

Longevas analysis of the five companies in Mexico to 2017

Análisis de longevas de las cinco empresas en México hasta 2017

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Abstract

The following research Arises from the constant need to keep updated the database on long-lived family businesses in Mexico by 2017. Which generate jobs for 100 million people, constitute 60% of the total number of companies in the world, in Latin America They Constitute almost 90% of all companies. HENCE, 11 of the 20 Most Important companies currently are in Mexico, are in the family category and Represent Between 70% and 90% of the total of Existing companies in Mexico (Millan cited in Lopez, González and Vargas 2015)., P.57). The objective is to analyze the five long-lived family businesses by 2017, the companies are; 1. House Veerkamp, 2. House Serra, 3. Casa Cuervo, 4. Grupo Salinas and 5. Coppel, in the methodological development to systematic review of the information was made, through the detection, and analysis of each Obtaining of the study companies, guided by the research question Why analyze the long-lived family businesses in Mexico? As results each company Were Determined That Has Its own strategies of permanence, it is Concluded That companies are the engine in the Mexico economy.

Long-lived family business

Resumen

La siguiente investigación surge de la constante necesidad de mantener actualizada la base de datos sobre las empresas familiares longevas de México al año 2017. Las cuales generan empleos para 100 millones de personas, constituyen el 60% sobre el total de empresas del planeta, en Latinoamérica constituyen casi el 90% de todas las compañías. De ahí que 11 de las 20 empresas más importantes de la actualidad en México, están en la categoría de familiares y representan entre un 70% y 90% del total de las empresas existentes en México (Millán citado en López, González y Vargas 2015, p.57). El objetivo es analizar a las cinco empresas familiares longevas al año 2017, las empresas son; 1. Casa Veerkamp, 2. Casa Serra, 3. Casa Cuervo, 4. Grupo Salinas y 5. Coppel, en el desarrollo metodológico se realizó una revisión sistemática de la información, a través de la detección, obtención y análisis de cada una de las empresas de estudio, guiada por la pregunta de investigación ¿Por qué analizar las empresas familiares longevas de México?, como resultados se determinó que cada empresa tiene sus propias estrategias de permanencia, se concluye que las empresas son el motor en la economía de México.

Empresas familiares longevas

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Introduction

The representation of family businesses is very important, as it says Lopez worldwide in 2008 family businesses generate jobs for 100 million people, constituting 60% of total companies in the world, 25% of the top 100 companies worldwide are familiar in Latin America they account for almost 90% of all companies. Hence, 11 of the top 20 companies currently in Mexico, are in the category of family and represent between 70% and 90% of total existing business units in Mexico, quoted in (Lopez, 2015)

As mentioned by Michel de Montaigne, "to govern a family is as difficult as rule a kingdom." It is a success for a company to move from the first to the second generation and then the third and not be easy to manage a company where the grandson has to deal with the cousins, in-laws and wives, husbands who joined the family . As mentioned in Austin Texas Sala "in the background, with businesses should happen much of what happens in the animal world; must be first and foremost desire not only continuity but survival, trace for future generations "(Room, Family Secrets, 2009)

As Beryl Markham writes, "good is the enemy of the outstanding", we have great schools because we have good schools, we have a great government because we have a good government. Few people attain great lives to live because it is equally easy to settle for a good life (Collins, 2015).

As manifested Nieto (2007) in Latin America nine out of ten companies are familial and two out of three go bankrupt in the early years of his administration. While in Mexico, 87% are familial, and of these, eight out of 10 businesses close before two years. However, one out of three companies successfully manages to survive more than two years. Cited in (Lopez, 2015).

Despite the contribution that EF make to the economy of a country and its financial strength it is regrettable to see how many of them disappear over time.

There are few EF surviving the passage of second and third generation (Gallo, Klein, Montemerlo, Tomaselli and Cappuyns, 2009), this in part to the many problems they face throughout their evolution, as the succession of principal is due directorship, paying sucesorales taxes, family pitfalls, conflicts presented by the relationship of family, business and patrimonial system, among others (Demsetz, 1983, Landsberg, 1999; Schulze, Lubatkin, Dino and Buchholtz, 2001; Shleifer and Summers, 1988). Quoted in (Gómez-Betancourt, 2012).

