15th Annual FAMILY ENTERPRISE RESEARCH CONFERENCE

POSTER SESSIONS
June 1 Saturday

SESSION 1
10:15 am – 11:45 am (Ifshin Hall Atrium)

Session 1.1
¿Se debe el éxito de la Internacionalización de la Empresa Familiar a motivos Económicos, y/o Estratégicos, y/o Familiares?

Valeriano Sanchez-Famoso, University of the Basque Country, Spain
Myriam Cano-Rubio, Universidad de Jaen, Spain
Guadalupe Fuentes-Lombardo, Universidad de Jaen, Spain

Las razones que justifican la estrategia internacional pueden atender al logro de objetivos económicos y estratégicos. En el caso de empresas familiares, los objetivos familiares pueden ser considerados. El objetivo de este trabajo de investigación es determinar, atendiendo al nivel de implicación de la familia en la empresa, las motivaciones para internacionalizarse y su influencia en el éxito internacional alcanzado por la compañía. Así-, el propósito de este trabajo es analizar las razones que llevan a la empresa familiar a implantar y desarrollar un proceso de internacionalización. Los objetivos perseguidos con esta estrategia pueden ser diferentes atendiendo al nivel de implicación familiar que presente la empresa.

Session 1.2
Importance of dynamic managerial capabilities on the performance of small family businesses

Salvador Samuel Guajardo Trevino, Universidad de Monterrey, Mexico
Laura Zapata-Cantú, ITESM, Mexico

This research aims to determine how a chief executive officer´s (CEO) level of dynamic managerial capabilities (DMCs) influences the performance of a small family firms, as well as how family involvement moderates this relationship. A total of 213 observations were obtained. After testing the hypotheses using a structural equation model, a positive relationship was found between the level of a CEO´s DMC and firm performance, and that family involvement positively moderate that relationship. Overall, the results indicate that in small family firms the ability to adapt to create a sustainable competitive advantage depends on individual and organizational capabilities.

Session 1.3
Gender and Men in Family Business Succession

Christina Constantinidis, ESG UQAM, Canada
Teresa Nelson, Simmons University School of Business, USA

In light of existing tensions related to family businesses transitioning from historical patriarchal towards egalitarian systems, our research aims to move toward a more complete account of gender dynamics in the family business succession context, to encompass the study of socially constructed gender in relation to men and masculinities. Though being very strongly present in the literature, men´s gender and gendering are not identified and acknowledged as such. To address this gap, we use two theoretical constructs derived from the psychology and sociology fields (" hegemonic masculinity and inclusive/hybrid masculinities ") to re-read qualitative research work undertaken in family business succession.

Session 1.4
French CEO values and FB identity

Miruna Radu Lefebvre, Audencia Business School, France
Vincent Lefebvre, Audencia Business School, France
Luis Diaz-Matajira, Universidad de los Andes, Colombia

Based upon 305 interviews with French FB CEOS, This paper addresses the following research questions: (1) What are the distinctive values that family CEOs emphasize when describing the identity of their family businesses? (2) How these values differs between first-, second- and third-and-beyond-generation family businesses? Can Family businesses CEOs by classified in groups according to their generation and values?

Session 1.5
Uncovering Individual and Organizational Influences of Voice Behaviors in Family Firms

Sara Davis, Mississippi State University, USA
Emily Marett, Mississippi State University, USA
Michele Medina, Mississippi State University, USA

In this study, we investigate how a personality trait (grit) influences a family firm employee´s likelihood to engage in prohibitive and promotive voice behaviors, a proactive form of communication offering feedback to improve the organization. Furthermore, we examine how two organizational factors (leader-member exchange and procedural justice climate) influence engagement in voice behaviors. The uniqueness of the family firm provides a unique context to investigate and expand our understanding of these relationships. Moreover, this study answers the call made by various researchers to explore more micro-level perspectives within the family business context.

Session 1.6
The Ties That Bridge: Social Capital and Family Firm Innovation

Dustin Odom, Mississippi State University, USA
James J. Chrisman, Mississippi State University, USA

This paper conceptually assess the influence of an under researched aspect of social capital on the entrepreneurial behaviors of the family firm. Specifically, bridging social capital with family stakeholders is considered for examining the family firms' engagement in opportunity exploitation and opportunity exploration. Outside business ownership for external family stakeholders is argued to moderate the proposed relationships. In an attempt to further understand the impact of social capital on the family firms' entrepreneurial behaviors, entrepreneurial self-efficacy is introduced as an underlying mechanism in the posited relationships. The goal is to identify potential constructs for enhanced innovative capabilities of family firms.

Session 1.7

The Effects of the Family Dynamics on the Use of Governance Practices: An Exploration of Latin American Family Firms

Isabel C. Botero, Stetson University, USA
Fernando Sandoval, Tecnologico de Monterrey, Mexico

Continuity is an important goal for family firms. One of the ways to ensure continuity is through the development and implementation of governance structures that can help the family manage potential sources of conflict between the family and the business system. Even though we know a great deal about governance in family firms, we have a limited understanding of the use of governance practices in Latin American Family Firms, especially when it comes to family governance structures. This paper presents the results of a survey that was completed by 2287 family business representatives from 24 Countries in Latin America. Participants indicated their likelihood to use different governance mechanisms, and answered questions about their family and their businesses. Our results indicate that the Latin American firms that participated in our study were not very likely to use business and family governance mechanisms. However, those who were more likely to have governance practices also had more involvement of the family in the form and had positive perceptions of their family dynamics. Implications of these results for research and practice are discussed.

