



ifera...

international family enterprise  
research academy

IFERA 2018 CONFERENCE  
PROCEEDINGS

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CONFERENCE THEME

Coping with Disruptions: Family Firm Continuity and Sustainability  
in Times of Rapid Change

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3 - 6 July 2018 | Zwolle, The Netherlands

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# A WARM WELCOME...

## FROM THE PRESIDENT

Dear Friends,

On behalf of the Board of Directors of IFERA, it is my distinct privilege and great honor to welcome all of you to our Annual Conference. Every year is a new adventure that, thanks to the hard work and dedication of many passionate people, becomes a growing reality. Things are developing in IFERA. As academia is changing, and the family business field is continuing to grow and establish itself among the mainstream disciplines, we understand the importance of being flexible and innovative to support our community to the best of our abilities, and it is our aim to exceed your expectations during this conference and the ones to follow.

The beautiful City of Zwolle, our wonderful hosts at Windesheim University of Applied Sciences, and our outstanding Conference Committee are ready to deliver four days of exciting learning and networking opportunities, featuring a family business day aimed at translating research into practice, dedicated consortia for doctoral students and junior faculty, keynote speeches by renowned scholars, as well as full paper sessions, roundtable discussions, and ample opportunities for socializing, wining and dining in a relaxed atmosphere.

That said, it is not our intention to steal the scene as you, with your personal and professional contributions, are the true protagonists of this special event. Almost 200 researchers, representing more than 40 nationalities from six continents and a large group of family business owners, managers and entrepreneurs will gather together as colleagues and friends to shape the future of family business, economy and society. We are proud to have each and every one of you on board.

I look forward to seeing new and old friends in beautiful Zwolle very soon.  
Thank you all for your trust in IFERA, you are the true engine of this unique Academy!

Yours truly,  
Torsten

**Torsten M. Pieper**  
**President, IFERA**



# A WARM WELCOME...

## FROM THE CONFERENCE CHAIRS

Dear Colleagues and Family Business Friends,

We are delighted to chair the 2018 Annual IFERA Conference at Windesheim University of Applied Sciences in Zwolle, The Netherlands. The research team of the Dutch Centre of Expertise in Family Business is looking forward to welcome scholars in all disciplines. We offer an excellent program that allows you to engage in the conversation of family business research.

The conference theme “Coping with Disruptions: Family Firm Continuity and Sustainability in Times of Rapid Change” is currently a crucial one for many family businesses, as they are challenged by rapid macro environmental, industry and generational changes. This will impact the family and the firm’s long-term objectives and their performance.

The conference theme will be addressed by four outstanding scholars, Professor Joseph H. Astrachan (Kennesaw State University), Professor Timothy S. Mescon (AACSB International) Professor Kimberly Elsbach (University of California Davis) and Dr. Josip Kotlar (Lancaster University). They will share their outlook on the conference theme. Pre-conference activities feature the IFERA 2018 Faculty Development and Doctoral Consortiums.

Authors of the best papers, PhD and research proposals will be distinguished with special awards. We will announce the winners at the gala dinner. We are thankful to our award sponsors and the jury members for taking care of the selection process.

In between and after the conference hours, we are sure you will enjoy the beautiful city of Zwolle. It has a Medieval center, gorgeous theatres, a broad range of shops, excellent hotels and restaurants and many splendid parks. Maybe you combine your conference trip with some additional days in the Netherlands to add some extra value to your Dutch experience! Family business research is of a truly multi-disciplinary, creative, rigorous, reflexive, and critical nature. Let’s discover once again the pleasure of discussing our research with old and new friends.

Enjoy the conference!

**Ilse Matser & Anita Van Gils**  
**IFERA 2018 Conference Chairs**

## THE CONFERENCE

### Proceedings, WiFi, Registration, and things to know

- The Conference Proceedings can be downloaded on the Members area of the IFERA website ([www.ifera.org](http://www.ifera.org)), and it will be provided in pdf format on a USB stick you will receive upon registration at the conference.
- Windesheim provides participants with a unique code, giving free access to WiFi during the conference. You will receive the password at the information desk.
- Registrations: Upon your arrival, please make sure to register and collect your conference material at our information desk, located in the main building C (please see section 2.2 for the Windesheim University map).

Our staff will be present at the information desk at the following registration times:

Tuesday July 3rd: 7:30 - 8:30 (at the information desk)  
19:00 - 19:30 (at Welcome Reception)

Wednesday July 4th: 7:30 - 8:30 (at the information desk)  
10:30 - 11:00 (at the information desk)

Thursday July 5th: 8:30 - 9:00 (at the information desk)

In order to register, you will be required to show your registration digital ticket.

- The information desk is your main contact point for all requests during the conference. In case of an emergency you can contact the IFERA Executive Director Valentina Re on her mobile phone (+39) 39 1735 5616.
- On-site purchases: For special circumstances, you may be able to buy a ticket for social events on-site. Please contact us at the information desk. Please note that availability for on-site registrations is not guaranteed.



## LOCATIONS & TRANSPORTATION

### Getting to Zwolle

**Flights:** Take a flight to Schiphol AirPort and you can continue your journey by public transport. The train station is situated within Schiphol AirPort. It takes about 1.5 hours to get in Zwolle.

