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FAMILY BUSINESSES IN IRAQ: AN ECONOMIC AND ACCOUNTING STUDY ANALYZING PERFORMANCE AND FINANCE

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Abstract

This study investigates the development and performance of family businesses in Iraq, focusing on both internal and external factors that influence their sustainability and growth. Using a descriptive-analytical approach, data were collected from 100 family-run businesses through questionnaires evaluating demographics, capital availability, family support, ambition, educational attainment, political and social influences, and access to information. The findings indicate that capital and family support are the most significant determinants of business success, while gender differences influence perceptions of demographic and social factors. Moreover, the role of commercial banks is limited but crucial for providing financing, training, and institutional support to enhance operational efficiency and sustainability. The study offers practical recommendations for policymakers, financial institutions, and families to strengthen family business performance and contribute to economic development in Iraq.

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Introduction

The concept of the family business dates back to the Middle Ages, when kings and princes controlled land, people, and capital. Income was pure profit, without any budget, and the term "Budget" didn't exist at that time. As the population of workers began to move to cities in search of work, family businesses kêne meka re. As cities grew, they took in even more unemployed people, and family businesses began to develop with some degree of professionalism. This was a productive and dynamic period of the state — in all its manifestations, it exuded care for others. This, in turn, led to a number of company laws to enhance interaction among people, companies, and the state. It also spurred science, increased production, and infrastructure, such as power and water. This paper discusses findings from the context of a family business, where all aspects of operations and management are performed by different members of the family. This case study is significant because it depicts a family business widely spread throughout the community of Iraq. It embodies a family (or tribe) 's ability to become resilient and survive challenging economic environments through teamwork and resourcefulness [1], [2].

Background of the Study

Among the first types of small and medium-sized enterprises (SMEs) in Iraq are family businesses. They frequently developed in response to unsatisfactory economic conditions, high unemployment levels, and the necessity for a considerable minority of families to rely on personal initiatives to earn additional income outside government jobs. They rely on little capital, family labor, and bespoke skills handed down through the generations. This study was undertaken to address the pressing need for such projects at this time. This study aims to identify the factors influencing the development and success of family businesses in the Iraqi SME sector. This will be achieved through the following questions:

1. What are these family businesses and their types?
2. What are the characteristics of the services provided by family businesses?
3. What factors influence the development and success of these businesses in Iraq, and contribute to their prosperity and development? Hence, the urgent need for this study and others like it arises as an attempt to address an important aspect of the family business phenomenon by examining the factors influencing its development. This will be accomplished through a study of the external and internal factors affecting family businesses.

Literature Review:

• Donald Levitt's Study (2005)

"Family Business forum: developing the next generation.[3]"

The study emphasizes the importance of childhood experiences, particularly for children who observe the project owners. This positive influence helps children develop a sense of future responsibility and learn leadership and commitment. This approach is considered the best way to cultivate responsible young adults and future entrepreneurs. After three to five years of schooling, these young people will become interested in such responsibilities and develop confidence in pursuing a commitment to building their own businesses. Some families believe that this approach contributes to the success of their projects. While this model may reflect a desire to make sound decisions and yield positive results in some cases, the researcher's perspective underscores the psychological impact on children and their future development in project development and leadership.

• James Weller's study (2005)

"Eight Steps to Building a Successful Transition Plan"

The study addressed the eight steps in a successful family business plan. The researcher emphasizes that any family project is highly sensitive due to the time invested, numerous factors, taxes, and other considerations. Therefore, the following steps are suggested: Assign tasks to the most experienced and motivated family members; empathize with those who contribute to success; inquire about the turnover among family members; remove ineffective family members; do not allow taxes to hinder the project's success; seek professional expertise; work with the plan; and review the plan regularly [4].

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• A study by Joan Lambrecht (2005)

"Multigenerational Transition in Family Businesses: A New Explanatory"

The study explored the model for the transfer of a family business to subsequent generations. The researcher reviewed 10 studies to develop a long-term perspective, identifying the factors that facilitate this transfer, particularly for the business leader: freedom, values, external experience, and education. These factors can enable the business to become a longer-lasting dynasty, with family members remaining committed to the same project [5].

