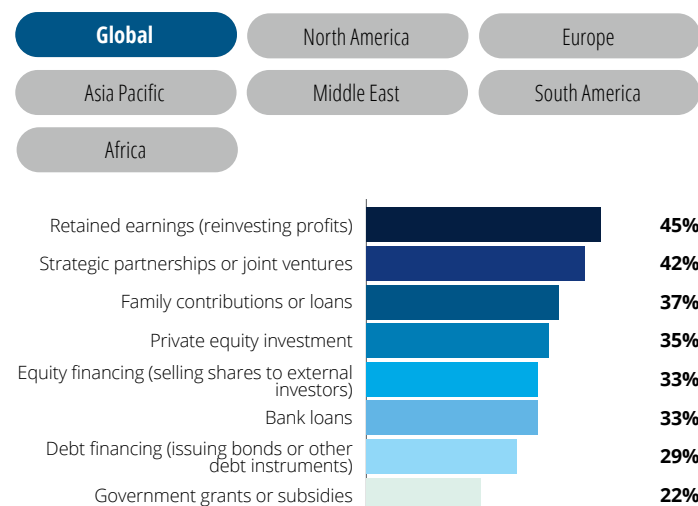
“We have always funded our growth by reinvesting profits, rather than seeking equity financing or external partnerships. This aligns with our desire to retain 100% family control and has supported our company's more than doubling in size over the past decade.

Heather Schaan, second generation family member, president and COO, Microserve, Est. 1987, Canada

“You need strategic plans for your business and for your capital structure. Both must be managed professionally. When it comes to lending partners, I do not see it as ‘us and them’; it is everyone working together. Transparency is key and, over time, if you do what you say you are going to do, you build a great relationship.

Gage Kent, third generation family principal and CEO, KENT WORLDWIDE, Est. 1927, United States

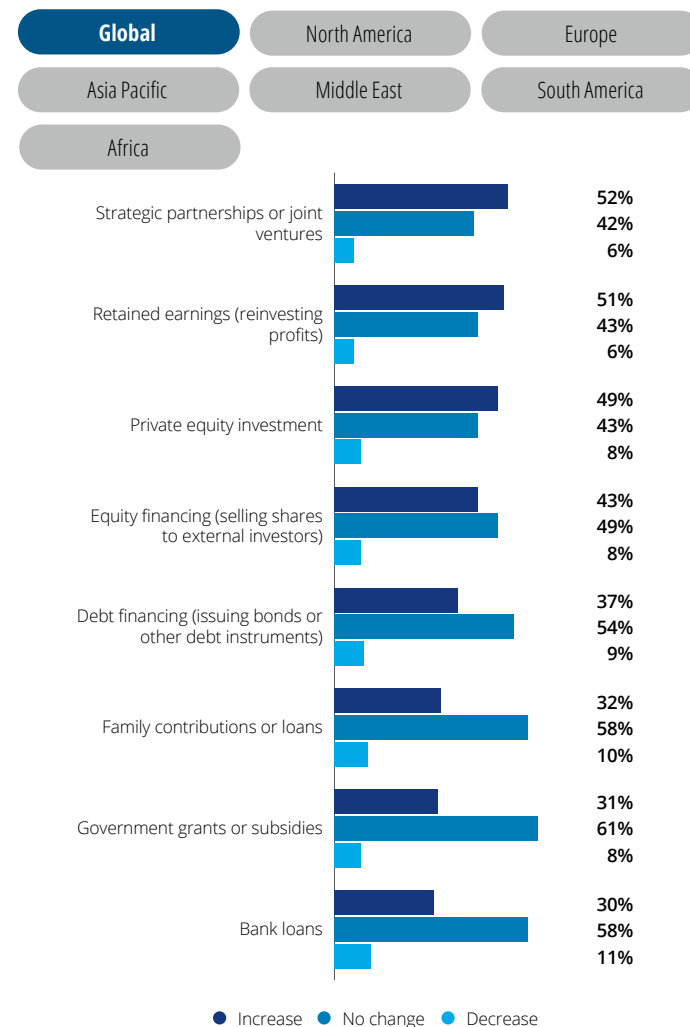
Figure 4.1: The financing strategies family businesses currently pursue to fund their growth priorities (Multiple options permitted)



A growing focus on strategic partnerships, reinvesting profits, and private capital

Looking to the next 12 to 24 months, roughly half of family businesses globally reported that they intend to increase their focus on strategic partnerships/joint ventures (52%), reinvesting retained earnings (51%), and private equity investment (49%) (figure 4.2). Another 43% are looking for equity financing. This relates to our earlier discussion of how many family businesses, which are facing generational succession, are being prompted to answer important questions about who they want to lead the business and how they want to structure it once the current generation of leadership steps down.

Figure 4.2: Family businesses' changing approach to the following financing strategies in the next 12 - 24 months



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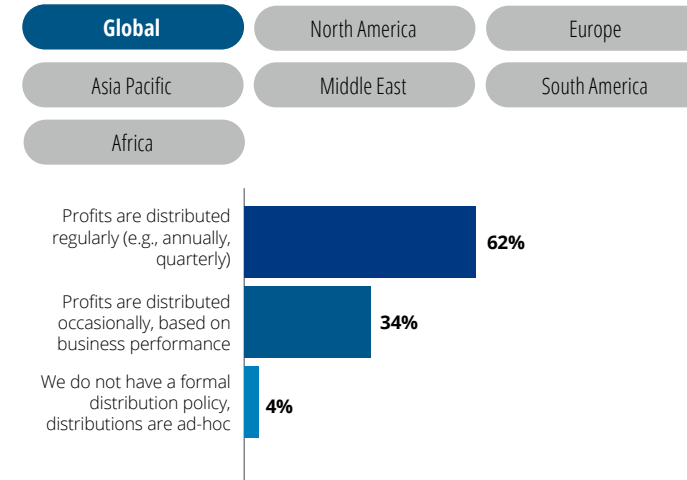
4.2 Profit distribution

Most family businesses distribute their profits regularly

The vast majority of family businesses (96%) have a profit distribution policy, with 62% distributing profits to shareholders regularly (e.g., annually, quarterly) and 34% doing so occasionally based on performance (figure 4.3). Merely 4% of businesses do not have a formal distribution policy.

“We do not have a formal dividend policy; all equity is held in a discretionary trust, and distributions are made collaboratively based on individual family needs. Our approach is to provide support as required, while tracking allocations to ensure fairness over time.”
COO, technology company, Canada

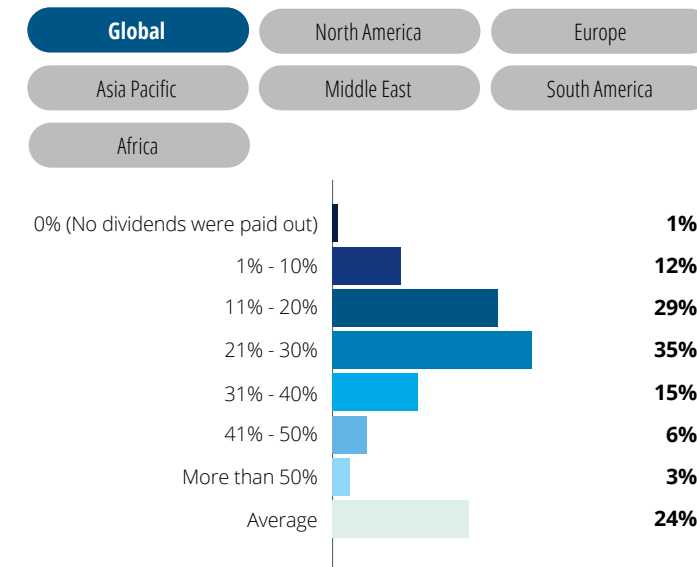
Figure 4.3: Family businesses' profit distribution policy



The average dividend paid out is 24%

In terms of how much profit businesses paid out over the last 12 months, it was most common for owners to take 21% - 30% of the profit (35% of respondents), followed by 11% - 20% (29%). 15% took as much as 31% - 40%, but few took more (9%) (figure 4.4).

