

## Generationenwechsel im Betrieb: Warum Nachfolge früh beginnen muss

Frühzeitige Planung, emotionale Faktoren und klare Strategien entscheiden über den Erfolg einer Unternehmensnachfolge – warum Übergaben oft scheitern und wie sie gelingen können.



Illustration: KI-generiert / Redaktion Fleisch & Co

K Ybb 'Y]b '6Yhf]YV ']b 'bYi Y <ÀbXY 'ØVYf[ Y\ hž]gh'a Y\ f'[ YZcfXYfh'U'g  
NU\ `Ybgd]Y`Y'i bX'J YfhfU[ g[ YghU`hi b[ "'9]bY  
I b hYfbY\ a YbgØVYf[ UVY 'VYfØ\ fh'k ]fhgW\ UZh]W\ Yž'fYW\ h]W\ Y  
i bX'dYfgØb]W\ Y '9VYbYb [ 'Y]W\ Yfa U» Yb": 'Y]gW\ Y '7c' \Uh'a ]h'  
< Ub g'Øf[ 'A Uf\_c ž'A 65ž'A GWž'Y]bYa 'nYfh]Zn]YfhYb  
B UW\ Zc'[ YVYfUhYf'f\]6G7ž'XUfØVYf'[ YgdfcW\ Ybž'k Ufi a 'X]Y  
B UW\ Zc'[ Y 'ZfØ\ nY]h][ 'Xi fW\ XUW\ h'k YfXYb'a i gg' 'i bX'k Yg\ U'V'g]Y  
cž' i b hYfgW\ Áhnh'k ]fX"

8 ]Y ' , VYf[ UVY 'Y]bYg' l b hYfbY\ a Ybg'nÀ\ `hni 'XYb  
Y]bgW\ bY]XYbXghYb 'D\ UgYb ']a '@VYbgnm\_`i g'Y]bYg'6Yhf]YVg"

8 YbbcWX'k ]fX'g]Y'j]b'j]Y'Yb': A``Yb'ni'gdAh'cXYf'[Uf'b]WXh  
j cfVYfY]hYh'JYfa'Y\fh'Z]bXYb'\ØVYf[UVYZ\h][Y'IbhYfbY\h'Yb  
\_Y]bYb'[YY][bYhYb'BUWXZc'[Yf'cXYf'gWX'Yi'Yb'X]Y',VYf[UVY'Ui'g  
j]Y'Z\h][Yb':fØbXYb''8]Y':c'[Yb'Y]bYf'jYfZY\hYb'cXYf'ZY\YbXYb  
BUXZc'[YghfUhY[ ]Y'g]bX'[fUj]YfYbX'ZØf'6Yhf]YVY'YVYbgc'k]Y'ZØf  
5fVY]hgd'Ah'nY'i'bX'fY[ ]cbU'Y'K]fhgWXUZhgghfi'\_hi'fYb"

## 8 ]Y'NU\`Yb'U'Ufa ]YfYb

<Ub g'Of[ 'A Uf\_c'z'A 65'z'A GW'z'nYfh]Z]n]YfhYf'BUXZc'[YVYfUhYfz  
VYgWX'Zh][h'g]WX'VYfY]hg'gY]h'jU\fh'Yb'k]ggYbgWXUZh]WX'i'bX  
dfU\_h]gWX'a]h'XYa'Yh'Yb'U'XYf'IbhYfbY\h'YbgbUXZc'[Y'':=b'gY]bYf  
5fVY]h'dfAn]g]YfhY'Yf'X]Y'fYU'Yb:<YfUi'gZcfXYfi'b[Yb'VY]a  
:cfhVYghUbX'jcb'lh'YfbY\h'Yb''8]Y'NU\`Yb'Z]X]Y'gY]bY  
BUXZcfgWXi'b[Yb'Yf[YVYb'\UVYb'g]bX'U'Ufa]YfYbX.'A Y\f'U'g'\*  
DfcnYbh'U'Yf',VYf[UVYb'kYfXYb'ni'gdAh'cXYf'b]WXh'j cfVYfY]hYh  
'YXYg'Xf]hYh'Yb'bhYfbY\h'Yb'gWX'Y]hYfh'VY]a';YbYfUh]cbgk'YWXgY''

