

## FAMILY HOLDING AS A WAY OF RURAL SUCCESSION PLANNING: A BIBLIOGRAPHIC REVIEW

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**Abstract:** The family holding is one of the legal tools available for succession planning and analyzing it within the rural context is necessary, given its peculiarities such as the family nature of the administration, requiring an organization and administration of the assets aimed at the continuity of productive activities. This article aims to identify and analyze the national scientific production regarding the family holding company as a tool for succession planning in rural areas. For this purpose, a bibliographical review is used as a method, comprising works published in Brazil, without temporal limitation, through the Scopus, Scielo, Periódicos CAPES and Revista dos Tribunais Online databases. The results showed that only one study involved the two themes (rural succession and family holding). According to the sample of this study, the family holding may be efficient and advantageous, however, the family, succession, equity and economic reality specific to each family must be examined in order to analyze the feasibility of constituting a legal entity

**Keywords:** Family succession. Transfer of rural property. Agribusiness.

## INTRODUCTION

The term succession comes from the Latin, from the verb *successione*, a substitution, with the idea that one thing or person comes after another (FARIAS; ROSENVALD, 2018, p. 30).

Agricultural and livestock productivity has been increasing more and more with technologies and the professionalization of activities, however “the theme of succession has not evolved in the same dimension as the growing process of professionalization of the activity” (ALCÂNTARA; MACHADO FILHO, 2014, p. 140).

So, in the same way that plantation requires intense organization and planning, family succession is also a process that requires

organization and planning (OLIVEIRA; VIEIRA FILHO, 2018; SHARMA, 2006), considering that the property has a character of production good, indispensable to human beings (SILVA, 2005). It should be taken into account that a large part of this segment are family organizations (IBGE, 2018). And that the moment of succession is one of the main vulnerabilities of family businesses (BORNHOLDT, 2005; GALLI, 2015). Most rural properties have families as managers (SCHMEISCH, 2020), therefore, studying succession in agribusiness is essential in the three contexts below: “inside the rural producers’ homes” (minimization of family conflicts and savings in the transmission of property) “inside the gate” (protection of productive activities) and “outside the gate” (for the country’s economy).

In rural areas, the lack of planning in the succession process has been observed (ABRAMOVAY et al, 2001; AHLERT, 2009; MATTE; MACHADO, 2017; MOREIRA; SPANEVELLO, 2019; SILVESTRO et al, 2001). The main causes of “death” of family businesses in agribusiness are “concentration by tradition, lack of structured strategic planning and fights in succession”, according to Oliveira (1999, p. 37). In addition to being common that assets, when divided among the heirs, make productive activities unfeasible (AHLERT; CHEMIN, 2010). The family, property and rural production are closely linked. In this sense, it is important to plan the succession and one of the legal tools that can benefit rural activities and assets is the constitution of a family holding company.

The present study only studies the family holding, a company whose objective is the concentration of assets for the planning of family succession, that is, the company that adapts to the peculiarities of the family, in the aspect of family succession, asset management, fiscal issues and, even the management of

emotional conflicts, seeking to avoid and rationalize such dilemmas (MAMEDE; MAMEDE, 2021).

In this context, the theme of this article is the holding company as a form of succession planning in rural areas and has as research object the articles published on the subject nationwide, resulting in a bibliographical review.

This study aims to analyze the characteristics of publications on the constitution of the family holding company as a way of planning and organizing succession in rural areas. From the perspective initially exposed, this research is justified by the need for studies on legal forms of succession planning to: i) reduce existing costs in the transfer of rural assets; ii) enable the minimization of family conflicts, and, last but not least, and; iii) protect rural productive activity, whatever it may be. Thus, the following research question arose: Has the family holding been scientifically researched in order to plan succession in rural areas?

## **THEORETICAL REVIEW**

The theoretical framework was divided into two analysis variables that were initially worked on in isolation and later thought together throughout the research. They are: rural succession and family holding.

### **RURAL SUCCESSION**

Family succession in rural areas demonstrates that entry into the agricultural profession comes from people from rural areas, although the profession is open to all individuals (SILVESTRO et al., 2001). As a result, succession largely depends on new generations within the family establishment itself (SPANVELLO, 2008). According to Facioni and Pereira (2015), the future of agricultural activities depends on family succession.

Kinship relationships are very important,

since the majority of contemporary farmers continued the paternal activity, which does not occur in other economic activities (SILVESTRO et al., 2001).

