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Foundational Imprints Across Generations in a Family Firm: Case Study of Poças

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FOUNDATIONAL IMPRINTS ACROSS GENERATIONS IN A FAMILY FIRM: CASE STUDY OF POÇAS

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Biographic note

Maria Filipa Costa Teixeira was born in Porto, Portugal, in December 2002, where she has resided throughout her life. In 2020, she completed her secondary education and subsequently enrolled in the bachelor's in management at the Faculty of Economics of the University of Porto (FEP), earning her degree in 2023. In the same year, she pursued further education by enrolling in the master's in management.

Between 2020 and 2024, Maria completed three summer internships in diverse organizations and sectors - Just Stay Hotels, Sonae Sierra, and Stricker - gaining valuable skills and knowledge in Finance and Management Control. These experiences allowed her to develop a strong foundation in her areas of interest.

Additionally, Maria engaged in multiple international academic exchanges, participating in the Erasmus programme in Sweden in 2022 and Belgium in 2024, as well as a short-term programme in Greece in 2024. These opportunities enriched her understanding of global business practices and intercultural dynamics.

Beyond her academic and professional pursuits, Maria achieved a significant personal milestone in 2024 by becoming a national vice champion in kickboxing, a sport she is passionate about, and which has taught her discipline, resilience, and determination.

While finalizing her master's dissertation, a pivotal step towards completing her degree, Maria has accepted a new challenge and started working in the Control Department at Rangel.

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"Learning never exhausts the mind."

Leonardo da Vinci

Abstract

The founder's context and the founding conditions can leave lasting imprints on organizations, particularly in family businesses where leadership may remain within the family across generations. This study examines how such foundational, initial imprints persist, transform, and fade over time, focusing on the case of Poças, a Portuguese family-owned wine company, with over 100 years and now in its fourth generation of leadership. Drawing on the theoretical framework of organizational imprinting by Simsek et al. (2015), which presents imprinting as a dynamic process instead of a static event, this research adopts a qualitative case study approach to explore the dynamics of imprinting through three phases: genesis, metamorphosis, and manifestation.

Empirical insights were collected through interviews with family members of two different generations and non-family members, documentary analysis, and observation during on-site visits. The findings empirically demonstrate and theoretically explain how founder characteristics and founding conditions generate enduring imprints that shape organizational culture, strategy, and governance across generations. These imprints persist not through simple replication but through processes of adaptation and reinterpretation that ensure continuity while enabling change. The study advances imprinting theory by showing the multiplicity of imprints that can arise from a single sensitive period and by identifying generational succession as a central mechanism of both persistence and reinterpretation. It extends existing research by situating imprinting within the context of long-lived family firms, offering insights into how foundational imprints and innovation can coexist over time. Ultimately, the study underscores the relevance of imprints across generations and highlights two key contributions: the conceptualization of imprint reinforcement gaps and the role of professionalization in sustaining and transforming imprints.

Keywords: Family Business; Generational Succession; Imprints; Organizational Imprinting

Resumo

O contexto do fundador e as condições da fundação podem deixar marcas duradouras nas organizações, especialmente nas empresas familiares, onde a liderança tende a permanecer dentro da família ao longo das gerações. Este estudo analisa como esses *imprints* fundacionais persistem, transformam-se e manifestam-se, através do caso da Poças, empresa familiar portuguesa de vinho, com mais de 100 anos de história e atualmente na quarta geração de liderança. Baseando-se no enquadramento teórico do *imprinting* organizacional de Simsek et al. (2015), que entende o *imprinting* como um processo dinâmico, esta investigação adota uma abordagem qualitativa de estudo de caso para explorar as dinâmicas do *imprinting* em três fases: génese, metamorfose e manifestações.

As evidências empíricas foram recolhidas através de entrevistas a membros da família de duas gerações diferentes e a colaboradores não familiares, bem como por análise documental e observação em visitas à empresa. Os resultados demonstram como as características do fundador e as condições iniciais geram *imprints* duradouros que moldam a cultura, a estratégia e a governação ao longo do tempo. Estes *imprints* não persistem por mera reprodução, mas também através de processos de adaptação e reinterpretação que asseguram continuidade, permitindo ao mesmo tempo a mudança. O estudo contribui para a teoria do *imprinting* ao evidenciar a multiplicidade de *imprints* que podem surgir de um único período sensível e ao identificar a sucessão geracional como mecanismo central tanto de persistência como de reinterpretação. Estende ainda a investigação existente ao situar o *imprinting* no contexto de empresas familiares centenárias, mostrando como *imprints* fundacionais e inovação podem coexistir. Por fim, sublinha a relevância dos *imprints* ao longo de gerações e destaca dois contributos principais: a conceptualização das "lacunas de reforço do *imprint*" e o papel da profissionalização na persistência e transformação dos *imprints*.

Palavras-chave: Empresas Familiares; *Imprints*; *Imprinting* Organizacional; Sucessão Geracional

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1. Introduction

Family businesses represent a significant pillar of national and global economies. In Europe, they account for over 60% of all businesses (European Commission, 2025). In Portugal, they are even more dominant, comprising approximately 70 to 80% of firms and contributing around 65% to the country's GDP (Associação das Empresas Familiares, n.d.; Compete 2030, 2024). These enterprises are often characterized by long-term orientation, strong values, and the intertwinement of family and business systems (Tagiuri & Davis, 1996). Their longevity, however, raises important questions about how certain organizational characteristics, especially those shaped by founders, can endure over time.

One theoretical lens that offers valuable insights into this phenomenon is organizational imprinting. Originally introduced by Stinchcombe (1965), imprinting theory suggests that organizations are particularly susceptible to external influences during their early years, what Marquis and Tilcsik (2013) term sensitive periods. Imprints can persist long after the original conditions fade. Simsek et al. (2015) expanded this perspective by proposing a three-stage model of imprinting: genesis, metamorphosis, and manifestation - which frames imprinting as a dynamic, evolving process rather than static. The persistence of founding imprints is of particular interest in the context of family businesses, where generational succession introduces both continuity and potential change. Recent studies (e.g., Kammerlander et al., 2015; Marques et al., 2022) have shown that successors often inherit not only ownership and leadership, but also deeply rooted values, stories, and practices. These inherited elements can, for example, influence successors' strategies, attitudes toward innovation, and approaches to governance. While some studies have explored how values are transmitted across generations, less is known about how original imprints created by founders persist, evolve, or are intentionally reshaped, and how significant they are in later stages of a multigenerational firm's life.

Although imprinting theory has gained attention in organizational research, empirical applications within the context of multigenerational family firms remain limited. In particular, the mechanisms through which early imprints are maintained or transformed across successive leaderships are underexplored. Most existing research has focused either on founding influences in start-ups or on succession as a managerial process, overlooking the long-term influence of founding conditions on organizational identity, routines, and culture. Moreover, the few studies that examine imprinting in family firms tend to focus on first-to-second generation transitions, leaving a gap in understanding how imprints behave in more mature, multigenerational family businesses. To address this gap, this dissertation investigates how initial imprints persist, transform, fade, and manifest across multiple generations in family firms. It draws upon the imprinting framework of Simsek et al. (2015) and applies it to the case of Poças, a Portuguese family-owned Port wine firm founded in 1918 and now led by the fourth generation. This study aims to (i) identify the foundation's imprints on the organization, (ii) analyse the preservation, reinterpretation, and fading of initial imprints across generations, and (iii) explore how they currently manifest.

This study employs a qualitative case study approach, which is particularly well-suited for capturing the complexity of family firm dynamics and the contextual factors that shape them (Yin, 2018). Semi-structured interviews with current and former employees and family members, complemented by document analysis and on-site visits, enable a rich, multi-voiced understanding of how the past continues to shape the present in Poças.

This study contributes to organizational imprinting and family business literature by demonstrating that founder characteristics and founding conditions can generate multiple enduring imprints that can influence diverse dimensions of a firm. It also shows that persistence does not rely on simple replication, but on processes of reinterpretation that adapt original imprints to new contexts while retaining their underlying meaning. Additionally, it extends the scope of imprinting theory by applying it to a mature, tradition-bound family business, highlighting how imprints and innovation can coexist.

The dissertation is structured as follows. Chapter 2 reviews the relevant literature on family business, generational succession, and organizational imprinting. Chapter 3 outlines the methodological approach, detailing the case study design, data collection methods, and analytical approach. Chapter 4 presents the empirical findings, organized according to the three phases of the organizational imprinting framework: genesis, metamorphosis, and manifestation. Chapter 5 discusses these findings in light of existing theory, identifying academic contributions and practical implications for family firms. Finally, Chapter 6 concludes by summarizing the study's main insights, acknowledging its limitations, and proposing directions for future research.

2. Literature review

2.1. Family Businesses

2.1.1 Defining Family Businesses Over the Years

Family businesses account for the most dominant and oldest form of business, playing a vital role in the global economy and its development (Comi & Eppler, 2014).

Literature on family firms has sought to explain how non-family firms differ from family firms (Arredondo & Cruz, 2019; Daspit et al., 2021). Traditionally, studies have treated these firms as homogeneous (Moores et al., 2019); however, Ward (1987) challenged this assumption by introducing the concept of heterogeneity, which has since gained significant attention in family business research. Daspit et al. (2021) define family firm heterogeneity as "the range of categorical and/or variational difference(s) between or among family firms at a given time or across time" (p. 298). Another critical objective of family firm research has been to establish a unified definition. Despite extensive literature, researchers have not finished this task due to the intrinsic uniqueness of family-owned firms (Harms, 2014).

Table 2.1. Family Firm Definitions

Authors	Family Firm Definitions
Donnelley (1964)	"A company is considered a family business when it has been closely identified with at least two generations of a family and when this link has had a mutual influence on company policy and on the interests and objectives of the family" (p. 94).
Handler (1989)	"an organization whose major operating decisions and plans for leadership succession are influenced by family members serving in management or on the board" (p. 262).
Tagiuri and Davis (1996)	"includes any company that is a) ownership controlled by one family, b) includes at least two family members in its management, and c) also has nonfamily employees" (p. 1).
Chua et al. (1999)	"A business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families" (p. 25).
Chrisman et al. (2005)	"the definition of a family business must be based on what researchers understand to be the differences between the family and nonfamily businesses" (p. 557).

Chrisman et al. (2005) highlight the uniqueness of family firms as stemming from the interplay of family, business, and ownership dimensions, a dynamic they term *familiness*. These interactions can create systemic synergies, termed *distinctive familiness,* or constraints, refer to as *constrictive familiness,* both of which shape the firm's competitive position. Family firms institutionalize their resources, capabilities, and shared vision while embedding social and cultural values that influence their strategy and operations.

Chua et al. (1999) further emphasize that family firms are unique because family involvement fundamentally shapes their goals, strategies, and governance structures. This influence extends beyond ownership or management to include a shared vision. They argue that any definition of family firms must capture this uniqueness, as it is the defining characteristic that distinguishes them from non-family firms.

To address the ongoing debate over defining family firms, Chua et al. (1999) distinguish between theoretical and operational approaches. They contend that theoretical definitions, which focus on behaviour, vision, and intention, are better suited to capturing the essence of family firms than operational definitions, which rely on observable components such as ownership and management. Both components are necessary, but insufficient to fully account for the distinctive dynamics of family businesses, which underscores the complexity and singularity of family firms.

2.1.2 Family Businesses Characteristics

Numerous studies on family firms draw upon systems theory, which emphasizes the interrelationships between objects and how they shape the functioning of the world (Barrett, 2014). In this framework, businesses are conceptualized as either open or closed systems. Similarly, families are understood as systems with a specific focus on their internal dynamics. This perspective is referred to as family systems theory, which views families as cohesive units characterized by a relatively closed set of interactions among its members (Jennings et al., 2012). In the context of family businesses, family and business systems are interdependent and frequently overlap. However, this dual system approach or Two-circle Model has faced criticism on various fronts, particularly for neglecting the existence of other relevant subsystems (Barrett, 2014).

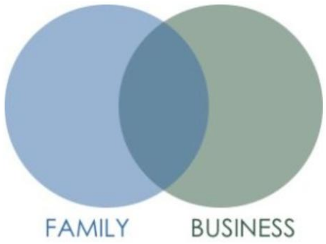

Figure 2.1. Two-Circle Model
Source: Davis (2018)

In 1996, Tagiuri and Davis came up with the Three-Circle Model, an inclusive framework for understanding the complexity of family businesses by identifying a total of three overlapping systems: family, business, and ownership. The model identifies in which systems the key individuals of the family business are, and each system represents a distinct domain with its own goals, roles, and challenges. The family system focuses on the relationships and emotional connections among family members, emphasizing unity and individual well-being. The business system encompasses the operational and managerial aspects of the company, which prioritizes profitability and strategic planning. The ownership system represents those with a financial stake in the business, focusing on governance, return on investment, and ownership rights. Additionally, it considers issues like succession, as it involves the transference of leadership and ownership.

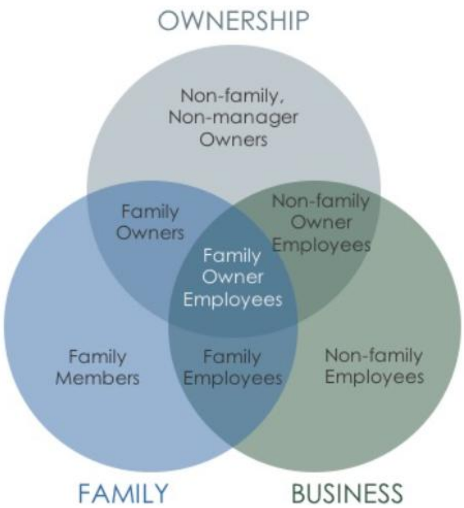

Figure 2.2. Three-Circle Model
Source: Tagiuri & Davis (1996)

The Tagiuri and Davis (1996) model identifies seven distinct groups, each with its own perspectives, dynamics, objectives, and concerns. It underscores the importance of recognizing and respecting the legitimacy of each group's viewpoint. While no single perspective holds greater legitimacy than others, successful governance of the family business system requires the integration of these diverse viewpoints to establish a coherent future direction. The lasting sustainability and success of family business system relies on the efficiency and shared cooperation of all these groups.

The authors also add that intersections of these systems highlight areas of potential conflict and synergy, which suggests that all systems and subsystems are interconnected and what happens in one system influences all others and the overall business performance and success. For instance, the overlap between family and business systems involves family members working in the firm, often leading to concerns about fairness. The overlap of family and ownership systems includes family members who are shareholders but not intensively involved in the business, which can create tension between financial expectations and family loyalty. The intersection of business and ownership systems involves interactions between non-family employees and family owners, which may result in governance challenges and differing management priorities. At the core of the model is the area where all three circles intersect, which represents the individuals that face the most significant challenges, as they must balance personal relationships, financial responsibilities, and professional roles.