• Ruth Schmidt and Cathy Parker's study (2003)

"Diversity in independent retailing: barriers and benefits- the impact of gender"

The study examined the components and protection of retail services, highlighting the role of gender differences in family business activities. It specifically addressed incentives and personal changes as background to the research, and the shift in organizational structure toward small- and medium-sized enterprises (SMEs) managed by men and women. The study concluded that differences exist in educational attainment, family support, time commitment, aspirations, capital availability, access to information, and capital turnover [6].

• Ski Obata study

"Governance across organization"

In developed countries, management groups are protected by large global organizations, and family businesses are often monitored by all companies through a triangular structure. The first chapter of the book addresses the financial obstacles facing these projects; the second chapter discusses business operations in non-profit organizations; and the third chapter examines bureaucratic governance and administrative corruption in the public sector—all of which are reflected in statistics from numerous countries worldwide [7].

• Roselie Devitt's study (2002)

"Influences in ethical dilemmas of increasing intensity"

This study attempts to expand research on professional ethics in projects by proposing and testing an experimental model. This model, developed from literature reviews, incorporates six factors: family, ideology, system, community, and professionalism. Through experimentation, the researcher focused on the materiality of decision-making within the administrative process. The experiment emphasized analyzing decisions and their impact on ethical issues within the project, as well as the interrelationships among these factors and their influence on ethical considerations [8].

• Sharon Bender's study

"Seven characteristics of the American women entrepreneur: A hermeneutic approach to developing a universal Characteristics model."

Many studies and personal family projects have addressed pioneering projects related to women and concluded that each has its own particularity. This study links several studies to form a project that integrates factors helping the pioneering woman understand the ownership of the family project and its quality. The study contributed to identifying the pioneering personal factors for a successful project, and the model assumed in this study links the woman's personal perception of the pioneering project to her interest in it [9].

• A study by George Rubenson and Anil Gupta (1996)

"The initial succession: A contingency model of founder tenure"

The study examined the fundamental approach to project success from the founders' perspective, with particular attention to family businesses. Many studies have emphasized personal factors and their impact on various outcomes, yet few have addressed comprehensive, continuous intellectual development. The articles sought to identify the key factors in family businesses and organizations to develop a holistic model that explains the relationship between the organization and its specific factors [4].

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4- Study Objective

Across various studies and projects on family businesses, it is observed that each examines only a part of the phenomenon. There are noticeable gaps in foreign studies that aimed to address the needs of these phenomena in different countries, but failed to identify common factors across these studies and cases. This study, however, aims to identify the set of factors influencing the development of family businesses in Iraq by examining them and developing the necessary findings and recommendations.

This study also included a field survey reflecting the success of numerous family-run businesses in the economic, educational, and social spheres. It explored the factors influencing the development of these businesses through a well-considered analysis.

5- Presentation and Importance of the Study:

Based on a review of previous studies, the study identified key external and internal factors contributing to the development and success of family-run businesses in Iraq. This was achieved through:

• Examining the influencing factors through the opinions of individuals involved in the family-run business.

• Assessing the validity, generality, and applicability of the influencing factors for family-run businesses by analyzing a questionnaire specifically designed for this research.

• This study helps in understanding the role of family-run businesses in both academic and applied contexts. It identifies a set of factors affecting the development of family-run businesses, gathers data, and analyzes the findings.

• This pioneering study contributes to the analysis of the factors influencing the development and success of family-run businesses. It provides a comprehensive understanding of small businesses and the factors that can influence both men and women. It also identifies the types of support needed and provides the specific information for family-run businesses, which differs from that for other types of businesses.

• Moreover, this study may benefit economists, administrators, and the state by developing an understanding of the factors influencing family businesses. This study also presents a challenge: demonstrating the benefits of this research through a scientific experiment applied to the realities of Iraq.

Study Objectives:

This study aims to achieve several objectives, as outlined below:

• To highlight the importance of family businesses in Iraq.

• To determine the availability of factors influencing the development of family businesses.

• To offer suggestions by examining the areas of factors influencing the development of family businesses.