Selling property is always a difficult decision. Carneiro (2001) demonstrates the feeling of attachment and belonging to the property and to the life built in the rural environment. The value of the property is invaluable from a sentimental point of view, thus, by leaving it to the children, the relationship of continuity is preserved, maintaining the moral and economic values of the land (BOSCARDIN; CONTERATO, 2017).

The literature has been pointing out that rural producers dedicate too much time to the resolution of operational issues, leaving aside the development of a structure of governance, planning and strategic organization of the family business (VIEIRA, 2013). Thus, it is necessary to manage the properties by implementing processes that allow both profit and continuity for the next generations (OLIVEIRA; VIEIRA FILHO, 2018).

Succession planning, as the literature has shown, is not common in family farms (AHLERT, 2009; SILVESTRO et al., 2001; TEIXEIRA; ZANETTE, 2021). Planning and organizing the succession can be a rational and tough way of dealing with the finitude of life, in addition to being “indispensable to prepare the family for the succession, even if this means working with the idea of death itself” (MAMEDE; MAMEDE, 2021, p. 103).

### **FAMILY HOLDING**

One of the legal succession planning tools for the legal structuring of productive organizations and/or assets is the constitution of a legal entity, called a family holding company. It is an alternative that the principle of autonomy of will provides, as long as it is within the limits of the law (FLEISCHMANN; GRAEFF, 2021; FLEISCHMANN;

TREMARIN JUNIOR, 2019; MAMEDE; MAMEDE, 2021; REDECKER; BONDAN, 2015).

At this point, only the family holding company will be the object of study, within its context, whose “characteristic mark is the fact that it fits within the scope of a certain family and, thus, serves the planning developed by its members, considering challenges such as organization of the patrimony”(MAMEDE; MAMEDE, 2021, p. 20). This allows the unification, planning and organization of the assets and, in a second moment, the transmission of this to the successors.

In the first moment, the individual(s) use(s) their *latu sensu* assets (movable and immovable property, rights, shares, etc.) as a way of paying in the holding company’s share capital. This fact makes them the owner(s) of quotas or shares and the universality of the equity subject to payment becomes part of the holding company (FLEISCHMANN; GRAEFF, 2021).

In the second moment, when transferring the assets to the heirs, there will only be quotas or shares (if all assets are transferred) and not each asset or right individually. So, as the property was used as a form of payment in the corporate capital of the legal entity (holding), the partners receive, with this, the quotas, if a limited company or shares, if a corporation. As a result, when the deceased’s assets are shared, the holding company will be the owner of the rural property and the heirs will be partners or shareholders.

As the holding promotes the gathering of all assets, delivering the quotas/shares to their heirs, it allows them to keep the lifetime usufruct of these participations for themselves and allows them to continue fully managing their assets (OLIVEIRA, 2010). In practice, the concentration of assets facilitates the management and participation of each family member, avoiding family

conflicts in the business environment due to the “depersonalization” provided by the legal entity – holding company (BARBOSA; JESUS, 2015).

Thus, in the national literature, there is a real need to analyze scientific research regarding the constitution of a legal holding company within the rural environment – in view of its specificities – in order to plan the succession. And based on the introductory concepts and, along with the theoretical framework, we move on to the methodology used in this work.

## **METHODOLOGICAL PROCEDURES**

The main objective of this study is to analyze the characteristics of publications on the constitution of the family holding company as a way of planning and organizing succession in rural areas. With the purpose of achieving this objective, a bibliographic review was carried out, as it is the scientific method for evaluating the literature in a certain area of knowledge (LIMA; MIOTO, 2007). In this specific research, a theoretical essay was carried out, supported by a bibliographic review, characterized as qualitative and exploratory, which sought to understand the meanings and characteristics of the research objects (Richardson et al., 1999). Qualitative research offers a non-quantifiable level of reality, being used to define or discover the cause of a problem with greater accuracy (Richardson et al. 1999).

In this way, a theoretical research was carried out with the use of scientific articles that addressed the researched theme. It started with keywords from the Portuguese language in view of the intended legal analysis, under the focus of Brazilian legislation.

The method consisted of analyzing the themes, titles, year of publication and important qualitative data of each research,

which can be correlated for possible application to the family holding as a form of succession within the rural context.

## DATA COLLECT

To carry out the data collection for this mapping, searches for scientific articles were carried out on October 29, 2021, through the electronic platforms Scopus, SciELO and Periódicos CAPES, without any temporal parameter. The expressions used were: holding company and rural succession.

