



**The Importance of Innovation: the case of
Comercial Orbel**

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1. INTRODUCTION

This paper has been produced in order to discuss how contrasting theories explain the performances of a company when achieving a competitive advantage, based on different points of view. Specifically, this study is focused on the internal image of Comercial Orbel, a family business located in Almassora. The main objectives of the paper are to analyse how the company used its resources, capabilities and knowledge in order to achieve a sustained competitive advantage. And also, remark the importance of being constantly changing and innovating in order to adapt the environment and expand the company.

It is important to know that the company analysed is a Family Business that has being successful for the past few years, and its performance is mostly based on innovation. Furthermore, the company had two major interior changes during the last years, so it will be interesting to analyse this organization.

Therefore, aiming to get a proper understanding of the paper, its structure is the following:

In order to get a proper understanding of the intern operation of a company, the paper is focused on three different theories. They are, first the Resource Based View of the company (RBV), which concentrates on how a firm can use its resources in order to achieve a competitive advantage. Secondly, there is the Dynamic Capabilities (DC), a theory in which authors are focused on the importance of the capabilities when reaching a competitive advantage. What's more, the life cycle of these capacities will be discussed. Finally, it's time for the Knowledge Based View of the company (KBV). This theory defends the importance of knowledge as a strategic factor to achieve a competitive advantage.

These last two theories are considered to be an expansion of the original RBV.

Then, there are other theory points that will help understanding about the company selected. First, it will be discussed the Innovation, being the company selected an innovative firm, it is important to get a definition and the types of innovation. Also because is one of the most important capacities of the company. Later is Family Business turn, because the chosen company is a familiar business, it includes an analysis about how to define if an organization can be considered as a family business or not. Furthermore, it will be shown the controversy when defining if a family company

has a better structure to innovate than a non-family firm. The last theory point is related with the Change Management where there is a review regarding its phases and principles in order to get a successful change.

Once the theory has been seen and discussed, the next part of the paper is a study of a particular case. To start this section, there is an introduction about the paper and which specific points from the theory will be caught in the case. There is also a brief introduction about the company and the reasons of its selection. Then there is the methodology, it will be time to detail about the information received from the company; also, in this section it will be discussed the origins of the company, the innovation during the first years, the two main changes that occurred in the company (structural change 2012 and generational change 2018), and how is the innovation working for the past few years.

After the explanation about the company, there will be a definition and explanation of the results obtained from the case of study; this will followed by a set of conclusions. The paper will end by detailing the limitations of the study and a list of the references seen in order to get information.

Throughout the history, many models and theories have been developed in order to explain the different ways that a company can use when seeking to achieve a competitive advantage. In this case, the most important one is the Resource Based View, which is the most recognized and the most important one. Alongside this theory, there are two models that are considered to be an extension of the RBV; they are the Dynamic Capabilities and the Knowledge Based View. This paper includes these three theories because they are interrelated, and it will allow the lecturer to understand the importance of the inside structure of a company in order to adapt the environment and reach a competitive advantage.

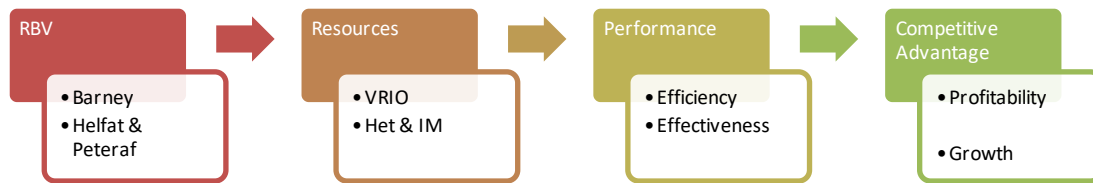
2. THEORETICAL FRAMEWORK

2.1. The Resource Based View of the Firm

In consonance with Bromiley and Rau (2015) defining the RBV has been an issue because of its difficulty, as a result, authors have written about it in some inconsistent ways. Thence, clarity about the RBV's true meaning is problematic.

In line with Helfat & Peteraf (2003), the RBV deals with resources and capabilities over time. The first one refers to the Resources that the company controls, and, the second one refers to the Capabilities that the company has with regard to take a competitive advantage. Accordingly, the RBV must contain an understanding of the evolution of resources and capabilities. Consequently, aiming to have a clear idea about the RBV, the paper will begin with a global definition of the theory, alongside an explanation of the resources. Despite being the capabilities a component of the RBV, they will be analysed at the Dynamic Capabilities, which is an extension of the RBV that focuses on capabilities.

Graphic 1: RBV Process



Source: Own elaboration

Referring to Curado & Bontis (2006) with the intention of understanding the RBV of the firm, it is compulsory to focus specifically on the inside of the firm to explain the value and profit of the organization. The most important application of this theory is to explain and determine the main differences in performance within an industry. Resources are the basis of this model and they explain differences in the performance between firms, as a result, the company that possesses certain resource obtains competitive advantage.

It is possible to add that the RBV defends that differences in a firm performance happens when companies control an specific kind of resource that other competitors don't have, allowing them to have a competitive advantage.

Despite the resources being the fundamental part of the basis, the capabilities will, likewise, have the chance to take the company to a competitive advantage and so forth they are even more important.

2.1.1. Firm Resources

As stated in Barney's (1991) paper, with aim of explaining the Firm Resources, this section must be divided into the resources fundamentals and qualities that will lead to a competitive advantage (VRIO resources) and the characteristics of the market (heterogeneity and imperfect mobility).

So, in order to start with this division, it is important to have it clear what firm resources include. That is the amount of assets, firm attributes, capabilities, information,

organizational processes... that the company controls and that will enable the firm to develop and implement strategies for the purpose of having a sustained competitive advantage. This last concept might be a quite problematic, because it is clear that a company has a competitive advantage when implementing a strategy that is not simultaneously being implemented by any competitor (both actual and potential). Despite this, there has been some trouble when defining that sustained concept. Some authors have suggested that a sustained competitive advantage is just a simply competitive advantage that is capable of lasting for a long period of time. Nevertheless, the concept of sustained competitive advantage is defined by Lippman and Rumelt (1982) as if it remains being advantageous for the company after efforts from other companies to duplicate that advantage have ceased. In other words, it suggests that will not be duplicated no matter the efforts from the competence. The rivals will before leave the efforts rather than obtaining that competitive advantage.

Thus, one of the mysteries in the firm resources is how to use them in order to have a sustained competitive advantage.

Resources Characteristics

Coming from Barney (1991), and building on the assumptions that resources are heterogeneously and have an imperfect mobility, there are four empirical indicators regarding the potential of company resources being able to lead to competitive advantage (Value, Rareness, Imitability and Substitutability).

Valuable Resources

Resources are classified as valuable when they enable a firm to develop or implement strategies that affect positively its effectiveness and efficiency. Firm attributes have some other characteristics that entitle them as sources of competitive advantage (e.g., being rare, imperfectly imitable or non-substitutable), however, these attributes only become resources when they neutralize threats in a firm's environment or exploit opportunities.

Rare Resources

A firm is able to explode a competitive advantage when it is implementing a strategy that is not implemented at the same time by other firms. If a distinct valuable firm resource is possessed by large numbers of companies, then each of these firms will

get the capability of handling that resource in the same way, thereby enforcing a shared strategy that gives no one a competitive advantage.

Imperfectly Imitable Resources

In order to be sources of sustained competitive advantage, valuable and rare organizational resources, those firms that don't possess these resources can't obtain them. In language developed by Lippman and Rumelt (1982), these firm resources are imperfectly imitable. Firm resources might be imperfectly imitable for one or a combination of three reasons: a) the ability of a company to get a resource is dependent upon unique *historical conditions*, b) the connection between a firm's sustained competitive advantage and the resources possessed by a firm is *causally ambiguous*, or c) the resource that generates the organization an advantage is *socially complex*.

According to Barney and Hesterly (2012), organizations that have valuable and at the same time, rare resources are able to implement and conceive strategies that other cannot and can, as a result, get benefit from the pioneering advantages of the marketplace.

Non-substitutable Resources

There must be no strategically identical valuable resources that are neither rare nor imitable. Although there are many forms that substitutability can adopt, the most important one is that despite it might not be possible for a company to imitate another firm's resources exactly, there might be the chance to substitute a related resource that facilitates it to conceive of and implement the same strategies. So, the objective of the company is to limit that substitutable possibility.

Graphic 2: VRIO



Source: Own elaboration

Heterogeneity & Imperfect Mobility

Connected with Mata et al. (1995) the RBV of the firm is based on two statements: first, that the resources and capabilities possessed by competing organizations might differ (resource heterogeneity); and second, that these differences might be long lasting (resource immobility). So, developing these two assumptions:

Heterogeneity

In keeping with Peteraf (1993), a basic pillar of the RBV theory is that resources and capabilities are heterogeneous across organizations. Heterogeneity implies that companies will have the chance to compete in the marketplace regardless their different capabilities and resources. That is the main reason why one point of her theory is that productive factors used by organizations have differential levels of efficiency. Firms in control of such resources are able to produce more economically and therefore concede a better satisfaction to the consumer

Imperfect Mobility

These are resources which might be tradeable for the firm but more valuable within the organization that currently uses and employs them than they would be in another firm. Resources are defined to be imperfectly mobile when they are specialized to firm specific needs.