**Railway:** Zwolle Station is the second-biggest railway hub in the Netherlands, about 1.5 hours from Amsterdam. Due to maintenance works, the trainline between Amsterdam and Zwolle may be subject to disruptions causing delays up to 15-45 minutes. Part of the journey may be arranged on alternative bus service. More information will be provided at the train station.

### Conference Venue

The conference venue is Windesheim University of Applied Sciences, located at Campus 2, 8017 CA Zwolle.

Phone: (+31) 88 469 9777  
www.windesheim.com

### Getting to Windesheim Campus

**Walk:** It will take you about 15 minutes to walk from Zwolle Central Station to the Windesheim Campus. When you arrive in Zwolle, take the south-side exit (uitgang Zuid) of Zwolle Central Station (see map below). After crossing the street, you get to a square. You need to cross this square diagonally, then cross the street and turn right to walk along the water (Koggelaaan). Cross the first bridge on your left (Lünenstraat) and keep going straight ahead when you reach the intersection. Go through the underpass and when you get to the end of the cycle path you cross the street and turn right towards the Windesheim campus, which is now in plain view.

**Drive:** When visiting Windesheim by car, you can park your car on Campus. Windesheim has three parking spaces, indicated by P on the map on the next page.

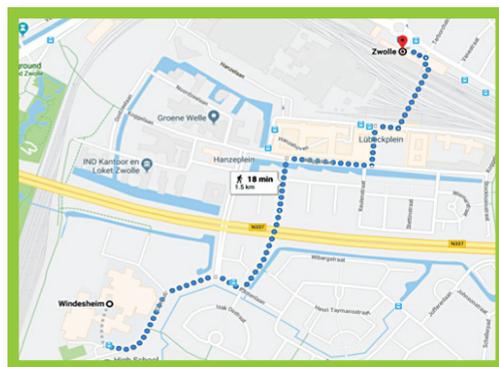
- **Coming from the motorway A28 (Amersfoort - Groningen):** follow the signs for Zwolle, take exit 18 "Ring-Zuid", follow the signs for Almelo, and continue on the N337 IJsselallee. Subsequently, take the second turn to your right, to "Schelle Noord - Hogeschool Windesheim" (Burgemeester van Walsumlaan). After 130 metres turn right towards the Windesheim Campus.
- **Coming from the N35 (Almelo - Zwolle):** follow the signs for Zwolle - Amersfoort (motorway). On the Ittersumallee take a right turn after 1200 metres to the N337 (IJsselallee). After about 2 kms turn left to "Schelle Noord - Hogeschool Windesheim" (Burgemeester van Walsumlaan). After 130 metres turn right towards the Windesheim Campus.

### Taxi Providers:

Taxi Zwolle (+31) 38 337 7297 www.taxizwolle.nl  
Taxi Centrale Zwolle (+31) 38 422 2333 www.tcz.nl  
R.M. Taxi Zwolle (+31) 38 420 4220 www.rmtaxi-zwolle.nl

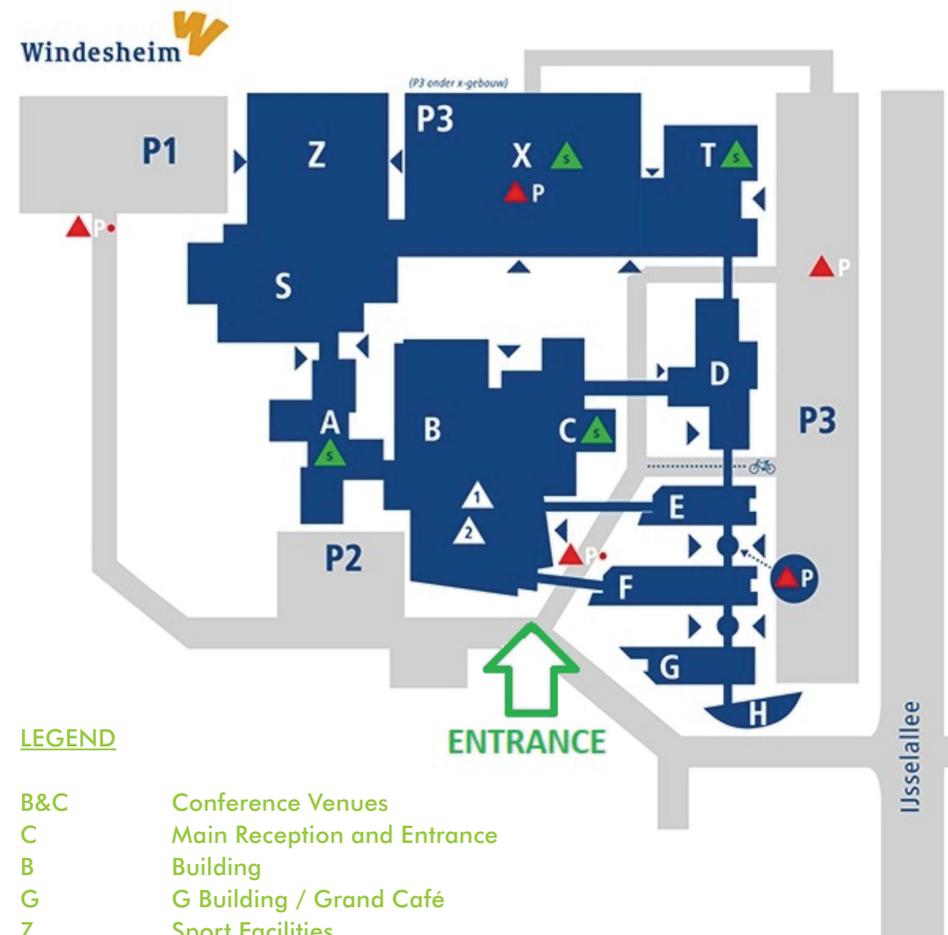
### Rent a bike (may also be provided by your hotel)