On the Scopus and Scielo platforms, one article resulted in each database. In Revista dos Tribunais Online it resulted "Results not found". In the Periódicos CAPES database, 65 articles resulted, 16 of which were repeated and, therefore, 49 articles were analyzed and, subsequently, a content filter was carried out, of those that did not match what this work intended. Therefore, 16 articles remain from the CAPES Periodicals Platform. Two results were considered repeated on this platform (HILLEN; LAVARDA, 2020; OLIVEIRA; ALBUQUERQUE; PEREIRA, 2012) as they were already search results in Scopus and Scielo. So, the analysis focused on 18 articles (16 CAPES Journals + 1 Scopus + 1 Scielo).

Data collection was structured and systematized in an electronic spreadsheet, created by the authors of this article, who agree with Martins and Teóphilo (2016) when they teach that knowledge organized in this way can be identified as essential for bibliographic research and scientific research.

## RESULTS AND DISCUSSION

This study brought together four electronic databases, with no time limit, with the aim of seeking trends that would guide future studies on the union of two current themes, in order to answer the research question: The family holding company has been scientifically researched with with the aim of planning

succession in rural areas?

First, it is necessary to make the following observations: i) there are two articles that were not analyzed in the light of Brazilian legislation (GONZÁLEZ FERRERO; GUZMÁN VÁSQUEZ; DAVILA,2010; RAMIREZ; OSPINA, 2017), but were examined because they referred to holding matters or family succession and; ii) two others dealt with the subject from the perspective of two different legislations.

The sample studied in this work comprised works with different themes, which were selected for presenting correlation with one of the objects of study of this research (holding and/or succession). Thus, it was found that some articles deal only with the holding company while others address the succession, a portion unites the two subjects: holding company and succession. And only one article, as already reported, embraced holding and rural succession.

Regarding the analysis of the years of publications, a growth was noticed from 2015 and, since 2017, annual publications began to appear. In 2021, three surveys on the subject were already found before the end of the year.

Leaving for the last item object of analysis, that is, the content of the works. First, an individual appreciation of the content was carried out in view of the richness of focuses and amplitudes of each research. In this regard, it is worth noting that, given the ways in which the works that resulted from the research were approached, the most diverse approaches to succession were found, in which, despite not being specific to the rural environment, it can be taken advantage of and used as issues of management, planning, governance, equity, administration, taxation and, of course, the family holding company.

**1 Governance, Succession and Professionalization in a Family Business: (re) arranging the place of the multigenerational**



**family**(OLIVEIRA; ALBUQUERQUE; PEAR TREE, 2012): deals with the holding company and succession, but does not address the rural environment. The authors analyzed the governance mechanisms and the succession and professionalization processes implemented at Randon SA (case study). The company entered Bovespa's Level 1 of corporate governance. Management decisions were taken for the companies that make up the holding company, with its constitution the ownership and management were delimited, the professionalization of management, the adoption of corporate governance rules in order to reduce conflicts of interest and clarify succession rules.

**2 Budget and life in family business in succession process** (HILLEN; LAWARD,2020): deals with the holding company and succession, but does not address the rural environment. The authors analyzed how the need for a budget is conceived in a family business in the process of succession, through a case study. The results proved that changes in the succession process and its strategies (professionalization of management, creation of the holding company and governance) interact and influence the need for the budget.

**3 Holdingfamily as a succession planning structure in family businesses** (MANGANELLI,2017): deals with the holding company and succession, but does not address the rural environment. The authors brought up the problem that the vast majority of companies tend to end their activities in the generation following that of the founding partner and, only in rare exceptions, are successful in reaching the third generation of the family. Planning is necessary, presenting the holding company as an alternative for donating quotas or shares instead of the most diverse assets; protecting the operational activity, avoiding family conflicts; professional

management, tax benefits, etc.

**4 Holding and the processes of family succession and tax planning in the coffee growing segment** (ROCHA; SANTOS; SANTOS, 2021): deals with the holding as well as succession in the rural area. The article was responsible for the main qualitative result of the object of study proposed in this study. Coffee farming has a predominantly family characteristic, succession without proper planning can jeopardize business continuity, in addition to burdening tax aspects. This study found that "Studies that analyze the process of family succession and the impact of tax planning through the use of holding companies are still lacking in Brazil" (ROCHA; SANTOS; SANTOS, 2021, p. 76). The work concluded that the holding company can be useful for succession planning, by separating family relationships from professional ones; establish complementary rules to current legislation regarding participation and control. However, the best tax regime for coffee production continues to be the individual based on the cash book. At the end, it was emphasized that the study refers to an economic group and that the results cannot be generalized.