Session 1.8

Inter-organization cooperation of family firms and innovation

Taewoo Kim, Mississippi State University, USA
Laura Marler, Mississippi State University, USA
James Vardaman, Mississippi State University, USA

Many studies have examined the innovativeness of family firms. However, the influence of family ownership on the innovation of family firms still remains unclear. To shed light on the innovation of family firms, using Korean venture data, this study examines the influence of family ownership on the innovation of family firms. Inter-organization cooperation, which is a viable strategic option that family firms can choose to innovate, is suggested as a moderator of the relationship between family ownership and innovation. Specifically, two different dimensions of inter-organization cooperation are considered: types of cooperative partners and types of cooperative activities. To test hypotheses regarding relationships between family ownership and innovation and moderating effects of inter-organization cooperation, moderation models are conducted. Contributions and implications of this study are also discussed.

Session 1.9

CEO Personality and Corporate Social Responsibility: An Upper Echelon Perspective

Paul Sanchez-Ruiz, DePaul University, USA
Ileana Maldonado-Bautista, Baylor University, USA
Duygu Phillips, Oklahoma State University, USA

Matthew Rutherford, Oklahoma State University, USA

Although the literature on corporate social responsibility (CSR) in family firms continues to expand, scholars have devoted less time to rethinking cognitive drivers of CSR. To advance related scholarship, this study focuses on variations on CSR practices of publicly listed family and nonfamily firms. Specifically, we examine how chief executive officers (CEOs) personality traits affect CSR activities. Using panel analyses on a sample of 174 CEOs, this study develops interactions of CEO personality traits and finds that differences in CSR practices exist among family and nonfamily firms. This study advances understanding of CSR in family firms.

Session 1.10

Family Business Shareholder Liquidity Agreements: A Conceptual Exploration of Antecedents, Strategies, and Consequences

Claudia Binz Astrachan, Lucerne University of Applied Sciences and Arts, Switzerland
Joseph Astrachan, Kennesaw State University, USA
Anneleen Michiels, Hasselt University, Belgium
Josip Kotlar, Politecnico di Milano, Italy

Rarely has there been a practice so universal and impactful in private corporate life as shareholder liquidity agreements that dictate the rules regarding ownership transfer â€“ yet, the antecedents, the construction, and the consequences of shareholder liquidity agreements in privately owned firms have virtually gone unstudied. This paper is a first theory-based attempt at systemizing the different shareholder liquidity strategies available to business families, the consequences these strategic choices likely have on the family business system, and the effect that the perceived fairness of the process of creating and implementing shareholder agreements have on the shareholder group and their enterprise.

Session 1.11

What Are They Afraid of and What Outside Help Do Entrepreneurs Exiting Their Companies Expect? The Perspective of Polish Entrepreneurs

Izabela Koładkiewicz, Kozminski University, Poland
Marta Wojtyra, Kozminski University, Poland

The aim of the research was to identify potential problems linked with exit strategies as well as the main spheres in which the entrepreneur expects support from external surroundings in the process of implementing an exit strategy (family and external succession). The survey was conducted through the services of a professional research company using the Computer Assisted Telephone Interviewing (CATI) method. A total of 302 entrepreneurs took part in the research. The research, as conducted, has made it possible to identify the intentions of the surveyed entrepreneurs (302 respondents) regarding choice of a potential exit strategy. The prevailing orientation among the studied entrepreneurs was towards family succession. Only oneâ€“quarter of respondents expressed a moderate interest in selling their business to a third party. Regarding potential problems connected with the exit strategy, research results indicate that the studied entrepreneurs tended not to see any problem as far as finding a successor was concerned.

Session 1.12

When Parent and Adult-Child work in the same Profession - A proposal

John Neff, University of Dayton, USA

This proposal seeks to add to the understanding of family business by examining a peripheral but related area of family employment - Family members working in the same profession. As as exploratory endeavor, it will focus on actual career choice of adult children as well as aspects of choosing to work with a parent in the same profession and the resulting professional interactions.

Session 1.13
Assessing transgenerational sustainability in family business: A triple bottom line approach.

Juan M. Gómez, Icesi University, Colombia
Albert James, Dalhousie University, USA
Yeny Rodriguez, Icesi University, Colombia

The Successful Transgenerational Entrepreneurial Practices project and associated model proposes that the owning family and their business´ resources (measured through performance) drives the generational survivability of the family business in toto. Inspired by Elkington´s 1997 Triple Bottom Line, and owning families´ interest in also pursuing non-economic goals we compare the effect of economic, social, and environmental performance on multi-generational survival of family businesses. Using the results of the 2012 STEP survey of family businesses around the world we find that environmental performance does have an effect but not the one we expected.

Session 1.14
Gerontocracy in the Family Business. A Global Perspective

Fernando Sandoval, Monterrey Institute of Technology and EGADE, Mexico
James Davis, Utah State University, USA
Luis Diaz Matajira, Uniandes University, Colombia
Ilse Matser, Windesheim University, Netherlands
Francisca Sinn, Universidad Adolfo Ibanez, Chile

With increased life expectancy, family business leaders are getting older and can be expected to stay longer in their role. The phenomenon where an organization is governed by leaders that are significantly older than most of the adult population is called gerontocracy. This research adds to the literature by examining the existence of gerontocracy in the family business context and test how it affects entrepreneurial behavior of the family business in different regions in Asia, Europe, South America and North America. We find significant differences between regions of the world by gerontocracy and senior manager entrepreneurial orientation.