Apart from illustrating the interdependence between the circles, Tagiuri and Davis (1996) model also serves as a tool to pinpoint where issues arise within the family business system and to analyse why these issues occur or spread between the circles. The Three-Circle Model underscores the importance of recognizing these overlapping systems to address conflicts, align goals, and create effective governance structures. It also highlights the need for communication and planning to manage the diverse and sometimes competing interests of stakeholders in a family business. Moreover, due to the overlapping of the circles, altruism, loyalty, trust, and long-term employment are frequently observed factors in family firms (Schulze et al., 2001). Taguri and Davis (1996) designate these inherent features that bring advantages as well as disadvantages, *bivalent attributes*. Family firms often face challenges such as limited longevity; however, their success has significant implications, affecting not only family welfare but also relationships with employees and the broader community.

2.1.3 Portuguese Definition of Family Businesses

In 2009, the European Commission released the "*Overview of Family Business Relevant Issues: Research, Networks, Policy Measures, and Existing Studies"* (p. 98), which presented the definition of family businesses focused on three core elements: family, business, and ownership. This definition respects the following criteria:

(1) "The majority of decision-making rights are in the possession of the natural person(s) who established the firm, or in the possession of the natural person(s) who has/have acquired the share capital of the firm, or in the possession of their spouses, parents, child, or children's direct heirs."

(2) "The majority of decision-making rights are indirect or direct."

(3) "At least one representative of the family or kin is formally involved in the governance of the firm."

(4) "Listed companies meet the definition of family enterprise if the person who established or acquired the firm (share capital) or their families or descendants possess 25 per cent of the decision-making rights mandated by their share capital."

In Portugal, the *Associação das Empresas Familiares* (AEF, n.d.) aligns with the European Commission's criteria and states that:

> *"Family Businesses (FBs) are those in which a family holds control, can appoint management, and some of its members participate and work in the company. They can be small, medium or large, listed on the stock exchange or not. Family businesses are a pillar of the national and global economy. They employ thousands of people and make a decisive contribution to the global economy."*

Approximately 70 to 80% of Portuguese businesses meet that criteria. These enterprises account for about 50% of total employment in Portugal and contribute roughly 65% to the country's GDP (AEF, n.d.), figures that are consistent with averages across the European Union. Moreover, Portuguese family businesses exhibit exceptional longevity, with a significant number surpassing the century mark, demonstrating their resilience and adaptability in dynamic markets (Compete 2030, 2024). Indeed, a study conducted by KPMG, in 2023, reveals that the average age of Portuguese family businesses is 67 years, considerably above the global average of 42 years. This longevity underscores the enduring nature of these enterprises and their critical role in the Portuguese economy.

2.2. Generational Succession

2.2.1 Generational Succession in Family Businesses

In 2016, Pwc published a report titled *Inquérito Global sobre Empresas Familiares* stating that "43% of family businesses do not have a succession plan, and only 12% make it to the third generation" (p. 9). Succession in family firms is a multi-stage process, instead of a singular event, involving various actions to transfer ownership and leadership from one family-member to another (Benavides-Velasco et al., 2013). Moreover, it is a long-term phenomenon that begins before the successor is named (Leiß & Zehrer, 2018). As a critical and complex phase in the lifecycle of a family business, succession is both challenging and unique for each firm. Despite the existence of numerous concepts and tools designed to guide this process, many of these follow a "recipe-like, mechanistic paradigm" that overlooks the individuality and complexity of each succession process (Leiß & Zehrer, 2018, p. 76). Succession is typically a prolonged process that entails complex relational dynamics among the incumbent, successor, family, and other stakeholders (Le-Breton-Miller et al., 2004). Consequently, effective communication plays a crucial role in ensuring a successful succession (Leiß & Zehrer, 2018).

In 2014, Leiß and Zehrer developed the Model of Intergenerational Communication, which they continued to refine in their subsequent studies (Leiß & Zehrer, 2018; Leiß & Zehrer, 2020). This model identifies four distinct types of intergenerational communication during the succession process: Authoritarian Protection, Ambivalent Entanglement, Independent Reorientation, and Co-Evolutionary Development. These communication patterns capture the dynamics between the incumbent and successor, reflecting the varying degrees of control, engagement, independence, and collaborative evolution within family businesses throughout the succession process.

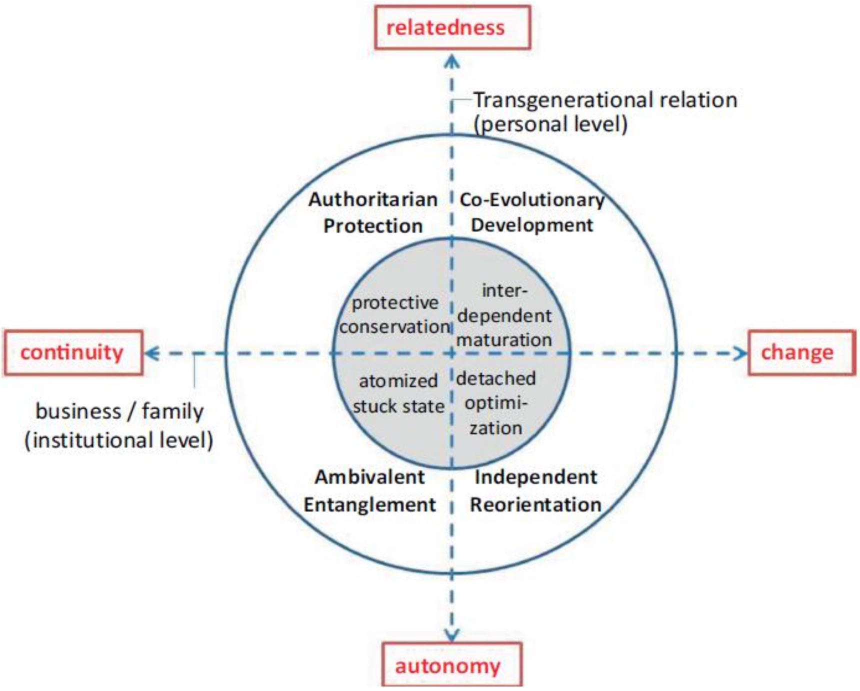

Figure 2.3. Model of Intergenerational Communication
Source: Leiß & Zehrer (2020, p. 520)

Table 2.2. Four types of Intergenerational Communication

Authoritarian Protection	Co-evolutionary Development
• Family is marked by a patriarchal structure. • Father is the decision-maker. • Successor spends some learning and journeyman years outside the family business. • Official power switch. • Conserving and expanding of buildings import • Immaterial values (reliability, continuity, loyalty) prevail.	• High degree of generativity with the children, emotional interconnectedness and parents serving as role models. • The long phase of fading in and out transgenerational relationship based on cooperation and communication, as well as mutual appreciation and recognition. • Family serves as a stabilizing element open to deal with the unknown.
Ambivalent Entanglement	**Independent Reorientation**
• The succession process is not planned. • The unlimited phase of cohabitation. • Potential successor undergoes the required training after oscillating between succession and non-succession. • Symbolic relationships, double binds, traumata experiences, as well as a lack of negotiation • Little to no innovation and integration of new family members difficult.	• Open approach to succession. • The main objective is to increase the individuals' room for maneuver / abrupt power switch. • Economic independence and survival of the firm are the focus. • Lack of knowledge transfer, risk of unexpected social death of predecessor.

Adapted from: "*Intergenerational communication barriers and pitfalls of business families in transition - a qualitative action research approach*", by Leiß & Zehrer (2020, p. 520)

Despite presenting this approach, Leiß and Zehrer (2018) still argue that there is no ideal communication strategy for the succession process. However, they conclude that an effective succession process must progress through three key stages (A, B, and C):

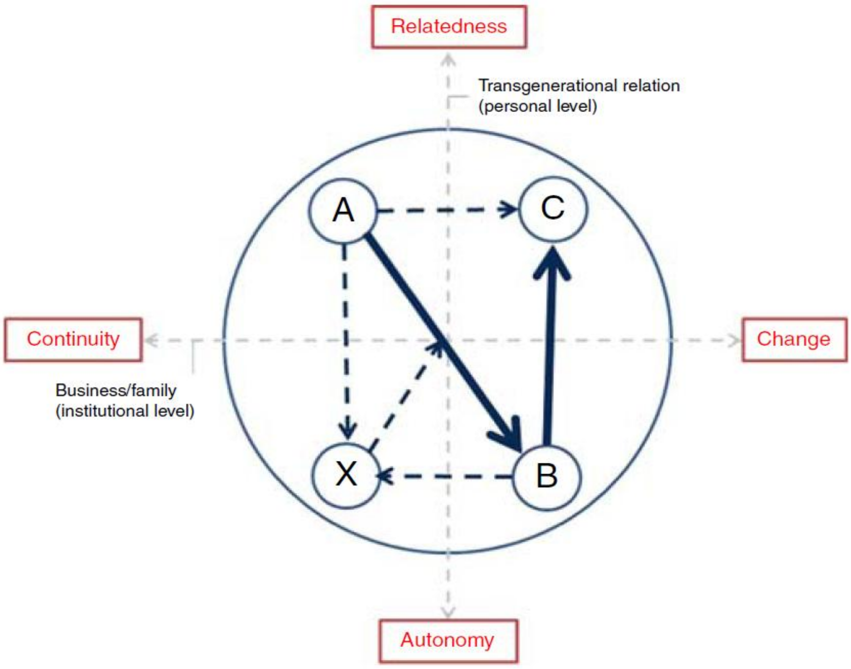

Figure 2.4. Ideal Succession Process
Source: Leiß & Zehrer (2018, p. 83)

(A) **The intergenerational transmission of the family firm heritage:** The successor starts to learn the values and specific knowledge that define the family business, by actively interacting with the predecessor, to reflect on the models and strategies applied in the business' development.

(B) **The independent acquisition of the family firm heritage:** The successor assesses the predecessor's culture and management style to integrate or adapt these elements into their own leadership. Spending time outside the firm to gain external perspective and independence, increases the effectiveness of this phase.

(C) **The interdependent development of the family firm heritage:** The leadership transitions to the successor, who has acquired a deep understanding of the business. This phase requires that both predecessor and successor align their visions and activities to co-develop the business' future.

(X) **Detours and Shortcuts**: The dotted lines represent potential detours in the succession process. If mutual agreement on the successor's role is absent, the process may stall until external circumstances and force a transition (B). While family ties may prevent total disconnection, this can increase the risk of failure. If the process jumps from (A) to (C) without a proper intermediary stage, it becomes essential to assign specific responsibilities to the successor to ensure a smoother and more effective leadership transition.

Several first-generation family firms fail to successfully transition to the second-generation, mainly due to the absence of succession planning (Lansberg, 1988). Indeed, according to Morris et al. (1997), an efficient succession process is heavily contingent upon thorough preparation and careful execution. When these elements are effectively implemented, family firms are more prone to navigate the succession process successfully, ensuring continuity, stability, and sustainability across generations.

2.2.2 Generational Succession in Portuguese Family Firms

The issue of succession in family businesses has earned significant global interest, with Portugal being no exception. An example of that is the "*Livro Branco da Sucessão Empresarial*", by the *Associação Empresarial de Portugal* (AEP, 2011), which aims to propose recommendations and strategies to address challenges like business succession in Portuguese family enterprises. The document outlines a set of best practices designed to facilitate and make succession processes more effective.

A 2023 study conducted by KPMG, on the light of succession in family firms in Portugal, reveals that among respondents, 6% are currently in the first-generation, 31% in the second-generation, 31% in the third-generation, and 20% in the fourth-generation. Moreover, 50% of the survey takers indicate that multiple generations are actively involved in managing their businesses. These findings show increasing rates in comparison with an earlier research by Almeida et al. (2011), which noted that while 50% of Portuguese family firms reach the second generation, only 20% succeed to reach the third generation.

To explore the main difficulties Portuguese family companies face, Marques and Couto (2023) conducted a survey involving 1148 Portuguese family firms. Their findings highlight that 74.3% of family business owners believe that the next successor should be found within the family. The study also underscores the importance of preparation and training successors, emphasizing that these factors notably influence the success and longevity of Portuguese family businesses across generations.

2.3. Organizational Imprinting

The concept of imprinting originated in the 19th century through studies on animal behaviour. Spalding (1873) first observed that newly hatched birds would follow the first moving organism they see, a phenomenon later termed imprinting. Initially thought to occur only within a brief window of early development. However, its effects persist over time, influencing the animal's behaviour even after encountering other moving organisms or being separated from the original one (Immelmann, 1975). Two characteristics of imprinting have since been emphasized: it occurs during a sensitive period, a limited phase when an organism is particularly receptive to environmental influences; and once imprinting takes place, its effects remain highly resistant to extinction (Immelmann, 1975).

2.3.1 Imprinting in the Organizational Context

The imprinting concept was introduced to the organizational theory by Stinchcombe (1965) in his seminal work *Social Structure and Organizations*. He proposed that an organization's founding environment exerts a lasting influence on its structure, explaining why organizations emerging within the same period exhibit similar characteristics. Stinchcombe (1965) argued that industries tend to retain structural features that mirror the socioeconomic conditions of their inception. Consequently, organizations established at different times possess distinct social structures, reflecting the unique historical contexts of their founding periods. Later, DiMaggio and Powell (1983) expanded on this idea by introducing the concept of isomorphism to explain the persistence of organizational similarities that are not purely utilitarian. They emphasized that organizations often mirror their external environment to gain legitimacy, reinforcing the durability of initial imprints over time. Building upon Stinchcombe's work, Marquis and Tilcsik (2013, p. 8) define imprinting as:

> "a process whereby, during a brief period of susceptibility, a focal entity develops characteristics that reflect prominent features of the environment, and these characteristics continue to persist despite significant environmental changes in subsequent periods."

Their definition underscores three key elements of imprinting: the existence of *sensitive periods*, also referred to as transitional phases, distinct time frames during which an entity is particularly receptive to external influences; the *environmental stamp* left during that period by key environmental conditions significantly shaping the entity's long-term characteristics; and the *persistence of imprints* over time even in the face of significant environmental shifts.

2.3.2 Stages of Organizational Imprinting

Building on the work of Marquis and Tilcsik (2013) which defines imprinting through three key features - sensitive periods, the stamp of the environment, and the persistence of imprints – Simsek et al. (2015) developed their own framework, depicted in Figure 2.5, below. They theorized imprinting as a multistage process rather than a single event. According to the authors, imprinting unfolds in three stages*: genesis*, *metamorphosis*, and *manifestations*. Their framework is built upon with five key constructs: the *imprinters;* the *imprinted*; the *imprinting processes*, essentially related to the genesis phase; the *imprinting dynamics*, related to the metamorphosis phase; and lastly the *impact of imprints*, related to the manifestations phase. The three stages and five constructs are presented next.

