

BUSINESS CASE

**Strengthening generational
succession through structured
governance**

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Challenge

A leading family-owned business faced the challenge of establishing a clear and transparent process for designating members of the incoming generation to its governance bodies. The core difficulty lay in creating an objective system to move away from previous appointment practices based on family ties rather than merit and capability.

Talengo's role was to act as a strategic partner to the Appointments and Remuneration Committee (ARC), maintaining open and fluid communication with the family. The aim was to build trust through our expertise, positioning ourselves as advisors and supporting the Board in making informed decisions.

This collaboration included active participation in family and corporate governance forums, where we explained the process, addressed concerns, and co-created solutions.

Given the sensitive nature of the process, a specialized team with experience in assessing and developing talent within family businesses was essential. Several Talengo partners were directly involved in strategically leading the project to ensure its success.





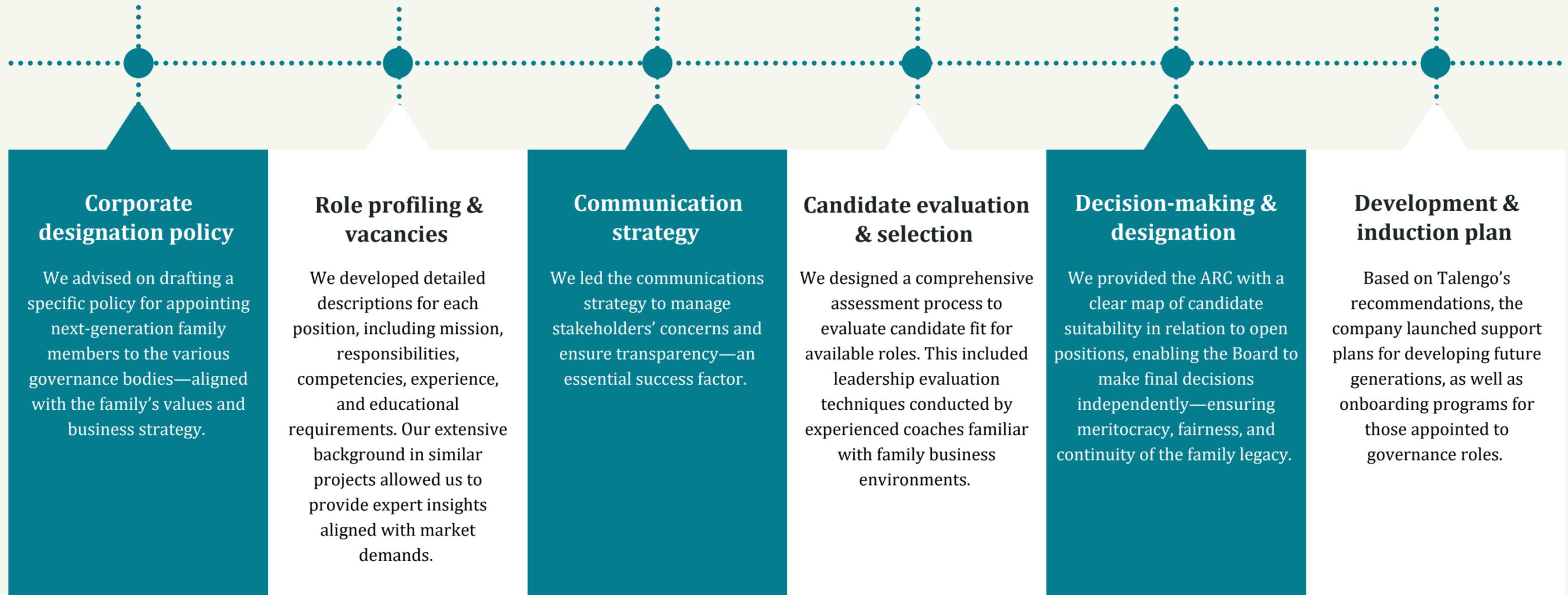
Solution implemented

Together with the company, Talengo designed and implemented a comprehensive designation procedure tailored to the organization's needs and aimed at strengthening corporate governance.

Talengo's knowledge of best practices in family businesses was essential throughout each stage. Acting as a strategic partner, we provided continuous guidance, accompanying the company on the path to success.

Key actions

In close collaboration with the ARC and the Board of Directors, we carried out the following core actions:





Results & impact

The designation process enabled the company to:

- **Formalize an objective and transparent process**, ensuring meritocracy and fairness.
- **Foster development in the next generation**, providing a valuable experience in self-knowledge and assessment.
- **Align generational succession with the strategic vision**, ensuring new members contribute to long-term business sustainability.
- **Strengthen family cohesion**, by integrating younger generations into the continuity strategy of the family legacy.

The final appointments filled the available positions with highly motivated individuals who matched the required profiles excellently—thanks to rigorous evaluation combining quantitative and qualitative variables.

Additionally, non-selected candidates benefited from a development plan, while selected individuals underwent an induction process. This reinforced a holistic talent approach and sent a strong message: the family and the board are committed to developing their own talent and aligning succession with long-term business goals.



Key success factors

- **Board commitment:** Active support from the Board and the ARC drove adoption of the designation process.
- **Data-driven insights:** Talengo's comprehensive evaluation enabled objective, merit-based decisions.
- **Transparency & communication:** Ongoing communication ensured understanding and alignment among all parties.
- **Legacy focus:** Family values and vision were upheld throughout the process, ensuring generational transition preserved the family's legacy.

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*Is your company facing a similar challenge?
Discover how we can help.*

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