Session 1.15
Psychological ownership and joy of work in the family business context

Hannele Rautamäki, Harsel, Finland

The focus of this study is on psychological ownership (PSO) and the joy of work (JOY) and their features in the context of owner-managers of FBs. The research approach is qualitative and hermeneutic and also exploratory and descriptive. The results indicate that entrepreneurs have strong PSO and JOY when they gain social acceptance and professional recognition. Practical implications lie in the area of public policy planning and result information may be used in entrepreneurship training. Further initiatives to enhance the skill-sets of entrepreneurs in FBs and students´ study the curriculum of entrepreneurship PSO and JOY should be taken into account.

Session 1.16

TMT Diversity and Entrepreneurial Performance in Family Businesses

Francisca Sinn, Universidad Adolfo Ibanez, Chile
Yeny Rodriguez, Icesi University, Colombia
Ana González, Grand Valley State University, USA

According to upper echelons theory, firms are reflections of the features and actions of their top management teams (TMT). Several studies have tried to explain how TMT composition or diversity may affect performance directly or through moderators. Given that firms´ entrepreneurial performance could be a consequence of decisions made by those individuals holding managerial positions, therefore, TMT diversity, plays a key role on decision making. TMT composition or diversity occurs when there are separation, variety and disparity among its members. In this paper, we analyze these three aspects of diversity and their effects on family business entrepreneurial performance.

Session 1.17

The moderating effect of family ownership on the relation between working capital and profitability: an approach through familiness

Béatrice De Séverac, University of Paris Nanterre, France
Céline Barrédy, University of Lorraine, France
Eric Séverin, University of Lille, France

The aim of this article is to empirically investigate the moderating effect of family ownership on the relation between working capital and profitability. Based on the literature in finance on the relation between working capital and profitability, and on the literature in family business on familiness, we test three models on a sample of 184 French listed firms. The results evidence that the family ownership induces a very different way of managing working capital than non-family business, more stakeholders oriented than cash oriented. The research makes a step forward in understanding the impact of familiness on financial decisions.

Session 1.18

The role of the family control, management and generation in performance of public organizations

Mariana Maldonado, Instituto Tecnológico Autónomo de México, Mexico
Imanol Belausteguigoitia, Instituto Tecnológico Autónomo de México, Mexico
Alain Balaguer, University of New South Wales, Australia

Does family control create or destroy value? Research has tried to answer this question, without reaching to a definitive answer. There is little empirical evidence how the control structure, the generation and the form of management affect their performance. We think that the information generated in this research might be valuable to determine which forms of control and management within the family business are the best to adapt to changing economic environment as is happening in Latin America.

Session 1.19
Sostenibilidad Ambiental en las Empresas Familiares - desarrollando competencias

Juliana Hernandes, Universidad Estatal de Londrina, Brazil
Renan Passos de Azevedo, Universidad Estatal de Londrina, Brazil

Este trabajo es una reflexión teórica sobre el desarrollo de la competencia para las innovaciones ambientalmente sostenibles en las empresas familiares, teniendo por punto de análisis los datos del informe global de PricewaterhouseCoopers - PWC (2018) para Empresas Familiares. Los resultados traen que en el área sustentabilidad ambiental en las empresas familiares, hay un gap en lo que se refiere a traer este asunto para la planificación estratégica de las empresas y la implementación de acciones ambientalmente sustentables, bien como en la formación de gestores como parte de los proyectos valores y estrategias que puedan revertirse en beneficios.

Session 1.20
Let´s give it our best shot! A study of coffee family farms in Central America.

Allan Discua Cruz, Lancaster University Management School, UK
Leonardo Centeno-Caffarena, Universidad Estatal a Distancia, Costa Rica
Marco Vega Solano, UTPL, Ecuador

There is a paucity of research in the agricultural sector about coffee farming families. This study is motivated by the need to understand how and why family businesses in the coffee industry would opt for a differentiation strategy. Using a qualitative approach this study reveals key aspects relevant for families involved in differentiating a product amidst growing competition based on a entrepreneurial stewardship perspective.

Session 1.21
Top management and the role of women in the Family Business in Latin America

Claudio Muller, University of Chile, Chile

Many authors have addressed that the family-work conflict and reduced promotional opportunities prevent women from the necessary commitment to high management positions in companies (Pluut, Ilies, Cureu, & Liu 2018). Different studies indicate that the female management presence in top management is greater in family firms (Cabrera-Fernández, Martínez-Jiménez & Hernández-Ortiz, 2016). Despite the female representation in middle management posts has improved, the same cannot be said for higher positions (Oakley, 2000). In the 85% of the cases where a woman is in the top manager position she is the sole owner (Byrne, Fattoum, & Diaz Garcia, 2019), therefore, it is about self-employment formulas. However, the presence of high management in companies of a given size remains extremely low (Dawley, Hoffman, & Smith, 2004). Besides social reasons, the absence of a higher number of female managers represents an extraordinary loss of talent (Hewlett, 2002). In practice, women have less opportunities to be promoted to positions which imply power and decision-making (Gress & Paek, 2014) with certain limitations to reconcile their work with family life (Durbin & Tomlinson, 2014).

SESSION 2
1:30 pm – 3:00 pm (Ifshin Hall Atrium)

Session 2.1
Determinants of Sustainable Behavior in Family Businesses

Nunzia Auletta, IESA, Venezuela
Luis Diaz-Matajira, Universidad de los Andes, Colombia
Ana González, Grand Valley State University, USA
Yeny Rodriguez, Icesi University, Colombia

We identify on one side, the traits, motives and practices that may affect family businesses sustainable behavior and the factors out of the control of the organization, that may also constraint or exacerbate such behaviors, by building upon the propositions made by Le Breton-Miller & Miller (2015). Hypothesis were tested using the STEP Global Survey.

