

Case Analysis– Fasteners for Retail

Due: March 24, 2020 (submit hard copy individually at the beginning of class)

Worth: 20% of final mark (73 marks – distribution below)

Outline:

1. Identify the process you would use as a Family Business Practitioner (FBP) assuming you were hired to help the Conway family with a Family Business Succession Plan – be specific. For interviews, who would you interview? Use names and be as specific as possible with the process (order of interviews, what is in report, etc.). **(Total marks: 13)**

2. Need to present what 5 Guiding Principles you think would help the Conway family. Need to clearly identify why you think this GP would help the family. Make sure to apply this principle to the family with concrete recommendations based on each principle (1 mark for principle, 2 why/how this will help the family – use case facts, 2 for recommendations for each principle) **(Total marks: 25)**
*****DO NOT use governance as 1 of your principles given the below question.

3. What governance structures should be implemented to manage the:
 - a) The Family (7 marks)

 - b) The Business (7 marks)

 - c) The Owners (7 marks)

Please identify what structure should be used (1 mark), who would participate in it (1 mark), frequency of the meetings (1 mark), the objective of the structure (2 marks) and what topics should be discussed at the meetings for each structure (2 marks). Note: you can add, remove, or change any current governance structures they currently use. **(Total marks: 21)**

4. Should Gerry sell the company, appoint a nonfamily CEO, or persuade another family member to come into the business? **(Total marks: 5)**

5. What was Gerald Conway doing to lead **(Total marks: 9):**
 - a) Nonfamily Employees (3 marks)?

 - b) Active family members (3 marks)

 - c) Non-Active Family members (3 marks)