• To propose alternative methods for implementing these influencing factors through recommendations.

Study Problem:

The study problem can be presented through the following questions:

- Are the factors contributing to the development of family businesses identified?

- Are there responses to the demands of the factors contributing to the development of family businesses?

- Is there an effective relationship between the factors contributing to the development of family businesses?

- Are the factors contributing to the development of family businesses accepted and recognized?

- Are there plans for the objectives and policies of the factors contributing to the development of the family business?

- Are there guidelines for public relations policies related to the factors contributing to the development of the family business?

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- Is there participation in social work programs related to the factors contributing to the development of the family business?

- Are there responsibilities, plans, and future programs related to the factors contributing to the development of the family business?

Study Hypotheses

Based on the research problem, the following hypotheses were formulated:

 There is a system of factors contributing to the development of the family business.

 Commercial banks and other entities are concerned with the factors contributing to the development of the family business and develop plans and budgets that include expected expenditures for this item.

 The internal system includes factors contributing to the development of the family business, focuses on social responsibility, and specifies how to act and address these factors.

 Commercial banks have specialized departments and divisions that focus on public relations, particularly regarding social issues, and participate in these activities through specialized social committees, libraries, or public facilities.

 All factors contributing to the development of family businesses are subject to internal monitoring by banks, specifically by the internal audit department and specialized accounting departments.

 Commercial banks implement all requirements related to factors contributing to the development of family businesses very effectively and efficiently, in a manner commensurate with the size of the investment.

Study Limitations

The study limitations are the boundaries, reservations, and specific criteria that will be established in this field, or for applying the study to the specified area, to ensure the selected samples are reflected in the study results, and to define the points in this field. These limitations are:

 Using data sources from individuals involved with the family business.

 Using the most up-to-date sources available for the family business.

 Using sources that address the development and success of the family business.

 It is possible to use recent statistics relevant to the family business. 5- Using opinions about commercial banks in the study

Research Methodology

This section addresses the case study, an empirical research method that helps obtain evidence and data on a specific phenomenon. It connects the phenomenon to real-life situations and the case study, exploring the relationship between the phenomenon and the unclear realities of practical life. This involves investigating how and why this occurs. The case study utilizes research into theories that require proof and reinforcement, and it helps to confirm the credibility of the existing research. The case study depicts the development over time of specific events related to those hypotheses. Finally, the case study allows for the acceptance of limitations and objectivity in various aspects. Based on the above, the researcher used the descriptive-analytical method to describe the phenomenon. The analysis relied on [10], [11]:

The five-point Likert scale: (1 = very low, 5 = very high).

The weighted mean is used to determine the relative importance of each factor.

The standard deviation measures the degree of dispersion of responses around the mean.

The Role of Commercial Banks in Developing Family Businesses

The contribution of commercial banks to family businesses in Iraq. This functionality, however, remains quite limited due to weak organizational structures and high risks in these businesses. On this basis, banks need to improve their financing procedures for family business customers, while family business owners must have their own management methods and comply with accounting standards.

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How Commercial Banks Can Support Family Businesses in Iraq

Commercial banks can further support family businesses using a variety of banking and financing mechanisms, including:

a. Investing in bank loans:

Loans represent one of the key means of financing family businesses, and these loans are as follows:

- Investment fund for machinery purchases and plant expansion loans.
- A loan to finance operating costs, including the raw materials you need to run your business, and payment of wages.
- It allows the family business to continue, expand, and provide stability for the family.

b. Extent of Credit Facilities

It is these family-owned businesses that are provided certain facilities by Commercial banks, such as:

- Opening lines of credit.
- Overdraft services.
- Debt service under adequate conditions.
- Such facilities also allow family businesses to ride the waves of fluctuations while ensuring adequate cash flow for continued operations.

c. Non-financial services are banking services.

Commercial banks do not provide financing alone; they also provide the following services:

- Opening organized business accounts.
- Providing electronic payment methods.
- Providing financial investments.
- Organize the business's own accounting operations.
- It helps build a robust family business finance and makes operations more efficient.

d. Supporting the family business institutional changes.