Profile Gait Rigter (+31) 38 453 1527 www.gaitrigter.nl



### CAMPUS MAP

Below you will find the campus map of Windesheim in Zwolle with all buildings and parkings.



### LEGEND

B&C	Conference Venues
C	Main Reception and Entrance
B	Building
G	G Building / Grand Café
Z	Sport Facilities
△ 1	Atrium / Information Desk & Registrations
△ 2	Auditorium
P1 P2 P3	Parking Facilities
▲ P	Parking Ticket Machines

## Sport facilities (building Z)

“On Campus” is a modern, multifunctional sport complex in Zwolle, located at the Windesheim Campus. With three swimming pools, a fitness center, climbing hall, judo room and 14 gyms you will always find a sport that suits you.

### Swimming pool

You can join the swimming pool for swim laps every day at the following times. For one ticket you pay €5,40.

- 7.30am till 9.30am
- 11.30am till 1.30pm
- 4.30pm till 9.30pm (except Friday night)

There is also a possibility to join our groups lessons in the swimming pool. For one ticket you pay €7,15. For example, we offer:

- Aqua Move: Tuesday, Wednesday and Friday 8.00am, Wednesday and Friday 12.30pm, Wednesday 8.30pm
- Pilates: Tuesday 8.30pm and Thursday 6.00pm  
In the large and small muscles in warm(er) water is ideal for a better attitude! This soothing lesson is still strenuous, in a dynamic, flowing shape.
- Crawl training: Tuesday 11.30am, Wednesday 7.30pm and Thursday 7.30am
- Suitable for all levels: from starting swimmers who want to get the hang of the breast crawl to experienced swimmers who want to improve their technique.

## Fitness center

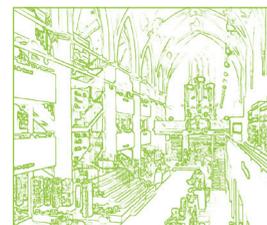
Our fitness center is open every day from 8.00am till 9.30pm. Except on Thursday, the fitness center then opens at 11.30am.

There are also some groups lessons available for you to join. A ticket for a group lesson fitness is €7,50. For the whole schedule of groups lessons, you should visit the website (<https://www.on-campus.nl/praktische-info/openingstijden>)

- Synergy: every day at 10.00am, 12.00am, 5.00pm and 8.00pm  
In the middle of our fitness center is the Synergy 360, the ultimate full-body workout for anyone who wants to see results quickly. With ropes, balls, weights, barbells, kettlebells etc. you train your whole body intensively.
- Yoga: Tuesday 4.30pm  
By practicing yoga on a regular basis you will start to feel more energetic, more lively and more powerful. After a while, you do not want to be without it! Experience how relaxed and powerful you can really be.
- Zumba: Wednesday 6.00pm and 7.00pm  
Dance and fitness on uplifting music! Learn different choreographies from the instructor and go all out on the music. You make the movements as intensively as you want.

If you have any questions, you can visit the website (<https://www.on-campus.nl/>) or call 00 31 88-4697000.

## SOCIAL EVENTS



### WELCOME RECEPTION

Tuesday July 3rd, 19:00 - 21:00

Event title: The Guardians of Tradition

The Welcome Cocktail for all conference participants will be held at Waanders In de Broeren, a famous family - business bookshop set in a renovated 15th Century church in Zwolle City Centre.

Achter de Broeren 1-3, 8011 VA Zwolle, Netherlands  
Dress code: Casual



### SOCIAL DINNER

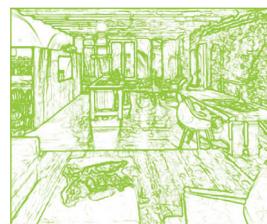
Wednesday July 4th, 18:00 - 22:00

Event title: Preserving History through Disruption

The Social Dinner will be held at De Franse School, a 16th Century Building in the historical village of Hattem, Kerkplein 16, 8051 GH Hattem.

Dress code: Casual

Transports: Busses will leave from Windesheim University at 17:30 and will leave from De Franse School at 21:00/21:30/22:00. On the way back, the bus will stop at all main hotels.