5i Z\h'XUVY]z'XUgg'XUg'6Yk'gghgY]b'ZØf'X]Y'Bch'k'YbX][\_Y]h  
Y]bYf'fYWXh'Y]h][Yb'BUXZc'[Yd'Ubi'b[ 'YVYbgc'Z\h'k]Y  
ghfUhY[ ]gWX'Y',VYf'Y[i'b[Yb'ni'f'G]WX'Yfi'b[ 'XYf  
K'YhhVYk'YfVgZ\h][\_Y]h''8]Y'I'fgUWX'Yb'g]Y\h'A'Uf\_c'j'cffUb[ ][\_a  
dYfgØb']WX'Yb'6YfY]WX'z'UVYf'Ui'WX'']b'Y]bYa' A'Ub[Y'Ub'K]ggYb  
ØVYf'X]Y'6Yk'Ah][i'b[ 'XYf'a]h'Y]bYf',VYf[UVY'j'YfVi'bXYbYb  
DfcV'Ya'Y'':<Ai'Z[ 'gWX'Y]hYfb'6Yhf]YVY'VYfY]hg'Ub'XYf'Gi'WX'Y'bUWX  
Y]bYa'[YY][bYhYb'BUXZc'[Yf''5i'g'G]WX'Y'XYg'9I'dYfhYb'[ ]'h'Yg  
XU\Yf'Z'bhYfbY\h'Yb'Ui'ggU[YZ\h][ 'XUfni'ghY'Yb'i'bX'7\UbWXb  
gck]Y'DchYbn]U'Y'`Uf'`YfUi'gni'UfVY]hYb"

## ? Y]b'[Ya'Øh']WX'Yf'GdUn]Yf[Ub[

8 Ybb'X]Y'I'bhYfbY\h'YbgbUXZc'[Y']gh'Y]b'fY]b'k]fhgWXUZh]WX'Yf  
cXYf'fYWXh]WX'Yf'Jcf[Ub[ ''8]Y',VYf[UVY']gh'Y]b  
GdUn]Yf[Ub[ 'z'VYh'c'b'h'A'Uf\_c''B'YVYb'Z]bUb]Y'Yb'i'bX  
'f]gh]gWX'Yb':fU[Yb'gd]Y'hYb'XUVY]cZh'[Ub'n'dYfgØb']WX'Y'h'Yb'Yb'Z  
X]Y'cZh'h]Yz'i'bhYf'X]Y'<Ui'h'[ ]b[Yb'Z]Y]bY'Fc'Y'8]YgY'ni'h]Yzgh  
a'YbgWX']WX'Yb':fU[Yb'k'ØfXYb']b'XYf'DfUI]g'\h'Z][ 'ni'k'Yb][  
VYUfVY]hYh'i'bX'ZØ\fhYb'b]WX'h'gY'hYb'ni'?'cbZ]\_hYb'Z]Y'Y]bY

, VYf[ UVY`YfgW\k YfhYb`cXYf`j Yf\ ]bXYfhYb"

5i g`XYf`9fZU\fi b[ `XYg`B\UW\Zc`[ YVYfUhYfg`VYf\fh`XYf  
, VYf[ UVYdfcnYgg`Y`Ya YbhUfY`@VYbgZfU[ Yb. `XUg`Y][ YbY  
@VYbgk Yf\_\zA UW\h\i bX`J YfUbhk cfhi b[ \z5i Z[ UVYb`i bX  
DYfgdY\_h]j Yb`a `F i \YghUbX\z; YfY\h][ \_Y]h\z: Ua ]`]YbZf]YXYb\z  
J YfhfUi Yb`gck ]Y`G]W\Yf\Y]h\Zf`VY]XY`; YbYfUh]cbYb"8]YgY  
H\Ya Yb`UggYb`g]W\`b]W\h\i ]h\NU\`Yb\z8UhYb`i bX`U\_hYb`U`Y]b  
VY\UbXY`b`J]Y`a Y\`f[ Y\`Y`Yg`XUfi a \zX]Y`cZh\j YfXYW\_hYb`A ch\j Y  
g]W\h\Uf ni`a UW\Yb`i bX`Zf`VXY`VYhY][ hY`DYfgcb`Y]bYb`\_`UfYb  
<UbX`i b[ gfU\`a Yb`ni`XYZ]b]YfYb"