To attract family businesses into adopting a more structured institutional model instead of relying on the traditional family management structure, commercial banks can exert their influence through:

- A clear accounting system.
- Separation of ownership from control.
- Tracking (inflow/outflow)
- This transition improves transparency and, therefore, makes the business more plausible for obtaining financing.

e. Suggestions to bolster banks in relation to family businesses:

- Family business-specific financing programs.
- Relaxing guarantee requirements for SMEs.
- Encouraging owners to implement feasibility studies.
- We propose strengthening cooperation between small businesses and government agencies that encourage banks.
- Increasing banking awareness among family enterprise owners.

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Study Questionnaire

The following question is the basis of the Study Questions:

Current state of Family Businesses by: Population Density, Economy - these are Internal Factors that affect the family business, Support, Personal Goals, and Political & Social -these are External Factors. The current state of your Family Business? The questions were modified from a study by the researcher and presented on a five-point scale (from lowest to highest) in questionnaire form.

I have attached a definition to every question to aid your answer—it was written to make it easier for you to engage. The purpose of this study is to turn these factors into mathematically validated indicators to provide a closer, more realistic representation of family businesses in Iraq. Along with the external factors, other internal family business-related factors were also considered, including educational level, supportive family members, aspirations, availability of required capital or information, and ultimately capital turnover. These determinants together construct the full-fledged model to develop the recommended family business to be used in this research.

This chapter of the study will cover data collection, a population and sample description, research design and questionnaire methodology, data analysis methods, and statistical techniques used.

Study Population and Sample

The study population mentioned is internal employees in the field of family business development. All the questionnaires were distributed to this study population, which comprised the entire sample for the analysis. In total, 100 families received and returned the questionnaires in this sample.

All distributed questionnaires were returned and examined. Comparative Study: (Male - Female) Sample [50 men and women each (100)]

The results of the questionnaire based on owner gender (male and female) were as follows:

Answer	Number				
External Influencing Factors	Minimum (1)	Minimum limit (2)	Average limit (3)	Average limit (4)	Maximum limit (5)
Demographics	6	4	30	26	34
Economics	7	15	31	22	25
Support	1	4	24	21	50
Personal	5	2	32	32	29
Difference	3	8	14	30	45
Political	10	12	32	22	24
Social	-	6	38	35	21
Internal Factors					
Educational Achievement	11	7	34	20	28
Ambition	-	4	34	30	32
Family Support	4	3	20	25	48
Availability of Capital	1	4	12	31	52
Information	3	13	29	22	33

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Capital Circulation	-	-	32	36	32

According to the statistical analysis, we found that external factors had different effects on the sample. The first, most influential of these impact factors was the support factor, which reached 50% at its peak, underscoring its role in shaping the behavior and disposition of those sampled. The upper limit for the difference factor came in second at 45%, followed closely, indicating that this was significant. Table 4 shows that demographic and personal factors are also more moderate to high, with very few responses in levels 1 and 2 (low influence). In contrast, the largest portion of response rates was in response levels number three to five (neutral – very influential). But the economic factor, on the other hand, appeared more evenly balanced at all levels—an indication of diversity of opinion among individuals regarding it.
Conversely, political and social factors displayed moderate levels of respondent-identified influence with percentages clustered around the middle groups, especially level 3, suggesting their influence is not as strong as that of the other factors.

I did some maths on the given frequencies and ended up getting –

A. Comparison of Political and Demographic Factors:

- Demography (Men Sufficiency): Men scored 4.14 on average, and women 3.42
  This statistical gap indicates that male dominance, projected by men as a stabilizing and developmental factor of the project, is perceived by women as a neutral or restrained factor.
- Political Factor: This factor had the lowest averages for both genders (men: 3.46, women: 3.30).
  Title: The weak impact of state policies on family businesses in Iraq.
  Results of the survey on internal factors were divided into different percentages, representing the weight each factor has in influencing the project.
  Capital availability came in at the top, with 52% ranking it as one of the most significant factors influencing the success and continuity of project data, reflecting a significant dependency on prevailing capital. Coming in second was family support at 48% – this highlights the strengthening role families play in helping and incentivizing individuals to continue with their respective projects, both morally and financially.
  Ambition and educational attainment were also around 34%, suggesting a medium to strong influence for both features. Ambition serves to wheel them, and education helps in planning their undertaking.
  Information came at a 33% score, which is acceptable, showing that some individuals know some things, but some may still have an information gap based on the lower percentages.
  Capital turnover showed a balanced distribution (32% - 36% - 32%), indicating that this factor was reasonably stable and that the sample showed no significant spread across the three factors.
  These factors represent the basic project drivers according to the sample:

B. Evaluation of "Availability of Necessary Capital"

- Men: Mean Arithmetic = 4.28
- From the raw datasets, participants assessed their physical attractiveness via a 5-point Likert scale (1 —?totally unattractive? to 5-?very attractive?) as follows:
- Men: Arithmetic mean = 4.22
- Formula: (Frequency × Weights) / Total Number

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- Result: By gender, "capital" comes first (1) among the factors that affected developing family businesses in Iraq, with no significant differences.

C. Support from Family — Analysis:

- Men Arithmetic mean = 4.06
- Female: arithmetic = 4.14
- Interpretation: Women statistically leverage the home environment to grow their businesses more than men do.

Overall, we can conclude that the financial (capital) and social (family) dimensions are the dominant predictors, while other factors were either balanced or complementary. No factor is significantly weak; therefore, the environment seems right for family business success. This eventuality is in line with the fact that a high proportion of family businesses rely on self-financing, and this characteristic constitutes their distinctive feature, as they usually start with less external capital, which comes more from the family itself than from financial institutions. The significant family support also supports the idea that a family business is most powerful when headed by committed family members actively involved in its management, financing, and operations, resulting in lower operating costs and enhanced sustainability. Things like ambition or educational attainment also play a part in the success of the projects, helping sharpen performance and decision-making.

Summary Table

Influencing factors:	Average (men)	Average (women)	Overall rating (according to the research criteria)
Capital	4.28	4.30	Very high
Family support	4.06	4.14	High
Demographic factors	4.14	3.42	Variable (High for men/Medium for women)
Personal ambition	3.86	3.94	High
Political factors	3.46	3.30	Medium

Statistical Appendix: Mathematical Details

"The weighted mean is used in this study to calculate each factor's influence level. The following equation is used to accomplish the calculation:

$$M = \frac{\sum(x)}{n}$$

Weights for each category: (5 = upper limit, 4 = high average, 3 = average, 2 = low average, 1 = lower limit).

First: Calculating external factors (demographic factor model)

1. Men's category:

- *Calculation:*

$$M = \frac{(22 * 5) + (13 * 4) + (15 * 3) + (2 * 0) + (1 * 0)}{50}$$

$$M = \frac{207}{50}$$

$$M = 4.14$$

2. Women's category: $\boldsymbol{n = 50}$

- *Calculation:*

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$$M = \frac{(12 * 5) + (13 * 4) + (15 * 3) + (2 * 4) + (1 * 6)}{50}$$

$$M = \frac{171}{50}$$

$$M = 3.42$$

The computations for the remaining factors are shown in the table below:

Findings from the comparative statistical study using the T-test for the significance of differences

Question number	Influencing Factors	average man	Average women	P-value (T-test)	Statistical significance	Interpretation
11	Capital	4.28	4.3	0.88	Not significant	Complete agreement between genders on the importance.
10	Family Support	4.06	4.14	0.62	Not significant	The difference is minor and does not amount to a fundamental difference.
13	Capital Circulation	3.98	4.02	0.81	Not significant	Very similar professional outlook.
9	Attitude and Ambition	3.86	3.94	0.58	Not significant	Ambition is similar, with a slight advantage for women.
8	Educational Achievement	3.48	3.46	0.91	Not significant	The type of owner does not affect this factor.
3	Support and Assistance	4.2	4.1	0.45	Not significant	Consensus on the importance of support during the startup phase.
5	Differentiation Factor	4.16	3.94	0.12	Not significant	Convergence in appreciating the importance of market differentiation.
1	Demographic Factor	4.14	3.42	0.001*	Statistically significant	There is a fundamental difference; men are more attached to dominance.
4	Personal Factor	3.84	3.72	0.41	Not significant	Personal incentives are equally important to both genders.
7	Social Factor	3.82	3.6	0.048*	Statistically significant	There is a difference; men are more influenced by social status.
12	Access to Information	3.74	3.64	0.55	Not significant	The need for information is almost equal.
6	Political Factor	3.46	3.3	0.39	Not significant	Shared view of the instability of the political environment.
2	Economic Factor	2.82	2.84	0.93	Not significant	Agreement on the limited impact of the overall state economy.