Figure 4.4: Percentage of family businesses' profits distributed over the last 12 months



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Taking the reins: How a non-family CEO is shaping the next chapter of a 100-year-old family business



Opting for an external appointment to lead a family business is not an easy decision. Whatever the reason—evolving family dynamics, a strategic shift, or a need for new ideas—it often marks a turning point in the company's journey. Gerald Slemko, CEO of Canada-based Trudell Medical International, a global medical device provider, shares his experience of stepping into the top role at a legacy business.

You were named the first non-family CEO of a century-old business in 2015. What led to the owner making that decision?

The former owner/CEO of Trudell, who married into the founding family, took over the business in the 1960s. Over the next 50 years, he drove significant growth and transformed the company into a global leader in respiratory care products and services. When he was diagnosed with cancer in 2015, he asked me to run the company after his passing. At the time, I had served on the board for two years, and we had developed a strong working relationship from previous experience. His son, the only one of his four children involved in the business, became executive chair.

Appointing a non-family CEO aligned with the owner's longstanding belief that his children should not take on operational roles. He had seen elsewhere how fallout from sibling conflicts can occur at a family-owned business. That experience shaped his decision to keep governance and management separate—and to bring in operational leadership from outside the family.

What did you learn about the business when you stepped into the CEO role? What changes did you make, and how have they helped the company evolve?

Entrepreneurs often build close personal relationships with long-standing employees and stay involved in every decision. That was certainly true of our former CEO, a hands-on operator who treated employees like family. As the business grew, that approach brought two challenges, decision-making bottlenecks, with everything flowing through one individual, and difficulty making tough personnel decisions as roles evolved and new skills were needed.

When I became CEO, we overhauled the management structure. Division general managers had not been empowered to make decisions or operate autonomously, which limited their effectiveness. So, I led a series of organizational changes to shift the company from an entrepreneurial, owner-led model to a professionally managed, family-owned business. The impact has been significant—we have more than doubled our revenue and profitability over the past decade.



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We faced a similar challenge with the board, which had been composed mostly of the former CEO's close friends. It was not an easy transition, but we moved to a more typically professional board structure with members who bring specific business acumen and relevant experience. Today, we have six independent directors and three non-independent directors, including the executive chair from the family. We prioritized diverse skills—industry expertise, entrepreneurial thinking, and valuable relationships—to create a board that actively guides us forward.

As a private, family-owned business, we can take the long view. Public companies are often focused on quarterly results and share price; we set annual targets and remain committed to our long-term strategy. We know some investments may take years to pay off, but we are prepared for that without the pressure of outside shareholders.

Speaking of investments in the business, where do you stand in adopting advanced technologies to support growth and innovation?

I am a strong believer in technology as a driver of progress. We are currently reimplementing our ERP system to improve efficiency and data visibility. We have also made major advancements in AI, building an in-house team of nine programmers, developers, and an AI scientist focused on integrating AI into our products and operations.

Overall, our operations have become significantly more effective and efficient. By year-end, our AI team will grow to around 20 people focused on two major priorities. One of those is to build an AI-powered, voice-activated consumer service center that can operate 24/7 in 50 languages. This solution will allow patients around the world to get quick, accurate answers to their questions in their own language. Second, we are developing an AI-driven system to identify relevant RFPs (request for proposals) in real time and generate draft responses for our team to refine. This will save thousands of hours annually and help us uncover opportunities we might have otherwise missed.

It is also important to note that we have a no-layoff policy. As we introduce AI/automation, we focus on finding new opportunities for people. In the long run, automation is essential for efficiency, but not at the expense of the workforce that helped build our business. Given this commitment to staff, we actually had four employees come up with ideas to eliminate their jobs to help save the company money, so our approach has been positively received.

What advice do you have for other non-family members in leadership positions in a family business?

One of the most valuable lessons I have learned is to not shy away from change—make informed, decisive moves early on. There is truth to the idea that a CEO's first 100 days can drive real momentum. It is a window when bold action is easier to take, before the status quo sets in.

Transparency and communication are essential. Change is never easy, so it is important to share a clear cultural vision and help people understand the “why.” We put 180 managers through a three-day training program on managing change and using it to build our core values and culture.

A constant focus on growth is also critical—there is no standing still. You are either moving forward or falling behind. Give your employees opportunities to grow and incentives to drive innovation. We also hire and retain people based on attitude, fit, and intelligence. I have been inspired by Patrick Lencioni's book *The Ideal Team Player*, which defines the best team members as hungry, humble, and smart. We have embedded those values into our culture and hiring process. More often than not, emotional intelligence is what sets successful teams and leaders apart.

Finally, for outsiders in a family business, my advice comes down to two things. First, stay independent. It is important to avoid favoritism to maintain the family's trust. Second, be prepared to play the role of mediator. Navigating family dynamics effectively requires strong relationships and an honest, open dialogue. Earning trust takes time—it is a journey, but the foundation of trust, honesty, and strong relationships is what ultimately allows you to lead with real impact in a family business.

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“ Our CEO often says he has 400 people and their families depending on him to make the right call every day. That sense of responsibility shapes every decision we make.
CFO, 100+ year old family business, Canada

We are in a period of heightened uncertainty, including economic, geopolitical, and technology uncertainty. This brings risk management to the forefront of family business executives' minds, with 71% highlighting they are more concerned about risk management than they used to be, as they try to navigate the sometimes-turbulent environment. To support them on their journey, the following examines the external and internal risks family businesses face and outlines what strategies they are using to address these risks.

5.1 Identifying internal and external risks

“ There are three elements to risk: insurable risks, hedgeable risks, and management risks. As companies mature, they need to look at all three. If a risk is insurable, insure it so that you can focus on your core business. If it is hedgeable and you do not understand hedging, then go get educated. If it is management risk, proactively address it. For example, we conduct internal training on business acumen every few years.

Gage Kent, third generation family principal and CEO, KENT WORLDWIDE, Est. 1927, United States

Economic uncertainty and cyber threats rank family businesses' top external risks

Family businesses ranked both the external and internal risks they face. The top external risks are economic uncertainty (with 69% of respondents ranking it a moderate/high risk), cyber threats (69%), increased competitor activity (61%), and the imposition of tariffs (58%). Also prominent were geopolitical risks, the cost

of raw materials/other input costs, and growing regulatory/legal requirements and obligations (each 53%) (figure 5.1).

Driving home the theme that economic uncertainty is impacting business activity, 68% of respondents claim that economic/political uncertainty is delaying key business investments and growth initiatives. 73% state that geopolitical tensions are contributing to economic volatility/uncertainty, and 70% state that the imposition of expansive tariffs would negatively hurt the economy/their business (figure 5.2).