## B\UW\Zc`[ Y`]b`NU\`Yb

- A Y\`f`U`g`\*)`i`U`Yf`I b\hYfbY\`a Ybg\O VYf[ UVYb`k YfXYb`ni  
gd\h`cXYf`[ Uf`b]W\h\j cfVYfY]h\h`F i bX`YXYg`Xf]h\h`  
I b\hYfbY\`a Yb`gW\Y]h\fh]a`Ni`[ Y`XYg  
; YbYfUh]cbgk YW\gY`g"
- 9hk U`\$`i`U`Yf` VYf[ UVYb`k YfXYb`i bYfk UfhYh  
bch\k YbX][ \zYhk U`Xi fW\?fUb\_\`Y]h\cXYf`HcXYgZU`XYg  
I b\hYfbY\`a Yfg`cXYf`XYf`I b\hYfbY\`a Yf]b"8]Y`O Vf][ Yb`\$`  
I`YbhZU`Yb`Ui ZU`hYfgVYX]b[ hY` VYf[ UVYb"
- 8Yf`5bhY]`ZUa`]Yb]b\hYfbYf` VYf[ UVYb`]gh]b`XYb  
j Yf[ Ub[ YbYb`U\fnY\`b\hYb`XYi h]W\`[ Ygi b\`Yb`%`-`\*  
YfZc`[ hYb`bcW\`fi bX`+)`i`XYf` VYf[ UVYb`]bbYf\`U`V`XYf  
: Ua`]Y`&\$`\*`U[ `X]YgYf`5bhY]`VY`Yhk U`))`i`"`a`U\`f  
&\$`&`g]bX`Yg`k Yb]a`Yf`U`g`(``i`"
- 9]bY`b\UW\`U`h][ Y`I b\hYfbY\`a Ybgb\UW\Zc`[ Y`VYb\O h][ h]b`XYf  
FY[ Y`a`]bXYghYbg`nk Y]`V]g`XfY]`U\`fY`J`c`f`Ui`ZnY]h`G]Y  
i a ZUggh\`a Y\`fYfY`H\`Ya YbVYfY]W\Y\`XUfi b\hYf  
: ]bUbn]Yfi b[ \z9fVfY\h\z`I b\hYfbY\`a YbgfY\h\i bX  
VYh]YVgk`f\h\gW\U\h]W\Y`F`U\`a YbVYX]b[ i b[ Yb"

E i Y`Y. `5bU`mgYb`i bX`k`]ggYbgW\U\h]W\Y`5fVY]h\j`cb`<Ub\g`O f[  
A Uf\_c\z`nYfh]Z]n]YfhYf`B\UW\Zc`[ YVYfUhYf`f\76G7\`

K Yb b', VYf[ UVYb' b c h k Yb X][ 'g]b X

6YgcbXYfg' \YfUi gZcfXYfbX' ]gh'X]Y'G]hi Uh]cb'ZØf'X]Y'ØVYf[ YVYbXY  
; YbYfUh]cb" 8]Y'1 b h YfbY\ a YbgbUW Zc' [ Y' \ Uh'ZØf'j ]Y'Y  
I b h YfbY\ a Yf]bbYb' i bX'1 b h YfbY\ a Yf'9]ba U')[ \_Y]hgWUfU\_hYfž  
j Yfk YfhUfY' 9fZU\ fi b[ Yb'Z Y\`Yb' a Y]gh" < ]bni '\_ca a hž'XUgg'fi bX  
) \$'DfcnYbh'U''Yf', VYf[ UVYb' i bYfk UfhYh'bch k Yb X][ 'k YfXYbž'Yh k U  
Xi fWU' ?fUb\_ \ Y]h'cXYf'Y]b Yb' HcXYgZU''''BchZU''d'ÀbYž'X]Y' ]b  
gc'W Yb' G]hi Uh]cbYb' G W i h n' i bX' G]W Yf\ Y]h'V]YhYb' \_ObbhYbž  
ZY\`Yb' ]b' j ]Y'Yb' 6Yhf]YVYb"