Session 2.2
Family Business Governance and Access to Capital

Joerg Picard, Grand Valley State University, USA
Ana Gonzalez, Grand Valley State University, USA

Our study explores first the relationship between different owner structures of family businesses (number of family members, role of family members, multi-generations, etc.) and the family business´ governance mechanisms and structures, namely the inclusion of outsiders, non-family insiders, and family members in boards of directors. We additionally plan to analyze how the level of board governance affect availability and cost of capital. Our expected contribution is to go beyond profitability or market value as outcomes of governance and shed some light in to how certain mechanisms will be favorable and which are not for family firms financing decisions.

Session 2.3
The Evolution of Organizational Authenticity in Family Firms

Carlotta Benedetti, Free University of Bozen-Bolzano, Italy
Josip Kotlar, Politecnico di Milano, Italy

Looking at the future while constantly protecting the own roots and traditions is critical for family firms. Within this strong tension between preservation and adaptation, we identified the concept of organizational authenticity and its evolution over time as extraordinarily important for family firms. The purpose of this study is to reconceptualize organizational authenticity and theorize the process through which it unfolds in the family business setting, unpacking how organizational authenticity is generated, preserved and transferred. We use an inductive, case-study analysis within a specific field, the wine industry, with a sample composed by six long established family firms.

Session 2.4

Stairway To Tax Heaven: Network Positions and Social Influences of Family-Owned Offshore Entities in The Panama Papers

Ambra Mazzelli, Asia School of Business & Massachusetts Institute of Technology, Malaysia
Robert Nason, Concordia University, Canada

Despite burgeoning evidence that families´ wealth management often occurs in an ethical grey area it remains unclear how family ownership may affect organizational misconduct. In this study, we examine how family owners make decisions concerning the network positioning and deactivation of their offshore vehicles. Using the data leak of the Panama Papers, we find that compared to their nonfamily counterparts, family-owned offshore vehicles are more likely to occupy brokerage positions within disperse communities, are less likely to be deactivated, and have a greater influence on the deactivation decisions of their network ties, especially other family-owned entities. Our study contributes to the literatures on social networks, family business, and organizational misconduct.

Session 2.5
The Influence of Spirituality on Family Firm Philanthropy in India

Navneet Bhatnagar, Indian School of Business, India
Pramodita Sharma, University of Vermont, USA
Kavil Ramachandran, Indian School of Business, India

Family firms are known to help local community through philanthropy. Scholars have examined the nature, process, and outcomes of family firm philanthropy. However, the study of heterogeneity in their philanthropy motives across cultural contexts has received inadequate attention. Based on 16 cases of Indian family firms, this paper examines the influence of spirituality on family firm philanthropy. The paper presents a typology of family firm philanthropy by juxtaposing two dimensions: (i) Dharma - i.e., the firm´s sense of duty towards society, and (ii) Karma - i.e., the degree of family involvement in philanthropy. Four distinct philanthropic engagement profiles are identified.

Session 2.6
A social exchange approach of spousal influence on intergenerational succession

Miruna Radu Lefebvre, Audencia Business School, France
Valérie Denis, ICHEC Brussels Management School, Belgium

This empirical study aims to examine spousal influence on intergenerational succession by taking a social-constructionist approach of business families´ dynamics. We study spousal influence from the perspective of different family members, belonging to different generations and holding diverse and sometimes conflicting social roles within the business family to examine how and why spouses either support or hinder intergenerational succession.

Session 2.7
The Influence of Religion on Family Business: A Cross-comparative Study

Luis Jimenez-Castillo, Worcester Polytechnic Institute, USA
Manisha Singal, Virginia Polytechnic Institute and State University, USA

Basma Khoja, Worcester Polytechnic Institute, USA

Religion, spirituality, and the cultural values that emanate from religion play an important role in the strategic decision-making in firms. This role of religion may be particularly important in family firms as religion is often not only embedded in the operations of the firm but can be a driving force for family leader behavior and planning especially as family firms have non-economic goals. While previous research has explored the role of spirituality influencing stakeholder salience and organizational citizenship behavior, there is a gap in the literature regarding the role of how different religions may play a differential role in family firm operations in different geographical and national contexts. In this paper, we explore the role of three different religions in three different countries via case study methodology to understand how national contexts and religion may impact family firms´ decision-making in business operations and planning.

Session 2.8
Slack Resources & Family Firm Performance: A Socioemotional Wealth Perspective

Vasiliki Kosmidou, University of New Haven, United States of America

This paper delineates the family factors that condition the relationship between slack resources and family firm performance. Applying fuzzy set qualitative comparative approach (fsQCA) on longitudinal data from a cohort of 311 public family firms (2001-2010), the study provides more insight into the combinations of factors including high discretionary slack (HDS), low discretionary slack (LDS), socioemotional wealth (SEW), and family name leading to high levels of firm performance. The results contribute to the discussions of slack resources and SEW of family firms.

Session 2.9
Social Capital and Transferring Network Contacts during External Business Succession – Who You Know is What You are?

Miriam Hiepler, University of Siegen, Germany
Petra Moog, University of Siegen, Germany

Social capital and networks are an increasing field in family business research. This paper delivers empirical results concerning the transfer of networks in family external business succession to fill this research gap. The transfer of social networks is important to ensure the survival of the business and therefore an integration of the transfer of social networks as a process into models of business succession processes is needed. This paper includes an exploratory case study approach to develop propositions regarding the awareness and the modes and influencing factors of transferring social networks from predecessors to family external successors.