“ My greatest concern is a delayed shock recession, as many companies, including ours, have postponed significant investments due to the uncertainty around tariffs. This collective pause may result in a substantial economic impact in the next cycle, which is not yet visible in current indicators.
CFO, large-scale manufacturing firm, United States

“ While tariffs have a relatively limited impact on our supply chains, the greater concern is the disruption of global supply chains, which will inevitably affect demand and could lead to a smaller economy in the short term.
Steve Rigby, second generation family member and Co-CEO, Rigby Group, Est. 1975, United Kingdom

“ To manage risks, we are participating in webinars and seeking advice from various groups, but much of it is outside our control. Non-domestic competitors are currently facing a price increase due to tariffs. This benefits us but, overall, the negatives outweigh the positives. Most our products are made in the United States, so the impact of tariffs has been limited so far, but we still have a 3% increase in costs.
Family principal and CEO, manufacturing company, United States

Figure 5.1: Family businesses rate the level of risk to their growth in the next 12 - 24 months from the following external factors

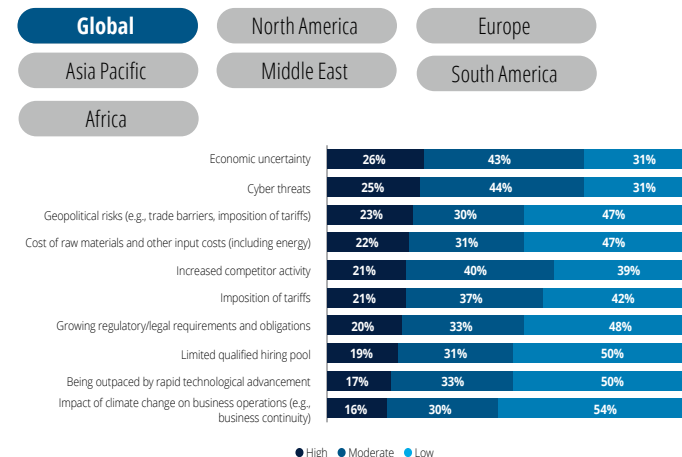
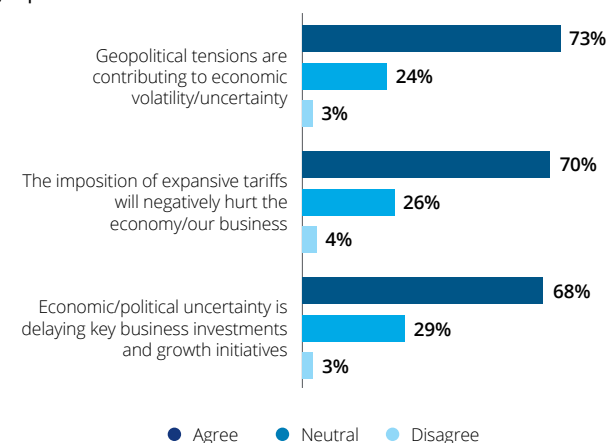


Figure 5.2: Family businesses' views on the economic and geopolitical environment



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Unpreparedness for cyberattacks ranks businesses' #1 internal risk

In relation to the internal risks family businesses globally face, the top-ranked risk is unpreparedness for cyberattacks (with 61% ranking it a moderate/high risk). This is followed by an inability to attract/retain talent (52%), inadequate adoption of new technology (51%), and unpreparedness for the succession of family and family business leadership (49% each) (figure 5.3).

The global landscape of cyber threats is rapidly evolving, from AI-enabled adversaries to a quickly shifting marketplace, and this is posing an increasingly significant risk to businesses of all sizes and sectors.¹⁸ A surge in sophisticated attacks, including ransomware, phishing, and supply chain compromises is driven by the growing sophistication of cybercriminals and the expanding attack surface created by digital transformation and remote work. As the negative consequences of failed security can be significant, this escalating threat necessitates a proactive and comprehensive approach to cybersecurity.



Attacks come in many forms, and the damage is becoming widespread

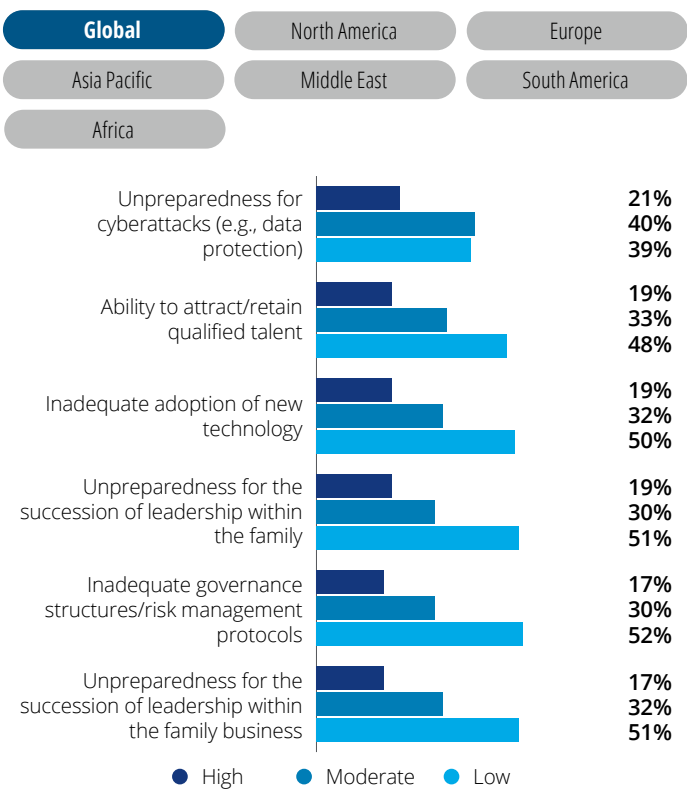
This underscores the significance of family businesses rating their unpreparedness for cyberattacks as their number one internal risk, as many have already suffered financial loss, operational damage, and reputational harm from attacks. According to interviews, these attacks took many forms, such as phishing emails with malware, distributed denial-of-service (DDoS, a malicious attempt to disrupt normal traffic of a targeted server, service, or network by overwhelming it with a flood of internet traffic), and credit card fraud.

“After experiencing a cybersecurity breach that compromised patient data, we invested heavily in strengthening our cybersecurity processes and infrastructure. The incident underscored the critical importance of reputational risk, as the reputational impact far outweighed the financial or operational costs.”
CEO, medical company, Canada

“An employee was phished, allowing attackers to access our system for 45 days. They intercepted invoices and redirected payments, resulting in a loss of over US\$500,000, which we never recovered. This incident underscored the importance of robust cybersecurity measures and vigilance across our organization.”
Family principal and CEO, manufacturing company, United States

“We have faced numerous cyberattacks, from DDoS to credit card fraud, but we work hard to keep our systems secure by using VPNs, keeping our data internal, and never storing credit card numbers. After a US\$50,000 loss from a fraudulent bank change, we now require all account changes to be verified verbally with someone we know.”
Family member and CEO, retail company, Canada

Figure 5.3: Family businesses rate the level of risk to their growth in the next 12 - 24 months from the following internal factors



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5.2 Strategies for addressing risk

Family businesses are adopting a range of strategies to manage risk

The top strategies family businesses are employing to mitigate risk are to maintain strong relationships with key stakeholders (e.g., suppliers, customers, employees) (44% of respondents), invest in cybersecurity and data governance (42%), implement technology based solutions/AI for risk detection and management (42%), and diversify products, services, and/or markets to spread risk and reduce dependency on a single revenue stream (40%) (figure 5.4).

Additionally, family businesses that are led by women CEOs reportedly employ risk mitigation tactics at a higher rate than men across every area denoted in figure 5.5.