5'hYfgVYX]b[ hY', VYf[ UVYb' a UW Yb' X]Y'ØVf][ Yb': À``Y'Ui g"  
, VYffUgW Yb X' ]gh' Y X c W Z' XUgg'Ui W ' \ ]Yf'XUg'6Yk i gghgY]b'ZØf  
Y]b Y' f Y W h n Y]h][ Y'D'Ubi b[ ' \ Ài Z][ ' Z Y\`h"; ' Y]W n Y]h][ ' n Y][ h'g]W Y]b  
XYi h]W Yf'ghfi \_hi f Y''Yf'K UbXY' . K À\ f Yb X' % - - \* ' b c W fi b X' +)  
DfcnYbh'XYf', VYf[ UVYb' ]bbYf\ U'V'XYf': Ua' ]]Y'YfZc'[ hYbž'k UfYb'Yg  
& \$ \* ' b c W Yh k U' ) ) ' DfcnYbh' a' \ f' & \$ & ) ' ]Y[ Yb' Z Ua' ]]Yb]b h Yfb Y  
, VYf[ UVYb' VY] ' k Yb][ Yf' U' g' ( ) ' DfcnYbh' 8]Y'; fØbXY' XUZØf'fY]W Yb  
j ca' X Y a c[ fUZgW Yb' K UbXY' ' ØVYf'j YfÀbXYfhY  
6Yfi Zgj c fghY''i b[ Yb' X Yf' ?]b X Yf' V]g' \ ]b' ni' Z Ua' ]]ÀfYb' ?cbZ]\_hYb"

: ØbZ' H\ Y a Y b' g]b X' VYXYi hYb X

: Øf'X]Y'gW Y]XYbXY'; YbYfUh]cb'VYXYi hYh'X]Y', VYf[ UVY'cZh'Y]b Yb  
h]Y Z Y b' 9]b gW b]h h' G]Y'ghY\ h' Ua' G W Y]XYk Y[ 'nk ]gW Yb' X Y a' 6' ]W  
ni fØW'Ui Z'XUg'; YgW UZZYb Y' i bX' X Y a' 5VgW ]Y X' j cb' Y]b Yf  
g]b b g h]Zh Yb X Y b' 5i Z[ UVY'gck ]Y' X Y a' 6' ]W' ]b' Y]b Y' Ni' i b Z h' X]Y  
b]W h'gY' h Y b' j cb' l bg]W Yf\ Y]h' i bX' c Z Z Yb Y b'; fu[ Yb'[ YdfÀ[ h']gh"  
Jcf'X]YgYa' < ]b h Yf[ fi b X' ØVYffUgW h' Yg' \_Ui a' Z'XUgg' Y]b' \ Ài Z[  
[ Yb' Ub b h Y g' Gd' Ub b i b[ g Z Y' X' 'Ui h Y h' 8Yf' G Y b]c fW Y Z' c X Y f' X]Y  
GYb]c fW Y Z]b' \_Ub b' b]W h'Ui g' UggYb"

5i g'A Uf\_cg'G]W h'g]b X' ZØf', VYf[ YVYbXY' ZØbZ' H\ Y a Y b' j cb  
nYbhfU'Yf'6YXYi hi b[ . ' X Y f' 9f\ U' h' X Y g' @YVYb g k Y f' gž  
Z]b U b n]Y' ' Y' G]W Y f\ Y]h' j a' 5' h Y fž' J Y f hf U i Y b' ]b' X]Y

? ca dYhYbn'XYf'B UWZc`[ YbXYbž'DYfgdY\_h]j Yb'i bX  
5 i Z[ UVYb'ZØf'X]Y'Ni \_i bZh'gck ]Y'XYf'9f\U'h'XYg  
: Ua ]`]YbZf]YXYbg"9fgh'k Ybb'X]YgYb'H\Ya Yb'Ui gfY]WYbX  
FUi a'[ Y[ YVYb'k ]fXž\_Ubb'X]Y'B UWZc`[ YZfU[ Y'ØVYf\Ui dh  
Yfbgh\UZh'Ub[ Y[ Ub[ Yb'k YfXYb"]; `Y]WYnY]h][ ' [ ]h'YgžX]YgY  
5b`]Y[ Yb'a ]h'XYb?Yfbh\Ya Yb'XYf', VYfbY\ a YbXYb']b'9]b\_`Ub[  
ni 'Vf]b[ Yb' 'Y]b'DfcnYggžXYf'; YXi 'XžJ YfghÀbXb]g'i bX'Y]bYb  
UWYhUa Yb'I a [ Ub[ 'a ]hY]bUbXYf'YfZcfXYfh"