**5 Succession planning as an instrument for preventing litigation in Italian-Brazilian transnational unions - A pragmatic analysis of succession in Brazil and Italy** (PIERROTTI JUNIOR, 2021): deals with holding companies and succession, but does not address the rural environment. The author explains the causa mortis succession in Brazil and Italy. He highlighted that Italy does not recognize the stable union and that the guilt in the separation is still discussed. In addition, he points out some succession planning tools, among them, the constitution of a family holding company to regulate transnational unions. With that, he transmutes to Corporate Law the patrimonial regency of assets as well as family businesses.

**6 Family-Owned Business Succession and Governance: A multiple case study in Brazil** (ROTH; TISSOT; GONÇALVES,2017): deals with the holding company and succession, but does not address the rural environment: the authors showed the family business risk factor. The mismanagement of the succession process between the generations of the family evaluating the factors that trigger the succession and the ways that the companies act to the process and turbulence of the succession through a study of four representative family organizations. Ways were brought so that the three entities (family, business and property) can live in harmony. The results showed that the succession process can be an opportunity to improve the company's succession and that there is no single model to follow. The more planned and organized the succession, the greater the chances of business continuity.

**7 Organizations, representations and syncretism: the experience of a family business facing changes and management successions** (WAIANDT; DAVEL,2008):deals with holding and succession, but does not address the rural scope. The authors studied the role and centrality of family representations in understanding family organizations through a case study of a family beverage company, resulting in the proposition of the notion of representational syncretism as an explanatory notion of organizational complexity at the cultural, symbolic and subjective levels. . The temporal changes in the family representations carried out in the company were in line with the changes that are taking place in the forms of sociability of the contemporary family, that is, from a strict and authoritarian father to a flexible and open father to the new and the sons and daughters from obedient to companions .

**8 The role of the hereders in family businesses: The case of Carvajal** (GONZÁLEZ FERRERO; GUZMÁN

VÁSQUEZ; DAVILA,2010): deals with the holding company and succession, but does not address the rural environment. The authors brought an interesting data from the first holding company in Colombia. For the article, they applied the family succession model of Palia, Ravid and Wang (2008) demonstrating tacit knowledge to managers, non-monetary benefits to running the company and the development of certain personal managerial skills. They used the case of Carvajal, an important Colombian economic group. Successions are contrary to theoretical and empirical evidence in the literature, since they do not frustrate the company's economic growth and even consolidate the company, expanding it. Thus, showing that the benefits arising from the founder can be extended to the well-prepared heir for the succession process.

**9 Analysis of a family organization in the light of the multidimensional-reflective model** (FERRAZ; CAVALCANTI JUNIOR; FERRAZ, 2015): deals with the holding company and succession, but does not address the rural environment. The authors analyzed, from a case study, a family organization, having as reference the reflective Multidimensional Model of Alves (2003). The authors link the survival of the family business to the difficulties arising from the succession process, but clearly emphasize that negative consequences do not always come, depending on an "efficient management capable of planning to face situations like this, will manage to keep the organization as entrepreneurial and competitive" (or sometimes even more) as soon as possible, ensuring its permanence in the market" (FERRAZ; CAVALCANTI JUNIOR; FERRAZ, 2015, p.351). The case studied underwent a reorganization that culminated in the constitution of a holding company, resulting in a de facto organization, equiparative-adaptive, in light of the model

formulated by Alves (2003).

**10 Analysis of financial performance opportunities in Brazilian and Chilean family businesses** (VOGT et al., 2015): Deals with succession, but does not address the holding company or the rural environment. So, the authors analyze opportunities for financial performance in Brazilian and Chilean family businesses, comparing them. Succession was found to be a critical stage for family businesses that could affect survival, as few family businesses survive the second generation and there is an even more significant reduction of those that survive the third.

**11 Succession in family businesses. Analysis from the agency theory: Caldas case.** (RAMIREZ; RAMIREZ OSPINA, 2017): deals with the holding company and succession, but does not address the rural environment: the authors expose the main approaches of the agency theory and its application in the case of family businesses, presenting findings with succession practices through the study of seven cases of the department from Caldas, Colombia. It is seen the importance of family protocols for succession, that the development of the family business depends on the influence of the family itself and there must be a harmonious balance between the company and the family members, avoiding conflicts.