“With operations in nine countries and substantial investments in manufacturing, we must constantly adapt our strategies to shifting tariffs, exchange rates, and market conditions, often revising our plans within months to remain competitive. However, the current economic and geopolitical uncertainty makes long-term planning very challenging.”
Jorge Touche, CFO, Grupo Lamosa, Est. 1890, Mexico

In interviews, respondents’ comments often centered on three themes:

Diversification across sectors, suppliers, and geographies is being used to mitigate risk

The first theme is how businesses are responding to changes in politics, uncertainty with tariffs, and supply chain challenges by diversifying their supply chain, products, and sales across different suppliers, sectors, and geographies:

“Our greatest challenges are in supply chain and operating capacity, as our critical suppliers reshored due to global disruptions. We responded by diversifying our supply base and purchasing, which has helped us remain resilient.”
Chris DeWolf, president & CEO, Lil Drug Store, Est. 1974, United States

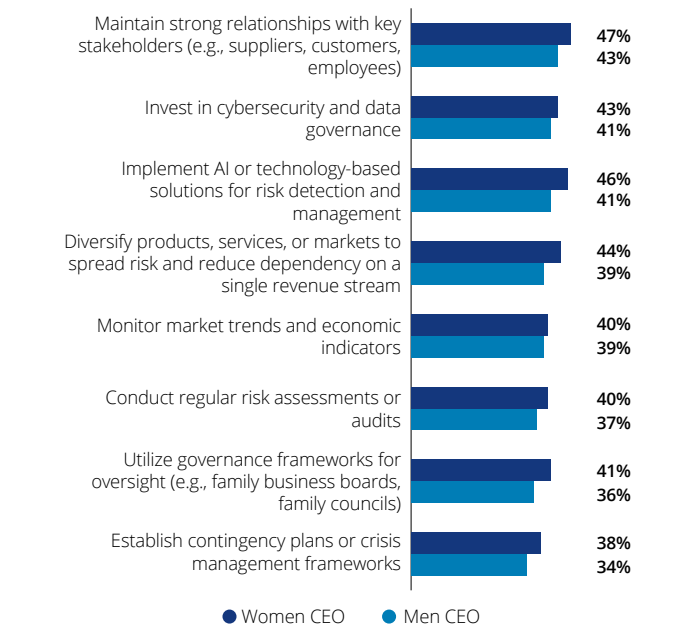
“We are diversified enough that when one part of the business is hit—like with tariffs or COVID-19—other areas can compensate. Our approach is to stay flexible, adjust quickly, and always keep profitability in mind, so we can weather whatever comes our way.”
Steve Long, second generation family principal and president, Long and McQuade, Est. 1956, Canada

Figure 5.4: Strategies family businesses currently use to address risks, by region (Multiple options permitted)



“Supply chain disruptions are a reality, especially with unpredictable geopolitical events. To safeguard our operations, we’ve implemented dual sourcing strategies—partnering with suppliers both in the US and internationally, including India. This diversification ensures we can maintain production and meet customer needs even if one source is compromised.”
Ganesh Iyer, CEO, Etnyre International, Est. 1898, United States

Figure 5.5: Strategies family businesses currently use to address risks, by the gender of the CEO (Multiple options permitted)



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Family businesses are taking strong action on the technology front...

Family businesses are also moving full steam ahead in adopting new operational technology, particularly AI-based tools, to mitigate risk:

“Our software was riddled with issues, to the point where even fundamental accounting figures did not reconcile. We largely redesigned our systems, rebuilding various modules. As a result, our reporting is now reliable and accurate, enabling true data-driven decision-making. Previously, leadership spent 50% of their time simply verifying data before they could plan. Today, with trustworthy information at our fingertips, we can focus on strategic initiatives such as budgeting, forecasting, and long-term planning across every level of the business.”
CFO, pharmaceutical company, Middle East

...and the cybersecurity front

Additionally, family businesses are focused on ensuring that they have robust cybersecurity plans in place that include factors such as cybersecurity insurance, staff training, multi-factor authentication, penetration testing, an incident response plan, and more.

“Some of the best ways to mitigate cyber threats are the simplest, such as multi-factor authentication and behavioral awareness. We have extensive staff training, including phishing campaigns and third-party assessments of our network vulnerabilities, followed by tightened security through physical and virtual firewalls.”
Lee Jia Zhang, third generation family member and COO, Kuala Lumpur Kepong Berhad, Est. 1906, Malaysia

“My advice is simple: invest in cybersecurity now. Once a breach occurs, the operational and financial risks—and the time lost—can be immense. It is money well spent to get ahead of these threats, as the sophistication of attackers will only increase.”
Chris Smyth, partner, Morgan Street, Est. 1974, United States

“The greatest cyber risk to any organization is its users. We provide ongoing cyber education, conduct regular penetration testing, and maintain a continuous improvement mindset, recognizing that cyber threats are constantly evolving. It is essential to engage outside experts, secure robust cyber insurance, and have an incident response plan in place.”

Heather Schaan, second generation family member, president and COO, Microserve, Est. 1987, Canada

“Speaking from experience, cybersecurity insurance is absolutely critical, not only for covering the costs of attacks, but for the immediate access it provides to expert support.”
CEO, medical company, Canada

5.3 Staff turnover and company culture

“Our people are the ‘secret sauce’. Any family business that grows and thrives quickly realizes that the business becomes bigger than any one individual or even the family itself. Success depends on consummate professionals working as a team—you want them to be the best they can be, and ideally, even better than you. That is the real secret to sustainable growth.”

Gage Kent, third generation family principal and CEO, KENT WORLDWIDE, Est. 1927, United States

Family businesses’ average turnover rate is 20%, as two-thirds struggle to attract/retain talent

People are the backbone of a family business, and when a business struggles to attract and retain talent, this can have serious implications on productivity, operational costs, and plans for growth.

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At present, there are reports of global, widespread labor shortages.¹⁹ This is being reflected among the family businesses surveyed, with nearly two-thirds (64%) reporting that they are struggling to attract and retain talent—something evidenced by the fact that the average turnover rate over the last 12 months has hit a notable 20% (figures 5.6 and 5.7). How this compares to other studies that measure turnover across businesses more widely varies, with rates spanning from 17% of businesses in India²⁰ to 27% of those in the United States.²¹

“The job market has become increasingly unpredictable, with candidates occasionally withdrawing after accepting offers. This trend spans generations and is not linked to compensation or benefits, which remain highly competitive.”
Peter Dankwerth, CFO and chief quality and risk officer, PAR Systems, Est. 1961, United States

“The high cost of living in our region of Canada makes it challenging to attract and retain the talent we need to remain competitive.”
COO, technology company, Canada



As a result, many businesses are looking to adapt, such as the 76% which report they are increasingly embracing the work-from-home model (either partially or fully), which can be popular among staff (figure 5.7). One executive also pointed to his firm’s attempts to offer competitive wages and career progression to address the problem:

“In manufacturing, it is a common challenge to have high staff turnover for lower-level jobs. The world has changed. People used to spend their careers at the same company, now they routinely jump around, so it is very hard to find good, committed talent. You find yourself struggling to find people just to keep your machines running. In turn, we pay a really competitive wage and focus on staff’s career development to try to retain them.”
CFO, large-scale manufacturing company, United States