### GALA DINNER AND AWARD CEREMONY

Thursday July 5th, 20:00 - 23:30+

Event title: Storytelling across Generations: Fairy Tales Meet Contemporary Arts

The Gala Evening and Award Ceremony will be held at the RAW Space, a converted industrial space, now cultural platform of the famous artist Ronald A. Westerhuis. Willemsvaart 21A, 8019 AB Zwolle

Dress code: Formal

### ABSTRACT:

The need to tell and hear stories is second only to the need for nourishment, and precedes love and shelter. People can survive without love or home, but almost none in silence; narratives are the opposite of silence, and stories are the sound of our lives. Storytelling serves a purpose that outlasts generations. People started telling stories to explain natural phenomena. Among these stories, fairy tales are special carriers of life lessons passed from one generation to the next until today, hidden behind imaginary worlds and characters.

Storytelling also found an expression in painting and sculpture, long used to tell narratives of religion, patronage, and power. But in the twentieth century's artistic quest for abstraction, artists have made a radical break with the past, rejecting the figurative and virtually eliminating any explicit narrative content. These new narrative frames highlight the roles that each of us can play, both as an author and a reader. They define meaning in today's interconnected and multivalent world. Artists today engage with narratives through installation, painting, photography, sculpture, video, and performance. For these artists, storytelling does not necessarily require plots, characters or settings. Rather, narrative potential lies in everyday objects and materials, and their embedded cultural associations.

This is what inspires the work of Ronald A. Westerhuis. Tonight, please enjoy experiencing the rich historical relationship between literature and arts. In this polyphony, we hope you will discover a timeless journey in the world of human cultural expression.

## KEYNOTE SPEAKERS

### Joseph H. Astrachan, Kennesaw State University, USA



Joe Astrachan is Professor Emeritus and past executive director of the Cox Family Enterprise Center at the Coles College of Business, Kennesaw State University near Atlanta, Georgia, USA. He is also a Faculty Scholar with the Smith Family Business Initiative at Cornell University. Dr. Astrachan has received numerous awards for his research and service from family business, entrepreneurship, management, and research-oriented associations including awards from the Family Firm Institute and the Family Business Network International. He is author or coauthor of more than 25 book chapters, 48 scientific publications, and ten books including the much acclaimed *Communication and Conflict in Family Business*, and *Mechanisms to Assure Family Business Cohesion: Guidelines for Family Business Leaders and Their Families*. He is a frequent speaker on the topic having given more than 300 speeches around the globe. Dr. Astrachan is coeditor of the scientific publication the *Journal of Family Business Strategy*, past editor *Family Business Review*. Dr. Astrachan has over 30 years experience studying and working with family companies and has spoken in over 35 countries. He has served on a total of 16 boards of privately owned family businesses (currently serving on eight) in a variety of industries including: heavy equipment, automotive, restaurants, building materials, food manufacturing, retailing and distribution, commercial and multifamily real estate, and healthcare. Dr. Astrachan comes from a family business background (container and tanker shipping, coal mining and pharmaceuticals). Dr. Astrachan earned his B.A., M.A., M. Phil., and Ph.D. degrees at Yale University.

### Timothy S. Mescon, AACSB International, Netherlands



Timothy S. Mescon is executive vice president and chief officer for Europe, the Middle East, and Africa for AACSB International. He is president emeritus of Columbus State University (Georgia), where he served from 2008 to 2014. Previously, he served as dean and Dinos Eminent Scholar Chair for 18 years at the Michael J. Coles College of Business at Kennesaw State University in Georgia. Mescon gained extensive experience as an AACSB peer review team member, chair, and committee member for 25 years before joining AACSB. He is the author of more than 200 articles and case studies, and he has coauthored four books, his latest *Entrepreneurship: Venture Initiation, Management and Development*, 2nd edition (Routledge/M.E. Sharpe). Mescon received his PhD from the Terry College at The University of Georgia, his MBA from the Cox School at Southern Methodist University, and his BA from Tulane University.

### Kimberly D. Elsbach, University of California Davis, USA



Kimberly D. Elsbach is Professor of Management and Stephen G. Newberry Chair in Leadership at the Graduate School of Management, University of California, Davis. She is also an International Research Fellow at the Center for Corporate Reputation, Oxford University, Editor-in-Chief for *Academy of Management Annals*, and co-founder and organizer of the Davis Conference on Qualitative Research. Kim's research focuses on perception - specifically how people perceive each other and their organizations. She has studied these perceptual processes in variety of contexts ranging from the California cattle industry, and the National Rifle Association, to Hollywood screenwriters. Her most recent work examines how crying at work affects perceptions of professional women at work and how self-perceptions influence one's willingness to take ideas in creative collaborations.

### Josip Kotlar, Lancaster University, UK



Josip Kotlar is Associate Professor of Family Business at the Lancaster University Management School (LUMS). His research interests are at the intersection of strategy, entrepreneurship and innovation, and his work focuses primarily on family businesses. On these topics, he has published articles in leading journals including *Academy of Management Journal*, *Entrepreneurship Theory & Practice*, *Journal of Product Innovation Management*, *Academy of Management Perspectives*, *Small Business Economics*, *Family Business Review*, and *Journal of Family Business Strategy*. His research and teaching are informed by ongoing engagement with family business leaders, business service providers and policy makers. He is a Board Member and Executive Director of Research & Publications of the International Family Enterprise Research Academy (IFERA).