Session 2.10
Overcoming institutional challenges: Entrepreneurial families as a business group

Mariana Estrada-Robles, Leeds University Business School, UK
Nick Williams, Leeds University Business School, UK
Tim Vorley, Sheffield University Management School, UK

This article examines how entrepreneurial families support each other to overcome institutional challenges. The paper explores how the entrepreneurial families navigate weak institutional environments in developing economies, through a focus on Mexico. Entrepreneurial families are able to act as a form of business group, enabling members to support each otherÂ and provide resources which assist through institutional challenges. This means that entrepreneurial families can react to challenges together instead of facing them on their own, as individual entrepreneurs and family businesses often do. We conclude with a number of contributions to theory of entrepreneurial families, institutions and business groups.

Session 2.11

Investigating Pro-Social Rule Breaking in Family Firms: The Effects of the Core Self-Evaluations, Psychological Safety, and Procedural Justice Climate

Michele Medina, Mississippi State University, USA
Emily Marett, Mississippi State University, USA
Sara Davis, Mississippi State University, USA

In this study, we investigate how a personality trait (core self-evaluations) influences a family firm employee´s likelihood to engage in pro-social rule breaking behaviors, which involves breaking organizational rules for the benefit of another stakeholder. Furthermore, we examine how two organizational factors (psychological safety and procedural justice climate) influence this relationship. The family firm, given its intricacies, provides a unique context to examine and deepen our understanding of these relationships. Moreover, this study answers the call made by various researchers to explore more micro-level perspectives within the family business context.

Session 2.12

How Incumbents Values Impact Family Harmony: Role of Parenting Style, Behaviour and Governance Mechanism

Chitra Singla, Indian Institute of Management Ahmedabad, India

Family harmony or lack of relational conflict has been an underlying force in success of succession planning in family firms. However, there are hardly any studies that look at the process of development of family harmony. This study proposes a conceptual model on how family harmony is developed in a family and what is the role of family´s incumbent in that process and how incumbent plays that role. The study proposes that incumbent´s values/traits impact famiy harmony and this relationship gets moderated by family´s governance structure. Further, the study, on the basis of case studies, interviews, and anecdotal evidence, argues and proposes that incumbent adopts mechanisms like nurturing (authoritative) parenting style and supportive parenting behaviour to enhance affective commitment among children towards the family and that further leads to family harmony and less relational conflicts.

Session 2.13

Family-Firm Transformational Leadership, Familiness and Performance: A Four-Path Mediation Model

Carolin Neffe, Muenster University of Applied Sciences, Germany
Celeste P. M. Wilderom, University of Twente, Netherlands
Frank Lattuch, Muenster University of Applied Sciences, Germany

An important strength of family firms is the familiness of these firms. We examined how the transformational leadership style could strengthen firms´ performance levels through familiness. In this cross-sectional field study, survey measures were obtained from family CEOs of 72 German family firms, and the members of their non-

family-based TMTs (245 TMT members). Support was obtained for a four-path mediation model, in which three distinct familiness-related team forces (TMT cohesion, behavioral integration, and efficacy) serve as mediators between CEO TFL and family-firm performance in a series. It is argued here that positive familiness results from a specific leadership style.

Session 2.14
The Community as a precursor to family firms

Ba Anh Khoa Dao, ESG UQAM, Canada

This conceptual paper proposes that the community surrounding a family might serve as a precursor to family firms. Following Zellweger (2012) suggestion that components, essence and identity help define a family firm, I argue that the addition of community identity would serve as an additional component that might help provide a more precise perspective of how to identify and analyze family firms. It uses the context of the Vietnamese Boat People to determine how a particular ethnic community with a unique context can influence what constitutes a family and a family firm.

Session 2.15
Role congruity intersection in Family Businesses

Siddhartha Saxena, Ahmedabad University, India
Rushi Pandya, Carlton University, Canada

Family businesses are considered to be paradoxical units, where the decisions are generally taken by the leader within the family business. Women seeking positions in family businesses often encounter considerable challenges in obtaining and retaining their roles. Especially, role congruity was reported as a significant barrier to the ability of women to successfully acquire and manage their positions and roles within the organizations. Role congruity can be understood in terms of the involved perceptions of how an individual's gender role fits or achieves congruity with other roles held by the individual. In most instances, leadership and female gender roles did not achieve a high degree of congruity thus creating barriers for women to successfully seek and retain leadership positions irrespective of the nature of the organization and furthermore, there is lack of understanding on this side within the family businesses. The paper tries to look at qualities under social, relation and behaviour provision and also understand the moderating role of gender which affects the family business roles.

Session 2.16
Family business sociogenesis: Past, present and future interdependencies

Audrey-Anne Cyr, HEC Montréal, Canada

This paper aims to develop an epistemological and methodological approach labeled as family business sociogenesis. Based on the assumption that family firms are sensitive to time and history, I argue that the adoption of an historical approach to this kind of business could reveal how their distinctive strategic orientation and management practices are constituted over time. Family business sociogenesis approach, by highlighting interdependencies between family business social units´ trajectories and evolution (family, business, ownership and community) and present and future family business strategy and management practices, would potentially lead to theoretical and practical advancements in family business research field.

Session 2.17
Social Responsibility and Financial Performance in violent setttings: A study of Colombian Family Firms

Ana González, Grand Valley State University, USA
Yeny Rodriguez, Icesi University, Colombia
Estella Maldonado, Icesi University, Colombia
Miguel Angel Pérez, Icesi University, Colombia
Orlando Joaqui Barandica, Icesi University, Colombia

There is a deep discussion in the literature regarding the relationship between socially responsible practices and financial performance of family firms, with a lot of contradictory results. Drivers and moderators have been included in these studies to understand possible contextual factors that may affect this relationship. The purpose of this study is to analyze the impact of a hostile environment (violence and armed conflict) in the relationship between family firms socially responsible attitudes and behaviors and financial performance. We found evidence that profitable family firms are more socially responsible if there is a risk of violence in their territories, but are not socially proactive if violent events have actually happened.