Figure 5.6: Family businesses’ employee turnover rate over the past 12 months

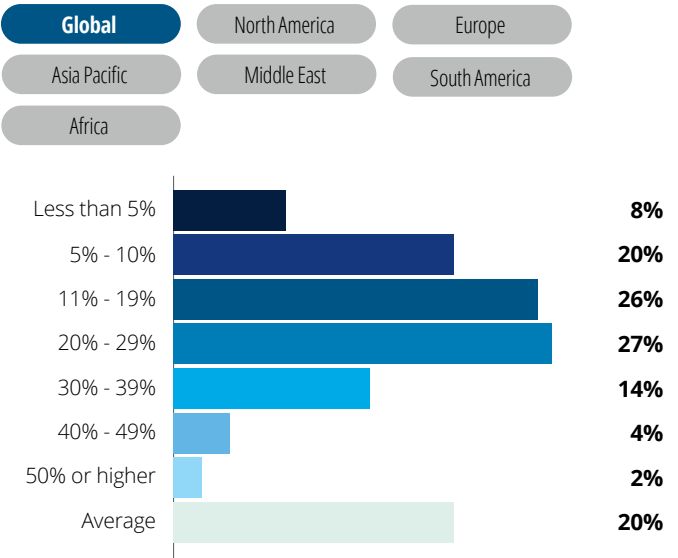
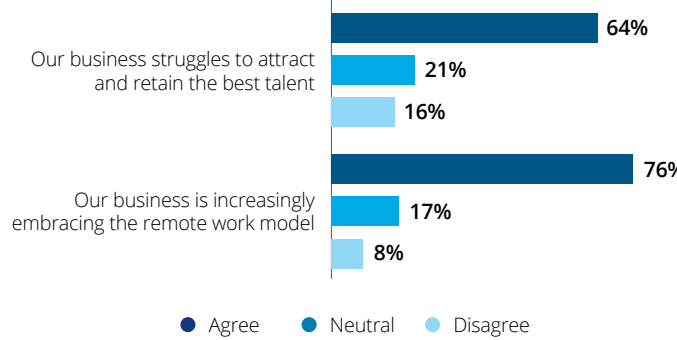


Figure 5.7: Family businesses’ views on attracting/retaining talent and working from home



A positive company culture is pivotal for long-term growth

To retain staff and support long-term growth, interviewees highlighted the importance of having a strong company culture that consists of valuing employees, treating them with respect and empowering them, maintaining open communication, and reinforcing a shared set of beliefs and norms.

“The greatest factor sustaining our longevity is our company’s culture. We believe in ‘people-first capitalism’, where taking care of our members (that’s what we call our employees), suppliers, customers, and communities ultimately ensures shareholder wealth. Our purpose is improving lives, and profitability is a means to that end, not the end itself.”
Ganesh Iyer, CEO, Etnyre International, Est. 1898, United States

“Many of our employees have been with us for 25 years or more. That kind of loyalty is rare in any industry, and it says everything about the culture we have built here. People feel valued and respected; they are part of our extended family.”
CFO, 100+ year old family business, Canada

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Effective governance²² is a critical component of operating a family business that can stand the test of time. By establishing clear roles and responsibilities, implementing robust oversight mechanisms, and fostering open communication, effective governance enhances the family business's resilience, strengthens its reputation, and improves its chances of long-term success.

To support one's governance planning, the following outlines family businesses' governance structures, highlighting the tactics they use, the challenges they face, and how they operate their boards.

6.1 Governance structures

Family businesses employ an array of governance mechanisms

To help ensure effective management and the alignment of family and business interests, family businesses employ a variety of governance approaches (figure 6.1). The most popular are to hold regular family meetings (43%), have a family board/council (41%), install ethical guidelines (41%), and to have a formal governance structure (37%) and family charter/constitution/agreement (37%). Other commonly used tactics include the use of external/independent advisers (36%) and conflict resolutions mechanisms (34%).

Family businesses led by women CEOs have a somewhat higher rate of implementation across each governance mechanism listed in figure 6.2 than those led by men. For example, 44% of women-led businesses have a family charter/constitution/agreement versus 36% for men, while 44% of women-led businesses have a family board/council versus 40% for men.

Figure 6.1: Governance approaches taken to ensure effective management and alignment of family and business interests, by region (Multiple options permitted)

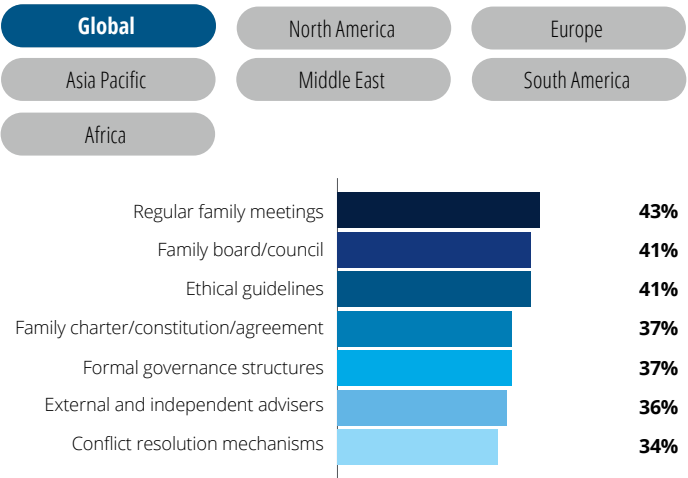
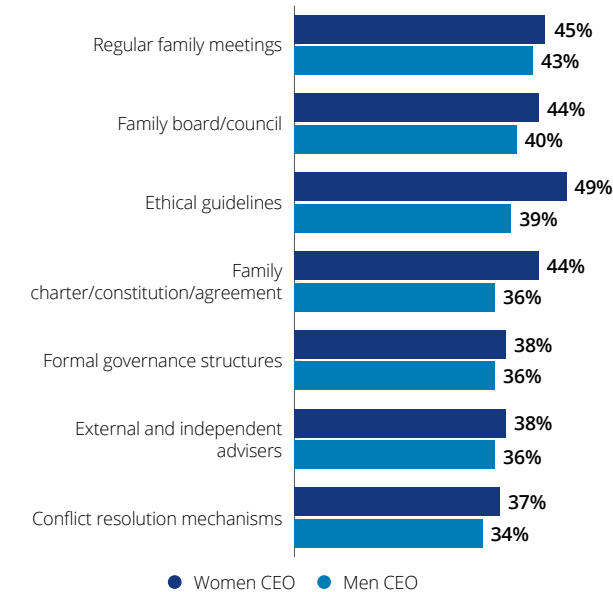


Figure 6.2: Governance approaches taken to ensure effective management and alignment of family and business interests, by gender of CEO (Multiple options permitted)



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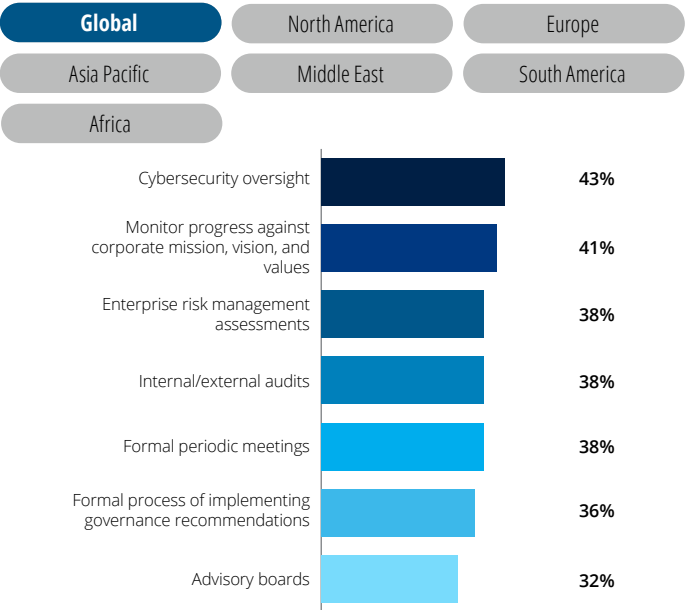
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Other governance mechanisms family businesses currently use include cybersecurity oversight (43%), monitoring progress against corporate mission, vision, and values statements (41%), and internal/external audits, formal meetings, and enterprise risk management assessments (each 38%) (figure 6.3).