## CONFERENCE AWARDS

This year's conference features the following Awards:

### 2018 IFERA Best Ph.D. research proposal award

Award stipend: 2,000€ award sponsored by IFERA

### 2018 The "Province of Overijssel" best conference paper award

Award stipend: 2,500€ award sponsored by Province Overijssel

### 2018 IFERA Best paper on conference theme

Award stipend: 1,000€ award sponsored by IFERA

### 2018 The "Ten Clarenwater Foundation" best teaching case award

Award stipend: 1.500€ sponsored by Ten Clarenwater Foundation

### 2018 FBned Best paper contribution to practice award

Award stipend: 1,000€ award sponsored by Family Business Netherlands (FBned)

### 2018 The "Dutch Centre for Family Business" best reviewer award

Award stipend: 500€ and 2019 IFERA conference fee waiver sponsored by IFERA

### The 2018 Award Jury Reviewers:

Astrachan, Joe  
Bernhard, Fabian  
Botero, Isabel  
Boyd, Britta  
Calabro, Andrea  
De Massis, Alfredo  
Eddleston, Kimberly  
Kammerlander, Nadine  
Kotlar, Josip  
Labaki, Rania  
Matser, Ilse  
Melin, Leif  
Memili, Esra  
Nordqvist, Mattias  
Pieper, Torsten  
Poutziouris, Panikkos  
Rau, Sabine  
Steier, Lloyd  
Van Gils, Anita

## AWARD NOMINATIONS

### 2018 IFERA Best Ph.D. Research Proposal Award

Description: The International Family Enterprise Research Academy (IFERA) is dedicated to facilitating and promoting the advancement of family business research by encouraging sound, scholarly, and rigorous research practices derived from all accepted methods of inquiry and philosophical traditions. The IFERA Best Ph.D. Research Proposal Competition initiative aims to acknowledge and honor the next generation of family business scholars whose research is deemed to hold significant promise to increase extant knowledge in the broad area of family business.

The following submissions have been nominated for the IFERA 2018 Best Ph.D. Research Proposal Award:

Title	Author	Affiliation
The Relationship between Socio-Emotional Wealth and Emotional Labor in Family Firms	Ayoosha Saleem	University of Adelaide
Role Reversal: Exploring the M&A Process when the Family Firm is the Acquirer	Darin A. Dredge	Kennesaw State University
Ownership Succession Financing and Post-Succession Development Paths in Private Family Firms	Ellen Janssen	Hasselt University
Temporal Orientation of Family Firms: An Examination of Drivers and Innovation Implications	Frank Bos	Windesheim University of Applied Sciences/ University of Groningen

### 2018 The “Province of Overijssel” Best conference paper

Description: This award is to recognize the best of our best conference research papers. Selected based on reviews and juried. This award is sponsored by Province of Overijssel.

Nominees		
Paper	Title	Authors
6	Risk-taking and Financial Distress in Family Business	Francesco Chirico, Massimo Baù, Luis R. Gómez-Mejía and Geoffrey Martin
62	Family Firm Longevity and Succession Processes: A Theory of Business Family Learning	Ann Sophie Katharina Löhde, Andrea Calabrò and Mariateresa Torchia
78	Commitment is not enough: Goal alignment as the key to performance in family firms	Sabrina Schell, Julia K. De Groote, Laura Stanley and Joseph T. Cooper
145	Unpacking resource exchange in internal corporate venturing: Decision framing, risk and consequences for venture autonomy	Mara Brumana, Tommaso Minola, Matthias Waldkirch and Mattias Nordqvist

## AWARD NOMINATIONS

### 2018 IFERA Best Paper on Conference Theme

Description: This award is to recognize the best of our best conference papers on the conference theme. Selected based on reviews and juried. This award is sponsored by IFERA.

Nominees		
Paper	Title	Authors
114	Strategic Renewal Throughout the Family-Business: The Effect of Newcomers and Oldtimers	Inge Jantine Marianne Scholman, Lucie Rosemarie Van den Bergh, Flóra Debreczeni, Yoran Frauenfelder and Jan Pieter Coenraad Rigtering
118	Family Equity Generation–The central survival mechanism of entrepreneurial families	Nadine Kammerlander and Philipp Bierl
148	Family Firm Disrupters: Exploring the Relationships between Family Cohesion, Family Disruptive Capacity, and Company Disruptive Capacity	Joseph Astrachan, Claudia Binz Astrachan and Josip Kotlar

### 2018 The “Then Clarenwater Foundation” best teaching case award

Description: This award is to recognize the best of our best conference cases. Selected based on reviews and juried. This award is sponsored by The ten Clarenwater Foundation.

Nominees		
Paper	Title	Authors
120	Jansen Office Supplies: Love to Work...or not? A Shift in Leadership and Strategy	Jan Willem van der Vloot van Vliet, Rachel Heeringa and Ilse Matser
146	Solar Innovations Group: Managing Change in a Family Firm	Judith van Helvert-Beugels and Jolanda Knobel
150	Succession in the Czech family business - the case of LIKO-S company	Lenka Machková and Jiří Hnilica

## AWARD NOMINATIONS

### 2018 FBNet Best paper contribution to practice award

Description: This award sponsored by Family Business Netherlands (FBNet) is to recognize and encourage contributions to improving practice. Nominated papers by jury reviewers during the conference paper review process are considered for this award.