Peteraf (1993) defends that a resource is considered to be mobile if companies without a resource face no cost disadvantage in developing, acquiring and using that resource compared to organizations that already possess and use it.

This theory shows which resources and capabilities factors the company uses with a view to have a competitive advantage. In addition, when breaking the RBV theory down, there are some elements and components that are crucial for Orbel, therefore, this embraces the model importance for the study of Comercial Orbel. One of these elements is the innovation, which is one of the main pillars in the company's performance. The main competitive advantage that the organization controls, is possessing an innovation model and certain knowledge about how and when to be innovative. What is more, two other key elements that take the company to the next level are the capacity at the Direction spot and the Human Resources management.

Those might be considered the VRIO resources that the company possesses and leads the organization to a competitive advantage.

Therefore, at the end of the paper it will be discussed which resources and capabilities lead the company to a competitive advantage.

2.2. Dynamic Capabilities

As stated before, the Dynamic Capabilities theory is an expansion of the RBV, and while the RBV focuses on the resources of the company, the DC concentrates on the capabilities of the organization.

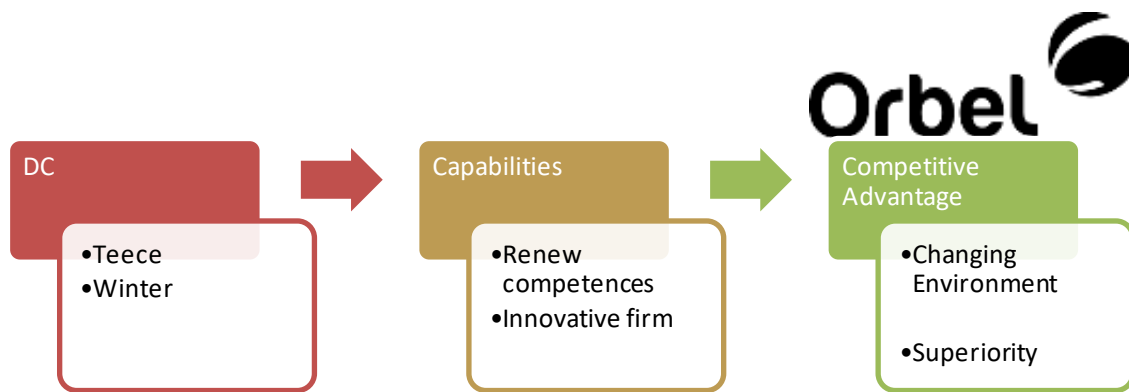
Winter (2003) reports that many strategy researchers remain sceptical when discussing the concept of 'dynamic capabilities'. Some important writers like Teece or Shuen see dynamic capabilities as the key to reach a competitive advantage; others seem to doubt that they have such value and capacity. Furthermore, there are others that believe in their existence, but suspect that they are born and not made. Obviously, there are others that simply believe that it is not compulsory to have dynamic capabilities in order to get a competitive advantage.

As stated before, defining dynamic Capabilities is quite difficult, however, by separating these two terms is easier and smoother to reach out a clear definition.

Connected with Teece & Pisano (1994) the term 'dynamic' makes reference to the capacity the firm has in order to renew competences, as well as to achieve accordingly to the changing business environment; nevertheless, certain innovative replies are required when timing is critical, technological change rate is rapid, and is quite difficult to determine the nature of future markets and competition.

Conforming to Teece (2007), the term 'capabilities' accentuates the role of strategic management in correctly integrating, adapting and reconfiguring external and internal resources, organizational skills and functional competencies in order to match the terms of changing.

Graphic 3: Dynamic Capabilities Process



Sources: Own Elaboration

Roseli et al. (2016) confirms that with the purpose of explaining and understand how organizations are renewed so they can respond the environmental changes, the main concept that explains that is the dynamic capability. Dynamic capabilities were initially conceptualized by Teece et al. (1997) as the ability the firm possesses to build, integrate and reconfigure external and internal competences toward market movements. Coming back to Roseli et al. (2016), if referring to the resources and capabilities of the company, the seminal concept defines Dynamic Capabilities as the organization's ability to renew its external and internal competences in order to respond the environmental challenges.

In keeping with Mohamud & Sarpong (2016), they agree with the dynamic capabilities' definition spotted right above. Even so, they go one step further and claim that dynamic capabilities reflect the ability a company has in order to achieve new and innovative forms of competitive advantage given mark positions and path dependencies.

Dynamic capabilities include the seizing, sensing and transforming what is needed to design and implement a business model. By reaching that point, they can enable an organization to upgrade its ordinary capabilities and, in consequence, the capabilities of partners, by applying high-payoff endeavours. In order to reach that position, the company must get through a process of coordinating and developing the firm's resources to address and shape changes in the market. The strength of a company's dynamic capabilities determines the degree and speed of aligning the organization's resources including its business models with customer aspiration and needs. To achieve this, firms must be able to continuously seize and sense opportunities, and to continuously transform aspects of the culture and organization so as to be able to proactively get into the position to address newer opportunities and threats as they arise.

In spite of its complexity, dynamic capabilities are multi-faceted, and firms will not compulsory be strong across all kinds. This means that if a company is strong and controls perfectly some of the capabilities, they will be fine, it is not compulsory to control every capability at their best. Dynamic capabilities combine with strategy to refine and create a defensible business model, which guides to organizational transformation. Ideally, this would lead to a level of benefits adequate to allow the enterprise to enhance and sustain its resources.

Like Teece (2007) spotted, the dynamic capabilities framework ambition is nothing less than to clarify the sources of enterprise competitive advantage over time, and to guide managers on their way to avoiding the zero profit condition that happens when homogeneous companies compete in perfectly competitive markets.

2.2.1. Capability Lifecycle

In line with Peteraf & Helfat (2003), the capability lifecycle details a familiar pattern and set of possible ways that characterize an organizational capability evolution.

The capability lifecycle additionally covers to the development paths of capabilities that reach across company borders, such as those involving supply chains or strategic alliances, the capability lifecycle provides a synopsis of the principal features of capability evolution that can serve to develop future research, much as the product lifecycle helped to structure thinking regarding the evolution of markets and products.

The capability lifecycle includes considerable stages. The lifecycle of a new capability in a new organization begins with the *founding stage* which lays the basis for successive development of the capability. A *development stage* follows this first stage, marked by progressive building of the capability. Eventually, capability building stops and the capability comes to the *maturity stage*. These are the main stages in the capability lifecycle, but heading into the future, the capability may branch into one of minimum six additional stages of the CLC:

1. *Retirement (death)*
2. *Renewal*
3. *Retrenchment*
4. *Replication*
5. *Recombination*

6. Redeployment

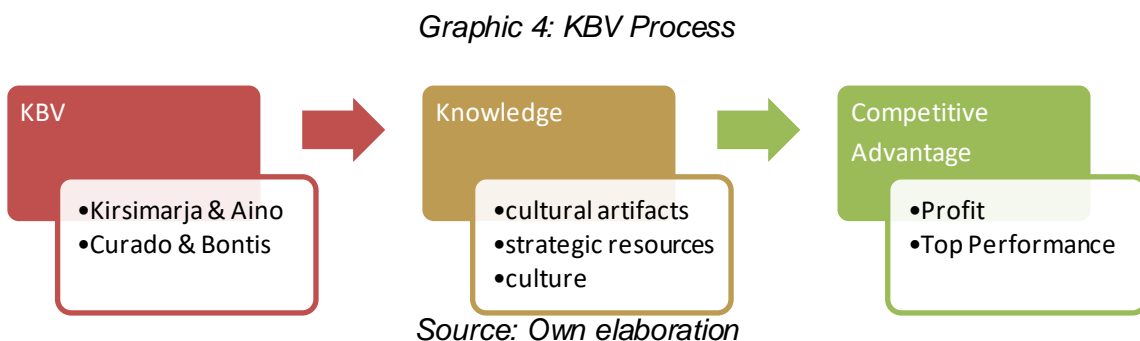
These six stages may follow one another in a variety of possible ways and paths over time. It's important to notice that some of the branching stages might be taking place simultaneously.

In order to define the possible evolution of the capacity is important to have the knowledge regarding historical antecedents in the capability's evolution, because it will represent how the different stages will affect the capability.