For our theme of longevity and permanence we have to consider mentioned by Austi room "at the bottom, with businesses should happen much of what happens in the animal world; They must be first and foremost desire not only continuity but survival, trace for future generations. " (Hall, 2009)

Now it is true that in Mexico statistics remain are discouraging where two of three companies will disappear in its second year of operation and only one reached the second regeneración, our research is focused on those who survive for a long time and know their strategies practice to continue functioning and multiplying more and more.

"To better understand the above we refer to the model of balance between business and family, imagine a boat consists of three parts: bow, stern and cabin, where the captain is. The boat floats to the extent that water does not enter, for this purpose must move in harmony with the waves, if you lean over the odds toward the bow or haca stern respectively, the boat would sink, so it is necessary to maintain a position as stable as possible.

Likewise if you think that the boat is the family business, the bow represents the family and stern enterprise in the cockpit encentran who can make relevant decisions within the organization: the owners and directors of the company that usually family plans, they are represented by the ship's captain, who is able to steer you toward the direction you want, provided you have the assistance and support crew. "(Rius, 2015) p.4

As a statement of the problem we have to "manage a family business, it is difficult, when employees are familiar, who put above all the feelings and ties that unite them, in some cases authorizing the withdrawal with or without justification, in other cases actions before failure or breach of goals which stops the growth and slows the survival of the company and the longevity of it "are taken.

Methodological development in a systematic review of the information was carried through the detection, collection and find the relevant literature, guided by the research question Why analyze longevous five companies in Mexico to 2017? The research approach is qualitative documentary, with descriptive scope and based on grounded theory design. This research aims to analyze the long-lived family businesses in Mexico analyzing the five most long-lived.

Theoretical framework

In the present investigation to analyze the five companies in Mexico longevous depart for the concept of family businesses.

"The easy definition of the concept maintains that family businesses are companies created and managed by one family. So far the definition is correct. However in practice it materializes in different ways, and should include the aspect of succession in the professional context family business is defined as "one whose heritage and government is exercised by members of one or more families and its strategic objective covers the continuity of the company at the hands of the next family generation. " (EB School, 2017)

Meanwhile for Hoshino (2004), is a group of companies owned and controlled by families or descendants. In turn De la Garza says that the family business is where family and business systems are intertwined and in which the participation of its members in leadership, decision-making and capital is fully established, and there is a desire continuity within the family and Belausteguigoitia (2007) the company is mostly owned or controlled by a family in which two or more members of this are somehow related to the business. Quoted by (Sanding, 2004)

However, for this article we will understand longevous family business, which pass and still work with the original name over many years and are managed by two or more family members, are classified as long-lived in ranquin by the number years of stay in the market.

It is worth mentioning that it is very important for this study to mention "the first works in the family business as the company that has specific characteristics by virtue of being familiar arises, dating from the 1960s and early years of the 1970 (Calder, 1961; Donnelly, 1964; Levinson, 1971; Gelinier, 1974, Danco, 1975). In this first stage family business was defined as one that is family owned and is managed by it. For these early authors, relations between business and family generated internal inconsistencies that made the first potential conflict "mentioned in (Sanding, 2004).

Then it is important to mention that there are models and secrets of centenarians companies and thus mention Gallo and Amat (2003) in his book "Secrets of family businesses centenarians" propose a model with people-oriented, based on motivation organizations and commitment to promote success in the short term and longevity of the EF.

Below are family businesses centenarians, as clear examples of strategies, secrets and survival models, this to lead us to our long-lived companies. several examples of survival worldwide including Mexico of long-lived family firms Reference is made and mention (O'Hara, Mandel and Gunasti, 2002); These include Japanese companies Kongo Gumi, founded in 578 AD and reached 40 generations in the possession of the family, and Hoshi Ryokan, founded in 718 AD as a hotel that is in power generation is 46. In France Château de Goulaine company, founded in 1000 and for 30 generations has been dedicated to wine business. Italy is the Fonderia Pontificia Marinelli (1000 AD with 28 generations), Barone Ricasoli (dc 1141 with 25 generations), Barovier & Toso (1295 AD with 20 generations), among many others. The oldest company in Latin America is the famous producer of tequila "Jose Cuervo" founded in 1758, which was licensed production of tequila straight from the king of Spain. Quoted by (Zapata, 2012)

Theory for analysis of family firms in the study:

Then the model used to analyze long-lived family businesses studied and most widely used and representative by researchers in the field, presents the case study is the model used in this article where the five longevous companies are presented together Mexico.