Nominees		
Paper	Title	Authors
25	Outside Director and the Disclosure of Firm-Specific Information to the Board of Directors in Privately Held Firms	Yan Du, Ann Jorissen and Lorraine Uhlaner
52	Family Business Growth: Tensions between Family and Business Values and the Role of Temporal Work	Johanna Raitis, Innan Sasaki and Josip Kotlar
69	Understanding the Development of Psychological Ownership in Family Firms: The Role of Family Dynamics	Maria Piedad Lopez-Vergara and Isabel C. Botero
96	"Can I transfer my ties to my son?" The transfer of external social capital in family business transgenerational succession	Emanuela Rondi

### 2018 The Dutch Centre for Family Business best reviewer award

Description: The Dutch Centre for Family Business and IFERA greatly appreciate the time and effort their colleagues and members put to reviewing papers and providing feedback to the authors. The quality of reviews is critical considering the aims of IFERA conference and, therefore, we wish to recognize outstanding reviewers.

The following people have been nominated for the IFERA 2018 Best Reviewer Award:

#### Junior scholars:

- Arzubiaga, Unai
- Brinkerink, Jasper
- Magrelli, Vittoria
- Schell, Sabrina
- Vandebek, Alana

#### Experienced scholars:

- Dawson, Alexandra
- Gnan, Luca
- Holt, Daniel
- Hadjimanolis, Athanasias
- Haag, Kajsia
- Pittino, Daniel
- Szymanska, Izabela

#### Special Issues

This year's conference will feature one Special Issue:

- Journal of Family Business Strategy (JFBS)

Further information can be retrieved in the "Meet the Editors" sessions of the conference (see program).

## SUBMISSION STATISTICS

### Total number of submissions: 150

Papers included in the program:

Paper presentations (PP)	51
Discussion sessions (DS)	64
Case studies (CS)	8
Research dissemination (RD)	9
Total	132

Authors distribution across countries

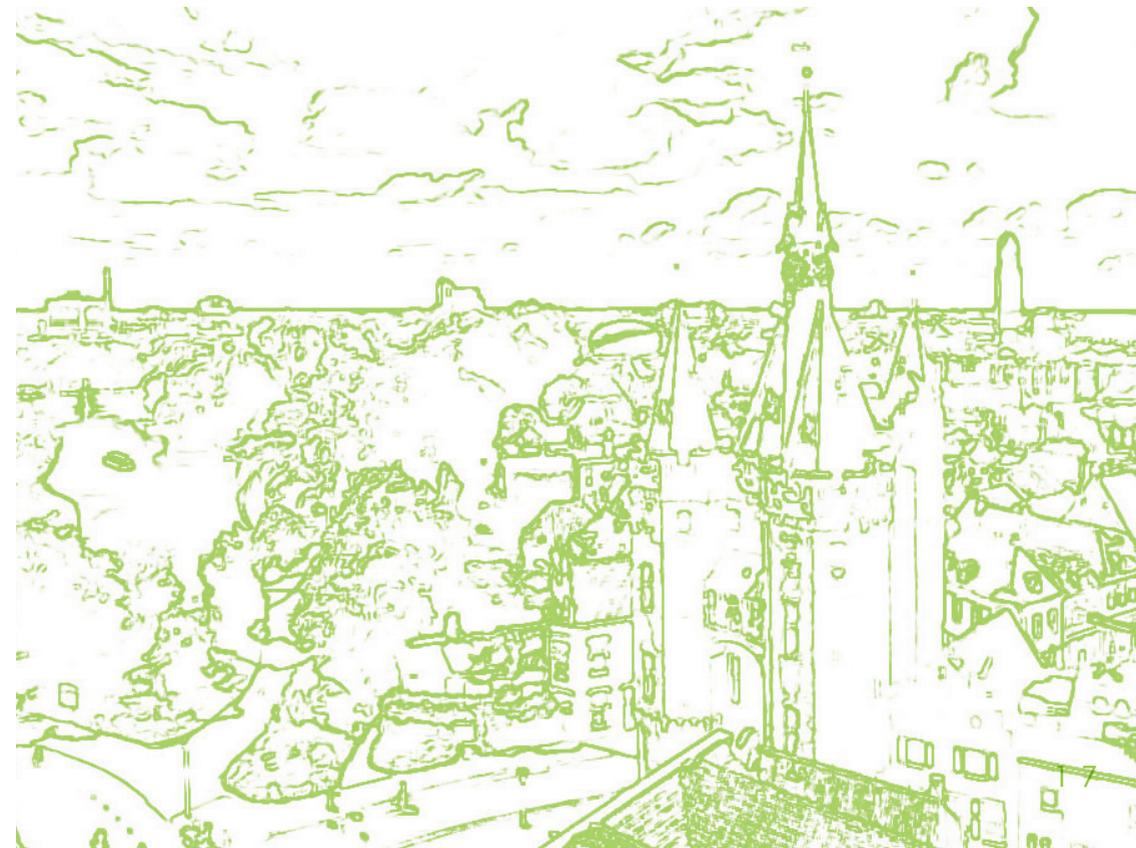


Country	Number of Authors	Country	Number of Authors	Country	Number of Authors
Germany	31	Australia	8	Lebanon	3
Spain	30	Ireland	7	Portugal	3
Netherlands	26	Switzerland	7	Denmark	2
United States of America	26	Colombia	6	El Salvador	2
Belgium	20	Poland	6	Hungary	2
Italy	18	China	5	Taiwan	2
United Kingdom	17	Czech Republic	5	Indonesia	1
Sweden	12	France	5	New Zealand	1
Austria	11	Philippines	5	Saudi Arabia	1
Canada	9	Argentina	4	Singapore	1
Finland	9	Brazil	4	Sri Lanka	1
Malaysia	9	India	4	Tunisia	1
Mexico	9	Japan	3	Total	316