As said before, this theory is an extension of the RBV, and is focused on the capabilities of the company. For an innovative company such as Comercial Orbel, it is fundamental having a clear and exact perception of the Dynamic Capabilities and its consequent Lifecycle. Being a firm that works in a changing environment, it is crucial for the organization to have the knowledge, the capacity and the resources in order to adjust and adapt to that environment.

2.3. Knowledge Based View of the firm

As stated by Curado & Bontis (2006) the KBV is a recent extension of the RBV that focuses its attention on knowledge as a strategic resource.



Knowledge can be defined as the combination of information, facts and skills that have been acquired through experience and allow someone to understand about a subject. So, as reported by Kirsimarja & Aino (2013) the knowledge-based view (KBV) of the firm addresses the points of the horizons, the existence and the internal organization of the firm. Hence, the starting issue is that the nature of knowledge will determine the

understanding of firm behaviour and organization; same way, the knowledge will be the explanatory factor that will certify the nature of the company.

Another point of view about the KBV is that the theory itself is consistent with the suggestion that organizations are cultural artefacts. As such, the company learns through activities and adapts over time. This organizational learning allows the corporation to acquire, change and preserve its organizational capabilities.

More extreme is Nonaka (1994) who argues that the only true lasting competitive advantage is knowledge, and therefore has determined that the knowledge-based organization and those non-observable factors have a direct shock over the company's performance. So, in order to have it clear, those factors include human resources, management information, organizational behavior and innovation. Alongside these, there are other elements such as management competences and capabilities, technical knowledge or organizational routines that might turn out to be the main influence of firm performance.

When talking about the KBV, there is one overlapping factor which is the culture. It can be defined as the collection of beliefs and assumptions held in common and shared by the components of a firm. Nevertheless, there is a definition that makes much more sense and that is the set of shared beliefs and knowledge within a company. When workers reach that knowledge point of having the proper combination of skills and information, and they also have a similar behaviour, the company will get a better performance from them, at the same time that they will be on a better working environment.

The KBV of the firm has experienced a huge growth in the field of organizational learning, moreover, intellectual capital and knowledge management have developed a strong representation and recognition in academia, business and, even, government. However, in spite of these increasing habits surrounding the theory, it should be noticed that the KBV is still an emerging theory and is more a collection of ideas about the nature and existence of the firm rather than a solid theory. The main reason is that there is still a lot of ambiguity and uncertainty surrounding some key concepts; for example the perception about resources, routines, knowledge itself or capabilities have been defined in many different ways during the past years. And therefore, there isn't a clear idea of how this theory might lead the company to a competitive advantage.

Just as stated by Kirsimarja & Aino (2013), these are the essential elements of the KBV:

- Knowledge is the most important resource and factor of production
- Performance between firms exist because of differences in firm's knowledge
- Organizations exist to transform knowledge into competitive advantage
- Knowledge is related to humans
- Knowledge is demonstrated in many forms and levels (minds, routines, etc)
- Knowledge is dynamic
- Knowledge is intangible and invisible

As stated previously, the KBV is an extension of the original RBV, and has a special focus on the knowledge, and how these hidden capacities take the company to the next level.

This theory stands up for important factors such as the culture or the organizational behaviour, and for a company with so many changes through the years, they are key elements that helped the firm to be successful. Furthermore, this theory shows up that the knowledge is one of the most important factors when reaching different long and short term goals and having the ideas clear and well defined so as to properly attempt the future. For such an innovative company like Comercial Orbel is compulsory to stay grounded and have the knowledge in every decision taken; this way, the firm will be able to adapt the changing environment and get the competitive advantage.

2.4. Innovation

After seeing the different points of view about those theories, it is turn to analyse specific terms that are related with the company.

Comercial Orbel considers itself as an innovative company, and has been recognized by important institutions as such. However, the definition of innovation is quite complex, and has taken many points of view and definitions in the last few years. Here there are different points of view that will help the lecturer to get a clear idea about innovation.

According to Damanpour & Schneider (2006) innovation must be considered as a source of competitive advantage and, also, economic growth. Innovation is defined as the creation or adoption of fresh and new ideas. Despite this, at an organizational level, innovation is designated as the adoption of a new service, product, process, policy, technology or administrative system. Right above, it was discussed that the organization might reach a competitive advantage when reading properly the environment and acting accordingly, therefore, related with this affirmation, the adoption of innovation means a changing of the organization in response to environmental opportunities and threats. In line with this declaration Segarra & Arauzo (2008) suggest that innovation is increasingly related to a firm's ability to absorb external information, technologies and knowledge.

Catching another point of view and following Crumpton (2012), innovation is defined as creating more effective or better or more efficient processes and services or generating the culture or ideas that will originate this creativity. This comes along with the willingness of the company to implement changes to existing techniques or methods in the cause of gaining the profits of a greater efficiency. Innovation is defined by entrepreneurial actions and activities. Similar to this definition, EUROSTAT & OCDE (2005) ensures that a company can make a huge amount of changes on its working methods, in the use of production factors and in their types of products in order to improve their productivity and/or business performance.

So by developing these activities related with the reading of the internal and external environment, the company has the knowledge and the capacity to implement a strategy or a set of internal processes that will allow the firm to get a competitive advantage.

In order to get a better understanding of innovation, Terré (2002) divided and qualified the different types of innovation with the aim of getting a better understanding about innovation. There it is what he suggests:

On the one hand, there are the different innovations available when trying to add value to the company.

Product innovation

Having ideas is quite easy, having good ideas is way tougher, but what it is really hard for the companies is to generate new and great ideas constantly and convert them into products and services that will succeed in the market.

Process innovation

Redefine the process might work in an effort to raise the final product value because there is a lighter manufacturing cost, less time to produce it or a better quality.

Technology innovation

Here we can be talking about the addition of I+D or new technological knowledge. And also, when the scientific knowledge is used aiming to improve the company

Channel innovation

Nowadays, electronic commerce has become the most important way to trade, but shops still have its importance (especially when trying to be close to the client). Experts in this area find different and strategic ways to get their products and services to the clients.

On the other hand there are the innovations depending on the way the company erupts into the market.

Breaking up innovation

Breaking up innovation will be done when the new product or service breaks shockingly with the consumption patterns and appears in the competition. By doing that, the company will have a competitive advantage

Incremental innovation

It consists on the partial introduction of improvements in the product or service, and they add value to the existing product.

As stated previously, Comercial Orbel has been distinguished as an innovative company, as such; innovation is a key element in its performance. Here it is important to realize that the company possesses the knowledge, capabilities and the internal and external resources to properly address the changing environment. And therefore, the organization is able to take advantage of it by exploding its internal processes, acquiring new products, expanding the global brand, etc. What is more, the firm has been able to implement an innovation model, known as Orbel 360°, which allows the company to have a clear orientation of the business' activities and a correct segmentation. It will be explained later on the text.

Therefore, after reviewing the importance of innovation to the company, how does it lead the organization to a favourable position in the marketplace?

2.5. Family Business

The company selected is considered to be a family business, for that reason is important to get introduced to the definition of family business and their issues with the innovation. So, coming from London Economic (2002), Family Businesses (FBs) have had an important economic presence throughout history. This importance has not declined and FBs are still a dominant force in many economic sectors and activities.

When defining if a business might be considered as familiar or not, there are many problems, the main reason is that there are many theories explaining those considerations.

Some authors take as a criterion the level of equity held by a single family. Others identify an FB on the basis of the degree of implication of the family in the management structure.

The concept of Family Business has been defined in so many ways during the years, but there is not a clear definition or a clear base that explains when a company is familiar or not. In recent years, multi-criteria definitions have been proposed too.

On the one hand, authors defend that the FB concept is related to the willingness to transmit the ownership to the following generation or the commitment to generational wealth establishment.

On the other hand, Instituto de la Empresa Familiar (2020) advocates that a business should meet a multi-criteria test when defining an organization as familiar. Concretely, a business should meet at least one of the following criteria in place of being considered as a family business:

- The majority of the ownership is controlled by one family
- More than 50% of ownership is held by more than a single family
- At least one of the family representatives participates in the management of the organization
- A majority of senior management is drawn from the same family

Despite this, Puig-Denia et al. (2016) go one step further and ensure that when is difficult to define if a business might be considered as familiar or not, some owners have the judgement to decide if its business is a family one or not.

According to Rueda (2003), and aiming to understand better how an FB works, there are some key aspects in the family business developed by:

- **Relationship between Property, Family and Company:**

It's referred to the criteria and processes' followed in order to assign the property between the familiars and the following incorporation of partners.

It's noticed that those integrants in the company don't only extend to the first generation, because other descendants of the second or third generation may become interested in being part of the organization. It is very usual that during the first stage of the company's life, the capital is focused in just one member, who is usually the founder of the company.

- **The incorporation of family members to the company:**

This is one of the most critical features in the family business. These organizations are usually characterized for having some of the relatives working on it, or, sometimes, even friends of the family. It is pretty usual that companies try to avoid the incorporation of other workers to the business, or at least they try not to give some of the most important places of the firm to those 'foreign' workers.