Figure 6.3: Other governance mechanisms family businesses currently use (Multiple options permitted)

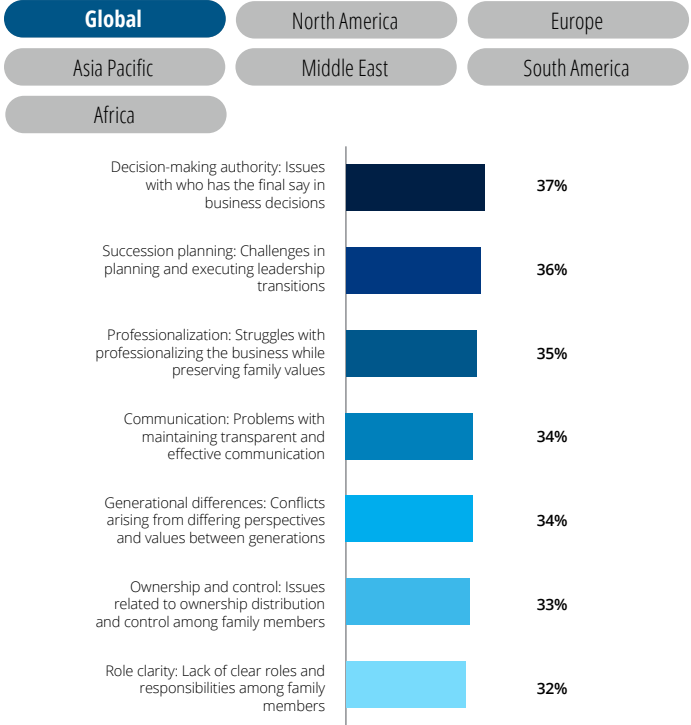


Challenges around decision-making authority, succession planning, and professionalization

The most common governance challenges family businesses face relate to who has decision-making authority (i.e., issues with who has the final say in business decisions, 37%), succession planning (i.e., challenges in planning and executing leadership transitions, 36%), and professionalization challenges (i.e., struggles with

professionalizing the business while preserving family values, 35%) (figure 6.4).

Figure 6.4: Common governance challenges family businesses face (Multiple options permitted)



6.2 Family business boards

Boards play an important oversight role

Family business boards play a critical role in family businesses, as they cultivate the strategic direction of an enterprise to align with the family's long-term vision and provide oversight of businesses' success. Here, a board can oversee an array of areas, such as

strategic planning, advising senior leadership and ensuring they are held accountable, facilitating communication between the family and family business, and overseeing a business's financials, investment decisions, risk register, conflict resolution, succession planning, executive compensation, and more. Families and family businesses alike place a high value on such governance and oversight, as nearly all family businesses surveyed (96%) have a board.

The average board has seven members, with 48% being family members who work in the business and 19% who do not. Another 18% are non-family members from the business's management team, while 15% are independent non-family members (figure 6.5).

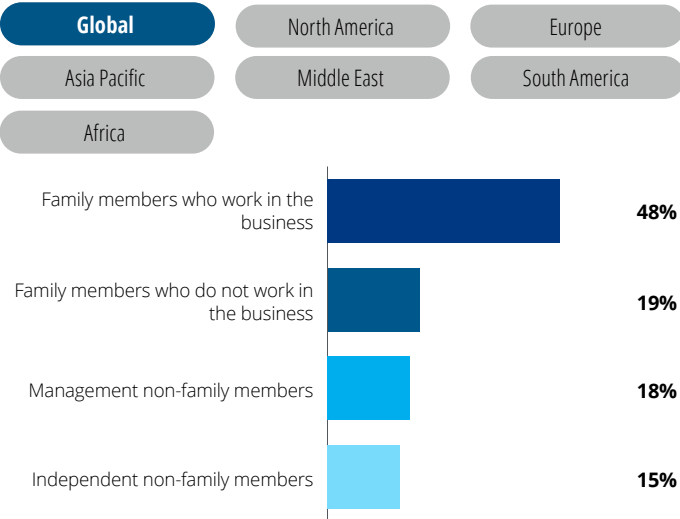
We run our board of advisers much like a board of directors, recruiting top industry talent and aligning their compensation with our executive team. We expect real engagement and challenge from our board members, not just attendance. What sets our governance apart is how we blend the engagement and connectedness of a family enterprise with the discipline and professionalism of a corporation. This approach has been a key driver of our success, allowing us to scale while staying true to our values.
Chris DeWolf, president & CEO, Lil Drug Store, Est. 1974, United States

For the past 25 years, our board has been equally comprised of family and non-family members. As we move into the fourth generation, with twelve family members, maintaining this format would be impractical. To address this, we are establishing a family council and similar structures. I am excited about the opportunity this creates to engage more family members and spark their interest at a younger age.
Gage Kent, third generation family principal and CEO, KENT WORLDWIDE, Est. 1927, United States

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Figure 6.5: The composition of boards in terms of family members, management non-family members, and independent non-family members

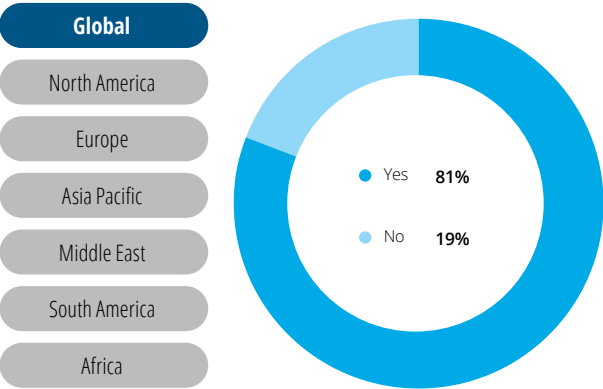


Non-family members have voting rights in four-fifths of boards

Despite families often wanting to maintain control of their businesses, non-family board members have voting rights on 81% of boards (figure 6.6). That said, a number of executives noted in interviews that in addition to a board, they have an advisory committee, which is made up primarily of non-family professionals, who advise on matters but do not have voting rights like board members.