# PROGRAM OVERVIEW

Time	Tuesday July 3 <sup>rd</sup>	Wednesday July 4 <sup>th</sup>	Thursday July 5 <sup>th</sup>	Friday July 6 <sup>th</sup>
	Doctoral and Faculty Consortiums program	Academic program & business engagement day	Academic program	Academic program
8:00	Conference Registration	Conference Registration		
8:30	Doctoral and Faculty Consortiums	Welcome Address	Conference Registration	
9:00		Keynote Speech (Astrachan)	Keynote Speech (Elsbach)	Paper Presentation Sessions F
9:30				
10:00		Coffee break & Conference Registration	Coffee break	Coffee break & Presentation FOBI Scholar in Residence 2019
10:30				
11:00		Paper Presentation Sessions A & FB leaders Presentation Sessions	Paper Presentation Sessions C	Keynote Speech (Kotlar)
11:30				
12:00		Lunch break	Lunch break & IFERA Fellows meeting	IFERA Business meeting and closing remarks
12:30				
13:00				
13:30		Paper Presentation Sessions B & FB leaders Presentation Sessions	Paper Presentation Sessions D	Lunch & greetings
14:00				
14:30		Case study and Research dissemination sessions	Meet the Editors & SI/Paper development sessions	
15:00				
15:30		Coffee break	Coffee break	
16:00				
16:30	Keynote Speech (Mescon)	Paper Presentation Sessions E		
17:00				
17:30	IFERA Board meeting Room F2.45	Bus transport to social dinner		
18:00				
18:30	Conference Registration	Social dinner	Break	
19:00				
19:30				
20:00	IFERA 2018 Welcome Reception		Gala dinner	
20:30				

# DAILY OVERVIEW



# 3<sup>RD</sup>

Tuesday, July 2018

## DOCTORAL & FACULTY CONSORTIUMS PROGRAM

TIME	Doctoral Consortium	Faculty Development Consortium
8:15	COFFEE AND REGISTRATION - ATRIUM (C-BUILDING)	
8:45	<u>Anita van Gils, Claudia Binz Astrachan &amp; Torsten Pieper</u> Welcome and information about the logistics of the day - Room F2.40	
8:55	ACADEMIC SPEED DATING - F2.40	
9:15	<u>Josip Kotlar &amp; Unai Arzubiaga</u> Setting yourself up for success: Managing the early stages of an academic career - F2.40	<u>Joe Astrachan &amp; Judith van Helvert</u> Mixing theory and practice: on being an academic board member - F2.39
10:00	<u>Massimo Bau</u> Managing your PhD journey and beyond: what's in the stars for you? - F2.40	<u>Expert Panel</u> <u>(Moderation: Anita Van Gils)</u> Family Business education 2020: a review, assessment, and outlook - F2.39
10:45	COFFEE AND REFRESHMENTS - F2.40	
11:00	<u>Breakout Sessions</u> Individual coaching session with experienced family business faculty - F2.40	<u>Lise Moeller</u> Running a successful Family Business Center at a business school: Insights from 10 years at IMD and INSEAD - F2.39
11:45	<u>Ramia El Agamy-Khan</u> Big Data - possible implications for family business research - F2.40	
12:30	LUNCH - ATRIUM (C-BUILDING)	
13:30	<u>Expert Panel (Moderation: Ramia El Agamy-Khan)</u> Social media for academics: must or bust? - F2.40	

TIME	Doctoral Consortium	Faculty Development Consortium
14:15	<u>Breakout Sessions</u> Individual coaching session with experienced family business faculty - F2.40	<u>Alfredo De Massis, Rania Labaki, Ilse Matser</u> Overcoming the theory-practice divide in family business research: Toward an engaged model of scholarship - F2.39
15:00	COFFEE AND REFRESHMENTS - F2.40	
15:15	<u>Alfredo De Massis</u> Jumping on the family business spacecraft: Trends (and opportunities) in research on family enterprises - F2.40	<u>Tim Mescon</u> Sustaining Family Business faculty & programs: fundraising, programs & seminars, consulting and other challenges not referenced in doctoral programs - F2.39
16:00	<u>Kimberly Elsbach</u> The case study method as a valuable approach in Family Business research Followed by an Academy of Management Annals Q&A - F2.40	
17:30	<u>Claudia Binz Astrachan &amp; Torsten Pieper</u> Conclusion and acknowledgments - F2.40	