What's more, sometimes, and regardless the knowledge and capacities that the worker possess, the position in the firm is determined and assigned just by family hierarchy

- **Business internationalization:**

Some companies struggle just to grow, it is tough to them, then, thinking about getting abroad and exploring new territories doesn't make any sense. In fact, this type of company is afraid to enter into new businesses, because they don't feel secure about that possible change. Furthermore, when a firm reaches this point, is usual to have disputes and conflicts within it.

- **Succession Process:**

Lastly, this is the most demanding and critical situation of the company. When reaching certain age, founders of the company know that they should begin a rebuilding process and leave the company, action that's not ready to take though. Alternatively, is time to

deal with the retirement and this takes to one of the most serious causes of company extinction, there are conflicts and disputes regarding the succession process, and it is obviously in order to define who the successor is. This succession process is long and may last for years, and requires huge planning and it has to be done while taking care of every facet and situation of the company, if not, the odds of extinction are huge.

If the company aims to have a successful transition between generations, it's extremely important to have a perfect planning about the steps the firm must follow, as well as have developed a strong culture.

Conducive to have a successful transition between generations in the company, it's very important to have a perfect planning of the steps that the company must follow, as well as having a strong culture.

Coming from Vallejo (2008), while comparing culture between family business and non-family business, there are four critic aspects that differ between companies: there is a greater number of stakeholders and, therefore, there are more interrelations between these; throughout the generations, power is exercised in a different way; stockholders are used to have different and diverse ways of commitment to their firm and to each other; the cycles of development and evolution are related to the needs of the family.

Culture is considered as key in the company, because a huge number of family firms fail and break down in their generational transitions and disappear. Data proves that only 33% survive after the first generational transition, less than 66% after the conversion to the second one and that only 13% survive beyond the third generation.

This led Vallejo (2008) to conclude that the main qualities of strong families were as follows:

1. Appreciation

One of the basic needs that every human being has is to feel appreciated by her or his fellows. So, strong families have the habit of observing and catching the good qualities of their workers and members and expressing their appreciation.

2. Spend time together

When talking about strong families, their members enjoy spending time with each other. But in pursuance of reaching this point, they must structure and plan their time; it

might sound strange but strong families plan it; which is not something that can be improvised on a daily basis.

3. Commitment

In this section, strong families are seriously committed to the family group and with promoting the wellbeing and happiness of all its members. Another important point is that these families are realistic when deciding different objectives that improve the family relationship's objectives.

4. Communication

Pretty simple, strong families are excellent at communicating. Communication is not all about talking, which is important, but also knowing how to listen, and therefore showing mutual respect for all business members.

5. Ability to resolve crises positively

Throughout the company's history there are high and low moments, they are both important for the business but strong families are able to resolve these crises constructively, they manage to face these problems and continue to help other members. These families have the knowledge and the capacity to face problems, resolve them and find positive aspects, even during the most critic situations.

2.5.1. Family Business Innovation

When being asked about the existence of innovation in FBs and non-FBs, the common answer that comes to people's mind is that non-FBs have a structure that incentivises innovation, so they are able to achieve this idea. However, what do the theories say about this affirmation?

When talking about family business innovation, there are two theories concerning innovation within FBs.

They are paradoxical because the first one shows the chance of transmitting innovation across generations, and the role of the family as a successful model of innovation. So, considering this hypothesis, in a family business it may be possible to have better conditions to innovate than non family-based management structure.

In spite of this, the second theory has a completely different argument, pointing at generational succession as the main key of lower innovation in family-based management structure firms. In this case, assuming that the FB has been successful

previously, the next generation is comfortable with the products, strategies or management styles that were rolling during many years. As a result, this prevents the organization from adapting to new market challenges and opportunities.

Based on Kraus et al. (2012) paper, it reflects how Canadian FBs operate, and after extending a sample, found out that family firms controlled by the next generation were less active in R&C than their non-family counterparts of the same size, age, industry, etc. So, the authors suggest as a conclusion that the initiation and implementation are significantly boosted when it is a family business. Family organizations have some unique characteristics that are positively related to the implementation of innovation.

Furthermore, the authors ensure that firms having a greater amount of innovation usually have less formality and aren't much centralized. In addition, established family organizations seem to deposit a high level of significance on strategy practices and innovation. Llach and Nordqvist (2010) found differences regarding the role of social, human and marketing capital for innovation when comparing 22 non-family and 22 family firms from Spain. The results and findings are quite interesting, because most of them stand in contrast to the general or conventional idea that sees non-family firms as being more innovative than family firms.

Furthermore, Bergfeld and Weber (2011) noticed that successful dynastic families define innovation as having the knowledge, resources and capabilities to constantly address to new technologies and markets based on a well-defined long-term strategy.

To sum up, Comercial Orbel is considered a family business; and facing the multi-criteria seen before, the organization is held by one family, the management is drawn from the same family and the company is already on its second generation, so the continuity of the project is ensured in the long term. Furthermore, the results of the empirical studies on the topic of innovation in FBs are still contradictory, but despite this, it is possible to affirm that FBs have the knowledge, resources and capacity to adapt the changing environment and be able to innovate on a regular basis.

2.6. Change Management

There is a truly realistic and great quote that defends that any modern organization having a fear to change, will never survive in today's world. The studied company has experienced two major changes during the last few years, so it is important to know how a change is managed.

Considering the speed and ferocity at which business moves the market, many organizations struggle and are out of breath to simply keep up the pace. This means that today, successful business is based on the management knowledge and capacity to inspect and adapt to fast forward change.

As reported by Johnson et al. (2019), change management is defined as a systematic activity to prepare a company for the implement of certain activities and actions through environmental changes in a business operation. So to speak, Change Management is about speedy activities and innovative strategies to deal with variable, unpredictable and sudden changes. Generally, change management may address a huge part of a business operation, including planning or control. By developing and getting a successful Change Management not only will the firm improve the governance structure which needs to be changed, but will also increase productivity up to the maximum level by complementing and modifying the existing organization system. Nevertheless, in order to achieve the most excellent result using Change Management, it is crucial that each organization member maximizes their capacity and works collaboratively. From the entry-level employees to management-level, the goal here is to make one voice based on the business goals and vision.

2.6.1. Phases of Change

On their paper, Johnson et al. (2019) record the eight steps of change process by John P. Kotter.

1) Increase Urgency

It's compulsory that other members see and get the idea that a change is needed; the organization will get there by promoting a bold, aspirational opportunity statement that develops and communicates the importance of acting immediately.

2) Build the Guiding Team

The organization must have an army with a set of effective people to coordinate, guide and communicate the different activities and actions.

3) **Get the Vision**

Vision is one of the most important things within a company. Here the administration of the organization must clarify how the future will be different and how the company can adjust and make that future a reality through initiatives that are directly linked to the vision.

4) **Communicate for Buy In**

With the purpose of getting a large-scale change, it is needed to have a massive numbers of people rally around a unique competition. They have to move in the same direction, that the main reason why they have to be bought-in and urgent to drive change.

5) **Empower Action**

This is a tough one, but removing barriers like hierarchies or inefficient processes, provides the freedom necessary to work correctly and generate absolute impact.

6) **Create Short-Term Wins**

Most of the Change Management actions and objectives are set for the long term. This might not work, as workers need to see that the management is being successful on the short term too. That is because wins are the fragments of results. They must be collected, recognized and communicated often and early with the intention of tracking progress and encouraging workers to persist and keep going.

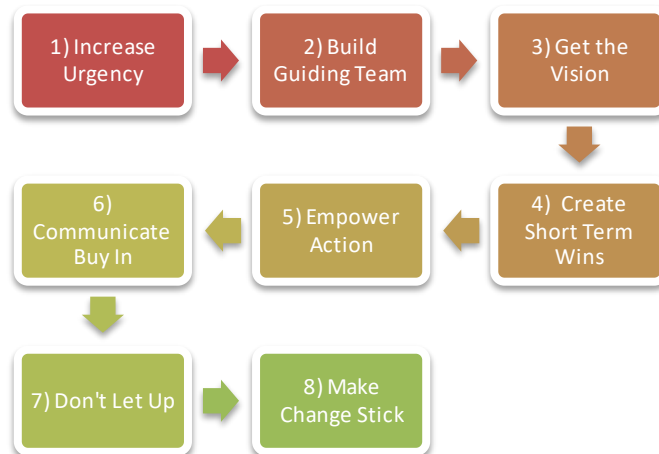
7) **Don't Let Up**

Once the firm gets the expected short term results, is not time to relax, it is the exact moment to push even harder. That increasing credibility can improve structures, systems and policies. It is time to be relentless with beginning and setting change after change until the vision is accomplished.

8) **Make Change Stick**

It is crucial to articulate the connections between organizational success and the new behaviours, making sure they keep going until they become strong enough to replace old routines and habits.