Study of cases.

In 1935 the School of Chicago used the case study as a method of analyzing social phenomena of migration occurring in the United States, but it was the Harvard School which popularized; Christopher Columbus being the pioneer to deploy 130 thought Faculty & Management, 33. Universidad del Norte, 125-139, 2012 Mariana Marcelino Aranda, Francisco Alfredo Baldazo Molotla, Oscar Valdés Nieto of law in preparing their students to intervene in litigation (Peña, 2009 & Arzaluz, 2005). Robert Yin is the author most recognized in the conceptualization and implementation of this methodology as a research strategy that includes all methods with the logic of incorporating into the design of specific approaches to data collection and data analysis (Yin, 1994). Given this, Goode and Hatt (1976) explain that the method of case study is not only a technique for data, but also serves to organize them based on a selected unit by using various techniques such as questionnaire, personal stories and intensive interview. Peña (2009), the case study is an empirical research that applies to a contemporary phenomenon within its context. (Aranda, 2012).

Methodology to develop

Methodological development in a systematic review of the information was carried through the detection, collection and find the relevant literature, guided by the research question Why analyze the five longevous family businesses in Mexico? The research approach is qualitative documentary, with descriptive scope and theory-based case study design. This research aims to analyze the long-lived companies and their secrets and strategies remain on the market for many years.

Results

Casa Veerkamp: 109 years of promoting musical culture

The Historical Center of Mexico City store is the most complete in the country with 9,000 imported musical instruments. The founder is the German Federico Veerkamp, who acquired Mexican nationality. Today the company is in the hands of the third generation. The main success factor has been to build an excellent reputation thanks to the seriousness of doing business. (Forbes.com, 2018)

History laying the foundations:

More than 100 years ago, the Historic Center of Mexico City witnessed the moment when the brothers Federico and Alfredo Veerkamp, opened for the first time to the public a modest store of musical instruments with the name of "Casa Veerkamp", located in the streets of Mesones (as it was known).

In those years Mexico was experiencing a difficult situation both economically and socially, and to say about the political, so it was difficult to suppose that a turn linked to music could survive against such a difficult scenario.

However, the firm conviction of Federico and Alfredo Veerkamp in promoting a musical culture in Mexico, coupled with their great enthusiasm and youthful effort, led them to transcend in a very important way in musical history by accompanying thousands of musicians of any musical genre.

Today, the people who work in the companies that make up the Veerkamp Group have adopted the mission that was bequeathed to us by Federico and Alfredo Veerkamp.

The Group is made up of "Casa Veerkamp" (Pioneer - Import Matrix) "Veerkamp Mesones", which is the largest store located in the historic center of Mexico City and seven stores called "Palacio de la Música Veerkamp". All of them located in the most recognized shopping centers of the city, the foregoing in order to be closer to our customers and thus offer them a better service and attention. Veerkamp is a moving company.

Despite its more than 100 years of existence, is a company that is in a continuous movement seeking to meet the needs of the market, seeking to generate the necessary changes to satisfy their customers, innovating in their institutional and commercial practices to remain always current and with the best in the music market. It is a company 100% committed to music, musicians, culture, the music industry and Mexican society, which is why it has developed a range of alternatives that allow satisfying the needs, requirements and expectations of its markets, through more than 50 brands recognized worldwide. (Veerkamp, 2018).

Now let's see their current plans and strategies: Thanks to Shark, Casa Veerkamp achieved greater customer satisfaction with digital catalogs, streamlining the order process by up to 60%, which has allowed sales to increase up to 40%, Hernández García said... The project, he said, had an impact not only on the Sales area, but on the Distribution and Marketing channel.

Purchases of musical instruments are now directed on demand, resulting in less stock of obsolete stock in the stores. "This has increased the availability of products and contributed to the negotiation with suppliers." (News, 2018).