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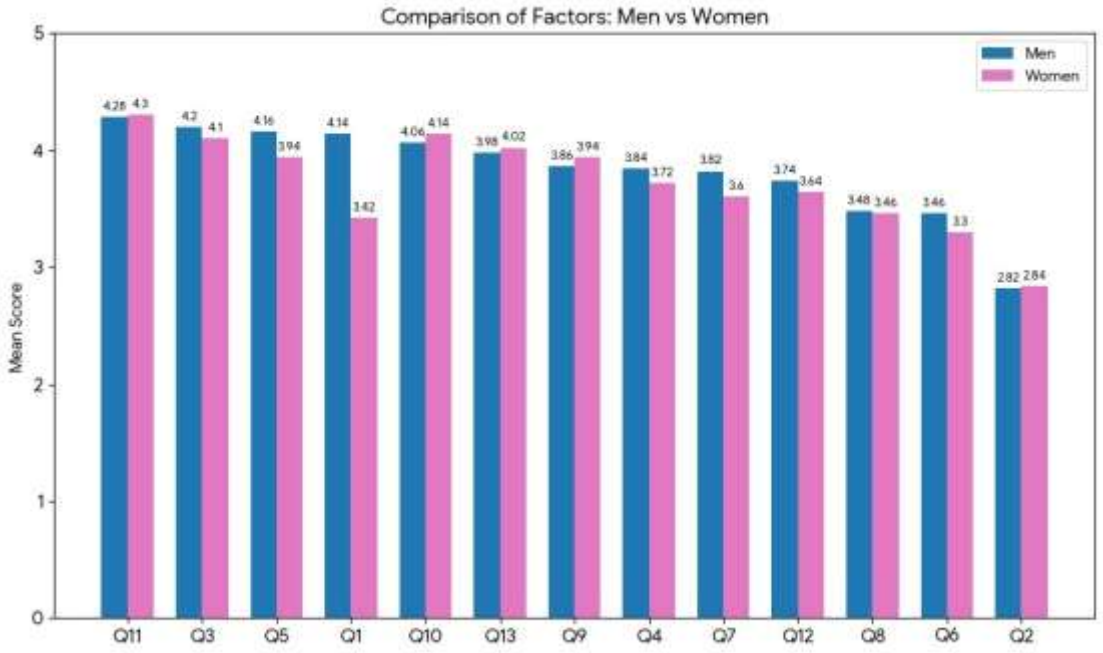
As shown in the following diagram:



An examination of the variables affecting the family business's growth

Analysis of the Role of Commercial Banks in Supporting Family Businesses

Given the findings of this study, which showed the dependency of family businesses on self-financing and family assistance, it can be assumed that an effective commercial bank intervention in financing these projects would yield positive results at several levels.

First, the capital ratio is high (52%), indicating that capital will have the greatest impact on project delivery. Thus, banks offering additional lending will cause:

a) Increased project size
b) Increased production capacity
c) Market expansion. Consequently, the bank's support will enhance the project from a small, family-based business to a stronger, sustainable economic venture. Second: reflect the first pillar of objectives, where a significant percentage is support from family (48%); however, this type of assistance remains weak and limited in capital. When banks intervene:

a. This support will be reinforced by financial means.
b. The burden on the family, as the only source of funding, will decrease.

b) Family and institutional financing will be well-balanced. It reduces the family's financial exposure and fortifies practical stability. Third: Banks do not just provide financing due to the drastically unequal availability of information (33%). Their continued operation can be made possible via the following:

a) Giving financial advice
b) Training entrepreneurs
c) A loan provider is a type of financial organization.