Graphic 5: Eight Phases of Change



Source: Own elaboration

2.6.2. Ten Principles of Change Management

According to Johnson et al. (2016), by implementing these principles, any worker from the bottom to the top in the organization can understand how to work and deal with another employee when the change arrives. For the successful application of the Change Management, Jones et al. (2004) introduce the ten principles, and they work as follows:

1. Address the “human side” systematically

Innovation might be successful for the company, but in order to implant innovation to the company is compulsory to change on people and systems. So, there must be systematic approaches for people issues, for example, changing usual patterns of work, finding new leaders, overcoming predominant cultures in the target-organization, developing new skills and capacities, etc. All of these before and after the innovation procedure should be carried out to the entire organization.

2. Start at the top

Changing traditions, culture and roles has a huge chance to create great confusion to the employees, therefore the role of a top-leadership such as CIO, CEO, COO, Strategic Management Teams, etc., is crucial and very significant. Thus, those top-leadership should show and demonstrate an example of new approaches and changes

to the other employees, giving the motivation and discipline as well as challenge. For the long term objectives, goals and purpose of changes, all the members in the organization should reach an agreement, which might be:

- 1) CEO's and top-management teams embrace and take the initiative for the upcoming changes.
- 2) Employees agree to dedicate themselves to putting an effort on trying to get the optimal result.

3. Involve every layer

Once a practical strategy and target are established, these should be carried by the leader of a department, a team, and an individual. Simultaneously, each level's leader takes an obligation and a responsibility for the most effective as well as quick implementation of Change.

To make this procedure stable and reliable, the commanders need to have a continuous motivation and education. Furthermore, an organization can then anticipate having a next-generation leader who is specialized in Change Management.

4. Make the formal case :

Normally, employees prefer to accept a practical and reasonable fact. In this sense, they may require their leaders to argue about the legitimacy of Change;

- 1) How much of that Change they need?
- 2) Be aware and make sure that everyone in the organization is following the right direction
- 3) How much devotion and faithfulness they have to put to support these demands and requests.

The formal case development is divided into three parts:

- 1) Face reality and clarify the requirements for Change
- 2) Prove a strong faith and belief for Change
- 3) Provide a road map that can support the action planning and decision making procedure

5. Create ownership

Those who promote and lead changes have to be more active than anyone because leaders in the past agreed with requirements to change, and confirmed its justification and approval over and over again.

In this sense, managers need to have ownership whose responsibility is developing and making change happen in the area where they belong to, so that they can manage and lead their teams and influence the needs to change to every worker. So, the question here is how can the organization develop and improve ownership? It can be done by making people identify what the problems and solutions are by giving incentives and rewards.

6. Communicate the message

One of the common mistakes produced when taking on a change is that change leaders might believe that other employees can fully understand the main problems and issues feel that need to change, and aim to have a new direction to change. Thus, the most excellent and optimal change program consolidates the core message, which uses to be inspirational as well as applicable on a regular and daily basis. Another crucial point is communication, whose channels must maintain its resilience and flexibility from the bottom to the top of the organization. By using it, the employees can receive the information right on time, and they can provide useful feedback and observations back to their change leaders.

7. Assess the cultural landscape

With the aim of having a successful change program, leaders must identify the corporate culture existent at each level of the organization. Because of lack of evaluating or understanding the culture, firms fail to change quite often. In order to assess the readiness to change, be able to identify conflicts, confirm major problems and find out what sources of resistance and leadership they have, the company should execute a proper diagnosis and analysis of the cultural aspects. Through all these steps, the company can define the fundamental change determinant and factors, such as a core value, a new corporate vision, a cultural behaviour, etc., to make change successful and in an effective way.

8. Address culture explicitly

Once the culture is clear and understood at every level of the organization, this should be more considered than any other aspect within a change program. To make this happen, managers should be accurate and explicit regarding the organizational behaviour and culture which can support making the business newly set up, and find out the reward models and systems.

Company culture is a mixture of intangible and tangible assets in the organization such as historical events, beliefs, values, behaviours, etc. Hence, Change Management programs can facilitate combining, creating, or reinforcing cultures. Providing that all the organizations have a cultural centre, the innovative activity, thinking and personal identification would be an effective way to develop and increase the culture change.

9. Prepare for the unexpected event

This is clear. It is difficult that a change process develops smoothly and as predicted, it is usual to have turbulences within change management programs. There can be unexpected happenings, external environment changes, internal resistance, etc.

With a view to have a successful and proper change management, the organization needs to constantly evaluate change impact, the company's readiness and capacity to adopt and carry out the next phase of transformation by change operation. Furthermore, implementing data as supporting and changed decision-making procedures, change managers can also keep their resolution and momentum for changes.

10. Speak to the individual

When talking about change, it is not only referred to the organization, because individuals have to take many steps and that is not easy at all. Most of the employees would spend many hours with their colleagues in the company. So, each worker needs to realize every single situation and aspect of change; what they can get through change management, how their working environment will be switched or changed, and what failure or success will mean to them eventually. What is more, team managers need to be as reliable and honest as they can because employees tend to be very sensitive from the reaction which they can hear, see and feel. It is known that people have a different perspective and taste. So, leaders should maintain a strong and secure leadership to control their team-members with warm-hearted mind-set, which can understand people emotional.

Being a Family Business in a traditional sector, Comercial Orbel has gone through many changes since beginning the action in 1978. At a general level, the company has seen important chapters such as the explosion of the technology, the Globalization or the new communication ways. But at the organizational level, the firm has

experimented two crucial changes throughout the years (one structural and one generational). It is not an easy task to be successful in both changes and the main reason the company was, is because they had the knowledge about managing the change, and they had the resources and capabilities to properly attempt the changes. To end this section, viewing the changes the company has gone through, how did the organization not only survive, but also improve their growth and development?

3. STUDY CASE: COMERCIAL ORBEL

3.1. Introduction to the case

This part of the paper is divided into two different blocks. On the one hand, there is an introduction about the company, following a temporary order that will include, basically, the commercial activities carried by the company, the different locations used throughout the years and the innovations and changes experimented that has allowed the firm to reach its actual position. On the other hand, there is a company analysis, which is separated into two big sections: the evolution of the firm's innovation and change management (focused on the structural change of 2012 and the generational change of 2018).

Previously, it has been explained how recognised theories demonstrate a firm's performance based on different points of views, these are the knowledge, the resources and the capabilities of the company. Therefore, the concrete points that will be seen in the study case will be: the functioning of the company during the first years, reflecting the capacity and knowledge in order to expand and get introduced to new markets, and acquire new resources that helped to develop. How the company has been using the innovation, showing the differences between innovation during the first years and after the change of management. How a change process works, emphasizing the management of resources, skills and knowledge to maintain the reputation and improve the project performance. How a generational process works and the different factors to be taken into account in order to be successful. And finally, how is it possible for a family business to be innovative, in spite of the theories controversy. In short, how the company has been implementing resources, skills and knowledge to achieve a competitive edge.

Talking about the organization, Comercial Orbel, located in Almassora (Castelló), bases its activity to the buy-sell of industrial machinery, concessions and logistics services. It is a company specialized on solutions and logistic consulting, as well as industrial fleet management. The firm is an official concessionary of top logistic machinery brands (such as Toyota, Kalmar or Manitou) and distributors of elevating machinery (Genie, JLG or Skyjack), of robotics and industrial automation (DTA or ASTI) and industrial shelves. The main purpose of the company is to reduce expenses, improve the productivity and the security in the working place.

As it has been commented before, this has been the chosen company because I have been able to carry out the internship in this organization. It was easier to find out information from the employees and the manager. Also, when talking about this assessment some of the employees and the manager volunteered to help with the information. At that point, choosing this organization was the best option in order to get a well documented paper. Moreover, I knew that it was a company that stood out for innovation and is constantly growing; so it was a good opportunity to analyse a FB that bets on innovation and is growing.

It has been chosen to effectuate a case of study because it is the best model in order to apply the theories seen before on a concrete organization. Moreover, it is a model that allows us to study and understand certain current contexts. It also allows obtaining a real image of the interior of the company.

3.2. Methodology

In order to analyse the company, primary and secondary sources have been consulted. Information and data have been extracted from the different web pages that the company has, as well as from newspapers where the firm appears. Moreover, the internship carried out in the company has allowed getting an internal image .

Looking at the primary sources, five interviews have been made with different personalities of the company, since each of them provides a specific and different point of view. These interviews were conducted by telephone with Jesús Ortiz, Eduardo Casanova and Lucia Dolz.

As secondary sources, it was possible to extract information from the social media of the organization. Basically, their accounts on LinkedIn, Facebook and Instagram were consulted. Furthermore, the company owns a set of web pages, they were visited and information was taken from there.

Before starting with the company's analysis, there is an extended introduction about the organization, in order to get more information and a proper idea about the global image of the company.