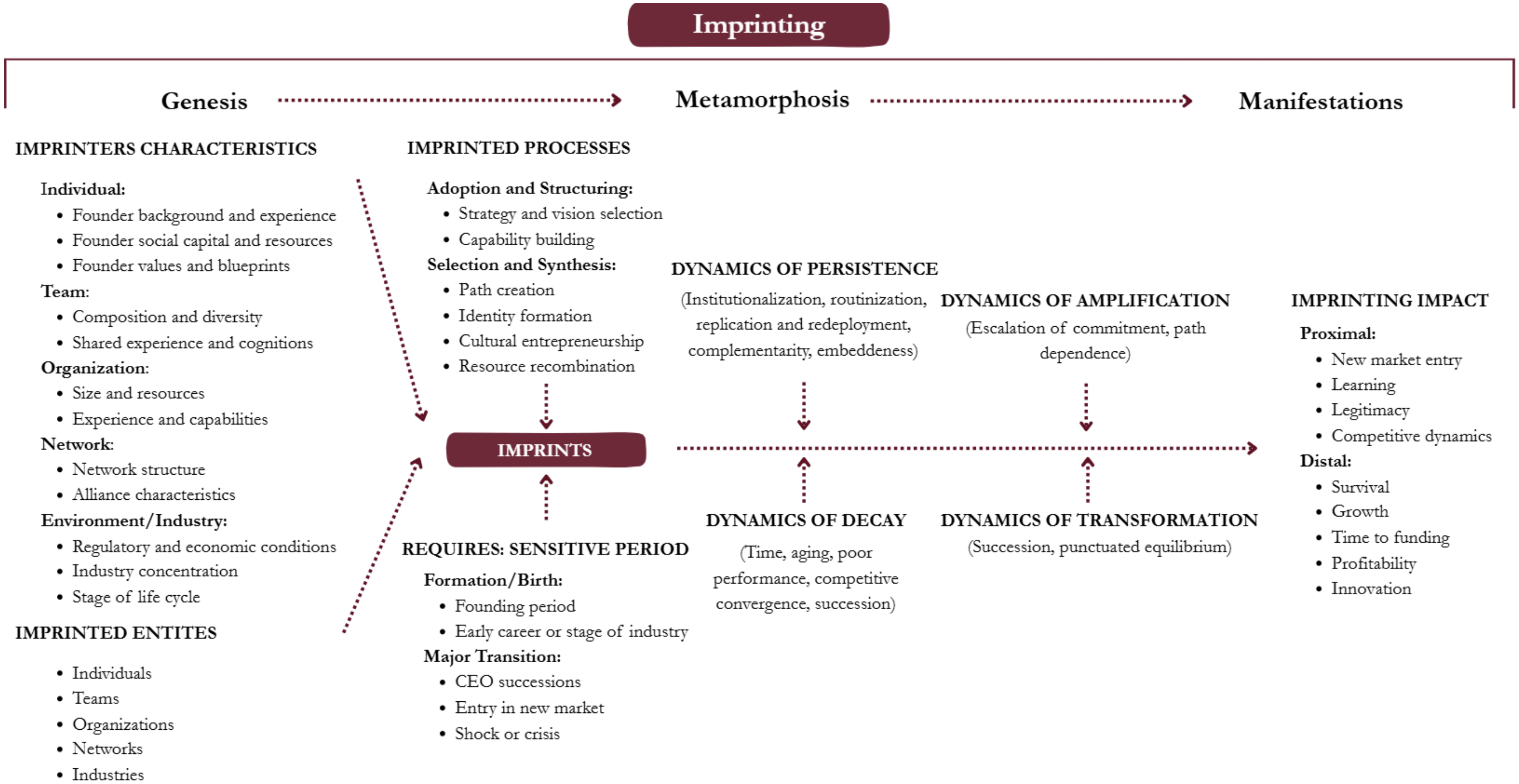

Figure 2.5. Theoretical Framework of Imprinting

Adapted from: "What's Past Is Prologue: A Framework, Review, and Future Directions for Organizational Research on Imprinting", by Simsek et al. (2015, p. 292)

2.3.2.1 Genesis

Simsek et al. (2015) define genesis as the initial phase of the imprinting process, during which imprints are first formed. This stage involves the interaction between imprinters and the imprinted during a sensitive period. The authors identify three central constructs in this process: imprinters, which refer to the preexisting forces and characteristics, such as environmental, individual, and organizational factors, that initiate the imprinting process; the imprinted, meaning the key entities or actors subject to this influence; and the imprinting process itself, which encompasses the specific activities and dynamics that occur during the sensitive period.

The imprinting framework suggests that environmental conditions at the time of an organization's founding have a lasting impact on its strategic direction, internal processes, and governance structures. This perspective was first articulated by Stinchcombe (1965), who argued that organizational structures tend to persist due to institutional inertia, perceptions of efficiency, and limited external pressure to change. Research in organizational ecology supports this view, demonstrating that founding conditions, such as industry population density, significantly influence firms' long-term survival (Carroll & Hannan, 2004). In high-density environments, new firms often face resource scarcity and legitimacy challenges, increasing the likelihood of failure. However, those that survive tend to develop resilience and adaptability, further reinforcing the long-term impact of early environmental conditions (Swaminathan, 1996). Technological factors also leave lasting imprints. Organizations frequently remain aligned with the dominant technological paradigms of their founding era, shaping strategic decisions and operational routines over time (Zyglidopoulos, 1999). Similarly, the regulatory and political environment present at the time of founding influences governance structures and institutional logics that may persist even as external conditions change (Johnson, 2007). Importantly, imprinting occurs exclusively within sensitive periods, windows of heightened susceptibility to environmental influences, after which such influences are significantly less likely to produce lasting effects (Immelmann, 1975; Stinchcombe, 1965). While these periods are often associated with an organization's founding, they can also emerge at various developmental stages (Marquis & Tilcsik, 2013). For instance, major organizational transitions, such as going public or merging with another firm, may trigger new sensitive periods that require adaptation to new institutional environments. Similarly, at the individual level, moments of career change or role transition can serve as sensitive periods, during which individuals become more open to external influences (Marquis & Tilcsik, 2013).

2.3.2.2 Metamorphosis

Right after the genesis phase comes the metamorphosis phase, which focuses on the evolutionary processes that influence whether imprints persist, intensify, change, or disappear over time (Simsek et al., 2015). Imprints may persist through the institutionalization of routines, the codification of formal rules, or the perpetuation of organizational narratives that reinforce foundational values and behaviours (Simsek et al., 2015). While founders initially embed these imprints through early decisions, knowledge transfer, role modelling, and the formalization of practices, their maintenance over time increasingly depends on the collective actions of organizational members (Becker, 2025). Employees and leaders alike contribute by actively interpreting and embedding these early influences into daily operations and strategic decision-making (Marquis & Tilcsik, 2013). In some cases, imprints may become amplified through path dependency, internal reinforcement mechanisms, or positive performance feedback, which strengthens their perceived legitimacy and value (Simsek et al., 2015). However, imprints are also subject to decay and transformation. Poor performance, leadership turnover, aging, or changes in the external environment, such as technological disruption or regulatory shifts, can challenge the relevance of existing imprints. In such instances, organizations may not entirely discard prior influences, but rather reinterpret or adapt them, creating hybrid forms that retain traces of the original imprint while aligning with new conditions (Simsek et al., 2015). Furthermore, the metamorphosis phase highlights that imprinting is not a static or one-time event. Organizations may pass through multiple sensitive periods across their life cycle, during which new imprints are layered upon existing ones (Marquis & Tilcsik, 2013). The authors reinforce that those transitions, such as leadership succession, international expansion, or mergers, introduce new actors and contexts which can either reinforce or reconfigure prior imprints. This cumulative layering creates a dynamic tension between persistence and change, where organizations must negotiate the legacy of the past with the demands of the present and foreseeable future.

2.3.2.3 Manifestations

The final stage of the imprinting process, known as manifestation, examines the impact of imprints on the characteristics of the entity and their direct or indirect effects on organizational survival and performance (Simsek et al., 2015). At this stage, the influence of earlier imprints becomes visible through the organization's behaviours, outcomes, and long-term evolution, particularly in areas such as performance, survival, and the ability to adapt to environmental changes. The authors also emphasize that imprinting can follow both proximal and distal paths of impact. In the short term, within a proximal path of impact, imprints may influence the organization's access to resources, its capacity to identify and pursue opportunities, and its ability to gain legitimacy and support from key stakeholders. Over time, these effects manifest more distally, in a potentially more diffuse way, shaping broader outcomes such as organizational survival, growth, and overall performance (Simsek et al., 2015).

Importantly, research highlights that organizational imprints often persist even in the face of significant environmental change. Stinchcombe (1965) identified several mechanisms contributing to this persistence: (a) the initial structure may continue to perform its intended function effectively; (b) institutional traditions, vested interests, and deeply ingrained ideologies promote continuity; and (c) in relatively stable environments, organizations may not face sufficient external pressure to justify structural or strategic change. As a result, formal systems, such as rules, coordination mechanisms, and communication structures, become increasingly institutionalized over time (DiMaggio & Powell, 1983), embedding early imprints into the organization's core functioning. Moreover, Marquis and Tilcsik (2013) emphasize that as imprints gain legitimacy and are reinforced through daily practices, they become increasingly resistant to change. The manifestation phase, therefore, not only reveals the long-lasting presence of initial imprints, but also underscores their role in shaping how organizations respond or fail to respond to new challenges.

2.3.3 Founder's Imprints

While earlier imprinting literature focused largely on environmental influences surrounding the organization (Stinchcombe, 1965), more recent studies have shifted attention toward the founder as a central imprinting agent. Founders shape long-term organizational patterns not only through leadership and strategic decisions, but also by transferring routines, norms, and values from prior experiences (Baron, Burton, & Hannan, 1999; Burton et al., 2002). Research has shown that founders leave a distinctive imprint on their firms, rooted in their unique backgrounds, personal values, and early strategic choices (Johnson, 2007). The founder's background and initial decisions are widely recognized as critical in shaping enduring organizational characteristics. Individuals with greater industry-specific experience and entrepreneurial expertise tend to be more adept at identifying opportunities and implementing effective strategies (Colombo & Grilli, 2010). Foundational decisions, particularly those concerning core values and organizational culture, often persist across time, even under internal or external pressures to change (Akroyd & Kober, 2019).

Entrepreneurship scholars have emphasized the founder's role in shaping key aspects of a firm's trajectory, including survival (Boeker, 1988), strategic direction (Harris & Ogbonna, 1999), and performance (Bamford et al., 2000). Johnson (2007) further conceptualizes imprinting as a form of cultural entrepreneurship, in which founders actively select and embed historically specific elements into their organizations. Becker (2025) adds that entrepreneurs shape organizations when the foundation of the organization aims to attain their goals. Moreover, imprinting is rarely an isolated process. External stakeholders such as regulators, patrons, or dominant social actors may influence or reinforce the founder's vision. A well-known example is the Paris Opera, where King Louis XIV played a decisive role in shaping the institution's structure alongside the founder's intentions. This broader perspective aligns with institutional theory, highlighting how legitimacy, resource availability, and historical context jointly contribute to the persistence and evolution of organizational imprints (Johnson, 2007).

2.4. Imprints Across Generations in Family Businesses

The intersection of imprinting, family businesses, and generational succession reveals a complex dynamic in which early influences shape long-term organizational trajectories yet also evolve across transitions of leadership. The following recent research has explored how family firms serve as critical contexts for imprinting processes, where values, practices, and beliefs are transmitted intergenerationally, influencing not only the willingness of successors to engage with the business but also the strategic directions the business pursues.

Marques et al. (2022) demonstrate that imprinting in family firms is a continuous and formative process, deeply rooted in early exposure to the business environment. Sensitive periods such as childhood and adolescence allow future successors to internalize roles and expectations, thereby fostering a sense of belonging that later influences their willingness to assume leadership roles. However, variations in personal experiences and the degree of autonomy granted by predecessors introduce heterogeneity in successors' engagement, illustrating that imprinting is simultaneously structured and individually interpreted. The authors also highlight the key influence that the "father figure" exerts through role modelling, mentorship, and control over access to the firm, which can either be constructive or discouraging depending on the degree of support and autonomy granted.

The persistence of imprints across generations is further shaped by broader generational ideologies. Maldonado-Bautista et al. (2025) argue that entrepreneurs' formative experiences, rooted in specific social, cultural, and economic contexts, create generational imprints that persist throughout their careers, influencing strategic orientations such as the prioritization of financial versus social value creation. In family firms, where successors are embedded in both familial and institutional socialization processes, these generational imprints become particularly salient, shaping not only individual behaviours but also organizational identity and goals over time. The authors also find that entrepreneurs from conservative generations tend to prioritize financial value creation, while those from progressive generations are more inclined toward social value creation, especially through engagement in corporate social responsibility. Furthermore, the research shows that entrepreneurs with deeper embeddedness in the family and religious institutions, and those with greater family obligations, are more likely to experience stronger generational imprinting. The study also reveals gendered and age-related heterogeneity, as women and older entrepreneurs tend to internalize and respond to generational imprints more acutely than their counterparts (Maldonado-Bautista et al., 2025).

At the organizational level, founding conditions themselves act as enduring imprints. In the Chinese context, Cheng et al. (2024) show that the origin of the family business, whether entrepreneurial or restructured from state ownership, creates long-lasting patterns of risk preference and investment behaviour, which persist even as new generations assume leadership. However, succession introduces opportunities for transformation. Succession may weaken the imprinting effect, as next-generation leaders may not fully preserve the governance routines established initially. Nonetheless, if there is a higher family control, the imprinting effect may be amplified (Cheng et al., 2024).

Kidwell et al. (2018) emphasize the risk of negative imprinting, where dysfunctional family dynamics, such as entitlement or perceptions of injustice, become embedded in the firm's human resource practices, undermining meritocracy and long-term survival. Succession moments are thus critical opportunities for "re-imprinting", in which successors can disrupt harmful legacies and introduce more professionalized systems.

Importantly, the tension between continuity and change emerges as a central challenge in the context of family businesses. Drawing on the imprinting theory, Erdogan et al. (2020), as well as Serhan et al. (2023), propose that rather than viewing tradition and innovation as mutually exclusive, family firms often achieve a temporal symbiosis, where imprints are simultaneously preserved and adapted, i.e., where tradition and innovation coexist. Imprints do not necessarily constrain innovation; rather, they shape how innovation is perceived and implemented across generations. Strategic responses, such as maintaining the essence of inherited values while reinterpreting practices to fit contemporary contexts, allow successors to navigate this paradox, preserving the firm's identity and simultaneously ensuring a response to the demands of the future.