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This would lead to:

a) Efficient management
b) Enhanced decision-making
c) Reduced failure rates.

Fourth: The provision of bank support has a positive effect on the capital turnover through

a) Better Liquidity management
b) Enhanced business process efficiency
c) More cost-effective.

It represents a significant increase in the project's financial stability. That is to say, if commercial banks prudently finance family business projects, they are expected to develop from narrow economic units into productive and efficient projects that, in turn, will help propel the economy. The support will help reduce unemployment and develop the local economy. It will also reduce dependence on self-funding and raise administrative and financial efficiency, which, in turn, would increase the chances of success and sustainability of these projects. Also, stabilizing the commercial banks' role in funding family businesses is not just about money flows but about the strategic way to local economic growth and reconnaissance. It helps these projects grow and become part of the formal banking ecosystem, making them more competitive and sustainable in the long run [12], [13], [14], [15].

Analysis and Results

1. Descriptive results: Main determinants

- External Support: The most important element (50%) is that external networks and initial support are the main lifeline for Iraqi family companies.
- Capital Availability: Identified as the most important internal driver (52%). It points to the acute reliance on instant liquidity to ride out economic tempests.
- Family Cohesion: Second (48%) confirming that the family unit acts as a “private safety net” that substitutes for official institutional assistance.

2. Gender Based Comparative Analysis (T-Test)

- Points of Consensus: Complete agreement (Mean = 4.3) on Capital being the major hurdle and goal, by both genders. The view of financial restrictions does not differ statistically between men and women.
- Points of Divergence: o Demographic Dynamics: Men view traditional market structures in a more positive light (Mean = 4.14) than women (Mean = 3.42), implying that male-dominated networks are a barrier for female entrepreneurs.
- Social vs. Domestic Capital: Men are more motivated by social status, whereas women use the home environment and internal family moral support to develop their business more efficiently.

3. Role of Commercial Banks (Strategic Discussion)

- The Institutional Gap: The study reveals a lack of the present participation of banks (Mean = 2.8) that restrict the family company size.
- Strategic Impact: It was concluded in the discussion that formal banking intervention would operate as a catalyst for the transition from “survival mode” to “growth mode” by:
  1. Making small units into sustainable economic ventures.
  2. Financial advisory to close the current information gap (33 per cent)
  3. Disseminating financial risk, so lowering family liability and reducing national unemployment.

Key Findings:

a. The findings showed that family businesses account for a substantial share of economic output, generating jobs and higher family incomes.

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b. They find commercial initiatives more common than industrial or agricultural projects amongst family companies because these are easier to control and have lower capital intensity.
c. The results showed that most family businesses are managed by family members, which strengthens family cooperation and increases business stability.
d. The study indicated that the support provided by commercial banks to family businesses remains limited or moderate, which limits their ability to expand and develop.
e. The results indicate that family businesses face several challenges, including difficulty obtaining financing, weak managerial expertise, and a lack of training programs for business owners.
f. The study confirmed that developing family businesses can support the local economy and contribute to economic and social development.
g. Gender Agreement: The analysis showed a high degree of agreement between men and women in Iraq that economic factors (capital) and social factors (family support) are fundamental.
h. Disparities: Disparities emerge in the "demographic factor," where the study shows the need for greater empowerment for women that goes beyond the traditional view of male dominance in the business.

Conclusion and Recommendations

Key Recommendations:

a. Encourage commercial banks to provide affordable loans to family businesses with suitable terms to support their growth and sustainability.
b. Providing training and development programs for family business owners in the areas of management, financial planning, and marketing.
c. Providing government support for small and family businesses through tax breaks and special financing programs.
d. Encouraging families to diversify their economic activities and not rely on a single type of business.
e. Strengthening the role of government institutions and the private sector in supporting family businesses by providing consulting and administrative services.
f. Raising awareness of the importance of family businesses in achieving economic development and reducing unemployment.
g. The need to activate access to information (recorded averages) to improve the efficiency of family business development in Iraq.

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