3.3. Comercial Orbel Case

Comercial Orbel History

Comercial Orbel was founded in 1978, name Talleres Orbel, the main reason was the main activity of the company, it was to repair and carry out the maintenance of automotive vehicles (including diagnosis and verification of engines, steering systems, etc.). The company was founded by two brothers and a brother in law; they were Jesús, Manolo and Paco. Later Jorge joined the organization. The main profiles were the following: Jesus was engaged in commercial management, Manolo in the spare parts, Paco was the garage technician and Jorge contributed to the technical part of the business. After a few years in which they performed over their expectations, they decided to get specialized in the industrial sector of forklifts and other industrial machinery, and in 1982 changed its name to Comercial Orbel and went from having a garage at the centre of Almassora to have a spot at Carrer del Ferrocarril, nº 8 (which stills being part of the company and is the current location of Almacar). This wouldn't be the only change regarding the location and later in 1999 the company acquired a building at Carrer de la Indústria, nº 8 and, finally, in 2018 moved to the current location, Carrer de la Indústria, nº 20. In addition, the brand expanded their infrastructures with the acquisition of a plant in Carrer del Ferrocarril, nº 2. This fact, as it will be seen later, was one of the first decisions taken by the new manager.

In addition, the company has experienced two exercises which have marked it, the first is the structural change of 2012, when two of the partners left, and it's explained later. And the second, the consummation of the generational change in 2018, when Jesús Ortiz became the new of the manager.

Taking a look to the main events in Comercial Orbel history, these are the most relevant during the years (especially during the most recent years):

- 1) 1978 → Foundation of Talleres Orbel and inclusion of FIAT forklifts in the range of products of the company
- 2) 2000 → Extension of the product range with the inclusion of platforms. Purchase of 100 forklift machines, Genie's brand
- 3) 2002 → Incorporation of the second generation to the company. Besides, being official distributor of Toyota, DT and Kalmar
- 4) 2006 → Incorporation of Manitou 4x4 forklifts in the product range
- 5) 2012 → Structural change, with the departure of two partners

- 6) 2018 → Generational change. Jesús Ortiz Beltran becomes the manager of the company
- 7) 2018 → Orbel Talent. Attracting talent. Incorporation of scholars to all departments
- 8) 2020 → Cooperating in the development of Industry 4.0 (IoTsens, Soft Industrial, Zeus)
- 9) 2020 → Zen Zoe disinfection robot, against COVID-19

Mission, Vision and Values

Mission: Help the clients in order to save time and expenses when performing activities of storage and distribution of goods, accomplishing the different security and natural environment regulations

Vision: Be a profitable company with wide logistics services (Rent, Sales, Formation and Consulting) and with international career. It works with top brands with whom maintains transparent and beneficial relationships.

Values: Honesty, transparency, teamwork, innovation, respect for regulations and humility.

Business Area

Inside its working options, Comercial Orbel has its own garage with the spare parts section, which is filled and coordinated by qualified staff. It disposes of a logistics consulting used in order to help the clients during the realization of projects, so that the managers and employees of the company are able to acquire the knowledge and capabilities, aiming to get a continuous improvement of the processes and the results. It also possesses a financial service that is flexible to clients' demands. Furthermore, there are 4 product categories divided into Forklifts, Store Machinery, Platforms and Arms and Industrial Robotics. Throughout the years, the company has established international contacts, working in over 20 countries such as Algeria or Uruguay, and has introduced the logistics and robotics into a traditional sector. This will be discussed later in the text. Also, the company possesses 5 lines of business which are the Own Garage Service, Machinery's Rent, Robotics and Logistics, Machinery's Sales and Formation.

Business Divisions

Breaking down the company, Comercial Orbel has two business divisions; they are Almacar and Autoescuela Industrial. The first one is described as being experts on getting the maximum profit from second life and reconditioned machinery, both at the national and international level. What is more, Almacar is dedicated to perform consulting works and help other companies to implement its business model and improve its competitiveness. The company has both, a physical shop with an exposition of more than 12.000 square meters and an online shop with actualized stocks and products. Furthermore, the firm has a wide net of collaborating garages, so that the clients can reach the company's services no matter their location. This part of the company disposes of 9 lines of business, divided into Telescopic Handlers, Lifting Platforms, Scissor Lifts, 4x4 Forklifts, Electric Forklifts, Electric Pallet Trucks, Stackers and Retractable Forklifts. All of them are offered in first and second life.

The second one, the firm is a leader in the business of formatting students in machinery, intralogistics and industrial robotics handling in the Castelló province. The company has face-to-face courses at specialized rooms as well as habilitated installations, and online courses. The educative centre has been certified and homologated by official institutions like Labora, Generalitat Valenciana or CEEI Castelló. It also offers on-site formation for the clients. It offers a great variety of courses, both face-to-face and online, and they are divided into Machinery Handling (forklifts or construction forklifts), Robotics (industrial scrubbers), Company-Focused (occupational risk prevention or online sales) and Work. Based on the stats, the company take courses for over of 2.000 clients a year, and has a customer portfolio with more than 15.000 students. This section of the company has experienced a huge growth in the past few years, and that is because companies require more and more qualified personnel.

So, now that there has been seen more information about the company, its history and its divisions, it is time prove how the theory seen at the beginning of the paper is reflected on a company.

3.3.1. Company's Beginning

As already mentioned, the company began its economic activity as a garage, but soon it became specialized and developed into new markets and products. This procedure was well seen because the growth of the company was continuous and the risk of acquisitions and projects were low. Thus, the firm was incorporating new products and services to the activity. It was a period of time in which there was not a specific type of

innovation, but the company was developing as opportunities were emerging. Also, during those days, the company did not have an exact model of innovation, and they were just studying possibilities as they grew.

From the beginning, the company specialized in warehouse logistics, and is also considered one of the pioneers in the introduction of the electrical machinery and warehouse management, at regional and national levels. Specifically, regarding the electrical machinery, the company saw an opportunity to develop the product innovation and decided to commercialise with forklifts. However, the usual forklift to use was the Diesel machine, originally from Germany; but Orbel already used the electrics from Fiat, originated in Italy, concretely the FASE – 30 models. Therefore, the company innovated by imposing an alternating current, while the competition was following a continuing current.

These innovation processes were well seen by the management of the company and, although they did not have the same way of thinking and working, the image of the company and its performance, showed that the company was following the right path. Breaking down the managers' profiles, they were different and while two of the partners had a more innovative perspective, to always be looking for new destinations, new products, possible expansions of the company, etc. The other two were more conservative and experienced some resistance to these changes that occurred in the company.

With the turn of the century, the company continued to execute some innovative actions, which made it possible to reach different competitive advantages. For example, the introduction of the Pop-Up Store, which is considered a channel innovation and that allowed the company to create a whole new sales service and reach the final customer using a place where the machines are exposed. In addition, as previously mentioned, the company has been developing product innovation, since it has added forklifts (2000) or 4x4 Machinery (2006).

With regard to process innovation, the company has been including several details to obtain new ways of working and perform, an example is the development of the garage van, which allowed the costumers to get their machines repaired without being forced to move to the garage.

Finally, with the arrival of technology and globalisation, the company made it clear that it could reach a competitive advantage through this technological innovation, which is why it has been with computer applications and advanced management models for some time.

3.3.2. Structural Change (2012)

Before the arrival of the new century, the company had a constant growth, which was accompanied by a right direction and a set of clear ideas. This allowed the company to be recognized and have a significant presence in the market. But with the beginning of the 2000's, the general trends changed, and elements such as globalisation and technology appeared to transform the business world.

Thus, when facing this new era, where the barriers between nations do not exist or computer applications can automate jobs; it is necessary to have a cultural and strategic adaptation within the organizations. Furthermore is crucial that the employees, from top to bottom, are in line and in concordance.

In this situation, problems started to aggravate, because adding more business units and having a constant development (at a local, national and international level) caused a series of consequences that lead the company to a period of doubt and confusion. Some of these reasons are the radical changes in the way of working, explosive technological changes, accelerated changes, uncertainty or fear of failure. This set of actions and facts are difficult to control and, while there are people who need to change and innovate constantly, there are others who prefer not to leave their comfort zone; in other words, some employees had certain resistance to change. This situation is the one that was given to the company, in 2012, and they led to a process of rupture.

This process began with the firm decision of two partners to leave, as the way of seeing the business was incompatible with the partners and; while two of them sought to adapt to the change of the environment and add products, markets, etc.; the other two were more conservative and would prefer to keep running the company as until that time. Then, Jesús and Manolo took the control and management of the company through the purchase of the shares sold by the other members.

