

## 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`<ÄbXY`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`bhYfbY\`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\`/`'7c`\Uh'a`]h`  
 <Ubg`Öf[ `A`Uf\_c`ž`A`65ž`A`GW`Y]bYa`nYfh]Z]n]YfhYb  
 BUW\Zc`[ YVYfUHyf`f7`6G7Łž`XUfØVYf`[ YgdfcW\Ybž`k`Ufi`a`X]Y  
 BUW\Zc`[ Y`ZfØ\`nY]h][ `Xi`fW\XUW\h'k`YfXYb`a`i`gg`i`bX`k`Yg\U`V`g]Y  
 cZhi`bhYfgW\Änh'k`]fX"

8]Y`,`VYf[ UVY`Y]bYg`I`bhYfbY\`a`Ybg`nÄ\`h'ni`XYb  
 Y]bgW\`bY]XYbXghYb`D\UgYb`]a`@YVYbgnm`i`g`Y]bYg`6Yhf]YVg"

8YbbcW\k]fX'g]Y]b'j]Y`Yb':Ä`Yb'ni'gdÄh'cXYf'[Uf'b]W\h  
jcfVYfY]hYh"JYfaY\fhZ]bXYb'ØVYf[UVYZÄ\][Y`l bhYfbY\`a Yb  
\_Y]bYb'[YY][bYhYb'BUWZc`[Yf'cXYf'gW\YiYb'X]Y', VYf[UVY`Ui g  
j]Y`ZÄ'h[ Yb'; fØbXYb"8]Y':c`[Yb'Y]bYf'jYfZY\`hYb'cXYf'ZY\`YbXYb  
BUWZc`[YghfUHY[ ]Y'g]bX'[fUj]YfYbX'`ZØf'6Yhf]YVY`YVYbgc'k]Y`ZØf  
5fVY]hgd`ÄhY`i bX'fY[ ]cbU`Y`K ]fhgW\UZhghfi \_hi fYb"

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

<Ubg'Øf[ `A Uf\_cž`A 65ž`A GWž`nYfh]Z]n]YfhYf'BUWZc`[YVYfUHYfž  
VYgW\ÄZh[ h'g]W\`VYfY]hg'gY]h'X\`fYb'k ]ggYbgW\UZh]W\`i bX  
dfU\_h]gW\`a ]h'XYa `H\Ya U`XYf'`l bhYfbY\`a YbgbUWZc`[Y`"b'gY]bYf  
5fVY]h'dfÄn]g]YfhY`Yf'X]Y`fYU`Yb'<YfUi gZcfXYfi b[ Yb'VY]a  
:cfhVYghUbX'j cb'`l bhYfbY\`a Yb"8]Y`NU\`Ybž`X]Y`gY]bY  
BUWZc'fgW\i b[ Yb'Yf[ YVYb'`UVYbž`g]bX'U`Ufa ]YfYbX.`A Y\`f'U`g`\*)  
DfcnYbh'U`Yf', VYf[UVYb'k YfXYb'ni'gdÄh'cXYf'b]W\h jcfVYfY]hYhž  
YXYg`Xf]hY`l bhYfbY\`a Yb'gW\Y]hYfh'VY]a `; YbYfUh]cbgk YW\gY`"

5i ZÄ`][`]gh'XUVY]ž`XUgg`XUg'6Yk i gghgY]b'ZØf'X]Y`Bchk YbX][`\_Y]h  
Y]bYf'fYW\hY]h][Yb'BUWZc`[Yd`Ubi b[ `YVYbgc'ZY\`h'k ]Y  
ghfUHY[ ]gW\Y', VYf'Y[ i b[ Yb'ni f'G]W\Yfi b[ `XYf  
K YhVYk YfVgZÄ\][`\_Y]h"8]Y`l fgUW\Yb'g]Y\`h'A Uf\_c'j cffUb[ ][`]a  
dYfgØb`]W\Yb'6YfY]W\ž`UVYf'Ui W\`]b'Y]bYa `A Ub[ Y`Ub'K ]ggYb  
ØVYf'X]Y`6Yk Ä'h[ i b[ `XYf'a ]h'Y]bYf', VYf[UVY`j YfVi bXYbYb  
DfcV`Ya Y`"<Äi Z][`gW\Y]hYfb'6Yhf]YVY`VYfY]hg`Ub`XYf'Gi W\Y`bUW  
Y]bYa `[YY][bYhYb'BUWZc`[Yf"5i g'G]W\hXYg'9l dYfhYb'`[ ]h'Yg  
XU\Yfž`l bhYfbY\`a Yb'Ui ggU[YZÄ\][`XUfni ghY`Yb'i bX'7\UbW\b  
gc k ]Y`DchYbn]U`Y`\_`Uf`\YfUi gni UfVY]hYb"