**12 “The grandfather builds, the father uses and the grandson starves to death”: Family stories in an organization** (CARRIERI; LOPES, 2012): deals with the holding company and succession, but does not address the rural environment: the authors analyze the family-organization relationship, against the backdrop of family histories and the development of the company, that is, the relationship between family and business and the repercussions of such a union. The study discussed family businesses and aspects of the

family institution. It was found that the values related to the company are as strong as those related to the family.

**13 Facilitators, obstacles and main points of conflict in the succession process** (SAINTS; SEHNEM; SANTOS, 2018): deals with the holding company and succession, but does not address the rural environment: the authors analyzed a large company within the facilitating, hindering aspects and main sources of succession conflict, most of the strategies being considered as facilitators because even being familiar it was managed in a professional manner with subsequent rules of corporate governance.

**14 Family Business: How family and ownership shapes business professionalization** (LISSONI et al., 2010): deals with succession, but does not address the holding company or the rural environment. They demonstrated how family and ownership cultures can influence the development process of an organization, based on a study in a family business. The facts that influenced the professionalization of the company were analyzed. Resulting that the family and its values and cultures can have impacts on the evolution, therefore, before organizing the company it is necessary to organize the family.

**15 Strategic adaptation of a business group originating in the match industry of security** (SAMPAIO; CARVALHO, 2015): deals with the holding company and succession, but does not address the rural environment. The authors analyzed the issues of environmental determinism and voluntarism, within the process of strategic adaptation of a business group in the safety match industry, which is a holding company for other companies, and some family succession processes were pointed out.

**16 Unlimited Corporate Governance for Limited Companies** (KLEINERT; LANA; FLORIANI, 2019): deals with the holding



company and succession, but does not address the rural environment. The authors brought the application of the Shareholders' Agreement - considered as an internal mechanism of Corporate Governance for the beginning of the activities of micro or small companies aiming to settle conflicts, professionalize the management and even starting the activities in a structured way demonstrating business maturity, knowledge of rights, duties and obligations in line with corporate governance practices.

**17 Piketty and egalitarian tax reform in Brazil** (RIBEIRO, 2015): Deals with the holding company abroad, but does not address succession and the rural environment. The work analyzed the measures of the book "O Capital no Século XXI" and compared it with the Brazilian tax system, pointing out the need for an egalitarian tax reform to reduce social inequality. One of the suggestions presented is the institution of a tax on large fortunes, considering all the taxpayer's assets and debts and, thus, exempting taxation on real estate assets. However, he suggested increasing rates and establishing progressive taxation on inheritances and donations. The author brings a comparison of taxation on inheritances in Brazil with other countries and demonstrates that the Brazilian rate is extremely low.

**18 The Votorantim group's strategies amid the deindustrialization of Brazil: internationalization, portfolio review and changes in the group's management (1980-2019)** (SILVA; DALLA COSTA, 2021): deals with the holding company and succession, but does not address the rural scope. The authors mentioned the family holdings of the Votorantim Group, in the midst of the deindustrialization of Brazil, the review of the portfolio and the directive changes of the group from 1980 to 2019.

Undoubtedly, these are important studies, each with its focus.

It should be noted that it is fully possible to establish a correlation with the rural area, namely: i) starting with the importance of the succession process, organizing the family, planning succession rules, according to values and cultures, giving longevity to rural activities, enabling protection of property and productive activities; ii) the benefits of good corporate family governance practices in rural areas, reducing family and interest conflicts; iii) family protocols in the succession process, shareholder agreements; iv) the professionalization of management; v) the creation of a rural family holding company to separate, as far as possible, family points from rural production, protecting it from possible family conflicts; vi) the importance of social change concerning parents and children; in rural areas.

In the joint analysis of the articles, it was possible to identify four main types and/or logics of family succession, presented below in the form of statements, the first two logics of neoclassical inspiration and the last two with adherence to the institutionalist perspective.

a) Succession as governance and conflict minimization logic: information flows provide for the improvement of rationality and decision-making through mechanisms of governance and conflict management. The organization's stability depends on the harmonious relationship between the agent (manager) and the principal (family) in conducting business.

b) Succession as administration and logic of the rationality of decision-making: professional management results in the integration of the interests of the family, the business and the transfer of assets, through planning and pursuit of financial performance. Efficient and rational administration provides a suitable environment for the emergence of an enterprising and dynamic organization.

c) Succession as evolution and logic of adaptation to the organizational environment: the cultural, symbolic and subjective dimensions influence the institutional complexity of family organizations, their diversity and the sociability of families. The evolution and development of family organizations depend on strategic adaptations to the organizational environment.

d) Succession as a family institution and generational logic of conservation of values: tacit knowledge, specific managerial skills and ways of doing things have a contrary influence on the thesis of maximizing financial returns. Organizational stability and incremental changes depend on conserving and transmitting family history and values to future generations.