In light of this situation, family relations ended up breaking completely, culminating in a family crisis. Although on a personal level, this crisis was difficult to overcome, it represented a new series of opportunities and threats. On the one hand, the members' departure meant that the two remaining partners were alienated when deciding the course of the company. In other words, this decision meant an opportunity to fix and adjust the project and improve communication. In addition, it represented getting a greater control over the company, which allowed giving a uniform direction towards certain objectives and ideas. This situation could not be carried out because of the discrepancies between partners. This represents a new legal and financial margin (capital distribution, benefits, etc.)

On the other hand, the departure meant a hard loss on a personal level, as the breakdown occurs within the family. However, the credit given to other institutions was maintained and, even; it improved as it showed an image of betting on the continuity of the project. Many companies questioned this decision but soon found that the decision was adequate, and the management and direction of the company was correct. This change provided an acceleration of the company's strategy, as well as an annual growth of 25%. Then, it can be concluded that the company was a positive change, which knew how to move forward and accelerate the growth it already had.

To sum up, years after the structural change, the company had a successful rebuild that allowed the organization to grow and perform in both the short and long term. However, this situation could not have been possible without the knowledge about the situation (the sense that the company needed a fresh restart), the capability to execute the change and the resources to successfully face the consequences.

3.3.3. Generational Change (2018)

By 2018, the company continued to grow, but it needed a new boost to be able to continue developing (the growth was being slow and the feeling that markets could be exploded was real). In addition, the managers of the company began to have an age and the fact of reaching all the places was difficult. In this situation, the former management had clear what steps to follow: dissipate family doubts, eliminate uncertainty, anticipate unexpected events and get ready to make corrections and adjustments in time.

Jesús Ortiz Beltran was the person indicated because he had the necessary preparation in order to carry out this generational succession. This preparation included a set of merits that positioned him as the perfect candidate for the management of the company.

Pulling back the view, he graduated in Business Sciences in 1998, but his formation also has postgraduate courses in prestigious business schools such as ESADE and ESIC, where he graduated in Marketing in 2002. As for his work, the same year, he began in the ceramic world, taking charge of administering projects such as the expansion and improvement of a plant, the warehouses or the business logistics; all of these in a plant in Bristol (England); serving as a link between England and Spain.

Then, Comercial Orbel contacted him to convert the line of business, which at that time only had forklift trucks. Having this job as the director of commercial planning, one of the first actions was to carry out the project of reconverting the business model. The main factors were the introduction of official concessions of industrial machinery and equipment (such as Toyota, Manitou or Mustang), so there was an expansion of product lines, giving the company greater presence, while expanding options in the market.

Later, during the financial crisis of 2008, the company decided to give a greater responsibility to Jesus, becoming director of business development and project manager. The main objectives during this period of time were the development of corporate culture and the coordination of international projects. This last one is demonstrated by the realization of logistic projects in Spain, Portugal, France, the United Kingdom, Mexico and the United States.

The company continued to grow and the options of growth were increasing when Jesus was named CEO of Almacar International. With the intention of continuing the growth and take advantage of new opportunities, in 2012 the company participated in the PIPE project, which aimed the implantation of new plants in foreign markets. Thus, the company executed projects in countries such as Nigeria, Chile, Uruguay and France. However, there were also unsuccessful internationalization projects, such as Chile and Togo.

At the end of 2012, with the reputation he had, he was named General Manager of Comercial Orbel, and what outstands from that period is the number of official concessions obtained from robotics (ASTI, Robbotions or DTA), machinery (Manitou or Kalmar) and industrial equipments (Genie or Skyjack), as well as having a park dedicated to rent with more than 500 teams and the introduction of intralogistics solutions.

The change worked because Jesus was accepted by the management and the members of the company. Also, an employee who over the years has been archiving all these successes and accomplishments is supposed to have acquired sufficient skills and knowledge to make the generational change successfully. Breaking it down, he had the knowledge to know what things should be clear, such as the vision of the company both long and short-term, or the reputation he had and allowed him to be the chosen to complete the task. This ability to execute the change came from a plan that was elaborated in a conscious way including, among others, having a 100% effective communication among the workers, instilling the sense of urgency that a change was compulsory in order to continue growing and minimise the possible conflicts that affect the company. The company had the resources to not be affected by the situation. Mainly, both the organization and the new managers had a huge reputation, proving to the outside that the movement was correct and that the project was still in good hands.

In order to analyse the modifications produced in the company during the short term, this document will focus on innovation and economic activities that are being carried out in the company for two years.

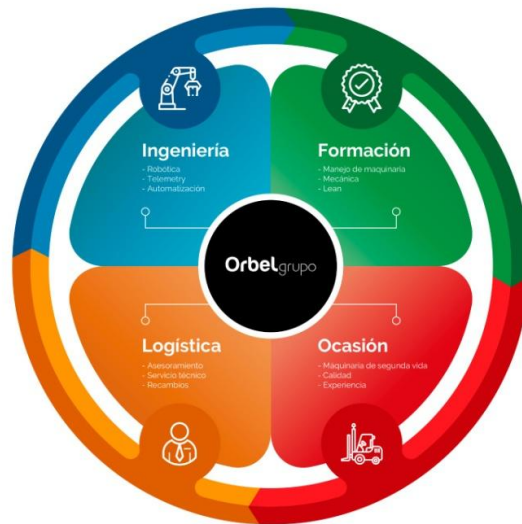
3.3.4. Current Innovation

After this generational change, under Jesús Ortiz, the company became a leader in the subject of innovation, where there was a restructuring.

Innovation Model

One of the first changes introduced was the new model of innovation, which has the name Orbel 360°, or also known as ' El Rosco '.

Graphic 6: Orbel 360°



Source: Comercial Orbel

It is a circumference divided in four parts, which represent the main divisions the company has. These are: Engineering (includes aspects such as robotics, telemetry or automation), Formation (the courses in the handling of machinery, mechanics and the LEAN Academy), Logistics (advice, technical service or spare parts) and Occasion (Second Life machinery, quality, experience). Detailing a little more, El Rosco allows the company to divide the main activities of the company, so it is easy to keep track at all times on what part of the company has to go directed a certain action. El Rosco also makes it possible to have a clear idea of segmentation; since workers, when taking an action, know to which section that activity is referred to.

In this section it is fundamental to give importance to the implementation of robotics and logistics, which are two elements difficult to find for a company in such a classic sector as industrial machinery.

On the one hand, robotics is a unique case, since the company has expanded its range of products thanks to a concession of the company ASTI, leader of the AGV's market (automatic guidance vehicles) which is the ideal tool for the automatic and flexible transport of materials within production plants.

On the other hand, the company has developed its service with the implementation of the logistics, with which it offers its customers management solutions and planning activities in departments such as production, transport and storage. The main activities

carried out in this process are the analysis of the flows of reception, storage and freight transport from the moment they arrive until the moment when they leave the premises, to apply improvements that affect the whole system. In addition, the supply chain is analysed to coordinate and improve the planning process, the implementation and control of the network operations to finally satisfy the customer's needs. To reach this level of satisfaction, the company innovates in technology thanks to the use of the most modern models such as Lean Manufacturing and Kaizen, which involve a change in the worker's attitude and also within the company itself, that help to reduce costs and production time and improve quality.

Types of innovation

Here there are some innovations that have been carried out by the company in recent years and took the company to a competitive advantage.

Process innovation

But the process of innovation does not end here and, to cite process innovation, the company is already studying the implementation of the Navision system, a program that runs to streamline and automate the main firm processes, such as buying, selling, financial operations, accounting or inventory management.

Channel innovation

For the company, the innovation where the company invested the most and produced more changes is the channel innovation; here the company has invested in getting new ways and ways of contacting customers. In this way, the company has invested mainly in Marketing (delivery on time, qualified personnel in sales, participation in fairs), exploitation of the Pop-Up Store, which is considered a new sales technique, and the remarkable increase of the sale over the Internet. About this last point, the company has more than 40 portals of Internet, which explains the importance that gives the company to the online sale.

Technology innovation

If there is an area where the company can be considered a leading organization and be a step ahead of the competition, this would be innovation in technology. Here the company has electronic tools that allow the client to make the jobs more easily. Although there are some such as Pardot (a Marketing automotive tool that focuses on digitizing B2B business processes) or Sales Force (it is a CRM software dedicated to

customer relationship management. Help companies connect with their customers and get more information about them); the most outstanding is Zeus, which is composed of panels and enables to know what it is happening in real time with the online channels of the company. Thus, the company is able to see the market trends, can align the strategy of the company with the sales that are getting and finally, improve the processes.

Product innovation

To name a few of the actions to enhance the innovation that the company is carrying out, it must be said that has a department that is in charge of the R + D with own projects, an example of these is the telemetry that consists on the implantation of technological devices that allow the tracing and remote measurement of physical magnitudes and the subsequent shipment of the information to the company. This is used to learn about the process and system states; thus the costumer can obtain optimum control and management of the fleets. This is one of the latest projects carried out by the company, and although it is not working at 100%, there are already many customers interested in the devices.