## ?Y]b'[Ya Øh`]W\Yf'GdUn]Yf[ Ub[

8Ybb'X]Y`l bhYfbY\`a YbgbUWZc`[Y`]gh`\_Y]b'fY]b'k ]fhgW\UZh]W\Yf  
cXYf'fYW\h]W\Yf'Jcf[ Ub[ "8]Y', VYf[UVY`]gh`\_Y]b  
GdUn]Yf[ Ub[ ž`VYhcb'h'A Uf\_c"BYVYb'Z]bUbn]Y`Yb'i bX  
↑f]gh]gW\Yb':fU[ Yb'gd]Y`hYb'XUVY]`cZh[ Ubn'dYfgØb`]W\Y`H\Ya Ybž  
X]Y`cZh'h]YZ'i bhYf'X]Y`<Ui h'[ ]b[ Ybž`Y]bY`F c`Y"8]YgY`ni h]YZh  
a YbgW`]W\Yb':fU[ Yb'k ØfXYb`]b`XYf'DfUi ]g`\Äi Z][`ni`k Yb][  
VYUfVY]hYh'i bX'ZØ\fhYb'b]W\h gY`hYb'ni`?cbZ]\_hYbž`X]Y`Y]bY

„ VYf[ UVY`YfgWk YfhYb`cXYf`j Yf\]bXYfhYb"

5i`g`XYf`9fZU\fi`b[ `XYg`B UWk Zc`[ YVYfUhYfg`VYfØ\fh`XYf  
„ VYf[ UVYdfcnYgg`Y`Ya`YbhUfY`@YVYbgZfU[ Yb.`XUg`Y][ YbY  
@YVYbgk Yf\_ž`A UWk hi`bX`J YfUbhk cfhi`b[ ž`5i`Z[ UVYb`i`bX  
DYfgdY\_hj] Yb`ja`Fi`YghUbXž; YfYWk h][ \_Y]hž: Ua`j]YbZf]YXYbž  
J YfhfUi`Yb`gck`jY`G]Wk Yf\Y]h`ZØf`VY]XY;`YbYfUh]cbYb``8]YgY  
H\Ya`Yb`UggYb`g]Wk`b]Wk`h`a`j]NU\`Ybž`8UhYb`i`bX: U\_hYb`U`Y]b  
VY\UbXY`b``J]Y`a`Y\f[ Y\Y`Yg`XUfi`a`ž`X]Y`cZhj`YfXYW\_hYb`A`chj`Y  
g]Wk`hVUf`ni`a`UWk`Yb`i`bX`ZØf`YXY`VYhY][`hY`DYfgcb`Y]bYb`\_`UfYb  
<UbX`i`b[ gfU\`a`Yb`ni`XYZ]b]YfYb"

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

- A`Y\f`U`g`\*)`i`U`Yf`I`bhYfbY\`a`YbgØVYf[ UVYb`k`YfXYb`ni  
gd`Ä`h`c`XYf`[`Uf`b]Wk`h`j`cfVYfY]hYh`Fi`bX`YXYg`Xf]hY  
I`bhYfbY\`a`Yb`gWk`Y]hYfh]a`Ni`[ Y`XYg  
;`YbYfUh]cbgk`YWk`gY`g"
- 9hk`U`)`\$`i`U`Yf`„ VYf[ UVYb`k`YfXYb`i`bYfk`UfhYh  
bchk`YbX][ ž`Yhk`U`Xi`fWk`?`fUb`\_`Y]h`c`XYf`Hc`XYgZU``XYg  
I`bhYfbY\`a`Yfg`c`XYf`XYf`I`bhYfbY\`a`Yf]b``8]Y`ØVf][ Yb`)`\$  
i`Yb`hZU``Yb`Ui`Z`U`hYfgVYX]b[ hY`„ VYf[ UVYb`"
- 8Yf`5bhY]`ZUa`j]Yb]bhYfbYf`„ VYf[ UVYb`]gh]b`XYb  
j`Yf[ Ub[ YbYb`Œ\fnY\bhYb`XYi`h]Wk`[ Ygi`b\_Yb``%-`-`\*  
YfZc`[ hYb`bcWk`fi`bX`+)`i`XYf`„ VYf[ UVYb`]bbYf\`U`V`XYf  
: Ua`j]Y``&\$\*\$``U[ `X]YgYf`5bhY]`VY]`Yhk`U`)`i`"``a`Œ\f  
&\$&)`g]bX`Yg`k`Yb][ Yf`U`g`(`)`i`"
- 9]bY`bUWk\`U`h][ Y`I`bhYfbY\`a`YbgbUWk Zc`[ Y`VYbØh][ h`]b`XYf  
FY[ Y``a`]bXYghYbg`nk`Y]V]g`XfY]`Œ\fy`J`cf`Ui`ZhY]h`G]Y  
i`a`ZUggh`a`Y\fyfY`H\Ya`YbVYfY]Wk`Yž`XUfi`bhYf  
: ]bUbn]Yfi`b[ ž`9fVfYWk`hž`I`bhYfbY\`a`YbgfYWk`hi`bX  
VYhf]YVgk`jfhgWk`UZh]Wk`Y`F`U\`a`YbVYX]b[ i`b[ Yb"