Casa Serra: more than 100 years of plastic arts

Francisco Serra started a tlapalería in 1906 in the Historical Center of Mexico City. He was also a sculptor and brought materials from Europe for his personal use. His artist friends began to order brushes, paints and other tools. He started importing five kilos of utensils and then one ton. The turn of the business changed to the sale of articles for plastic arts. Their children took the reins of the company and then sold the shares to three sister employees. The family company has endured by aligning the interests and visions of all. (Mexico.es, 2017)

It was in 1906 when the Spanish Francisco Serra Glavaguera, newly arrived in Mexico, founded in Regina that old tlapalería. Although he was a sculptor and gilder by trade, this business allowed him to support the family. At the same time, he was still doing his artistic work, for which he used materials that he imported from Europe.

While attending the tlapalería Serra did his artistic work. Then "people who painted, sculptors, artists who asked for material that he brought from France began to gather," says Carmen Guzmán, store manager. "Here first were Mr. Father and the son and I was the employee. It arrived, swept, dispatched, without knowledge of absolutely nothing. Leaving school, I arrived here, then I started to acquire knowledge. Afterwards it was done that a lot of people began to arrive. I think that all the painters known in Mexico and not known have passed through here: Roberto Montenegro, José Luis Cuevas, Rufino Tamayo, David Alfaro Siqueiros, Francisco Toledo, Pedro Friedeberg, that is, all the greats, Phil Kelly, the Russian Vlady ", Carmen lists.

"They had and sold what nobody, unfortunately, because there were no people who knew the countryside and did not sell the necessary tools to work. Then they went up there ".

"Later the Lord died (1960), his son was left in charge. He had a big vision of the business and materials were imported from France, Italy, Germany, the United States, and lately Japan, "he adds.

From yesterday and today

It was from 1979, when a new administration formed a joint-stock company composed of employees and relatives of Francisco Serra, that the store became the most specialized in its field in Mexico. In 1996, they opened a branch in the National Center for the Arts.

"They change substances, materials suppliers also discontinued previously considered traditions and today we know that could be toxic, that is precisely Serra House: a combination of all the tradition and not 100 years now, no: we maintain materials that have been used for 450 years "as the rabbit skin glue explains.

Nothing in Casa Serra is older than the working tools of the same Francisco Serra, who still retains the board of directors with the idea of maybe a small museum. (Andrade, 2012).

This place now conclude Diego Rivera came with his assistants, sometimes accompanied by Frida Kahlo. Her disciples, Arturo Garcia Bustos and Rina Lazo, who called the Fridos. Also, David Alfaro Siqueiro, Saturnino Herran and Rufino Tamayo. Luis Nishizawa, Vlady, Rafael and Pedro Coronel brothers, Angelina Beloff, Pedro Friedeberg, Roberto Montenegro, Manuel Felguérez, Raul Anguiano, José Luis Cuevas, Francisco Toledo

No Mexican painter recognized not crossed the doors of Casa Serra, a local who was born in 1906 as a hardware store owned by a Catalan immigrant named Francisco Serra, who embarked on Barcelona bound for Mexico ever. (Sinembargo.mx, 2018)

Casa Cuervo: the producer of the world's oldest tequila

Jose Antonio de Cuervo and his sons never imagined that hundreds of agaves grown in 1758 in Tequila, Jalisco, would be multiplied by millions. Jose Cuervo Especial is the world's best selling tequila, reaching more than 100 countries. Juan Domingo Beckmann is the sixth generation leader of the distillery. The formula for success is the professionalization of the company. (Mexico.es, 2017).

The company is listed on Mexican Stock Exchange after 250 years of operation. And it remains the largest producer of tequila worldwide to a troubled water. (Milenio, 2017) The good reception that gave José investors, despite the hostile environment is not the happy end of a successful IPO. Better than that, is the takeoff point plan of Mexican tequila to play in the global beverage market leagues. Raven realized, for two years, that to have resources and grow in the majors, needs to be a public company. That would explain his departure to the bond market in 2015 and buying with that money, from the European to enter the market Bushmills whiskey. It was clear, too, that the next step was to go to the capital market, says an investment banker, who also asked not to be named.

Cuervo exposure in the market makes the company more transparent, the closer to institutional investors and puts on more even ground against its international competitors.

Going public gives a competitive advantage in its strategy of growth and internationalization plans, being part of the club of great tequila in the world, said Carlos Hermosillo, director of analysis at Actinver Casa de Bolsa. The management company can keep secret his new acquisition, but not many routes you can take towards globalization. (Hurta, 2017).