Personality-based imprinting adds another layer of complexity. Ahmad et al. (2023) find that alignment between the personality traits of predecessors and successors enhances succession outcomes, suggesting that successful intergenerational continuity depends not only on value transmission but also on psychological compatibility. Where trait incongruence exists, the risk of strategic misalignment and business decline increases, underscoring the multifaceted nature of imprinting processes, illustrated by the authors' usage of the popular metaphor "grandfather entrepreneur, father playboy, grandson beggar" (Ahmad et al., 2023, p 388).

Finally, narrative transmission serves as a subtle but powerful mechanism of imprinting across generations. Kammerlander et al. (2015) demonstrate that the type of stories shared within the family firm, whether founder-centred or family-centred, significantly influences successors' decision-making styles and innovation capacities. Founder-focused narratives tend to entrench traditionalism thus limiting innovation, while family-focused narratives foster collective decision-making and adaptability, encouraging innovation. Building on this, Johnson (2007) emphasizes that the ways in which entrepreneurs interact with relevant actors during the early stages of the organization play a crucial role in determining which characteristics become imprinted into the firm. Similarly, Lyle et al. (2022) show that imprinting does not end with the founding generation; rather, newcomers actively reinterpret and personalize inherited imprints through a process of discovery, assessment, and enactment. This process of meaning-making influences their organizational commitment and behavioural patterns, suggesting that imprint endurance is a product not only of institutional forces but also of individual agency.

Taken together, the findings of the previous articles reveal that imprinting processes in family firms are multi-dimensional, encompassing values, strategies, behaviours, and psychological traits. While foundational imprints provide a sense of identity and continuity, the succession process introduces both opportunities and challenges for their reinterpretation. Successful intergenerational transitions hinge on the delicate balancing act between preserving the legacy and adapting to new environments.

3. Methodology

3.1. The Case Study Method

This dissertation studies the persistence, reinterpretation, decay, and manifestation of initial imprints across multiple generation on a family firm, which supports the adoption of a qualitative research design, specifically the use of a case study. This methodological choice is particularly suitable for examining the complexity and contextual specificity that characterize family businesses. As Yin (2018) underscores, case studies are most appropriate when researchers seek to answer "how" and "why" questions and when they aim to understand contemporary phenomena within their real-life context.

The firm selected for this study is Poças, a Portuguese family-owned wine company currently under the leadership of the fourth generation. The choice of Poças was guided by several criteria aligned with the research objectives: the firm must be (i) family-owned and led, (ii) have at least two generations, and (iii) willing to collaborate by providing access to internal documentation, allowing interviews, and access to physical premises of the organization. Poças met all these conditions and represents a compelling case to explore the potential persistence of founding imprints across generations in a family business setting.

This research draws on the theoretical framework of organizational imprinting proposed by Simsek et al. (2015), which conceptualizes imprinting as a dynamic process unfolding across three phases: genesis, metamorphosis, and manifestation. Rather than treating founding influences as static relics of the past, this study adopts a longitudinal and historical case analysis, aiming to understand how these early imprints are interpreted, reproduced, or modified across generational transitions. Figure 2.5 in this dissertation illustrates the analytical framework that guides the empirical investigation.

3.2. Data Generation Techniques

3.2.1 Interviews

Interviews are a central pillar to generate information in qualitative case studies. According to Yin (2018), they are particularly effective for accessing the perceptions, experiences, and narratives of individuals closely involved with the phenomenon under investigation. In this study, semi-structured interviews were employed to balance consistency in guiding questions with flexibility to explore individual perspectives in depth.

Participants were purposefully selected to capture a diversity of perspectives across generational, hierarchical, and functional dimensions. The interview sample can be seen in Table 3.1, below. Collectively, these individuals provide a wide range of insights into the company's historical and present-day practices, and into how the founding imprints are perceived and preserved across generations. All interviews were conducted with the prior informed consent of both the participants and the organization. The table below synthesises the details of the interviews and interviewees:

Table 3.1. Interviews and Interviewees' details

Code Name	Family Generation	Main Role	Status	Service Years	Date	Duration
Dir. 1	4th	Marketing and Sales Director	Active	19	7th August	55m
Dir. 2	4th	Production and Finance Director	Active	17	11th February	1h31m
Dir. 3	4th	Oenology Director	Active	39	26th June	1h30m
Ex-Dir.	3rd	Ex Financial Director	Retired	50	15th May	2h01m
Employee 1	---	Operations Employee	Active	39	17th March	1h22m
Employee 2	---	Administrative / Receptionist	Active	35	24th March	1h25m
Employee 3	---	Vineyards Employee	Active	40	25th March	45m
Employee 4	---	Maintenance Employee	Retired	46	21/30th April	3h03m

3.2.2 Documents Collected and On-site Visits

To supplement and triangulate the interview data, a variety of internal and historical documents were reviewed. These materials serve not only to corroborate participants' accounts but also to provide additional context and evidence regarding the organization's founding values and conditions and its evolution.

Two key historical sources proved particularly valuable for this study. The first is *Poças Júnior: Retratos de uma Aventura Familiar* (see Figure H.2, in Annex H), a commemorative book published in 1993 to mark the company's 75th anniversary (Carvalho & Santos, 1993). This volume offers a detailed account of the firm's founding, the founder's personality and values, the historical context surrounding its inception, and its development until the third generation. It also highlights several pivotal moments of disruption that significantly shaped the company's trajectory. This source was instrumental in constructing a longitudinal and historical perspective of Poças, enabling an understanding of the different stages of organizational imprinting over time. Most importantly, it shed light on which initial imprints have persisted and how they continue to influence the company today. The second source is *100 Anos, 100 Objectos* (see Figure H.5, in Annex H), published in celebration of the firm's centenary (Remelhe & Ferrand, 2019). This work presents narratives associated with 100 artifacts significant to Poças' winemaking and business journey, providing a rich material lens through which to examine both continuity and transformation within the organization.

In addition, several on-site visits to the organization were conducted to facilitate direct observation of workspaces, routines, artefacts, and interpersonal interactions. These visits enabled the researcher to gather first-hand insights into the company's physical environment, symbolic elements (e.g., portraits, letters from clients, old furniture – some can be viewed in Annex H), and informal practices that may reflect and perpetuate founding values. Observations also extended to daily operations and customer-facing spaces, which provided an additional layer of understanding of how the firm projects and lives its identity.

Informal conversations held during these visits proved valuable in uncovering anecdotal stories, routines, and lesser-known aspects of the firm's heritage. Such observations complement and enrich the formal interview data by revealing embedded cultural patterns and subtle manifestations of imprinting that may otherwise remain implicit.

3.3. Data Analysis Strategy

The analysis of the empirical material involved a combination of software-assisted and manual qualitative analysis techniques. Specifically, the interviews were analysed using NVivo, a qualitative data analysis software, while the documents and field notes collected during on-site visits were examined manually. All interview recordings were transcribed and imported into NVivo for thematic analysis. The transcription of the interviews was initially performed using artificial intelligence tools to save time and increase efficiency; however, all transcripts were subsequently reviewed and corrected to ensure accuracy and fidelity to the original recordings.

The coding process was guided by the organizational imprinting framework developed by Simsek et al. (2015), providing a foundational structure for the analysis. In addition to these theoretical categories, the content of the interview questions also informed the creation of codes and subcodes. This allowed the analysis to remain grounded in the participants' responses while ensuring alignment with the conceptual focus of the study.

The interviews were audio-recorded and subsequently transcribed for analysis, except for the one with Dir. 3 during which only annotations were made. Interview transcripts were coded thematically, drawing on both deductive categories derived from the imprinting framework and inductive insights that emerged during the interviews. All interviews were all conducted at Poças' facilities, except for the one with Dir. 1, which had to be carried out via Microsoft Teams. Additionally, a first informal interview was conducted with Dir. 2. This conversation proved central to shaping the direction of the study, offering practical insight into the firm's context and helping to determine which aspects would be viable and meaningful to explore in the case of Poças.

The analysis of company documents and field notes from on-site visits was conducted separately using manual thematic analysis. These sources were reviewed to identify references to historical narratives, symbols, values, and practices that might reflect founding imprints.

This multi-source strategy ensured a rich and triangulated understanding of the phenomenon of persistence of founding imprints across generations in the family firm, while preserving the distinct nature of each data type.

4. Empirical Analysis

This chapter presents the empirical findings, grounded in the case of Poças - how founding imprints have persisted, adapted, and manifested across generations. The chapter begins with a brief overview of Poças and the wine sector. The core of the analysis is organized according to the three-phase model of organizational imprinting proposed by Simsek et al. (2015). In addition, a section exploring intergenerational dynamics is included.

4.1. Overview of the Case

4.1.1 Brief Overview of the Firm

Established in 1918 by Manoel Domingues Poças Júnior, Poças Wines is a Portuguese family-owned firm. Located in Vila Nova de Gaia, the historic centre of Port wine production, it is known for its reputation for excellence. Remarkably, it remains one of the few Portuguese-founded Port wine companies that has been continuously owned and managed by the same family, now under the leadership of its fourth generation.

Initially, Manoel Domingues Poças Júnior founded the company to supply grape spirits for Port wine production. Over time, his entrepreneurial vision and market conditions required Poças to expand the business into wine production. The transition to the second generation posed a significant challenge, as Manoel had only daughters at a time when leadership in the wine industry was overwhelmingly passed through male heirs. To ensure the firm's continuity within the family, the next generation of leadership was shaped through the involvement of sons-in-law, who gradually took on key roles in the company's management. Today, the current leadership reflects this enduring legacy. Maria Manuel Maia oversees viticulture and manages the family's estates; Paulo Pintão directs production and finance; Pedro Poças Pintão leads sales and marketing; and lastly, Jorge Pintão oversees oenology. The company operates in three vineyards located in the Douro Valley, each contributing with distinct characteristics to its portfolio. Poças is particularly renowned for its Old Tawny Ports, which undergo extended aging in oak barrels to achieve exceptional depth and complexity. In recent decades, the company has diversified its focus to include Douro DOC wines. These wines, crafted from indigenous grape varieties, highlight the Douro Valley's potential for producing bold, world-class table wines.

Sustainability lies at the core of Poças' operations. The company employs integrated production techniques, emphasizing the rational use of natural resources, biodiversity conservation, and environmentally friendly practices. Since 2013, their vineyards have been certified for integrated production, reinforcing their commitment to sustainability. Poças exemplifies resilience, innovation, and dedication to quality. While deeply rooted in tradition, the company continues to embrace contemporary challenges, blending historical expertise with modern winemaking techniques. This strategic balance has solidified Poças' position as a leading producer of both Port and Douro wines.

"Poças is the Portuguese side of Douro's history."

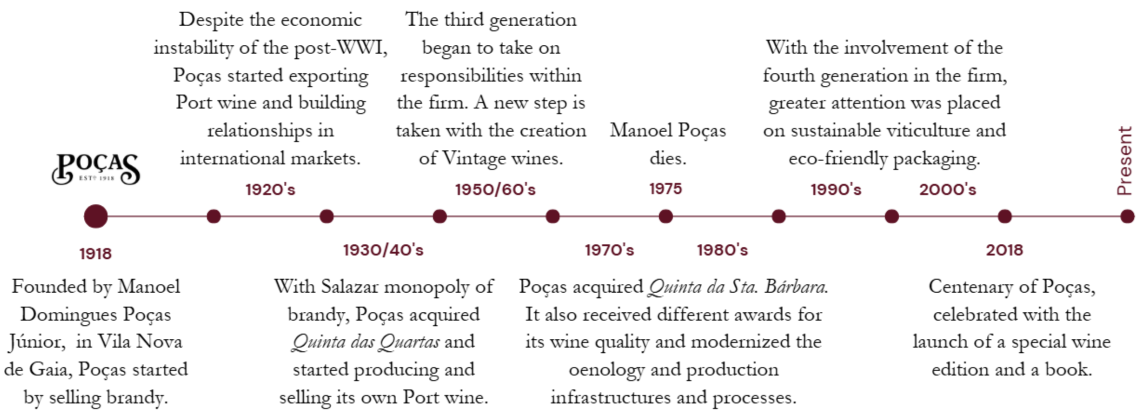

Figure 4.1. Poças' Timeline

4.1.2 Brief Overview of the Wine Sector in Portugal

The wine industry is one of the oldest activities in the agri-food sector, with a history deeply rooted in European culture (Martins et al., 2017). In the EU, wine represents the largest agri-food sector in terms of exports. Portugal stands out as the 9th largest exporter of wine worldwide and the 10th largest producer (International Organization of Vine and Wine [OIV], 2023). Wine has always been a fundamental element of the Mediterranean diet, recognized by UNESCO in 2013 as an intangible cultural heritage of humanity. It is deeply intertwined with Portugal's history and cultural heritage. The Douro region is home to a large concentration of firms in the wine industry, including Poças.

A study by Capasso et al. (2015) reveals a strong relationship between longevity and performance in the wine industry, with older wineries achieving better outcomes than their younger counterparts. This finding underscores the importance of longevity as a key factor in explaining performance differences within the sector. For companies specializing in aged wines, time plays a critical role (Capasso et al., 2015). This reliance on time further highlights the importance of succession planning in ensuring the continuity and success of such businesses. However, despite Portugal's reputation as a strong and well-established wine producer, only a small number of wineries have maintained full Portuguese ownership. Even fewer have remained under the control of the founding family.

These characteristics make the wine sector a fertile ground for this study. The importance of tradition, continuity, and legacy is not only internal to family governance but also externally valued by the market. Therefore, succession emerges as the key to preserve the legacy.

4.2. The First Phase of Organizational Imprinting: Genesis

Imprinting requires a sensitive period, such as the foundation period of the firm, a period in which the imprinted are more receptive to influences that leave enduring marks that shape how the firm evolves over time (Simsek et al., 2015). The main source of this chapter is the 75th anniversary commemorative book of Poças, as it gives deeper context and insights into the foundation context of Poças: the founder characteristics, the network structure, and the context of the industry when Poças was established. Due to the historical nature of the period examined, the research depends on secondary written sources, supplemented by empirical data from interviews to enhance the robustness of the analysis.

4.2.1 Founder Background and Experience

Manoel Domingues Poças Júnior was born on April 5th, 1888, into a respected agricultural family in Valadares. He was part of *"one of the two good farming families in the village"* a status that afforded him rare educational opportunities for an era when *"few parents could afford to enrol their children in school"* (Carvalho & Santos, 1993, p. 4). This access to education was a distinctive mark, setting him apart from his peers and laying the ground for a possible prosperous trajectory. Despite his privileged rural origins, Manoel's early career was not handed to him or easily achieved: *"before 'becoming someone', he had to climb the rigid hierarchies of a work organization where the most important thing was the habit of trusting others"* (Carvalho & Santos, 1993, p. 6). His path was defined by perseverance and by the necessity of earning trust and authority through merit, not entitlement. This mindset would later shape the company's identity, in which successors, too, were expected to start from the bottom, instead of claiming their entitlement. Manoel began his career working in an insurance firm, where he acquired not only administrative and commercial experience but also access to Porto's emerging business elite.