Breaking innovation

In addition, the company has implemented a change that has broken with the market. During the past years, all companies used lead batteries, but Toyota has developed modular lithium batteries, of which it is possible to set the battery capacity. Then, in front of a breakdown, there is no need get a new battery (which is too expensive), but the costumer can change the battery modules that need replacement. In this way the company has implemented a type of innovation that breaks the market.

Adapting the Environment

In addition, one of the sectors where the company has excelled in recent years is with the rapid adaptation to the changing demands of customers; this is possible thanks to the weekly market tests launched from the company. The goal here is to determine if any of these bids really draw attention to customers and therefore, have a business opportunity to exploit.

Project management system

All this is possible thanks to the evolution of the company, which has gone from being orderly based on a traditional management model to a project management model.

Here, as it passes at all levels of the organization, the company is perfectly divided and segmented, in order to handle in the best and clearer possible way any situation. This management model is divided into 5 different legs, which are the sale and repair in the garage, renting (both long term and short term), robotics, sale of machinery (whether new or second life) and formation. On an internal level, each of these legs has 5 workers, which provides the distribution of work to be equitably balanced and distributed. In general terms, on each of the legs, the workers are responsible for managing the beginning and the evolution of a project; controlling and responding to the problems that appear during the project; and finally, completion and approval of the project.

3.4. Results

After studying and analysing the case of Comercial Orbel, is it possible to obtain a set of results. In order to segment these results, it was decided to sort the points based on the theory seen.

Resources

Aiming to analyse how resources lead the company to a competitive advantage, they are divided into tangible and intangible. In the first part, some of the tangible resources that stand out are, first, the technology park, composed of 12.000 m² that allows having a unique and exclusive exhibition of machinery, as well as the possibility of carrying out sample fairs. Second, alongside this park, the organization possesses a fleet composed of more than 500 machines of different brands and models, which permits the company to adapt the necessities of the customers.

In the second part, for the intangible resources, what attracts the attention is the creativity and innovation, which are a source of competitive advantage and will be explained below. Then there are the patents that the company possess that allow the company to have a great variety of machinery brands. Also, one of the most important resources for the company is the reputation, throughout the years has experienced important changes, but the costumers always held positive beliefs and opinions about the organization.

Furthermore, in this case, when the firm attempted important changes, such as the landing of products in new countries or the structural change, one of the key elements

was that the company had the reputation to attempt those changes, the costumers didn't quit on the firm; but also the company had the assets to supply other markets.

Capabilities

As seen in the case of Comercial Orbel, the capabilities and skills of the company took an outstanding importance during the years, and lead the organization to a great position in the market place. On the one hand, there is the ability to keep innovating in products; this is shown with the release of the Zen Zoe robot, which explains the capacity of the company to adapt the new environment and provide a product to face the COVID-19.

On the other hand, from the management point of view, the capacity of facing the different changes over the past few years is impressive. Firstly, the board was able not to face the adversity of the departure of two of the partners, but to get rid of the situation and redirect the project into the correct direction. Secondly, even though is hard for the first generation to leave the company, they knew it was time to leave it. In this situation the figure of Jesús Ortiz emerges as key, as he had the capacity to take the organization to the next level.

Innovation

As shown during the study of the case, innovation is one of the key elements in the company's performance. Even during the first years, when the company didn't posses a specific model of innovation, it had a great impact heading the future. It was by using the innovation, especially in product, how the firm was able to keep growing and developing. However the most important era became with the arrival of the new century, when the organization included fresh details such as the expansion through new markets of the acquisition of new buildings to improve the profitability.

Nowadays, the company reaches a competitive advantage by the edge it possesses regarding technological innovation, with the use of very advanced applications for this type of business and sector; and the innovation in channel, being leader of the sector in online sale, with more than 40 portals of internet.

Facing the future, the organization keeps betting on innovation as they expect to reduce working time and get a better organization of the company with the implementation of the Navision system in 2021.

Finally, regarding Orbel's innovation, it has been shown that despite the controversy, the case of this company proves that a family business has the internal structure to be innovative and to use innovation in order to reach a competitive advantage.

Business Changes

Comercial Orbel suffered two huge changes in the last decade but it was able to keep the authenticity of the project and keep growing despite the adjustments experienced.

On the one hand, some employees and executives have a conservative mindset and are afraid of having constant changes. However, based on the studied company's performance this past years, it is been proved that, in order to attempt the future, the company must be constantly adapting the changing environment.

On the other hand, facing a generational transition is difficult and many organizations are forced to close. However, Orbel had the knowledge about how to handle the situation, had the ability from above to keep the project's correct path and the resources in order to maintain the reputation. In this situation, the paper of the employees is crucial, as they perfectly adapted to the new situation, which meant new working styles and methods. This highlights the importance of the culture in the organization.

4. CONCLUSIONS

- 1) Comercial Orbel proves that a familiar business is able to innovate

When talking about if a family business might have the ideal structure to innovate, there have been seen two contradictory theories. The first one states that a familiar business prefers to stay in the comfort zone regarding its products, strategies or styles. However, as seen at the study of the case, Comercial Orbel contradicts this theory and coincides with the affirmation of Llach & Nordqvist (2010). The studied company is a clear example about how innovation can lead a family company to a competitive advantage.

- 2) Which resources and capabilities take the organization to a competitive advantage?

The idea of this study case was to explain how the global image of Comercial Orbel has changed from being a garage in the centre of Almassora to being an organization with three different locations that has implemented robotics in such a traditional market and has opened up the borders.

However, this has been possible because the company has added value to different areas of the organization and has reached the point of having a better position in the market than its competitors.

But in order to get to that situation, the firm had the capacity to adapt the constantly changing environment, take correct decisions, and had the ability to keep the innovation process. Consequently, the organization has been able to take advantage of the different situations lived across the years.

What is more, the firm possesses few concrete resources that any other company in the marketplace has. Those are the fleet composed by more than 500 machines, alongside the technology park, and also the reputation established during the years.

Those elements differentiate the organization from the competitors and take the firm to a competitive advantage.

3) If a company doesn't want to change, it can't survive in today's world.

Throughout the organization's history, the company has been able to develop by carrying out different internal changes that allow the company innovating.

This is proven during the two key processes the firm experienced in the last years. On the one hand, there is the structural change of 2012, here the direction understood that in order to keep growing and improving its profitability, it was necessary to keep betting on innovation. However, this process saw how two of the partners left the company, but the company was able to keep its course and reach new horizons.

On the other hand, in 2018, with the generational transition, not only the company continues taking its odds with innovation, but also the new manager is able to establish a new innovation model that permits the company to accelerate the growth.

This proves that, nowadays, the attitude and performance of the organization directly depends on employees' mentality.

4) Any company can reach its goals

After analysing the studied company, it is possible to say that, nowadays, every single company can reach its goals no matter their greatness or location.

Orbel was founded as a little garage in a small village. Despite the addition of the forklifts and the second generation, the company kept being a familiar business in a very traditional sector. However, the organization has been able to expand itself to points that were unimaginable thirty years ago, for example, making projects abroad or introducing robotics to the company. The main explanation is the capacity and knowledge of the organization in order to explode the resources and take correct decisions to reach every goal.

The studied company proves how a little family business in a traditional sector, has had the capacity to develop and take the firm to new fields. Therefore, if an organization possesses the knowledge and the resources, it will be able to reach any objectives.

5) How does the innovation lead the firm to a competitive advantage?

Comercial Orbel is a company that has been recognized as an innovative firm, but the important point here is, how does that innovation take the company to the competitive advantage?

Firstly, there is the implementation of the innovation model. It allows the company to divide and segment every action taken; therefore, employees have it clear the type of decisions that must be made in every situation.

Secondly, there are two main types of innovation that the organization exploded; they are the technology innovation and the channel innovation. On the one hand, the company possesses some technological applications, such as Zeus or Pardot that improves internal processes. On the hand, the firm is considered to be the sector leader in terms of online sales, and its more than 40 Internet portals prove the interest of the company to achieve that goal.

5. LIMITATIONS & FURTHER RESEARCH

Coming to an end, after seeing the results and the conclusions of this case-study, it is possible to reach two major limitations. Firstly, the Comercial Orbel's case is unique, so it is not possible to conclude that every family business in the marketplace has the same capacity and resources to be innovative and reach a competitive advantage.

Besides, the generational change was finalized few years ago, and despite the

company is having a great success and is improving its profitability; it's not possible to define if the generational transition will be successful on the long term.

Regarding any further research, hoping to extend the results of the study, it would be interesting to:

- Analyse the effects of the generational transition on the long term by carrying out an investigation about the company's performance during this upcoming decade.
- Study the effect of the innovation model in the company for the future. See if the company sustains that same model in during the coming years.
- Carry out an investigation about other companies in the same marketplace, that way it would be possible to determine if those firms use the innovation as much as Comercial Orbel
- Undertake a study to the society in order to find out what is the general belief regarding innovation in family business.

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