

Chapter 12

The Strategic Divestment Decision in the Family Business Through the Real Options and Emotional Lenses

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ABSTRACT

Divestments have received little attention in family business research, although representing one of the most important strategic and financial decisions. Additionally, they have been insufficiently studied from the owning family's emotional perspective. This chapter contributes in filling these gaps by focusing on the core entity of the family business as object of divestment from the Real Options and Regret theoretical lenses. It suggests a characterization of the family business divestment decision and a series of propositions with case vignettes around configurations of divestment options, their valuation, and influence in different emotional family business archetypes.

INTRODUCTION

Divestments are among the most important strategic and financial decisions in organizations. They started to gain scholarly interest in the 1980s (Montgomery, Thomas, & Kamath, 1984, p. 830) and have been increasingly studied since, mainly in relation with the financial value creation (Haynes, Thompson, & Wright, 2000; Kaplan & Weisbach, 1992; Lee & Madhavan, 2010; Rosenfeld, 1984). In family businesses, however, the underlying processes of divestment decision-making do not only obey financial and strategic logics but also emotional logics.

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Table of Contents Strategic Divestment

1. Understanding the eBook Strategic Divestment
 - The Rise of Digital Reading Strategic Divestment
 - Advantages of eBooks Over Traditional Books
2. Identifying Strategic Divestment
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Strategic Divestment
 - User-Friendly Interface
4. Exploring eBook Recommendations from Strategic Divestment
 - Personalized Recommendations
 - Strategic Divestment User Reviews and Ratings
 - Strategic Divestment and Bestseller Lists

5. Accessing Strategic Divestment Free and Paid eBooks
 - Strategic Divestment Public Domain eBooks
 - Strategic Divestment eBook Subscription Services
 - Strategic Divestment Budget-Friendly Options
6. Navigating Strategic Divestment eBook Formats
 - ePub, PDF, MOBI, and More
 - Strategic Divestment Compatibility with Devices
 - Strategic Divestment Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Strategic Divestment
 - Highlighting and Note-Taking Strategic Divestment
 - Interactive Elements Strategic Divestment
8. Staying Engaged with Strategic Divestment
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Strategic Divestment
9. Balancing eBooks and Physical Books Strategic Divestment
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Strategic Divestment
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Strategic Divestment
 - Setting Reading Goals Strategic Divestment
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Strategic Divestment
 - Fact-Checking eBook Content of Strategic Divestment
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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