Session 2.18
The TIME it Takes When it's Your Time for Succession

Jenell Wittmer, University of Toledo, USA
Angie Jones, University of Toledo, USA

Americans report working an average of eight hours per week outside the normal work day. The current study examines hours worked for leaders of family business (36 leaders) and non-family business (39 leaders) through focus groups and interviews. Results show all leaders work after-hours in different capacities, with leaders in non-family business working mostly through technology. Leaders in family business work via technology, but also need to be physically present at events. Leaders in family business whom are in the succession process report working nearly double the number of after-hours work than all other leaders. Causes and implications are discussed.

Session 2.19
A critical evaluation of family business studies.

Samuel Wayne Appleton, University of Leeds, UK

Family business has grown hugely since the birth of its first journal in 1988. Within the theme of sustainability and thinking of the needs of tomorrow, a great opportunity arises to check the state of the field. This article critically reviews the state of the field through a literature review of 450+ papers. The article outlines definitional issues, topics, theories used and the two main influential theories in the field namely Familiness and Socio-emotional wealth. Familiness is considered from a resource based view, systems and social capital perspective. Socio-emotional wealth is considered form its own perspective and compared to Familiness.

Session 2.20
Family Business Evolution - Towards A New Research Agenda

Siobhan Killion, Technological University Dublin, Ireland
Brian Dempsey, Technological University Dublin, Ireland

This paper describes the current state of family business research. Family business research has increased over the last three decades. The authors found the existing body of research remains largely static and thematic. The authors propose there is an opportunity to extend theoretical and empirical knowledge within family business research by taking an evolutionary perspective, in regard to how family firms change over time, influence of (intergenerational) innovation, entrepreneurial activity, and the processes of succession. The paper calls for increased inquiry and proposes the use of process studies with case study methodology for the study of evolution in family firms.

SESSION 3
3:15 pm – 4:45 pm (Ifshin Hall Atrium)

Session 3.1
The Influence of Socioemotional Wealth on the Entrepreneurial Heuristics of Family Firm Owners

Dagmar Hattenberg, University of Groningen, Netherlands
Tejas Hargudkar, University of Groningen, Netherlands
Olga Belousova, University of Groningen, Netherlands
Aard Groen, University of Groningen, Netherlands

In this paper, we investigate the influence of socioemotional wealth on entrepreneurial heuristics and consequently on entrepreneurial choices, made by family firm owners. The family firm context has been shown to significantly influence the behaviors and decisions of entrepreneurs due to socioemotional wealth, values and goals attached to the family. Through a single case study approach and semantical analysis, we explore the nature and choices of entrepreneurial heuristics as a mechanism explaining how SEW influences the entrepreneurial choices of family firm owners. Our study answers the research question: How does SEW influence heuristics for entrepreneurial decision making in family firms?

Session 3.2
Family Firms and Entrepreneurial Activity: The Moderating Effect of Performance Attributions.

Todd Moss, Syracuse University, USA
Parvathi Jayamohan, Salem State University, USA
Alexander McKelvie, Syracuse University, USA

Researchers have consistently found that family firms invest less in R&D than nonfamily firms in order to preserve their socioemotional wealth (SEW). In this paper, we extend the discussion of R&D spending in family and nonfamily firms by providing a novel lens through which to understand R&D spending, that of attribution theory. Our results provide additional evidence for the heterogeneity of family firms with regard to R&D spending, offering additional nuance to this relationship. Our study thus extends current understanding of the behavioral antecedents leading to corporate entrepreneurship in family firms.

Session 3.3
Values-based internationalization: evidence from a Global Family Firm.

Francesco Barbera, University of Adelaide, Australia
Erik Veldhuizen, Windesheim University of Applied Sciences, Netherlands
Ilse Master, Windesheim University of Applied Sciences, Netherlands
Henry Shi, University of Adelaide, Australia
Margré van Dalfsen, Windesheim University of Applied Sciences, Netherlands

Internationalization is a key strategic activity for family firms. Although conceptually recognized, the underlying relational mechanisms that drive international expansion are underexplored empirically. By way of an in-depth, single case study analysis, our study establishes how values, defined as the persistent preferences of a person or group of persons over certain modes of behavior, play an integral role in the internationalization process of family firms. Establishing what we refer to as â€œvalues-based internationalization, we illustrate how a family´s values, and more specifically the alignment thereof with international business network members, can enhance those networks and ultimately facilitate internationalization outcomes.

Session 3.4
Facebook friends, but not family? An exploration of amily firm branding on social media.

Emily Marett, Mississippi State University, USA
Patty Ann Bogue, Mississippi State University, USA

This study seeks to explore whether family enterprises utilize family status as a reputational asset to highlight and promote within strategic branding efforts, or if this attribute is a source of disadvantage that is not mentioned. This study extends family business branding research by identifying the branding cues utilized by family enterprises to communicate their family values with potential customers on social media platforms. This study content analyzes the corporate websites and official Facebook pages of large and small family enterprises to assess consistency of branding across online platforms and to explore variation in branding activity based on corporation size.

Session 3.5
Analysing the Roles of Social Capital and Generation of the Family Firm in the Relationship between Ethical Leadership and Firm Performance.

Valeriano Sanchez-Famoso, University of the Basque Country, Spain
Jorge-Humberto Mejia-Morelos, HEC Montreal, Canada
Pascal Paillé, Laval University, Canada
Luis-Felipe Cisneros-Martinez, HEC Montreal, Canada

This study examines the interaction between ethical leadership and firm performance in family-owned businesses. We propose a mediation-moderated framework that explains the effects and timing of internal social capital when different generations of entrepreneurs occupy top management team (TMT) positions. We developed multi-group analysis to examine the role of generations of ethical leaders in firm life cycle. Our findings revealed that social capital mediation is different for each generation. These results contribute to both theory and practice. We bring new theoretical insights into the interaction between ethical leadership and firm performance.