> *"over the years, he became increasingly involved, surrounded by stories of success and failure, euphoric moments of prosperity, and the bitter sadness of bankruptcies that make up the history of Port wine"* (Carvalho & Santos, 1993, p. 7)

These early experiences were pivotal for gaining knowledge of the wine trade, not through formal training, but through direct observation and social immersion. His rise to a position of responsibility within the insurance sector was achieved through *"inherited humility"* (Carvalho & Santos, 1993, p. 8) and the cultivation of trust, traits that would remain central when managing his company. Ten years later, he left the insurance industry, capitalizing on the *"early fruits of the relationships he had built among the city's businessmen"* (Carvalho & Santos, 1993, p. 8) to create his own business in 1918. The company's early success was underpinned by the credibility and relational capital he had built over the preceding decade.

Manoel Poças was described by his descendants as a man of discipline, integrity, and an *"austere partner"* as Ex-Dir. mentioned, while Employee 4 recalled the Poças family as *"honourable, educated, and courteous people"*. These qualities translated into a set of business values centred on commitment, reliability, trust, and responsibility, as also suggested in this passage: *"for Manoel, failing to honour a commitment was unthinkable"* (Carvalho & Santos, 1993, p. 45). His religiosity and sense of social solidarity also played a role in shaping his leadership. He maintained close, trust-based relationships with clients, some of whom *"still appear in the company's list of wine buyers"* (Carvalho & Santos, 1993, p. 31). He remembered clients' birthdays and treated business communication like *"an exchange of letters between friends"* (Carvalho & Santos, 1993, p. 47). Such actions reflected an emotionally intelligent, relational logic of doing business.

As Ex-Dir. pointed out in his interview, Manoel also transmitted a clear ethic of frugality and restraint. According to him, Poças always operated with an awareness of its small scale, guided by a principle that *"for a family business to surpass itself and survive, it must exercise a certain frugality"*. This included both personal modesty and conservative business growth, aimed at building long-term trust with employees and clients alike.

4.2.2 Foundation Conditions

Much of Manoel's early success was rooted in his capacity to forge and sustain solid business networks. Initially, his contacts with Porto's wine merchants were modest, but changed over time: *"over time, Manoel's contacts with the major wine merchants evolved from the fleeting nature of superficial relationships to the stability that familiarity and mutual understanding eventually generate"* (Carvalho & Santos, 1993, p. 10). These relationships gradually developed into a robust professional network that included producers, merchants, and bankers: *"the network of contacts within that remarkable communication corridor between affluent Douro landowners and the wine merchants who then dominated Porto opened new horizons for him and matured his dreams"* (Carvalho & Santos, 1993, p. 8). This corridor provided both opportunity and legitimacy, allowing Manoel to mature his commercial vision and eventually act on it by founding Poças. These early relationships were more than transactional, they were personal, reciprocal, and based on trust. Proof of that was Manoel's capacity to easily build a business with his specific knowledge and connections: *"the supply of grape spirits seemed to be a task made easier by the knowledge he had acquired through years of experience"* (Carvalho & Santos, 1993, p. 16).

Poças was founded, during a period of export growth in the port wine industry, despite broader political and economic instability. The company emerged at the tail end of World War I, just before the political turmoil of the 1926 military coup. The founder's generation was shaped by the liberalism and entrepreneurial spirit of the First Portuguese Republic: *"a generation shaped by the openness of the First Republic and the bourgeois and liberal spirit that accompanied the flourishing of Porto's commercial sector"* (Carvalho & Santos, 1993, p. 11). This environment fostered a culture of individual initiative and commercial ambition, within which Manoel's personal values and social capital could flourish. The instability of the post-war years and the economic shifts that followed made resilience and relational strategy not just desirable but necessary for business survival. Another important demonstration of Manoel Poças' resilience and adaptive capacity came during the 1930s, when the Portuguese Estado Novo regime, under Salazar, nationalized the export of grape spirits, the product that constituted Poças' original business focus. In response to this constraint, Poças strategically transitioned from a grape spirits exporter to producer and exporter of Port wine, a shift that required not only operational reconfiguration but also market repositioning. As Ex-Dir. noted, *"my grandfather lost his footing and had to start dedicating himself to selling Port wine instead"*. It also revealed Manoel's resourcefulness and long-term vision, as the firm pivoted rather than folded. Moreover, the establishment of the firm itself occurred within a heavily regulated sector, particularly under the *lei do terço* ('one-third law'), a rule that restricted annual Port wine sales to one-third of a producer's stock. This institutional constraint required firms to maintain significant reserves and adopt long-term strategic thinking, traits that would later characterize Poças' trust-based growth logic.

From the outset, Poças followed a strategy rooted in modest scale, relational depth, and long-term trust. Manoel's decision not to overextend the business, but rather to focus on solidifying his position through relationship management, proved effective. He built a *"tight-knit core of trusted employees"* (Carvalho & Santos, 1993, p. 23), creating a loyal and resilient team. Rituals and daily practices further reinforced his values. He was known for personally greeting employees and for empowering others to act on his behalf with minimal oversight, once again evidence of the trust-based culture he decided to cultivate. These early practices formed the basis of Poças' identity, culture, and strategy, still reflected nowadays in the mission, vision, and core values of Poças (Poças, n.d.):

- **Mission:** Create memorable moments through unique wines based on a restless attitude that promotes innovation and respect for the environment.
- **Vision:** Evolve and generate positive changes around us.
- **Core Values:** Ambition, Innovation, Sustainability, Integrity, and Knowledge.

4.3. The Second Phase of Organizational Imprinting: Metamorphosis

The metamorphosis phase concerns the dynamics of persistence, amplification, decay, and transformation of the initial imprints over time. The observations gathered in this section are synthesised in the table below, which outlines the mechanisms identified as sustaining the founder's imprints.

Table 4.1. Imprinting Mechanisms at Poças

Mechanisms	Description	Citation	Source
Role Modelling across Generations	Manoel's successors adopted the founder's discipline and work ethic by following and observing his example.	*"By following Manoel's example of dedication and hard work, António saw his professional status rise."* (p. 17)	*Poças Júnior: Retratos de uma Aventura Familiar*
Intergenerational Storytelling	Stories of the founder's travels and experiences were passed down informally during family gatherings and visits to the firm.	*"The memories he retained from those travels to strange and distant lands became part of the stories he would regularly share with his grandchildren."* (p. 30)	*Poças Júnior: Retratos de uma Aventura Familiar*
Family Proximity	Daily value and experience transmission through cohabitation and sustained cross-generational contact.	*"It was a farmer´s house, with a large courtyard in the middle. On one side lived my parents and grandparents, and on the other side, my cousins."*	Ex-Dir.
Commemorative Books and Ceremonies	Books are historical records and tools for values transmission and as well as ceremonies they help sustain the emotional connection between past and present.	*"For the 75th anniversary, for example, we were given a book that tells the story of Poças."; "We have always celebrated the milestone anniversaries with everyone in the company."*	Employee 3; Ex-Dir.
Core Employees Retention	The same group of long-standing employees was maintained over time, promoting stability, trust, and cultural consistency.	*"To preserve a good atmosphere and some team spirit"; "Our greatest capital is our work"* (p. 68)	Ex-Dir.; *Poças Júnior: Retratos de uma Aventura Familiar*
Informal Mentorship	Some perpetuating behaviours and attitudes are learned from later employees.	*"I also learned from the older people."*	Employee 1
Relational Climate	An emotionally close and low-hierarchy culture is essential to the alignment of values.	*"There has always been good communication among everyone"*	Ex-Dir.
Symbolic Physical Elements	The founder's bust was installed to keep his symbolic presence alive for future generations.	*"On the centenary of Manoel Poças' birth and the company's 70th anniversary, a bust of the founder was unveiled at Quinta das Quartas"* (p. 1)	*100 Anos, 100 Objectos*
Centralized Leadership	Distributed control and roles among cousins led to strong silos and strategic dependence.	*"We ended up creating a strong dependence on each of us, each in their own area."*	Ex-Dir.

One of the most salient mechanisms is role modelling. Manoel's work ethic, sense of duty, and relational leadership style were not codified but absorbed by observation. His brother

António followed this model early on and later generations adopted a similar posture. *"By following Manoel's example of dedication and hard work, António saw his professional status rise"* (Carvalho & Santos, 1993, p. 17), suggesting that status and legitimacy within the family firm were earned through alignment with founder values. Another powerful mechanism is storytelling. Manoel often told stories from his life to his grandchildren, particularly during family gatherings or visits to the company. These stories became part of the firm's collective memory, later recalled by family members. *"The memories he retained from those travels to strange and distant lands became part of the stories he would regularly share with his grandchildren"* (Carvalho & Santos, 1993, p. 30), were not merely tales; they functioned as informal lessons in values and conduct. Through retelling, they reinforced a shared moral framework rooted in the founder's personal logic. Family proximity further reinforced imprint continuity. The founder and the third generation lived in the same household. As Ex-Dir. puts it, *"It was a farmer's house, with a large courtyard in the middle. On one side lived my parents and grandparents, and on the other side, my cousins."* This physical closeness nurtured intergenerational learning through observation, casual interaction, and value transmission.

The firm has also institutionalized commemorative practices that reinforce identity and legacy. The celebration of Poças' centenary included a formal dinner with clients and employees, and the release of commemorative wine bottles (see Figure H.6, Annex H). These symbolic gestures help ensure that Manoel's presence remains visible and meaningful to newer generations who did not know him personally. Written records serve a similar function. The distribution of commemorative books of the company's 75th and 100th anniversaries are not just historical archives but active tools of imprint transmission. Another reflexion of this is the founder's bust that was installed at *Quinta das Quartas* to celebrate the centenary of Manoel and at the same time the 70th anniversary of Poças (see Figure H.1, Annex H). In fact, more than *"200 guests"* travelled by train to the vineyard to see the inauguration of it. *"The act also signified the comfort of knowing that the founder's legacy was moving toward permanence."* (Carvalho & Santos, 1993, p. 68)

Although succession is often regarded as a potential rupture point in family businesses, frequently leading to the transformation or decay of foundational imprints, at Poças, it has served quite the opposite function. Generational transitions became opportunities to reinforce the founder's legacy. Rather than distancing themselves from Manoel's perspective, successors deepened their connection to it by initiating new traditions and producing commemorative materials that unravelled the story of Poças and transmitted shared values. The internal structure of the firm also plays a role in reinforcing imprints. The long-term retention of a core group of employees, "*tight-knit core of trusted employees*" (Carvalho & Santos, 1993, p. 23), has created a stable environment where values can be passed down informally. Newer employees often learn the organization's culture and way of working not through manuals or training sessions, but through direct interaction with senior colleagues, who shared their experience and knowledge. As Employee 1 described: *"I also learned from the older people."* In fact, even the newer generation had to learn from their later colleagues, for example Dir. 3 explained that he learned how to *"preserve the way of doing wine and keep its identity"* by learning with his later mentor, not only with his course in oenology.

Another important mechanism is the enactment of values through daily behavioural patterns. As Dir. 1 explains: *"To feel and believe that, in our daily lives, we put this into practice daily, that is, we keep our word, treat people well, and are honest, both internally and externally."* This perspective underscores that the transmission of imprints is not limited to formal statements or symbolic acts but is embedded in consistent daily practices. These values are further sustained through relational and integrative practices such as team-building activities, from informal initiatives like snooker tournaments to structured events such as the day outside the firm (see Figure H.3, Annex H).

One of the most distinctive features of the metamorphosis phase at Poças is the absence of a strong second generation. Because Manoel had only daughters, who did not assume leadership roles, the succession skipped to his grandsons. As Ex-Dir. noted, *"The second generation practically didn't exist in the company."* This generational skip paradoxically reinforced the original imprint, as there was less room for dilution of values. The third generation stepped in during a time of industry consolidation and economic difficulty, motivated by the desire to protect the family legacy. However, the third generation also introduced centralized leadership dynamics. As Ex-Dir. acknowledged, each cousin held autonomous control over specific areas, leading to some concentration of decision-making and creating dependency on individual expertise, *"We ended up creating a strong dependence on each of us... each in their own area",* which preserved Manoel's entrepreneurial logic but also presented challenges related to internal autonomy and succession readiness.

The persistence of imprints at Poças is neither accidental nor solely structural. It results from the conjugation of multiple mechanisms that reinforce the founder's imprints through time. These mechanisms operate both formally through books and ceremonies, and informally through stories and personal example. Together, they ensure that initial imprints continue to shape the company's relations and development, even a century after its foundation.

4.4. The Third Phase of Organizational Imprinting: Manifestations

The final phase of the imprinting process reveals the long-lasting presence of initial imprints, as well as their observable effects - proximal and distal - both types are evident and illustrate how the founder's imprints remain embedded in the firm across generations.

4.4.1 Proximal Manifestations

One of the most tangible signs of the enduring legacy of Manoel Poças is the preservation of physical artefacts and spaces associated with him. For instance, Employee 4 mentioned that the furniture from the first Poças family house is still present in the firm building (see Figure H.8, Annex H), a symbolic gesture that reflects a deliberate effort to remember and keep connected to the company's roots and values: *"The presence of Manoel is evident not only in the most basic aspects of commercial management (…) but also in the care with which his personal belongings are preserved."* (Carvalho & Santos, 1993, p. 73), including medals, furniture, letters, and everyday office items. Further evidence of this is the founder's bust placed at *Quinta das Quartas*. Such gestures reinforce the presence of the founder's image and inscribe his legacy into the firm.

The company's consistent openness to new markets is another visible manifestation. Poças has always demonstrated a broader, outward-looking orientation instead of only focusing on the national market. In fact, Ex-Dir mentioned that nowadays one their most relevant clients are from Denmark. Also, their openness to new products is quite notable. The launch of sparkling wine, for instance, reflects this responsiveness and willingness to diversify beyond the traditional Port and Douro wines and as Ex-Dir. said: *"But all of that is much more recent."*, showing that the new generations remain willing to innovate and adapt - in fact, innovating while continuing to follow the example of the founder. Additionally, legitimacy through long-standing client relationships is a concrete manifestation of organizational imprinting. Some of the firm's current clients date back to the founder's era, attesting to the relational trust cultivated over decades. As Ex-Dir mentioned some clients have been with them for over 60 years, and not only that, but those are also large and prominent clients that sustain their business and give Poças legitimacy. These long-term ties reflect the lasting imprint of a client-centric and relationship-based commercial logic, sustained across generations.

Routines and traditions similarly reflect the continuation of early imprints. As Ex-Dir. observed, *"We never were, and still aren't, the kind of leaders that are absent and only show up at the end, that's not compatible with a small company that wants to endure."* Leadership at Poças is expected to be hands-on, visible, and committed, echoing the founder's own daily engagement with the business. Routines and traditions ensure the connection with the past but also encourage the feeling of belonging. Indeed, some employees mentioned that such traditions create an atmosphere in which the firm feels like a family. Table 4.3, below, highlights traditions and routines identified during interviews and through the commemorative books of Poças, providing a short description, a citation, and the respective source.