## J cfVYfY]hi b[ ']gh'U``Yg

5`g'k YgYbh]WYb'9fZc`[ gZU\_hcf'Y]bYf'[ Y'i b[ YbYb', VYf[ UVY'bYbbh  
A Uf\_c'X]Y'bhYbg]j Y'J cfVYfY]hi b[ "GdÀhYghYbg'k Ybb  
I bhYfbY\ a Yf]bbYb'i bX'I bhYfbY\ a Yf']\fYb'\*\$'; YVi fhghU[  
ZY]YfhYbžgY]XYf'NY]hdi b\_h[ Y\_ca a Ybžg]WY'a ]h'XYf'B UWZc`[ Y  
Ui gY]bUbXYfni gYhnYb"8]Y'I bhYfbY\ a YbgbUWZc`[ YžX]Y'a Y\ fYfY  
H\Ya YbVYfY]WY Y'k ]Y': ]bUbni]Yfi b[ ž'9fV! i bX'I bhYfbY\ a YbgfYWYh  
gck ]Y'VYhf]YVgk ]fhgWYUZh]WY Y'F U\ a YbVYX]b[ i b[ Yb'i a ZUgghž  
VYbØh][ h'Ui g'gY]bYf'9fZU\fi b[ 'a ]bXYghYbg'nk Y]V]g'XfY]`J\fYž  
i a 'bUW\U'h][ 'j cfVYfY]hYh'k YfXYb'ni '\_ØbbYb"

9]bY'U``[ Ya Y]b'[ Ø'h][ Y'DUhYb\h'Øgi b[ ' [ ]Vh'Yg'XUVY]b]WYh"8UZØf  
g]bX'I bhYfbY\ a Yb'i bX'A YbgbWYb'ni 'i bhYfgWY]YX']WY"  
9bhgWY]XYbX'ghj ]Y'a Y\ f'Y]bY'j YfV]bX']WY Y'?`Àfi b[ 'i bX'Y]b  
]bX]j ]Xi Y``Yf', VYf[ UVYZU\fd'UbžXYf'X]Y'N]Y'Y'i bX'K ØbgWY'j cb  
, VYf[ YVYbXYb'k ]Y', VYfbY\ a YbXYb'VYfØW\_g]WYh][ h"9]b  
YfZU\fYbYf'B UWZc`[ YVYfUhYfžY]b[ YVi bXYb']b'Y]b  
9I dYfhYbbYhbk Yf\_ž\_Ubb'X]YgYb'DfcnYgg'VY[ 'Y]hYb'i bX  
ghfi \_hi f]YfYb"

## J YfhfUi Yb' ]b'X]Y'bÀWYghY'; YbYfUh]cb

@Yhh]WVYXYi hYh'I bhYfbY\ a YbgbUWZc`[ Y'X]Y', VYf[ UVY'j cb  
J YfUhbk cfhi b[ ' ]b'UbXYfY <ÀbXY" G]Y'YfZcfXYfh'K ØfX][ i b[ 'XYg  
@YVYbgk Yf\_g'YVYbgc'k ]Y'J YfhfUi Yb' ]b'X]Y'bÀWYghY'; YbYfUh]cb  
i bX'X]Y'6YfY]hgWYUZh'g]WY'fYWYh]h][ 'a ]h'Y]bYa'XYf'k ]WYh][ ghYb  
GWYf]hY]a 'I bhYfbY\ a Yf'YVYb'Ui gY]bUbXYfni gYhnYb"

5 ``Y `=bZc g. 'k k k "hcd!Wc bgi `h]b[ "Uh

6 Ygi W Yb 'G]Y i bg]Ui Z 'ZY]gW i bXW "Uh