

# Where Tradition Meets Business

## Typical Subjects for Family Owned Businesses

Being a family owned business is an additional and strong element to be added to the others to understand what are the areas of improvement or transformation to be addressed. Other elements are the nature of the business, the strategy, the structure, the size, the geographical location, the technology available, the results expected and much more.

All the other subjects are largely discussed in other sections. In this one we will focus on the fact the company is owned by a family, limiting the extension of the discussion, in order to avoid cliches as much as possible.

Family owned businesses by definition are built on tradition and evolution. The world change and the family as well: the business shall remain competitive.

Another typical subject is the relationship within the family. A well known and challenging subject in family owned businesses is the succession between generations and their integration. Managing these aspects requires a great deal of equilibrium and ability to act while still respecting others. Often trustworthy experts with knowledge of business and negotiations is fundamental.

We experienced also a strong demand of discretion in many cases and the need of finding an equilibrium between identity, visibility and discretion.

In family owned business the resources retention, motivation and may be challenging and often this challenge may even be neglected, because the focus may fall on some loyal, committed and skilled resources and / or because the focus on loyalty and commitment may affect the view on skills. From our experience, in many cases it is necessary a change to ensure the everyone involved feels part of a unique entity, from the owner(s) to the resource with the shortest duration of service, behaving professionally and still feeling the unique spirit of the specific company.

## The solutions for Family Owned Businesses

**We will ensure bringing in your company the best contribution of knowledge and experienced on the market and the highest ability of listening and adapting the solution to the specific of your situation, which is never so important as for family owned businesses.**

We can write some key words as a guideline of the services we offer, being sure the details can and shall be worked out in cooperation with the Customer:

### •Strategy, Management and Management Improvement for Family Owned Businesses.

Some of the questions we address are the following: how to improve the competitiveness? How to remain competitive when the external and internal scenarios change? What are the business competitive advantages and how to deploy them? How can the results of the business be improved? How can the sales of the company be improved? What are the standard strategies within your sector and the other ones and how can these be used to improved your company´s ones? How can the identity remain and evolve, while seeking competitive advantages in today´s and the future reality? How to manage the internal relationships ensuring the maximum possible effectivity and the respect of the internal relationships?

Negotiations are a transversal subject. We placed it within this section for the affinity with management and leadership.

### •Negotiation Support for Family Owned Businesses.

We support businesses in negotiating internally, with partners and the working team, also in case of frictions or to manage challenging employees / partners. We support businesses in negotiating externally to the company, including those with suppliers and customers, potential buyers, sellers and partners.

### •Team Management and Improvement for Family Owned Businesses.

Some of the questions we address are the following: how to obtain a cohesive team, working with harmony, joy and success? How to manage resources professionally? How to improve the results of the team? How to improve the qualification of the team? How to manage the knowledge of the company and the team? How is a team managed as a standard within your sector and other ones and how can these be used to improved your company´s ones?

### •Technology Management (including Digitalization) for Family Owned Businesses.

Some of the questions we address are the following: what is the technology needed for my business? How do I obtain, deploy and manage the technology? What technologies are available to improve the management performance, the performance of the team and the performance of the business?

### •Process Management for for Family Owned Businesses.

What are the current processes and how can these be improved? What are the standard processes within your sector and the other ones and how can these be used to improved your company´s ones?

### •Scale Up and Scale Down for Family Owned Businesses.

We support companies in optimizing their strategy, processes, organization, leadership, skills and technology adjusting it to a different scale.

## The solutions for Engineering as a function within a company and for Engineering Services Providers

From our experience, it is fundamental that the engineering always conceive its work, plan and realize it according to the following key principles:

- **Engineering shall be an added value for its customers, whether internal or external.**
- **Engineering shall be a competitive advantage for the business.**

We have a vast and successful experience in ensuring that the principles above are respected and that engineering is efficient and effective, delivers solutions aligned with the business strategy and contributes to increasing its assets with excellence in conceiving and realizing technologies and their deployment.

We can write some key words as a guideline of the services we offer, being sure the details can and shall be worked out in cooperation with the Customer.

### •Synergies and contribution of the engineering on the overall business strategy.

### •Improvement of the organization and processes.

### •Team management and knowledge management, automation, digitalization, knowledge transfer, leadership.

### •Technology and innovation management.

### •Product improvement, including cost reduction and value enhancement activities.

Some details are reported below.

•Know-how management: internal/external: we support companies in defining what are the areas of expertise within the company and the market requirement, then we support aligning them.

We identify what is the know-how necessary to implement the strategy and how the requirement is fulfilled internally.

We organize the know-how, including, generating improvement also in digitalization, software, manuals, etc.

•Process improvement for manufacturing companies, ensuring engineering is integrated with the other functions, contributing to the product improvement and delivering competitive advantages addressing the customer´s needs, reducing the product cost and enhancing the product value. Usually, an area of focus is how to address change, both in terms of market change and contract modifications.

•Processes improvement for Engineering services providers: from the initial customer contact, through the bidding phase, the initiation of the project in the team, the project management (central areas include also competences, engagement, earned value, customer management), the cash management, the customer satisfaction and project closure.

•In general we contribute improving sales, business development and customer management, which are key areas typically offering potential. This is particularly relevant for engineering services providers.

• We improve integration across the company, ensuring this to move as a coherent body, while valorising diversity and individual contributions. This include an in-depth team-building work, work on the leadership and the internal structure, ensuring linking each area with a positive team spirit and with practical links.

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