E`i`Y``Y.`5bU`mgYb`i`bX`k`jggYbgWk`UZh]Wk`Y`5fVY]h]`cb`<Ubg`Øf[  
A`Uf\_cž`nYfhj]n]YfhYf`B UWk Zc`[ YVYfUhYf`f7`6G7`E"

K Ybb' , VYf[ UVYb' bchk YbX][ 'g]bX

6YgcbXYfg'\YfUi gZcXYfbX'gh'X]Y'G]hi Uh]cb'ZØf'X]Y'ØVYf[ YVYbXY  
; YbYfUh]cb''8]Y'I bhYfbY\ a YbgbUWZc'[ Y'\Uh'ZØf'j ]Y'Y  
I bhYfbY\ a Yf]bbYb'i bX'I bhYfbY\ a Yf'9]ba U'][\_Y]hgWUfU\_hYfž  
j Yfk YfhVUfY'9fZU\fi b[ Yb'ZY\`Yb'a Y]gh''<]bni '\_ca a hž'XUgg'fi bX  
) \$'DfcnYbh'U`Yf' , VYf[ UVYb'i bYfk UfhYh' bchk YbX][ 'k YfXYbž'Yhk U  
Xi fW' ?fUb\_\Y]h'cXYf'Y]bYb'HcXYgZU``"BchZU``d`ÀbYž'X]Y'jb  
gc`WYb'G]hi Uh]cbYb'GW i hn'i bX'G]WYf\Y]h'V]YhYb'\_ØbbhYbž  
ZY\`Yb'jb'j ]Y'Yb'6Yhf]YVYb"

5`hYfgVYX]b[ hY' , VYf[ UVYb'a UWYb'X]Y'ØVf][ Yb': À`Y'Ui g"  
, VYffUgWYbX'gh'YXcWž'XUgg'Ui W'\]Yf'XUg'6Yk i gghgY]b'ZØf  
Y]bY'fYW hnY]h][ Y'D'Ubi b[ '\Ài Z][ 'ZY\`h"; `Y]W nY]h][ 'nY][ h'g]W'Y]b  
XYi h']WYf'ghfi \_hi fY`Yf'K UbXY'`K À\ fYbX'%- - \*'bcW'fi bX'+)  
DfcnYbh'XYf' , VYf[ UVYb']bbYf\U'V'XYf': Ua ]]Y'YfZc'[ hYbž'k UfYb'Yg  
&\$\*\$'bcW'Yhk U') ) 'DfcnYbh''a 'd\ f'&\$&) ``Y[ Yb'ZJa ]]Yb]bhYfbY  
, VYf[ UVYb'VY]k Yb][ Yf'U`g'() 'DfcnYbh''8]Y'; fØbXY'XUZØf'fY]WYb  
j ca `XYa c[ fUZ]gWYb'K UbXY'ØVYf'j YfÀbXYfhY  
6Yfi Zgj c fghY`i b[ Yb'XYf'?]bXYf'V]g\]b'ni 'ZJa ]]ÀfYb'?cbZ]\_hYb"

: ØbZ'H\Ya Yb'g]bX'VYXYi hYbX

: Øf'X]Y'gWY]XYbXY'; YbYfUh]cb'VYXYi hYh'X]Y' , VYf[ UVY'cZh'Y]bYb  
h]YZb'9]bgWb]hh"G]Y'ghY\h'Ua 'GWY]XYk Y[ 'nk ]gWYb'XYa '6`]W\_  
ni fØW'\_Ui Z'XUg'; YgWUZZYbY'i bX'XYa '5VgW]YX'j cb'Y]bYf  
g]bbgh]ZhYbXYb'5i Z[ UVY'gck ]Y'XYa '6`]W\_]b'Y]bY'Ni \_i bZh'X]Y  
b]W'h'gY'hYb'j cb'I bg]WYf\Y]h'i bX'cZZYbYb': fU[ Yb'[ YdfÀ[ h]gh"  
Jcf'X]YgYa '<]bhYf[ fi bX'ØVYffUgW'hYg'\_Ui a ž'XUgg'Y]b'\Ài Z][  
[ YbUbbhYg'GdUbbi b[ gZY'X'`Ui hYh' 8Yf'GYb]cfWY'ZcXYf'X]Y  
GYb]cfWY'Z]b'\_Ubb'b]W'h'Ui g'UggYb"