Table 4.2. Traditions and Routines at Poças

Tradition / Routine	Description	Citation	Source
Family Weekends at *Quinta das Quartas*	Maintains the emotional connection of the family with the roots of the business and the figure of the founder. Reinforced by the installation of a bust of Manoel Poças on his 100th birthday.	*"The family often comes here to spend weekends, mostly during the summer."*	Employee 3
Preservation of Manoel's furniture at headquarters	Personal objects like dining room furniture and medals are carefully kept in the headquarters.	*"the furniture in this room is the furniture from the Poças family home."*	Employee 4
A bottle of wine as Easter gift	A symbolic gesture reflecting the tradition of sharing and celebration, maintaining a sense of identity and continuity among employees.	*"A bottle of Lágrima at Easter."*	Employee 4
Christmas lunch and gift	Reinforces Poça's inclusive culture by gathering all employees, including retirees. It represents core values of unity, care, and continuity.	*"Every year, around that time, we send out a letter, invite them to the Christmas lunch, and until last year, quite a few retirees still came."; "The elderly, who are retired, usually take home some wine and codfish."*	Employee 3

Tradition / Routine	Description	Citation	Source
Day outside the firm	Introduced by the fourth generation, this routine maintains the spirit of community while innovating in format. Reinforces employee cohesion and organizational culture.	*"Some years ago, we started doing, and we still do, a company day - a trip, either to the Douro or nearby. It's a day out."*	Ex-Dir.
Mid-morning break at 10 am	A practice that fosters informal bonding. Originally signalled by a bell ring, it is now a spontaneous daily routine.	*"The bell used to ring at 10:00; it no longer rings today, but at the time, everyone would go have coffee at that hour and return to work at 10:30."*	Employee 4
Retirement and anniversary ritual	Marks transitions and shows recognition. These rituals express respect for long-term contributions and the value of people within the firm. Fosters a family-like environment.	*"When someone retires, we always have a farewell event with a cake and a glass of Port. And, actually, we do the same birthdays."*	Ex-Dir.
Offer a watch for 25 years of service	Tangible expression of loyalty and longevity, that embodies the founder's values.	*"When you reach 25 years at Poças, they offer you a watch."*	Employee 1
Smelling the wine before bottling	A simple routine that ensures the quality of the product, to guarantee the high-quality standards established by the founder.	*"But before starting to bottle a type of wine, we smell the wine. Unless our lab gives the green light, nothing moves forward."*	Ex-Dir.
Naming wines after family members	Reinforces the interconnection between family and business (see Figure H.7, Annex H).	*"The tradition of naming Port Wine after family members, especially using female names, was common." (p. 118)*	*100 Anos, 100 Objectos*

Perhaps the deepest expression of imprint manifestation is the subtle presence of Manoel Poças in the company's collective memory. *"It can almost be said that nothing is done without the patriarchal image of Manoel Poças being glimpsed, albeit faintly and sometimes imperceptibly"* (Carvalho & Santos, 1993, p. 70). His influence transcends the proximal path of influence through material traces and daily practices, such as those vividly revealed in Table 4.3. Indeed, his influence also operates in distal path of influence, in distal manifestations such as values, strategic logic, and identity, as analysed next.

4.4.2 Distal Manifestations

The most deeply rooted manifestations of imprinting at Poças lie in the values and logic that continue to guide the firm's strategic and interpersonal choices. Manoel Poças believed that

"The best school is the school of life." (Carvalho & Santos, 1993, p. 46), and this philosophy has persisted across generations. Successors are expected to start from the bottom, learning the business intimately and experientially. These values are not merely symbolic, they are lived. Ex-Dir. emphasized: *"Doing things properly is extremely important, in difficult times, it's even more important that people trust us."*; trust, consistency, and austerity remain both moral principles and strategic imperatives. In fact, for Manoel himself *"missing commitments was out of the question"* (Carvalho & Santos, 1993, p. 45), a maxim still embedded in internal values and practices, as Dir. 1 expressed: *"We value a lot what we promise, my dad was also slave of is word too, and I believe that comes from my great grandfather, the sincerity and honouring our word."*

Commitment to quality and operational excellence also manifests this legacy. As captured in the quote, *"Our greatest capital is work."* (Carvalho & Santos, 1993, p. 68), Poças' employees are crucial to the success and development of the business, reason why Poças tries to always recognize the work of the employees, as also noted by Employee 3: *"They want people to work, but also to be recognized for what they do".* Moreover, investments such as in the bottling unit and the laboratory further reflect this focus on infrastructure and quality control. Dir. 3 added that excellence begins in the vineyard, from the choice of grapes and their collection, describing it as a *"chirurgic process".* Entrepreneurial drive and innovation are additional distal imprints. Despite modest beginnings, Poças has steadily grown and diversified. Initiatives such as expansion into Douro wines, acquisition of new vineyards, and production of a centenary limited-edition wine are all examples of the company's commitment to excellence. *"The company's legacy and the memory of its founder were indelibly nurtured and affirmed by the managerial ability of the family members who doubled down on his initial commitment."* (Carvalho & Santos, 1993, p. 68). Indeed, values like growth, innovation, and quality have become explicit pillars of Poças' identity, now aligned with sustainability, an increasingly important theme in the company's strategic direction.

The company's survival and continuity are themselves powerful distal manifestations of imprinting. As one of the few remaining Portuguese family-owned Port wine firms still in operation after more than a century, Poças represents a rare case of intergenerational resilience. This longevity reflects not only strategic adaptation but a cultural foundation solid enough to weather economic shifts, generational transitions, and sectoral changes. Dir.1 explained that it is crucial to adapt and innovate, but innovation does not always come from improving a product. In fact, *"People like the comfort brought by tradition. So, when we innovate its* *more on the way we serve or the concept, instead of innovation on the specific product"*, and that repositioning is what brings value to Poças and ensures their continuity. Finally, employee relations and organizational culture also demonstrate the persistence of early values. *"We always worked with the door open (…) there was always good communication among everyone"*, remarked Ex-Dir., describing a leadership style based on accessibility, openness, and dialogue. Employee 1 highlighted the importance of intergenerational learning: *"I also learned from the older people"*, underscoring how mentorship and continuity remain central to the internal experience of work at Poças. Additionally, the continued use of the old wine presses (see Figure H.4, Annex H) to produce high-quality wine reflects the company's respect for tradition and willingness to preserve the authenticity and quality that give value to their product. Dir. 3 noted that this echoes lessons passed down from previous generations, such as considering academic development, to be as crucial as observing and listening to those with experience*: "It's important to learn from experienced people"*. This combination of tradition, respect for expertise, and continuous learning is woven into the company's identity.

4.5. Analysis of Cross-Generational Dynamics

The leadership trajectory of Poças illustrates how generational transitions in family firms are shaped not only by internal dynamics but also by broader societal and cultural norms. The first generation, led by Manoel and his brother António, laid the foundation of the firm during a period marked by economic uncertainty, war, and evolving market conditions. This era gave rise to the enduring values that became embedded in the organizational identity. One of the defining features of Manoel's leadership was his deeply emotional connection to the firm. He saw it not merely as a business but as a life project, a dimension captured in: *"emotional management of the business"* (Carvalho & Santos, 1993, p. 49) and *"the success of a personal project"* (Carvalho & Santos, 1993, p. 68).

> *"Manuel did not start in any position of responsibility that would emphasize his family connection to the company's founder. He had to learn every aspect of the business on his own, discovering all the intricacies of commercial activity. He began by performing the most basic tasks, not only because his grandfather believed that 'the best school is the school of life,' but also because he started working at a very young age, just 15 years old."* (Carvalho & Santos, 1993, p. 46)

This principle, of starting from the bottom and earning one's place, became a core element of the Poças identity and was perpetuated in the firm's later generations. Indeed, the entrepreneurial drive of his grandsons is frequently highlighted as a sign of the founder's lasting influence, as subsequent leaders consistently pursued ambitious goals and embraced innovation. This principle was even strengthened by the creation and adoption of a family protocol by the fourth generation. Although it has not been put into practice yet, this protocol aims to ensure that future successors will not assume a position in the firm just because they are part of the family or because the firm needs it; instead, they need to have the capacities required to work at the firm as any other person. As Dir. 1 explained:

"This protocol defines various aspects of the relationship between the family and the company, one of which is the process for family members to join the business. Nowadays, there are rules that set, for example, the maximum age a person can have, in other words, you can't stay here until you're 90. Upon reaching retirement age, I have to leave, to ensure that new blood also comes in. And for joining the company, that is, if I am 18 or older and want to work in the family business, I have to go through a recruitment process, I must have relevant outside experience, and I will compete for the role alongside all other candidates."

A critical moment of uncertainty emerged when it became clear that Manoel had no male heirs, only two daughters. The conservative gender norms of the early 20th century, casted doubts on the continuity of family leadership. As such, the second generation was largely absent from the business, as already mentioned previously. In this context, it was not Manoel's daughters, but rather their husbands who would eventually assume active roles in the firm. This gendered path to succession highlights the prevailing norms of the time, which positioned men as more legitimate heirs in business contexts. The birth of Manoel's first grandson, marked a turning point and a renewed sense of stability regarding the firm's future. He would later be joined by his brother and cousins, collectively forming the third generation of leadership. Compared to their grandfather's emotionally driven leadership, the third generation is perceived to operate with *"greater rationality"* (Carvalho & Santos, 1993, p. 49), suggesting a shift in managerial style, though not a departure from the founder's values. In fact, the third generation stepped in with a clear sense of obligation to keep the business in the family and legacy preservation. In contrast to the first grandchild of Manoel, the later grandchildren were not pressured to join the family business, because the uncertainty felt during the transition to the second generation, which had once represented a succession gap, had been resolved. Nevertheless, as Ex-Dir. explained *"the decision to join the company was guided* *by that purpose... to keep the business within the family".* This strong sense of continuity translated into both symbolic and strategic actions, previously identified: publishing commemorative books, unveiling a bust of the founder at *Quinta das Quartas*, maintaining long-standing client relationships, some for over 50 years, and continuously expanding into new product lines, such as Douro wines and sparkling wine, while remaining true to the firm's identity.

Succession is often depicted in the literature as a sensitive period that may threaten the persistence of founder imprints. However, in the case of Poças, this transition appears to have reinforced, rather than diluted, Manoel's imprints. As described in the commemorative book: *"The transition of power at Poças from Manoel to his grandsons followed the best examples recorded in family businesses. It happened naturally, without shocks or tensions"* (Carvalho & Santos, 1993, p. 60). The smoothness of this transition, free from major conflict, helped preserve the founder's imprint across generations and avoided the disruption commonly observed in family firms. Currently, Poças is led by the fourth generation, composed of four family members who each manage a distinct strategic area. A key symbolic milestone in the company's history is the appointment of a woman in the family to assume an executive role in over a century. As Ex-Dir. stated, *"my daughter was the first woman in the family to work in the firm".* This shift not only reflects evolving gender dynamics but also signals broader changes in governance and the distribution of leadership responsibilities.

Another significant development in this generation is the transformation of career entry paths. Joining the firm is no longer immediate or assumed. Several members of the family first pursued professional experience outside the business, before deciding to return. As Ex-Dir. himself noted, *"after some time, I came to feel that I should join the company".* This reflects a more professionalized and intentional approach to succession, one that aligns with the imprinting model's metamorphosis phase, where legacy is reinterpreted considering new contexts. Despite these structural, generational, and cultural changes, the foundational imprints established by Manoel remain deeply embedded: *"only the size and stability of the company appear to differ from the legacy that has been naturally passed down from one generation to the next"* (Carvalho & Santos, 1993, p. 73). Successive generations have managed the delicate balance between preserving core values and adapting to modern realities.

5. Theoretical Discussion

This chapter revisits the key findings through the lens of the dynamic organizational imprinting framework proposed by Simsek et al. (2015). While previous studies often approached imprinting as a process limited to startups or early generational transitions, this research intends to contribute to the literature by applying the framework to the largely unexplored empirical setting of a fourth-generation family firm, and revealing, how initial imprints endure, transform, and are reinterpreted across generations.

5.1. General Contributions to Organizational Imprinting Theory

The Poças case both confirms and extends key assumptions of organizational imprinting theory. As initially proposed by Stinchcombe (1965) and later by Marquis and Tilcsik (2013), this case shows that the founding period represents a sensitive phase during which early values and structures become deeply embedded in the organization. At Poças, the founder Manoel Poças infused core values such as frugality, trust, long-term orientation, and humility into the organizational culture. These values were not only contextually grounded in early 20th century Portugal but were also deliberately cultivated and reinforced by the founder (Baron et al., 1999; Burton et al., 2002). The case further supports Johnson's (2007) argument that founders leave distinctive imprints on their firms, shaped by their unique backgrounds, personal values, and early strategic decisions. It also aligns with Akroyd and Kober's (2019) findings, suggesting that the core values and organizational culture established by founders can persist over time, even in the face of external pressures and internal challenges.

Johnson's (2007) notion of cultural entrepreneurship is also supported by the case, where founders encode values through strategic action, routines, and storytelling. Even non-family employees continue to refer to the founder's logic and values, indicating how deep and persistent those imprints are. The study also reaffirms Simsek et al. (2015) dynamic imprinting framework by showing that imprinting is not a static event but an evolving, multi-phase process. Additionally, this study shows that even in a long-existing firm, although some imprints may fade or transform over time, others can persist, and in some cases even be reinforced, continuing to shape the firm's daily operations and influence how it is perceived externally. Evolution is a natural part of the firm's life cycle, and imprints are inevitably affected by it. However, the fading of one imprint does not imply that others will disappear as well, supporting Immelmann's (1975) argument that once imprinting occurs, its effects remain highly resistant to extinction. This demonstrates that, within Simsek et al.'s (2015) framework, each imprint must be explored individually. Even if they originate in the same sensitive period, imprints do not necessarily evolve in the same way and at the same pace; their trajectory depends on different factors and mechanisms.

The study also underscores that imprints, particularly founder imprints, are shaped not only by the conditions and environment at the time of founding but also by the founder's life experiences and background, ranging from childhood to connections with influential bankers and commercial partners (Marques, 2022). Furthermore, it reinforces the importance of the "father figure" in organizational life, particularly in terms of role modelling, mentorship, and gatekeeping access to the firm. Several findings from this study strongly support this dynamic. *"It can almost be said that nothing is done without the patriarchal image of Manoel Poças being glimpsed, though faintly and sometimes imperceptibly"* (Carvalho & Santos, 1993, p. 70).