Tax planning, legislation and succession regulation are also mentioned in the publications. However, these succession constraints depend on or are influenced by restricted possibilities of internal management within organizations and for these reasons were not included in the above descriptions.

Finally, it is convenient to inform that the articles studied present specific, broad information and pertinent studies that deserved, each one, a specific article comparing, through an analogy of its own, with the rural area. This construction can be interesting in view of the lack of articles on existing themes in Brazilian literature.

## **FINAL CONSIDERATIONS**

It is noticed that the family holding company as a form of succession planning in rural areas has been little studied in the literature and, therefore, more research and studies are essential in view of the peculiarities that involve the rural context. There is,

therefore, a considerable gap in the study of the holding company, its advantages and disadvantages as a succession planning tool with the specificities of the rural environment.

Responding to the research question “Has the family holding company been scientifically researched with the aim of planning succession in rural areas?” It was noticed the rarity of studies on the subject, since it resulted, in the analyzed sample, a single work that promoted the marriage of the proposed subject (holding company + rural succession).

In the study undertaken and presented in this article, the need for interdisciplinary studies to analyze the determinants of family succession, integrating the areas of knowledge of economics, sociology and political science, becomes evident. A multi-level approach should also be mentioned as relevant to the study of succession, as it enables the connection between micro and macro realities, considering the interdependence between individuals, family groups, organizations and society. The analyzed articles show the interdisciplinary and systemic character of the theoretical and methodological perspectives used with the objective of approaching the complexity of the theme succession of family businesses.

In this way, this work brings to the discussion the need for studies with the most diverse approaches in view of being a highly multidisciplinary subject, considering that good succession planning in agribusiness involves several areas of knowledge, such as, for example, legal sciences, accounting, business and economic.

The tool, as seen in the theoretical framework and in the results, when planning and organizing the succession in the rural environment, enables the reduction of family conflicts, the perennality of the rural property within the family, the protection of productive activities and, still, can bring savings tax on

the transfer of ownership of the property.

Additionally, and depending on the specific case, the holding company makes it possible to professionalize the rural activity, through management rules, financial analyzes and even through administrative technologies available on the market. In this aspect, professionalization can be both professional and also through the “professionalization of the heir” for the business.

As suggestions for new works, the following are indicated: i) the bibliometric analysis in the Bank of Theses and Dissertations of CAPES to analyze how the themes are being studied within the stricto sensu academic environment; ii) analysis of the holding's tax possibilities compared with the inventory and donation in life, within the rural environment; iii) analysis of the holding company with a focus on reducing strictly family conflicts; iv) the holding company as a way to avoid condominium rules and the division of ownership, in order to complement the analyzes proposed in this article; v) contractual and statutory rules and shareholder pacts as a way of personalizing rural family succession; vi) the analysis of how the COVID-19 pandemic led to an increase in the search for succession planning tools in rural areas, through field research; vii) the risks of the tax reform for the rural holding company; viii) the costs of setting up the rural holding company; ix) the application of family corporate governance rules in the family holding with a focus on the rural area; x) the family holding as an

opportunity to professionalize rural activities; xi) the elaboration of comparative research for the constitution of the family holding company in small, medium and large rural properties; xii) restrictive clauses existing in Brazilian law in donations and wills as a means of protecting productive activities; xiii) the rural holding company with preferred quotas/shares for successors who do not work on the rural property; xiv) the family holding as an effective form of succession planning in rural-mosaic-families; xv) the succession of the rural property in cases where the division causes the division of the property into an area smaller than a rural module and; xvi) the delay of inventory in rural areas and usucaption between heirs.

Thus, the constitution of a family holding company can be considered a viable alternative for a portion of rural families. Emphasizing, however, that it depends on the specific analysis of each family/succession/economic situation to analyze the viability and existing advantages, as it is not a ready-made formula.

Finally, it is opportune to bring, in a metaphorical tone, words known in the field, the constitution of the holding company can plant the organization and planning and, in the next moment, reap the family, succession and economic-tax benefits arising from this succession tool, having the real possibility of adding value to agribusiness since it can protect both the property and the productive activities.

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