5i g'A Uf\_cg'G]W'h'g]bX'ZØf' , VYf[ YVYbXY'ZØbZ'H\Ya Yb'j cb  
nYbhfU`Yf'6YXYi hi b[ . XYf'9f\U'h'XYg'@YVYbgk Yf\_gž  
Z]bUb n]Y`Y'G]WYf\Y]h'ja '5`hYfž'J YfhfUi Yb'jb'X]Y

? ca dYhYbn`XYf`B UW\ Zc`[ YbXYbž`DYfgdY\_h]j Yb`i bX  
5i 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]W\YbX  
FUi a`[ Y[ YVYb`k ]fXž`\_Ubb`X]Y`B UW\ Zc`[ YZfU[ Y`ØVYf\Ui dh  
Yfbgh\UZhUb[ Y[ Ub[ Yb`k YfXYb``; `Y]W\ nY]h][`[ ]`h`Ygž`X]YgY  
5b`Y[ Yb`a ]h`XYb`?Yfbh\Ya Yb`XYf`, VYfbY\ a YbXYb`]b`9]b`\_Ub[  
ni`Vf]b[ Yb` `Y]b`Dfc nYggž`XYf`; YXi`Xž`J Yfgh`AbXb]g`i bX`Y]bYb  
UW\hgUa Yb`i a [ Ub[ `a ]hY]bUbXYf`YfZcfXYfh"

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

5`g`k YgYbh]W\Yb`9fZc`[ gZU`\_hcf`Y]bYf`[ Y`i b[ YbYb`, VYf[ UVY`bYbbh  
A Uf`\_c`X]Y`]bhYbg]j Y`J cfVYfY]hi b[ ``Gd`ÅhYghYbg`k Ybb  
I bhYfbY\ a Yf]bbYb`i bX`I bhYfbY\ a Yf`]fYb`\*`\$``; YVi fhghU[  
ZY]YfhYbž`gY]`XYf`NY]hdi b\_h[ Y`\_ca a Ybž`g]W\`a ]h`XYf`B UW\ Zc`[ Y  
Ui gY]bUbXYfni gYhnYb``8]Y`I bhYfbY\ a YbgbUW\ Zc`[ Yž`X]Y`a Y\ fYfY  
H\Ya YbVYfY]W\Y`k ]Y`: ]bUb n]Yfi b[ ž`9fV!`i bX`I bhYfbY\ a YbgfYW\ h  
gck ]Y`VYhf]YVgk ]fhgW\UZh]W\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`]`X\ fYž  
i a`bUW\`U`h][`j cfVYfY]hYh`k YfXYb`ni`\_`ØbbYb"

9]bY`U``[ Ya Y]b`[ Ø`h][ Y`DUhYbh`Øgi b[`] [ ]Vh`Yg`XUVY`]b]W\h``8UZØf  
g]bX`I bhYfbY\ a Yb`i bX`A YbgW\Yb`ni`i bhYfgW\]YX`]W\``  
9bhgW\Y]XYbX`]gh`j ]Y`a Y\ f`Y]bY`j YfV]bX`]W\Y`?`Åfi b[`]i bX`Y]b  
]bX]j ]Xi Y``Yf`, VYf[ UVYZU\fd`Ubž`XYf`X]Y`N]Y`Y`i bX`K ØbgW\Y`j cb  
, VYf[ YVYbXYb`k ]Y`, VYfbY\ a YbXYb`VYfØW\_g]W\h][`h``9]b  
YfZU\ fYbYf`B UW\ Zc`[ YVYfUhYfž`Y]b[ YVi bXYb`]b`Y]b  
9I dYfhYbbYhmk Yf\_ž`\_Ubb`X]YgYb`Dfc nYgg`VY[ `Y]hYb`i bX  
ghfi \_hi f]YfYb"

## J YfhfUi Yb`]b`X]Y`b`ÅW\ ghY`; YbYfUh]cb

@Yhnh]W\`VYXYi hYh`I bhYfbY\ a YbgbUW\ Zc`[ Y`X]Y`, VYf[ UVY`j cb  
J YfUbhk cfhi b[`]b`UbXYfY`<`ÅbXY``G]Y`YfZcfXYfh`K ØfX][`i b[`]XYg  
@YVYbgk Yf\_g`YVYbgc`k ]Y`J YfhfUi Yb`]b`X]Y`b`ÅW\ ghY`; YbYfUh]cb`  
i bX`X]Y`6YfY]hgW\UZhž`g]W\`fYW\hnY]h][`a ]h`Y]bYa`XYf`k ]W\h][`ghYb  
GW\ f]hY`ja`I bhYfbY\ a Yf`YVYb`Ui gY]bUbXYfni gYhnYb"

5`Y`=bZcg.`k k k "hcd!WŁbgi`h]b["Uh

6Ygi W\Yb`GjY`i bg`Ui Z.`ZY]gW\i bXWŁ"Uh