Moreover, the study highlights the role of symbolic mechanisms in imprint persistence (Becker, 2025), such as commemorative books, storytelling practices, and routines. The bust of Manoel Poças at *Quinta das Quartas* and the symbolic act of offering a watch to employees for their long-term service are emotionally charged practices that both represent and maintain continuity. These forms of transmission are particularly strong in family firms, where affective commitment often complements formal governance.

The industry and cultural context of the Port wine industry further contribute to the persistence of imprints. As noted by DiMaggio and Powell (1983), organizations are shaped by the environments in which they operate. In this tradition-oriented sector, both internal and external stakeholders place a high value on authenticity and continuity. It also aligns with Simsek et al.'s (2015) argument that imprints are sustained not only through internal agency but also through external validation. As Dir. 1 observed, *"it is easier to innovate outside the Port wine segment than in Port wine",* suggesting that the perceived value of Port wine derives from its tradition and the continuity of its production methods.

5.2. Imprint Reinforcement Gaps

A significant theoretical contribution of this study lies in identifying what we can term as "imprint reinforcement gaps". At Poças, the absence of the second generation from the company created a discontinuity that might have compromised the survival of existing imprints. However, the third generation actively responded to this void, deliberately seeking to preserve the imprints left by their grandfather, the central figure in many of the stories they had grown up hearing (Kammerlander et al., 2015). Kidwell et al. (2018) highlighted that succession can be a moment of disruption, potentially threatening the preservation of legacy and opening the door to the introduction of more professionalized systems. Indeed, succession is a critical stage in the organizational life cycle, often accompanied by new ideas, systems, and even values. It can therefore represent a key moment of "re-imprinting" (Kidwell et al., 2018). However, the Poças case offers a contrasting perspective. Rather than just undermining certain existing imprints, succession within the family also served as a powerful mechanism for reinforcing other imprints. While certain imprints evolved or were adapted, the core founding values persisted and were transmitted across generations, suggesting that succession, when managed within a legacy-oriented family context, can strengthen rather than dilute organizational imprints.

At Poças, the third generation not only stepped in during a moment of strategic necessity but also revived narratives of austerity, commitment, and trustworthiness as moral compasses. The fourth generation continues this legacy, but with its own reinterpretations. For instance, while informal leadership characterized the founder's era, the fourth generation introduced new symbolic mechanisms like the "day outside the firm" initiative. This day, alongside other initiatives, was designed to strengthen internal cohesion and maintain a family-like atmosphere in a growing, more formalized organization. These practices show how reinterpretation is not a betrayal of original imprints but a form of dynamic continuity. Imprints are not only preserved but made relevant to new contexts.

The popular metaphor "grandfather entrepreneur, father playboy, grandson beggar", often cited in the family business and succession literature, suggests a gradual decline in commitment and effectiveness across generations. Ahmad et al. (2023, p. 388) defend this idea, arguing that family legacy tends to erode as generational distance increases. However, the Poças case runs counter to this logic. The second generation had minimal involvement in the business, which, following the logic of the metaphor, could have led the third generation to become worse than "beggars". Yet the opposite occurred. The third generation assumed a proactive and committed role, deliberately reinforcing the founder's original imprints and ensuring the firm remained under family stewardship. Their actions demonstrated a strong sense of responsibility and continuity, not decay. The fourth generation, in turn, embraced a complementary role. Rather than merely replicating the past, they invested in innovation and modernization to enhance Poças' capacity to deliver quality products and services in a competitive market. In doing so, they kept the founder's entrepreneurial spirit while adapting it to new challenges. This generational evolution illustrates that legacy, when actively cultivated, can serve as a foundation for sustained renewal and growth. Imprints are not only preserved but made relevant to new contexts. This study thus advances the dynamic imprinting framework by demonstrating that founder imprints endure across generations not only through structural persistence. They also endure through emotional reactivation, where stories, rituals, and symbols keep the founder's values alive; and through successors' reinterpretation, as new generations actively adapt these inherited legacies to new contexts while maintaining their legitimacy and continuity.

5.3. Imprints and Professionalization: Adaptation Without Erasure

Another major insight is that professionalization does not necessarily threaten imprint preservation. Contrary to the widespread belief that modernization might entail a detachment from founding imprints (Kidwell et al., 2018), the Poças case illustrates that institutional development can incorporate and reinforce original imprints. New governance mechanisms were introduced, including clearer role definitions, an organization chart, a family protocol, and performance systems, but these were implemented alongside the continuation of trust-based relationships and informal interactions. Differences in management style across generations also reflect the progressive professionalization of the company. As Dir. 1 notes: *"I believe that the actual generation decisions are much more supported on information systems, processes, and rules. The previous generation was more empirical [i.e. intuitive]".* This shift represents both a recognition of past limitations and the adoption of tools capable of enhancing operational efficiency and consistency. Far from signalling a departure from the founding imprints, the adoption of formal systems helped reinforce the company's long-standing orientation towards innovation and continuous improvement, values rooted in the founder's entrepreneurial beliefs. Technological and procedural professionalization thus serves not as a replacement for historical identity, but as a means of sustaining growth, strengthening competitiveness, and maintaining coherence with the firm's cultural heritage.

An illustrative case of how imprints can survive even when specific practices disappear comes from the time of Covid-19 pandemic, which acted as an unforeseen disruptive moment but, can also be seen as a new sensitive period (Marquis & Tilcsik, 2013) capable of interrupting long-standing routines, processes, and traditions. As Dir. 1 recalls: *"There was the habit to greet everyone individually, every morning. With Covid-19 that ended, and we never returned to that"*. This daily greeting, reportedly in place for decades, was more than a formal gesture, it symbolized proximity and mutual recognition, reflecting the founder's imprint of caring and respect for people. Although the physical ritual ended, the underlying value persisted, finding expression in other forms of interaction and communication. This reinforces the idea that imprint persistence depends less on the survival of a specific routine than on the endurance of the cultural meaning it conveys.

The transformation in how employees interact internally also illustrates the reinterpretation of cultural imprints. In the past, the organization maintained formal divisions in physical space and social interaction, as mentioned by Dir. 1: *"we had three areas to have lunch. One for the administration and one for non-administration employees, that was divided into two, between women and men. That was about 70 years ago, and eventually this division ended. Now there is only one space to have lunch"*. Similarly, verbal interactions were marked by a high degree of formality: *"everyone in my team treats each other by "you" [the Portuguese form 'tu', applied within an informal relationship], before everyone would treat the previous generation by 'Dr.' or 'Sir' ['Sr']. There was way more formalism, and that has been lost"*. These changes do not represent an abandonment of the founder's value of proximity and care for people, but rather an adaptation to contemporary notions of equality and inclusion in the workplace. The shift towards informality and spatial integration strengthens internal cohesion, preserving the relational essence of the organizational culture while aligning the modes of interaction with modern expectations.

Professionalization has also extended to the governance of family involvement in the business. As Dir. 1 notes, *"There was no process or procedure, and one of the things we actually introduced was a family protocol"*. This shift marks a departure from earlier practices, where family members often joined due to necessity or by default. It establishes merit-based criteria for entry, encourages renewal, and ensures that positions are earned rather than granted. By embedding such rules into the protocol, the company reinforces the founder's ethos of responsibility and stewardship, while aligning with modern governance standards that demand competence, innovation, and accountability from all employees, family or otherwise.

Strategically, modernization efforts such as the expansion into Douro wines and sparkling wines reflect Manoel Poças' entrepreneurial spirit. These strategic changes are consistent with what Simsek et al. (2015) define as distal imprint manifestations, the long-term influence of founding logics on market positioning and identity. Professionalization at Poças is thus best understood as an instance of what Erdogan et al. (2020) term "temporal symbiosis": a state in which legacy and innovation reinforce one another. By embedding founder values into new systems, Poças managed to maintain internal coherence while gaining legitimacy in a modern, competitive environment. The evolution in the company's strategic brand positioning provides another example of how founder imprints can be reinterpreted. As Dir. 1 observes: *"Today, I think there is a much greater concern about the role the brand plays in the company and the image that is created (…) There is more courage to market expensive wine, and people see us as capable of doing it"*. The company historically embraced a cautious approach to market and product decisions, a mindset passed down from the founder, emphasizing stability and trust-based relationships. However, to the current generation, this inherited caution has been reinterpreted, as they started taking riskier but still carefully calculated risks, such as launching higher-priced wines. Dir. 1 recalls what his father found of this approach *"He thought it was absurd, and I dare saying that it would never cross his mind to do it"*. Today, the company produces a range of higher-priced wines, embracing a premium positioning that still maintains the founding logic of value creation and innovation, while effectively leveraging brand differentiation and perceived value in a competitive market. This shift illustrates how founder principles can be reinterpreted, transforming prudence from risk avoidance into strategic, reputational, and competitive leverage.

6. Conclusion

This study demonstrates that the characteristics of the founder and the context of the company's foundation left enduring marks across multiple dimensions of Poças. Rather than a simple one-to-one imprinting process, the evidence shows a one-to-many dynamic, in which the imprinting process gave rise to several lasting influences visible in culture, strategy, and daily practices. Those imprints did not remain static over a century; instead, they were reinterpreted and transformed across generations, allowing the company to preserve its identity while evolving and adapting to new circumstances.

The case of Poças illustrates that innovation and imprints are not mutually exclusive forces but can coexist. Values such as trust, humility, and long-term orientation, instilled by Manoel Poças, persisted throughout subsequent generations even as new governance systems, family protocols, and technological processes were introduced. The strategic expansion into Douro wines, the repositioning towards premium markets, and the courage to launch more ambitious products demonstrate that the founder's imprints continue to guide decision-making. Therefore, imprints may not necessarily be constraints that lock organizations into the past and limit their progress but may actually constitute valuable resources that provide guidance during internal and external pressures, ensuring the increasing value of the firm.

This research contributes to the literature on organizational imprinting in several ways. It highlights the multiplicity of imprints that can stem from a single sensitive period, and how they persist, transform, and decay over a rare fourth generation family firm. It shows that imprints have distinct paths, and that while some may disappear others may persist. Moreover, by analysing a family business in a tradition-bound industry such as Port wine, this dissertation broadens the empirical scope of imprinting research, showing how imprints can play a crucial role in industries where authenticity and continuity are strategic assets. Finally, this case offers valuable insights on how imprints can persist during changing times and at the same time be mobilised as drivers of innovation and reinforcers of the firm's perceived value. Codifying values into formal governance mechanisms, such as family protocols, strengthens professionalism without erasing initial imprints. Balancing formal structures with symbolic and relational practices, such as teambuilding activities, ensures that cohesion and belonging remain intact.

Beyond these theoretical and practical implications, this study carries a broader message. The history of Poças suggests that the past of a family firm is not a constraint but a resource. The founder's imprints endure not because they are rigidly replicated, but because they are reinterpreted in meaningful ways to each generation. Imprints and professionalism, far from being opposite forces, can operate symbiotically, sustaining both identity and competitiveness. In an industry as steeped in tradition as Port wine, the ability to reinterpret initial imprints has been central to achieving success, allowing it to honour its history while actively shaping its future. By demonstrating how imprints can guide adaptation, this dissertation not only advances academic understanding but also conveys an encouraging message to family firms: generational transitions can serve as vital mechanisms for preserving foundational imprints and organizational identity. Rather than being seen as a threat, succession should be viewed as an opportunity to strengthen the firm's perceived value.

As with all studies, this one also has limitations. As in all single case studies, the findings cannot be generalised across all family firms or other industries following a statistical reasoning, however, the ambition of this type of research is to contribute to theoretical generalisability, and this study hopefully contributed towards that. Given the inevitable absence of interviewees from the first generation, secondary accounts had to be relied upon; however, not only interviewees from more recent generations and other employees revealed an in-depth knowledge on the topic, but also the commemorative books and other material played a key role in providing converging insights into the contexts of the founder and of the company creation. Moreover, the interpretive nature of the research means that the findings reflect both the evidence gathered and the researcher's analytical lens; however, there was utmost concern to seek convergence across empirical sources and analytical perspectives. Nevertheless, these limitations open promising avenues for future research. Comparative studies across multiple family firms could reveal whether the patterns identified here hold in different industries or cultural contexts. Longitudinal research could follow imprint evolution across successive generations, particularly in response to sensitive periods such as meaningful crises or regulatory changes. Greater attention could also be given to imprint erosion, asking when and why certain legacies fade out. Finally, the role of non-family managers in the imprinting process deserves closer examination, as it may provide additional insight into how imprints are maintained or reinterpreted when, for example, a firm stops being a family firm, or when non-family gain high influence in the organization.

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Disclaimer

I acknowledge the use of ChatGPT (https://chatgpt.com/) to refine my academic writing and accuracy of my own work. The following prompts were entered into ChatGPT:

- Improve the academic tone and accuracy of language, including grammatical structures, punctuation and vocabulary, on the following phrase.
- How can I reformulate this paragraph, so it is easier to understand?
- Translate this phrase to academic English (from Portuguese).
- Reduce the dimension of this part, while keeping references and the idea.

The output of these prompts was used to improve my work and make it clearer to the reader and easier to interpret.

I also acknowledge the use of TurboScribe (https://turboscribe.ai/pt/dashboard) to help me, in an initial phase, transcribe the interviews quicker.

Annexes

Annex A. Interview Guide for Long-term Employee

Good morning! My name is Maria Filipa and I am currently working on my thesis for my Master in Management, in collaboration with Poças. At this stage, I am conducting interviews to collect information that will be essential for the development of my research. If it is not inconvenient, I would like to ask you a few questions regarding your experience and perspective on the company. To ensure that I can give my full attention to our conversation, may I have your permission to record it?

About the Interviewee

- Could you tell me a little about yourself? And what is your role here at Poças?
- How and why did you come to work at Poças?

Company History and Culture

- How would you describe the work environment at Poças over the years? Which characteristics have changed, and which have remained the same? (Do you identify particular phases/periods?)
- In your view, what are the most prominent values and principles within the company? As a long-term employee, do you feel these values have changed? If so, in what way?
- To what extent are the company's values related to it being a family-owned business?
- Do you know of any story or tradition at Poças?
- Is there any habit, ritual, or way of doing things that you consider unique to Poças?

Influence of the Family and Leadership

- How would you describe the role of the family in the company over the years? Could you give an example of how the family is present daily at the company?
- What influence does the family have on the way things are done at Poças? (Examples)
- Do you notice differences between how family members and other employees interact within the company?

- How would you describe the relationship between employees and their superiors? Is communication open, is there feedback?
- There have been leadership changes over the years. You have surely experienced some or at least heard about some. How have these changes affected the company?

Innovation and Change

- Poças has been around for more than 100 years, and changes in the way the company operates or in the products it offers must have occurred over time. Could you give me an example of something that stands out?
- Could you speak specifically about the last decade? What changes have you noticed? How did these changes take place?
- How does the company deal with innovation? How open is it to change?
- Do you feel that employees' opinions and ideas are heard at Poças?
- Are there any traditions or ways of doing things that seem resistant to change? Do you still feel any connection to the company's founder, or at least to previous generations of the family before the current leadership?
- Think of an example where the company tried something new. How did it go? Could you tell me about old practices that have disappeared or changed over time? What led to those changes?

