

Managing the Family Business – Strategy, Governance, and Change

COIL Pitchdeck



Motivation and background behind the course

About us



- We are the **Chair of Entrepreneurship and SME Research** at the University of Mannheim, led by **Prof. Dr. Michael Woywode**
- **Decade-long focus on family businesses**, particularly succession, governance, and regional economic impact (Ahrens et al., 2025; Welch et al., 2025; Istiqliler et al., 2024)
- Conduct **large-scale studies**, including the TOP 500 Family Businesses in Germany and *Benchmark Familienunternehmen* with KPMG

Why the course?!

- Economic Impact – 60% of Europe's jobs and GDP
- Growing Demand – More experts needed in consulting and leadership
- Competitive Gap – WHU & Bocconi offer it, but not ENGAGE.EU
- Hands-on Learning – Cases, internships, and industry ties

What we did and what made it work

Participants

29 highly engaged participants, including **5 international students** who joined online (OEI-students from ENGAGE.EU network).

Guest lectures

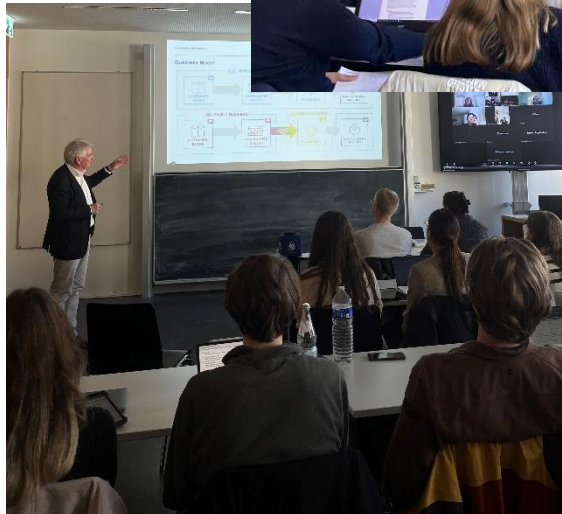
3 guest lectures from experienced leaders of prominent family businesses. Held a guest lecture each building on the previous lectures.



Focus

Hands-on learning through **real-world case studies provided directly by family firms**. Each participating company presented a current challenge, which students tackled in teams, applying theory to practice.

Impressions from the course



Hauke Paasch • 1st

Member of the Executive Board Vorwerk Group (CFO) / Mitglied des Vorstandes

2w • Edited •



Family businesses are different – but why?

In my guest lecture at the Institute of SME Research and Entrepreneurship ...more

Expanding our course through international collaboration

Currently (spring 2025)



The course creation was **funded by UMA's Teaching@ENGAGE.EU seed funding** as part of UMA's effort to promote innovative, impact-driven teaching across Europe. We have received **funding in spring 2024** to create the course and **offer it in spring 2025**.

Next year (spring 2026)

Finding a third COIL partner

1 Create a **joint course**, showcasing **international differences** in family business governance and strategy

2 Offer students a broader, **cross-cultural perspective** that prepares them for real-world challenges

3 Deepen collaboration within **ENGAGE.EU** through shared cases, guest lectures, and academic exchange

Current course outline & assessment overview for spring 2025

	Bootcamp day 1	Bootcamp day 2	Bootcamp day 3	Bootcamp day 4
Date	13.03.2024	20.03.2024	27.03.2024	10.04.2024
09:00 – 10:30	Lecture 1: Introduction	Lecture 3: Ownership & Governance	Lecture 5: Succession & Generational Change	Lecture 7: Innovation & Internationalization
10:30 – 10:45	<i>Break</i>	<i>Break</i>	<i>Break</i>	<i>Break</i>
10:45 – 12:00	Lecture 2: Understanding family firms	Lecture 4: Leadership & Transformation	Lecture 6: Strategy & Value creation	Lecture 8: Crisis management – Jan Klaus Tänzler Prym
12:00 – 13:00	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>
13:00 – 14:30	Guest Lecture: Vorwerk Hauke Paasch (CFO)	Guest Lecture: Haniel Axel Berger (CSO), Adrian Fuchs (BoD)	Guest Lecture: Progroun Jürgen Heindl (CEO), Vinzenz Heindl	Final Case Presentations Pt.1
14:30 – 14:45	<i>Break</i>	<i>Break</i>	<i>Break</i>	<i>Break</i>
14:45 – 16:30	Case session 1	Case session 2	Case session 3	Final Case Presentations Pt. 2



- **In-Class Cases (10%)**
Short group presentations based on class and guest lecture materials
- **Presentation (40%)**
Group presentation solving a real-world issue faced by one of the guest speaker's family firms
- **Term Paper (50%)**
Group paper on an international case study

[Learn more here → see course description](#)

How this could be developed through collaboration

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- **Share the three days** so each university has one day on-site (students from other universities join online)
- **Modify/ distribute the lecture contents to match you are of expertise**
- **Modify form of assessment** (currently several case studies to be solved in groups by students)

Organizational constraints

Necessary prerequisites

A **hybrid-capable room** is essential to support **online collaboration** while maintaining an interactive setting.

Options for collaboration

1. The Partner university **take the lead for one of the three course days**, including content design, teaching input, and organizing a guest lecture with a family business.
2. 2. Partner universities **co-develop a pool of real-life family business cases**, which can be used during the course and serve as a long-term resource for future editions.

Funding opportunities and partnership

Application Info

Joint application by **three ENGAGE.EU partner universities**
Submit a course proposal including concept, roles, timeline & budget plan

Funding opportunities

- Funding of **up to €10,000** available with **flexible allocation among partners**
- Supports expenses such as personnel costs, meetings, travels or materials
- The application deadline is **May 30, 2025**
- The funding period runs from **September 2025 to September 2027**
- **Learn more on the ENGAGE.EU seed funding initiative:** <https://www.research-community-engage.eu/collaboration/engageeu-incubator-seed-funding-2025-call-applications-joint-teaching-initiatives>

How to reach us if you are interested



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