Session 3.6
Tradition, family business, and beyond: A multidimensional conceptualization of tradition.

Rocky Adiguna, Universitas Gadjah Mada, Indonesia
Denise Fletcher, University of Luxembourg, Luxembourg

Family businesses are exemplars of tradition. In spite of this, little attention has been given to the explanatory potential of tradition and where studies have been made, they tend to emphasize the functional aspects of tradition for enabling or blocking organizational performance, stability and change. The resulting effect is that tradition becomes either an explanatory tool for explaining organizational outcomes, or it persists as a self-evident facet of family business that lacks critical reflection, amplification, and conceptualization. This article addresses this limitation in two ways. Firstly, we review and take stock of how tradition is referred to in family business research in order to provide a synthesis, in the form of five categorizations, of the different ways it is defined and examined. Secondly, we provide an enriched and multilayered conception of tradition that helps to explain this pivotal and differentiating feature of family businesses. To aid this, we relate to selected key works in sociology, history, and moral philosophy from which we distill a richer, multi-layered and multi-dimensional conception of tradition.

Session 3.7
The Preservation of SEW and Family Firm Talent Acquisition: A Curse or a Blessing.

Taewoo Kim, Mississippi State University, USA
Laura Marler, Mississippi State University, USA
Rebecca Long, Mississippi State University, USA

Due to obligation and favoritism towards family members, it has long been believed that family firms have low quality applicant pools for employment opportunities. The family firm literature emphasizes the objective career desires of job applicants such as promotions and salary and the negative effects of preserving SEW. To offer an alternate perspective, this manuscript theorizes that the unnoticed effects of SEW preservation behavior, such as social responsibility and long-term orientation, and the value of subjective career success, such as pride and job security, attract highly qualified applicants to the family firms. Reputation and perceived stability and sustainability are offered as mediators of the relationship between SEW preservation behavior and quality of applicant pools. Family firms are different in the importance placed on SEW; thus, our model offers an explanation as to why family firms differ in their ability to attract qualified applicants.

Session 3.8
Family firms in uncertain environments: The role of values in the development of family resilience.

Cristina Alvarado Alvarez, Universitat Autonoma de Barcelona, Spain
María José Parada, ESADE Business School, Spain
Allan Discua Cruz, Lancaster University Management School, UK
Immaculada Armadans, Universitat de Barcelona, Spain

This study aims to understand the roles of values in the development of resilience in family firms that strive in adverse conditions. Using a qualitative approach, the study analyses a single case of a family business group operating in Venezuela. Data was collected through in-depth interviews and documentary work. The findings suggest that family business history influences the resilience processes of family firms. Values play a bivalent role in the development of resilience of family firms such that they both may boost and hinder family resilience due to their influence in processes as decision making, conflict management, leadership and family beliefs. This study is exploratory. Further studies to dig into the role of values in resilience in family business groups are encouraged.

Session 3.9
Start-ups of the next-gen: A qualitative and quantitative study on young entrepreneurs from entrepreneurial families.

Larissa Leitner, WHU - Otto Beisheim School of Management, Germany
Nadine Kammerlander, WHU - Otto Beisheim School of Management, Germany

Literature on start-up entrepreneurs from the next generation of family businesses has just started to flourish. To contribute to this emerging literature stream, we aim to advance our understanding of the relationship between start-ups and the existing family business. This project is based on a qualitative and a quantitative study. The qualitative study seeks to understand different forms of cooperation between the next generation start-up and the parentsâ€™ family business and to investigate the reasons for and against family financing. The quantitative study compares the start-up performance of next-gen founders and founders without an entrepreneurial family background.

Session 3.10
Does the family matter for good behavior? The impact of employee perceptions of SEW-importance on employee citizenship

James Vardaman, Mississippi State University, USA
Benjamin McLarty, Mississippi State University, USA

Session 3.11
The Effects CEO Entrepreneurial Orientation on Gerontocracy and Firm Performance.

Cassidy Creech, Oklahoma State University, USA
James Davis, Utah State University, USA
Matt Allen, Babson College, USA

As family business leaders are living longer. Studies have shown that leaders are 5 years older than they were twenty years ago. Gerontocracy is a form of leadership in which leaders are significantly older than the adult population. This research explores the entrepreneurial orientation of the family business leader and gerontocracy to determine how they affect the competitiveness and the performance of the company. We find that the interaction between entrepreneurial orientation and leader age explains both the financial performance and the growth of the family business.

Session 3.12
The Negotiation Process of Family Business Buyins (MBIs): an Exploratory Case Study.

Pierre Gratton, EM Strasbourg Business School, France

Today, the massive retirement of baby boomers, owners of countless small businesses in many countries is jeopardizing the survival of thousands of SMEs. The buyin of these businesses by entrepreneurs of a more recent generation helps to prevent the erosion of our communities´ economic fabric. The in-depth comprehension of the negotiation process that takes place between a family business owner and an acquirer for the external transition of an organization would contribute to the safeguarding of businesses and jobs.

Session 3.13
Women managers: what is behind their participation in the governance of the family business in Peru?