Other

- What do you think makes Poças unique compared to other companies in the sector and to other family businesses?

Conclusion

Thank you for your availability, this will undoubtedly be very useful for my dissertation. Before we finish, I would like to ask whether there is anything else you would like to share about Poças or about your experience here. Once again, thank you for accepting this interview!

Annex B. Interview Guide for a Retired Employee

The introduction and conclusion of this interview are the same as the previous one. The following questions were added or changed:

Company History and Culture

- Are there any traditions, routines, or rituals at Poças? Have they resisted change, or have some disappeared over time?
- Do you believe the company's identity has changed with the different generations of the family? What has remained the same, and what has been most different?

Influence of the Family and Leadership

- Do you think the successors have introduced new ways of managing and new values, or have they mainly maintained the previous legacy?

Founder and Imprinting

- What kind of image or stories are associated with the founder within the company?
- Do you still feel a connection to the company's founder, or at least to previous generations before the current leadership?

Annex C. Interview Guide for 3rd Generation (Financial Director)

The introduction and conclusion of this interview are the same as the previous ones.

About the Interviewee

- Tell me a little about yourself.
- What was your path to the position you hold today?
- Why did you decide to join the family business?

Culture and Identity

- How did Poças come about and what was the purpose behind its creation? Does that purpose still remain?
- How would you describe Poças' vision, values, and principles?
- Why do you think these values were adopted?
- In what ways are these principles and values connected to the fact that Poças is a family business? Or, over time, has it been necessary to separate family ties from business decisions?

- What marks of the founder are still visible in the company's daily life?
- Are there initiatives to preserve this legacy?
- How would you describe the work environment in the company? What differences exist between the atmosphere at headquarters and at the estates?
- Does Poças have a long-standing relationship with any client or supplier? (If yes) How would you describe that relationship?
- What characteristics of Poças attract clients?
- What are the main criteria when choosing a supplier?

Family and Change

- Are there practices, routines, or traditions established since the company's foundation that are still maintained (for example, early learnings or routines that remain part of the company's DNA)? If so, could you give examples?
- Why do you think they have endured over time?
- Have any of the practices implemented by the founder been abandoned or adapted? How and why?
- How has the balance between tradition and change been managed?
- What role has the family played in maintaining this balance?
- Do you consider the company to be susceptible to change, influenced by both internal and external factors?
- What have been the main changes at Poças? How were they driven?
- Do you recall any situation where a change was not implemented or was carried out differently, in order to preserve the founder's legacy? How was it managed?
- How do the younger members of the family view the founder's legacy?
- Do they see it as inspiring or limiting?

Family Role

- In what way, over the years, the various family members involved in the business have played (play) an active role in maintaining the founder's legacy?
- How would you describe the family's view of the founder's role and relevance in the company's evolution over time?
- What would you identify as the founder's main legacy within the company?

Future

- Do you believe that the founder's vision and principles will continue to guide the company in the future?
- Are there specific aspects you would like to change in Poças' future? How do these fit into the evolutionary path we have been discussing?

Annex D. Interview Guide for 4th Generation (Oenology Director)

The introduction and conclusion of this interview are the same as the previous ones.

About the Interviewee

- What was your path to the position you hold today?

Founder and Origins

- In your opinion, what are the main marks left by the founder on Poças?
- Have these marks been maintained? Have they been adapted?
- Are there initiatives to preserve these marks?

Transformations and Transitions

- What have been the main structural/strategic changes in recent decades?
- As someone responsible for a technical area with a strong connection to tradition, how do you balance respect for the past with the need for innovation?
- To what extent is it important to preserve elements of the past versus innovating and at times breaking with traditions?
- Are there practices/processes at Poças that you would consider untouchable?

Present and Future

- Do you still feel the influence of previous generations in the way the company operates?
- In terms of oenology and product, there is certainly more innovation today than in your great-grandfather's time. Does this innovation remain connected to the past and to the founding of Poças? In what way?
-

Personal Reflection

- Do you believe that, over the years, the various Poças family members who have worked in the company, including yourself, have played and continue to play an active role in maintaining the founder's legacy? In what way?
- Do you think Poças has preserved its identity despite the changes it has undergone?
- Is Poças' success in some way connected to the marks left by the founder?

Annex E. Interview Guide for 4th Generation (Sales Director)

The introduction and conclusion of this interview are the same as the previous ones.

About the Interviewee

- Tell me a little about yourself and your career at Poças.
- Why did you decide to join the family business?

Founder and Origins

- In your opinion, what are the main marks (cultural, operational, etc.) left by the founder on Poças?
- Have these marks been preserved? Have they been adapted?
- Are there initiatives to preserve these marks?
- Do you have a long-standing relationship with any client or supplier?
- (If yes) How would you describe that relationship? Why has it endured?

Transformations and Transitions

- What have been the main structural/strategic changes in recent decades?
- One major change is generational transition. How is this process managed at Poças?
- How is the balance between respect for tradition and the constant need for innovation achieved? To what extent do you consider it important to maintain elements of the past versus innovating or breaking with traditions?
- Are there practices/processes considered untouchable/symbolic of Poças' identity?

Present and Future

- In terms of brand positioning and strategy, is there a clear influence of the founder?
- How are Poças' history and identity communicated (both internally and externally)?
- To what extent does family leadership influence changes or continuity in the company's culture and way of operating? Do you feel there have been differences across generations?

Personal Reflection

- Do you believe that, over the years, the various Poças family members who have worked in the company, including yourself, have played and continue to play an active role in maintaining the founder's legacy? In what way?
- Do you think Poças has preserved its identity despite the changes it has undergone?

Annex F. Poças' Family Tree

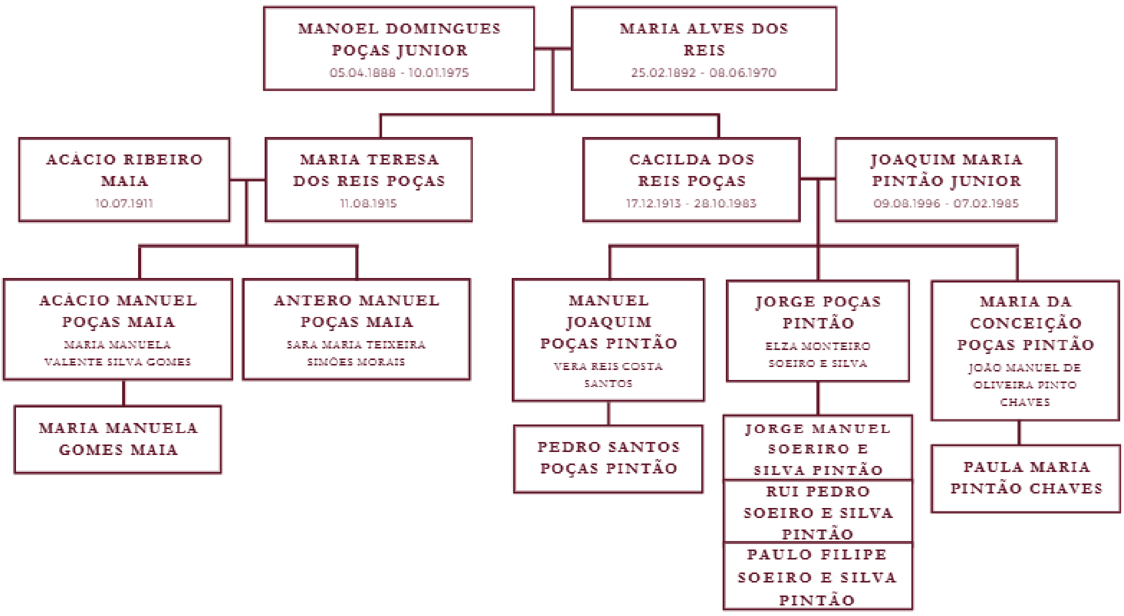

Figure F.1. Poças' Family Tree

Adapted from: *Poças Júnior: Retratos de uma aventura familiar: 1918–1993* (Carvalho & Santos, 1993)

Annex G. Organization Chart

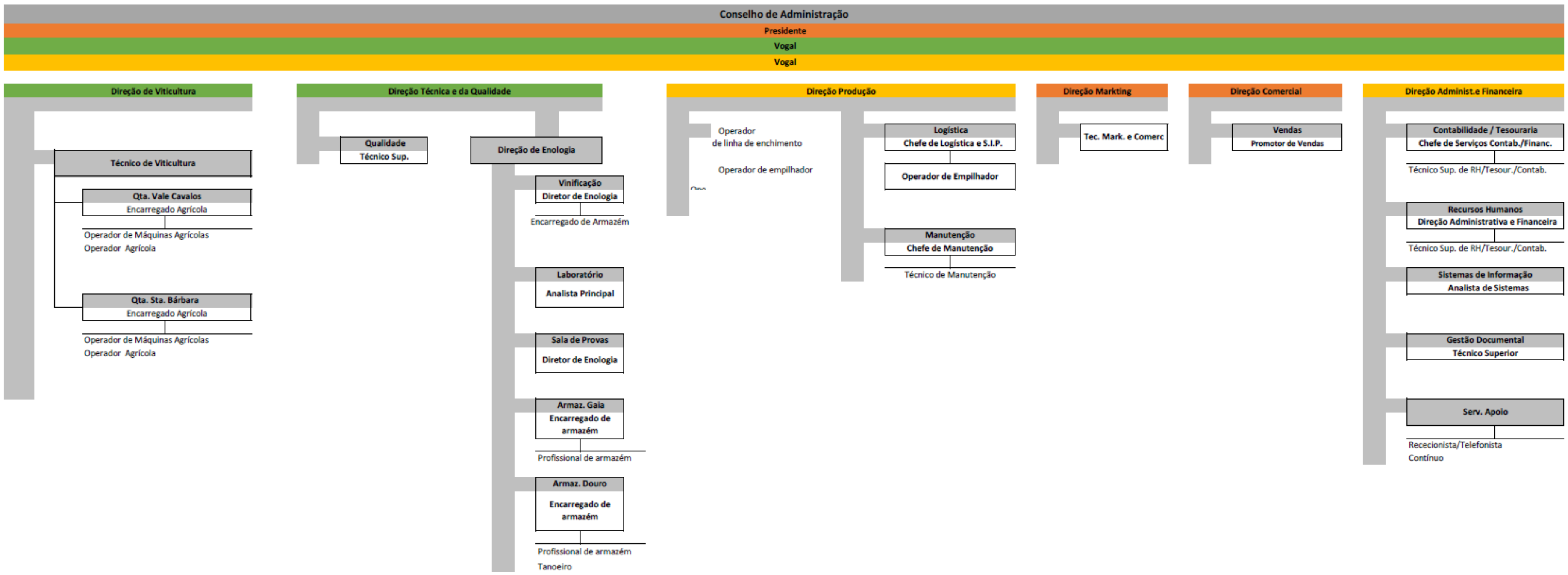

Figure G.2. Poças' Organization Chart

Source: Poças

Annex H. Gathered Pictures from Poças

Figure H.1. Founder's Bust at *Quinta das Quartas*

Source: Poças' Archive

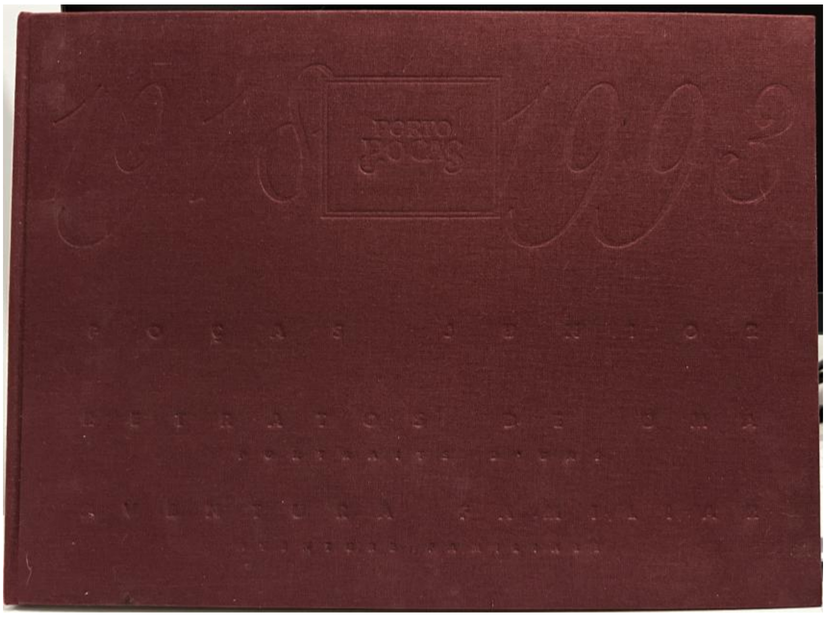

Figure H.2. *Poças Júnior: Retratos de uma Aventura Familiar* (75th anniversary commemorative book)

Source: Book given to the author by Poças

Figure H.3. Day Outside the Firm

Source: Poças' Archive

Figure H.4. Old Wine Presses at *Quinta das Quartas*

Source: Poças' Archive

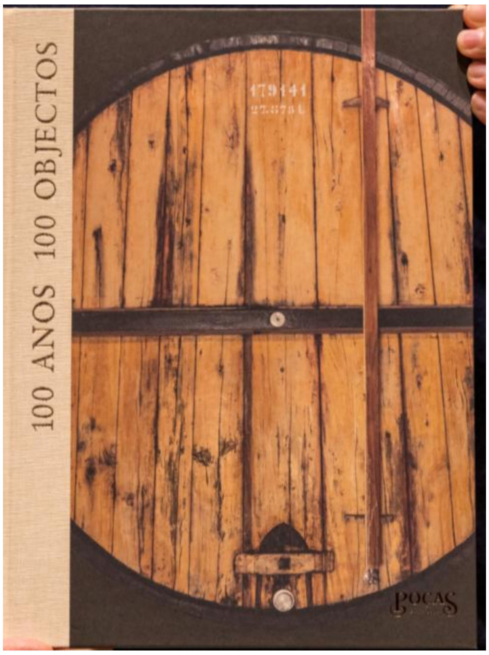

Figure H.5. *100 ANOS 100 OBJECTOS* (100th anniversary commemorative book)

Source: Book given to the author by Poças

Figure H.6. Poças' Centenary Limited-Edition Wine

Source: Poças' Archive

Figure H.7. Old Bottle Labels with Family Members Names

Source: Poças' Archive

Figure H.8. Furniture at Poças Office from Poças Family House

Source: Picture taken by the author in a visit to Poças' office