“Our primary board is composed entirely of family shareholders, while an advisory board of external business leaders provides additional perspective. Nevertheless, all key decisions remain firmly under family control.
Managing director, large-scale distribution company, United States

Figure 6.6: Whether non-family board members have voting rights

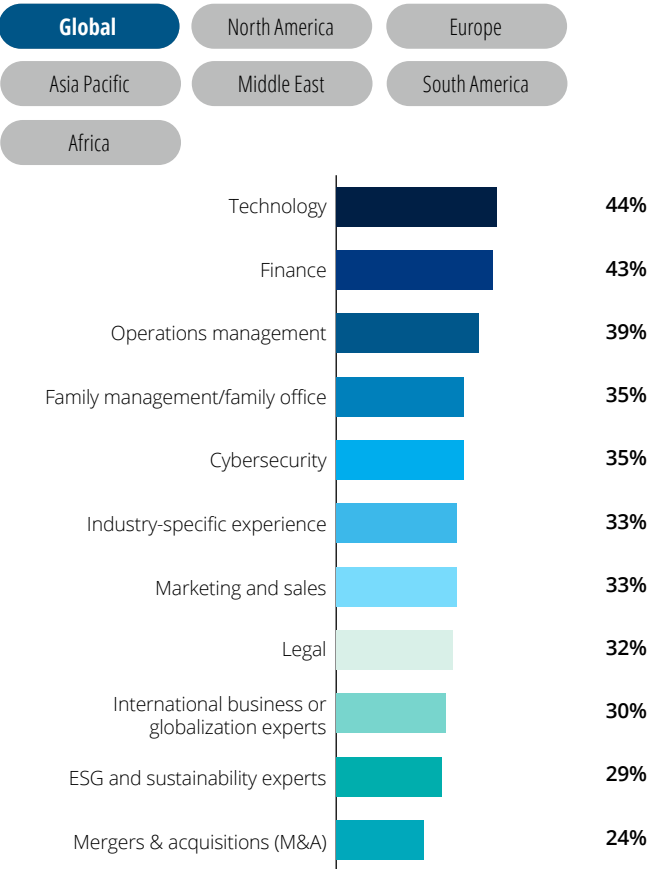


Board members most often have technology, operations management, and finance backgrounds

It is most common for board members to hold a background in technology (44%); however, this also reflects the fact that technology is the number one industry those surveyed operate in and it is common for businesses to employ board members with specialist knowledge in a related industry. The other most common backgrounds board members possess are finance (43%), operations management (39%), family management (35%), and cybersecurity (35%) (figure 6.7).

“Our governance structure is quite stable because we are publicly listed. The risk committee reports to the board, which consists of nine members, three of whom are family members and six outside professionals. We value skill sets that relate to our business, such as expertise in palm oil plantations and chemicals, alongside general skills in technology, sustainability, human resources, compliance, and governance.
Lee Jia Zhang, third generation family member and COO, Kuala Lumpur Kepong Berhad, Est. 1906, Malaysia

Figure 6.7: The professional backgrounds board members typically possess (Multiple options permitted)



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Staying power: Inside a 117-year-old family business built on service, purpose, and good governance



As the third-generation CEO and president of W.S. Darley & Co., a century-old family-owned business based in Illinois serving first responders and defense teams, Paul Darley reflects on the company's growth, its approach to governance, and how he's setting the stage for future leaders.

Building and sustaining a family business for more than 100 years is a rare achievement, especially one that has exceeded US\$1 billion in revenue. What is the secret to your longevity and success?

Throughout our journey, we have remained innovative and agile, shifting our product focus to align with demand and strengthening our position in larger, faster-growing markets. But at the heart of our longevity is our purpose—to provide comprehensive equipment solutions to first responders and tactical defense teams. We are proud to have served these exceptional heroes throughout our history. That sense of purpose not only drives our business—it defines who we are as a family.

My grandfather was born in Chicago six years after the Great Fire of 1871, which was an impetus for him to provide fire and police equipment to municipalities. When he founded our company in 1908, he produced that equipment and other municipal supplies and broadened the customer base by using a printed catalog, an innovative sales tool in the early 20th century.

He added fire trucks to the company's product line in the 1920s, producing them more efficiently than the industry leaders and selling them at a significantly lower price—a revolutionary approach at that time. When he was unable to find a supplier for fire truck pumps, he brought pump manufacturing in-house, expanding the company's capabilities and control over product quality.

Fast forward to World War II: We built 800 fire trucks for the US Department of Defense and thousands of pumps, which were left around the world and became a springboard for our international business. When my father joined the business in the 1950s, we stayed focused on fire trucks, supplies, and pumps, which we still provide to the Department of Defense and customers around the world today.

Like my grandfather, my father was both an entrepreneur and a natural leader, with two siblings who were happy to play supportive roles. As our family tree expanded from the second generation to the third—with 16 members—my father brought structure to the business which helped prepare us for new challenges. He formed an executive team with my older brother, our cousin, and me as we came of age and joined the company in the 1970s and 1980s. I became president and COO in 1997 and was named CEO in 2003. He assumed the role of chairman of the board in 2009.

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Your father understood the importance of governance as the family business started to mature. How has your approach evolved over time?

Getting a broader governance structure in place was a major focus for our third-generation leadership team. With 31 family members in the fourth generation, and already 45 in the fifth, we knew we needed a stronger framework to keep us aligned and on track. We are what you might call governance-heavy, with clear direction, clear purpose, and clear leadership tying everything together.

We have had a professional fiduciary board of directors for 25 years, and we also rely on two advisory boards—one focused on fire, one on defense. They are made up of industry experts, including many active and retired firefighting professionals and military members.

Our fiduciary board members are also top-notch, and include former Fortune 500 CEOs, business school professors, and US government leaders. These professionals bring a wide range of skills and experience to the table. They challenge our thinking, help shape our strategic and financial plans, and keep us focused on our execution and long-term direction.

Our bylaws require that family members hold a majority of board seats, so we never lose control to a non-family majority. Of the nine current directors currently serving, four are outside professionals and five are family—two of whom are not involved in the business day-to-day, and three of us who are.

Most of our board members have been with us for more than a decade, and we are looking to bring in some next-generation members. We treat our advisory boards as kind of a proving ground—nearly all our family directors served on one first, so we gained a clear sense of how they contributed before they stepped into a governance role.

Looking to the future, what are your plans for the succession of the family business?

For a leadership standpoint, I will step down as president next year, at age 63, and hand the reins to my CFO—a non-family member. I plan to stay on as CEO until I turn 70. At that point, our current CFO will take on the CEO title.

This will mark the first time we have gone outside the family for company leadership. I was hesitant about this at first, but he is the right person for the job. With the experience, judgment, and trust of our team, he can steer us toward our next big milestone: hitting US\$2 billion in revenue and beyond.

That said, this will always be a family business. It is 100% family-owned and we will maintain a strong family presence. A family member will always chair the board, and we have established cousin consortiums for each generation to stay engaged, provide guidance, and represent the family.

How have you planned for the next generation of family members to join the business?

I know the odds of a family business making it to a fourth generation are very low. We are determined to beat those odds. Our family constitution has been our anchor—it lays out our values and direction. I recommend every family business consider creating one. We rely on ours regularly for business and family matters.

We do everything by the book in line with our constitution. It includes a clear employment policy: next-generation members must work outside the company for three to five years before being eligible to join. If the timing and fit are right, they will come in at market rate, report to a non-family member, and be held to an equally high standard. We are committed to putting the best person in the job whether they are family or not.

We keep our growing family engaged through annual assemblies with guest speakers, forums on topics of interest, holiday gatherings, and a strong culture of giving—we aim to donate 10% of our profits to charity each year. Family members not working in the business can get involved in many ways, including in our family foundation. I make it a point to overcommunicate, and transparency is non-negotiable.

Business educators and experts today advise you to focus on one of three lanes: lowest cost, most innovative, or closest to the customer. We aim to do all three, but if we had to pick one, our relationship with the customer wins every time. Our customers serve and protect. We are proud to stand behind them—just like we have for more than 100 years.