Now let's talk about the behavior of the bag, Jose Cuervo made a successful debut on the Mexican Stock Exchange (BMV) last February 9, 2017, leaving 34 pesos per share with a close upwards on its first day of 4.20 % and a lot of demand from investors. However, in the rest of the year he failed to perform well.

To end his actions had fallen nearly 14% since it went public until it touched lows in October, largely due to the increase in the price of agave and the exchange rate, which affected the costs of the company, match industry analysts. (Expansion, 2018)

Grupo Salinas: 110 years of achieving an inclusive prosperity

Benjamin Salinas opened a furniture factory (Salinas y Rocha) in Monterrey in 1906. Today his great-grandson, Ricardo Salinas, Grupo Salinas directs. Before doing so existed Elektra. Command, created TV Azteca, Banco Azteca, Total Play, Italika, Seguros Azteca, among others. The most important strategic factor to achieve longevity is to have a precise focus and diversify around the original business. (Mexico.es, 2017).

Par conclude we mention the strategies used by the Salinas group to remain a leader in electronics. Determinants of success of Grupo Elektra are its extensive, sophisticated and modern distribution network, technology and support sound management practices and aggressive marketing campaigns. Grupo Elektra is the leading financial services and specialty retailer leader in Latin America and is the largest provider of non-bank loans short term in the United States.(Elektra.com.mx, 2017).

Salinas Large Group generates economic value, Social and Environmental in 2017, outstanding performance of the Group companies in each of the economic sectors involved in the social sphere, with the support of the community was raised to \$ 63 million which more than 400 homes for those affected by earthquakes, Azteca hope helped to make better human beings through 88 comprising more than 17,000 underprivileged children, playful orchestras, the initiative toy distribution world's largest constructed , generated more than 16 million needy children smiles. (EFE, 2018)

Coppel: it has successfully managed the challenge of succession

In 1941, Don Luis Enrique Coppel and his son established a small store in Sinaloa that sold radios and watches. Then they decided to sell furniture on credit. Over time, they introduced new business lines such as clothing and shoes. Today they have more than 1,000 branches. Henry's eldest son was the president and CEO, who at 60 years passed over his younger brother Augustine. They have made the succession is "a process, not an event". (Mexico.es, 2017)

Coppel Luis Rivas, Enrique Coppel Tamayo and Enrique Coppel Luken and Agustin represent three generations of part of a much larger business family, whose origins date back to the nineteenth century Poland, where Isaac Kopel Kolchevski (1836- 1920) was born the son of Leon Kopel and Kolchezki Hanna, both of Jewish origin. The founder of this dynasty, Isaac emigrated to America at age 18. He first traveled to Hamburg, where he sailed to London in 1854.

Three successful successions, the Coppel Rivas, the Coppel Coppel Luken and Tamayo. Enrique Coppel Tamayo was born in Culiacan, in 1922, son of Luis Rivas and Inés Tamayo Coppel. He spent early childhood in his hometown moving to Mazatlan at 17, which set up shop gift in 1940.

In recent years, Grupo Coppel SA de CV has diversified and already operates in other than selling clothes and household goods areas. He opened an Afore, operates the BanCoppel bank and acquired Hipotecaria Credito y Casa. Coppel America is the latest expansion strategy of the company, representing a growth plan structured in major Latin American countries, particularly Brazil and Argentina. (Ibarra, 2010).

The results should be by section of the article.

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Conclusions

Business analysis each has their own strategies and have lived, financial succession and transformation of its activities, the five companies analyzed each and every one of the strategies are valid and successful for the company in particular and growing different economic situations and he has been according to their abilities and needs.

Thus the company Veerkam is distinguished by the products offered and unique in the market, Casa Serra offers all kinds of materials and tools for the visual arts, Casa Cuervo's longest producer of tequila get permission to operate by the viceroy, Grupo Salinas with over 100 years selling furniture has a very important significance for the products and services offered today and finally the company Coppel having different spins starting from their arrival in Mexico from Poland and now having a department store with a bank today.

Each of the companies in the study have had a very important role in the economy of our country and continue to function as long-lived family businesses in Mexico.

Clearly explain the results and possibilities for improvement.

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