Pablo Dominguez Estrada, Universidad de Piura, Peru

This article aims to recognize the motives and contributions behind the participation of women in the governance of their family business. In order to carry out the study, the research considered a paper from colombian firms (López, Gómez and Betancourt, 2011). The article is based on the motivational theory of Juan Antonio Pérez López (1991, 1993), through the case study of women directors and owners of family businesses in Peru. The qualitative analysis showed that the criteria of greater weight for the woman when deciding to participate in the family business are intrinsic reasons like the desire of learning, personal development, surpassing challenges and power or dominion of the environment. The study also concludes that, after entering the family business, the most valuable motives, explaining their permanence in the company's governance, are transcendental, such as maintenance of the family union, support to the spouse and commitment with family.

Session 3.14
Family embeddedness at the onset of the entrepreneurial opportunity.

Ba Anh Khoa Dao, ESG UQAM, Canada

Entrepreneurs encounter many difficulties when creating a business venture. They possess, however, many resources that help them during this process. This paper argues that some family characteristics: the values, norms and attitudes of a family influence an individual, play an important role in the venture creation process. In interviews with entrepreneurs, this exploratory study explains how that influence from their family life provides them with idiosyncratic resources rooted in social capital. Furthermore, it is shown that both trust and trustworthiness allow the entrepreneurs access to those resources at a lower cost and with reduced uncertainty.

Session 3.15
CSR Initiatives of Family Firms: An Analysis of Mexican Business Groups.

Salvador Samuel Guajardo Treviño, Universidad de Monterrey, Mexico
Aurora Correa, ITESM, Mexico
Bárbara Isabel Mojarro Durán, ITESM, Mexico
Alfonso Ernesto Benito Fraile, Universidad de Monterrey, Mexico

This paper studies the Corporate Social Responsibility (CSR) initiatives of the main business groups in Mexico. The purpose of this paper is to inquiry the Corporate Social Initiatives emanating from the main Mexican business groups. Through quantitative and qualitative exploratory research, findings show that business groups in Mexico orient their corporate social initiatives into internal and external strategies, and tend to distribute disproportionally the amount of initiatives and money invested among each of its affiliates. Also, firms affiliated to a business group have a higher probability than unaffiliated firms of being classified as â€œsustainableâ€• , according to the IPC Sustainable Index.

Session 3.16
Family Firms Performance: A Characteristic Based Approach.

Helmuth Chavez, Universidad Francisco Marroquin, Guatemala
Ana Gonzalez, Grand Valley State University, USA
Yeny Rodriguez, Icesi University, Colombia

The empirical evidence regarding family firm´s performance has shown contradictory results; hence there is no clear evidence if family firms outperform or underperform non-family firms. Most of the differences in results can be due to benchmark selection. We propose that a Characteristic Based Approach (CBA) estimates family firm performance more accurate than accounting measures and regression-based models. Using a CBA methodology, we will analyze if family involvement and transgenerational successions have an impact in family firms´ characteristics (e.g. size, book to price and leverage) and hence in their performance. Finally, we will compare the actual performance of family firms with the perceived performance from its executive family members.

Session 3.17
The Awareness Of Socioemotional Wealth: Comparing Different Actors In Family Firms

Ivona Ljumic, UniversitÃ della Svizzera Italiana, Switzerland

Socioemotional wealth (SEW) is the central construct in family business research (Jiang et al., 2018), yet no studies have measured and compared SEW levels distinguishing different actors within family firms. Low-level employees and external members of the family could be "guardians of SEW" as well as decision-makers and family members (Gomez-Mejia et al., 2011; Berrone et al., 2012). This studyâ€™s aim is to provide initial insights into the awareness of SEW among different family firm actors. Furthermore, I explore differences of SEW levels between family and nonfamily members, between decision-makers and non-decision-makers, and between the founding generation and the successive ones. To test the actorsâ€™ perception, I survey 338 family organizations in Italy and Switzerland. My findings suggest that SEWâ€™s awareness indeed is not prevalent in family members or decision-makers, but its perception is pervasive to the different actors within the family company.

Session 3.18
Making a Mark: Next Generation Leadership and Sustainability.

Rocki-Lee DeWitt, University of Vermont, USA

A comparative case analysis of two family businesses offers insight about leadership influences on sustainability initiatives. The study describes how the sustainability initiatives progress from a concern with profits, to people, and ultimately the planet. An analysis of the decision-making processes suggests that multiple individual orientations are developed and shared across generations shaping sustainability initiatives.

Session 3.19
Back to the Roots! Family Businesses - A Vehicle for Social Change.

Kulraj Singh, Mississippi State University, USA
Deepti Agrawal, Missouri State University, USA

We aim to understand the influence of the family´s engagement in family business on the informal institutions of the community with which it identifies and relates. More specifically, we study the context of family-businesses with socially-centered business models and understand why these businesses engage in such pro-social initiatives and how their engagement in running and promoting some social good, in-turn brings about a social change in the form of community´s acceptance of and participation in environmentally sustainable practices. We posit that the social change in the community institutions may be observed through changing narratives, and altered discourses.

Session 3.20

Are Family Firms rich in Human Capital? Analysing Family Involvement, Human Capital and Firm Performance.

Inés Herrero, Universidad Pablo De Olavide, Spain
Fernando Hidalgo, Universidad Pablo De Olavide, Spain
Ana Pérez-Luño, Universidad Pablo De Olavide, Spain

Literature has traditionally assumed that family firms are rich in human capital, understood as the experience, knowledge, and skills of their employees that contribute to value creation. However, results are conflicting, and some researchers have frequently pointed at family firms as being plagued with nepotism and unable to capture and retain talented employees. We argue that human capital per se is not a distinguishing feature of this type of firms but family involvement moderates the relationship between human capital and performance. We posit that some characteristics associated with family involvement such as altruism, reciprocity or family identity can enhance the effects of low talented human capital while they can buffer the positive effects of human capital when it is high.