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2 Family business ownership

3 Strategies for growth

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7 Conclusion

Family businesses are entering a decade marked by both unprecedented opportunity and increased complexity. With revenues projected to rise by 84% globally between 2020 and 2030, the segment is not only expanding but increasingly shaping the global business landscape (figure 1.5). This gain reflects a broader evolution—family businesses are becoming more outward looking, technologically enabled, and professionally managed, all while continuing to preserve the values and long-term vision that set them apart.

This transformation is already visible. In Asia Pacific, for instance, family businesses are leading global peers in international revenue generation, with over half (52%) of income derived from markets beyond their home region (figure 3.5). In Europe, family firms are expected to grow fastest in number between now and 2030, as the region becomes a top destination for expansion. Meanwhile, North America and Asia Pacific-based family businesses are projected to see a 97% increase in revenue in the decade to 2030, driven in part by a renewed focus on scaling through technological innovation and diversification (figure 1.6).

Yet these opportunities do not come without challenges. The next phase of growth will require navigating a range of external pressures—economic uncertainty, cyber threats, geopolitical risk, and evolving regulatory environments—as well as internal concerns around succession, governance, and the professionalization of leadership. For example, succession planning remains a critical priority, with nearly half (49%) ranking it a moderate/high risk (figure 5.3). At the same time, over a quarter of family businesses are considering outside investment or private equity, signaling a shift toward hybrid ownership (figure 2.2).

Technology and related transformation is emerging as a key enabler of future success. A growing share of family businesses—40% in this report—is investing in innovation and AI to increase operational efficiency and manage risk (figure 3.3).

These technologies are not only helping businesses streamline costs but are also being used to strengthen resilience, improve customer experience, and support long-term competitiveness.

Against this backdrop, the path forward will likely require family businesses to strike a careful balance: preserving core family values while embracing the tools, structures, and partnerships that support sustainable growth. Those that engage proactively with succession planning, governance reform, digital transformation, and risk mitigation will be better positioned to build lasting legacies in a fast-changing global environment.

In this defining moment, the outlook for family businesses is one of promise—grounded in tradition but driven by innovation. The choices made today will shape not only the next generation of family enterprises but also the broader economic and social value they create in the years to come.



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1	To create this dataset, over 200,000 companies globally were analyzed, using proprietary data sources that provide extensive financial and ownership information. Where necessary, this proprietary data was cross-checked and enriched against publicly available financial reports, investor relation documents, and reputable financial media sources. It was then applied to wider calculations to estimate the market more widely. For the historical data for 2020, sector-specific growth rates were applied, derived from proprietary data and historical trends, to reverse-engineer 2025 company data back to 2020. For the forecasted data, five year moving average growth rates were applied by sector and market, reflecting historical trends. Then, macroeconomic indicators (e.g., GDP growth, inflation, commodity prices) were factored in to adjust growth rates accordingly. Furthermore, to be included as a family business, a single family must control the vote, sit within the executive leadership/board, and own a 51%+ stake if it is a private business or a 25%+ stake if it is a public business.	
2	In charts, percentages might not always sum to 100% due to rounding errors.	
3	All businesses globally includes both family and non-family businesses that can be either public or private.	
4	The great wealth transfer refers to the large-scale movement of money, property, and other assets from older generations, particularly baby boomers, to younger generations like Gen X, Millennials, and Gen Z, which is currently occurring.	
5	To create this dataset, over 200,000 companies globally were analyzed, using proprietary data sources that provide extensive financial and ownership information. Where necessary, this proprietary data was cross-checked and enriched against publicly available financial reports, investor relation documents, and reputable financial media sources. It was then applied to wider calculations to estimate the market more widely. For the historical data for 2020, sector-specific growth rates were applied, derived from proprietary data and historical trends, to reverse-engineer 2025 company data back to 2020. For the forecasted data, five year moving average growth rates were applied by sector and market, reflecting historical trends. Then, macroeconomic indicators (e.g., GDP growth, inflation, commodity prices) were factored in to adjust growth rates accordingly. Furthermore, to be included as a family business, a single family must control the vote, sit within the executive leadership/board, and own a 51%+ stake if it is a private business or a 25%+ stake if it is a public business.	
6	Worldmeter, World Population by Region in 2025 , and IMF Datamapper, IMF's Regional population figures (2025) .	
7	Again, this includes family and non-family businesses with revenue over US\$100 million that are both public and private.	
8	Revenue figures have been rounded to the nearest trillion for easier consumption. However, the calculations of revenue increases use the exact figures for greater accuracy. In turn, there might be slight differences in the percent changes.	
9	This report's survey found that 85% of family businesses globally have a long-term investment outlook.	
10	For easier readability, the dollar figures in figure 1.5 have been rounded to the nearest trillion, while the percentage increase figures in figure 1.6 are based on the exact (not rounded) figures to show a precise view in numeric fluctuations. In turn, calculations based on the rounded figures in 1.5 may somewhat differ to those in 1.6.	
11	In a related study, according to Deloitte Private's Defining the Family Office Landscape, 2024 report the average family office principal is 68 years old. See: The Family Office Insights Series: Defining the Family Office Landscape, 2024, Deloitte Private, Deloitte Global, 2024 , page 40.	
12	John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership, Jossey-Bass, 1987.	
13	This emphasis reflects a broader trend across industries, where digital transformation is increasingly viewed not merely as an operational enabler but as a core business strategy, as illustrated by the Spring 2025 Fortune/Deloitte CEO Survey, which found that CEOs are prioritizing technological innovation—particularly in artificial intelligence—as a primary growth strategy. Spring 2025 Fortune/Deloitte CEO Survey , Fortune/Deloitte, 2025, page: 7.	Foreword Key takeaways
14	Now Decides Next: Generating a New Future , Deloitte United States, January 2025, page 19.	1 The evolution of the family business arena
15	Anand, A., Singh, S.K., Selivanovskikh, L. et al. Exploring the born global firms from the Asia Pacific , Asia Pacific Journal of Management, 2023.	2 Family business ownership
16	Ichiro Kaku, Kanchan Samtani, Timo Schmid, Archit Choudhary, and Roshni Rathi, The Promise for Private Equity in Asia Pacific , BCG, 2020.	3 Strategies for growth
17	Rebecca Gooch, Adrian Batty, Wolfe Tone, The Top 10 Family Office Trends–Asia Pacific Edition , Deloitte, 2024.	4 Financing strategies
18	How can tech leaders manage emerging generative AI risks today while keeping the future in mind? , Deloitte, February 20, 2025.	5 Risk management
19	OECD, OECD job markets remain resilient but population ageing will cause significant labour shortages and fiscal pressures , July 9, 2025. OECD, OECD Economic Outlook , Volume 24, Issue 2, December 2, 2024.	6 Governance
20	Deloitte India Talent Outlook Survey, as mentioned in the article, Average attrition rate at India Inc declined in 2024 amid global uncertainties , bt Business Today.	7 Conclusion
21	2024 Retention Report , Work Institute, 2024.	Endnotes
22	Governance refers to the systems, structures and processes that guide how a family-owned enterprise is managed, controlled and aligned with both business goals and with family values. It ensures that decision-making is clear, responsibilities are defined and the interests of the family and the business are balanced for long term success. It helps to prevent family conflicts, clarifies roles and expectations, supports continuity across generations, aligns business strategy with family legacy. Governance is crucial in transition phases (such as NextGen trajectories) because it creates structure, clarity and continuity when roles shift and new generations step up. It provides a trusted framework, ensuring decisions are thoughtful and relationships resilient. Key elements are: a family charter, board of directors, family council, and shareholder agreements.	



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