# 3<sup>RD</sup>

Tuesday, July 2018

## DOCTORAL & FACULTY CONSORTIUMS PROGRAM

### DOCTORAL CONSORTIUM - BREAKOUT SESSION ALLOCATION

#### BREAKOUT SESSION 1 (11:00 - 11:45)

STUDENT NAME	FACILITATORS
Cristina Alvarado	Josip Kotlar
Ricardo Aparicio Castillo	Ilse Matser
Carlotta Benedetti	Joe Astrachan
Ge Bingbing	Anita Van Gils
Mira Bloemen-Bekx	Kimberly Elsbach
Frank Bos	Josip Kotlar
Darin Dredge	Isabel Botero
Aliaa El Shoubaki	Kimberly Elsbach
Elena Fuetsch	Massimo Baù
Nicole Gottschalk	Anita Van Gils
Tejas Hardugkar	Josip Kotlar
Ellen Jansen	Joe Astrachan
Katrien Janssen	Rania Labaki
Vittoria Magrelli	Torsten Pieper
Jaakko Metsola	Ilse Matser
Ayoosha Saleem	Isabel Botero
Kirsten Stotmeister	Massimo Baù
Ruth Überbacher	Torsten Pieper
Vanessa Weimann	Torsten Pieper
Albertha Wielsma	Rania Labaki

#### BREAKOUT SESSION 2 (14:15 - 15:00)

STUDENT NAME	FACILITATORS
Cristina Alvarado	Anita van Gils
Ricardo Aparicio Castillo	Isabel Botero
Carlotta Benedetti	Kimberly Elsbach
Ge Bingbing	Massimo Baù
Mira Bloemen-Bekx	Josip Kotlar
Frank Bos	Torsten Pieper
Darin Dredge	Esra Memili
Aliaa El Shoubaki	Josip Kotlar
Elena Fuetsch	Torsten Pieper
Nicole Gottschalk	Isabel Botero
Tejas Hardugkar	Fabian Bernhard
Ellen Jansen	Josip Kotlar
Katrien Janssen	Esra Memili
Vittoria Magrelli	Massimo Baù
Jaakko Metsola	Fabian Bernhard
Ayoosha Saleem	Kimberly Elsbach
Kirsten Stotmeister	Anita van Gils
Ruth Überbacher	Joe Astrachan
Vanessa Weimann	Joe Astrachan
Albertha Wielsma	Torsten Pieper

### DOCTORAL CONSORTIUM PARTICIPANTS

ATTENDEE	NAME & AFFILIATION	TOPIC OF INTEREST
	Cristina Alvarado Universitat de Barcelona cristina.alvarado.alvarez@gmail.com	Socioemotional wealth, constructive conflict management and resilience in family firms in Spain and Latin America.
	Ricardo Aparicio Castillo IPADE Business School raparicio@ipade.mx	The Succession of the CEO from the Perspective of the Founder in Mexican Family.
	Carlotta Benedetti Free University of Bozen-Bolzano Carlotta.Benedetti@economics.unibz.it	How do family firms maintain authenticity while innovating, leveraging on family heritage, and at the same time finding a contemporary way of expressing authenticity?
	Ge Bingbing Lancaster University b.ge1@lancaster.ac.uk	Knowledge preservation and changeduring family business succession.
	Mira Bloemen-Bekx Windsheim University/ Hasselt University WMJM.Bloemen-Bekx@windsheim.nl	Career intentions, socialization, and succession planning in business families as part of the preparation stage in the succession process.
	Frank Bos Windsheim University/ University of Groningen fh.bos@windsheim.nl	Temporal orientation of family firms: An examination of drivers and innovation implications.
	Darin Dredge Kennesaw State University Darin.Dredge@kochmbm.com	Why and how do family firms use mergers and acquisitions to grow?
	Aliaa El Shoubaki Montpellier Business School a.elshoubaki@montpellier-bs.com	The role of human and social capital in small new ventures; entrepreneurship, co-preneurship.
	Elena Fuetsch WU Vienna University of Economics and Business Elena.Fuetsch@wu.ac.at	Innovation in family firms.
	Nicole Gottschalk WHU - Otto Beisheim School of Management Nicole.Gottschalk@whu.edu	Employee dynamics in small and medium-sized enterprises and family firms.

## DOCTORAL CONSORTIUM PARTICIPANTS

ATTENDEE	NAME & AFFILIATION	TOPIC OF INTEREST
	Tejas Hargudkar University of Groeningen T.D.Hargudkar@rug.nl	The Five Dimensions of Socioemotional Wealth and Strategic Renewal in Family Firms.
	Ellen Janssen Hasselt University ellen.janssen@uhasselt.be	Consequences of ownership succession financing on post-succession development paths of private family firms.
	Katrien Jansen Hasselt University katrien.jansen@uhasselt.be	Financing decisions in family firms.
	Vittoria Magrelli Lancaster University v.magrelli@lancaster.ac.uk	Role of family ownership and management in fostering innovation and change across generations.
	Jaakko Metsola Lappeenranta University of Technology Jaakko.Metsola@lut.fi	Socioemotional wealth in the context of internationalization of family firms.
	Ayoosha Saleem The University of Adelaide ayoosha.saleem@adelaide.edu.au	The Effect of Socio-Emotional Wealth on the Nature of Emotional Labor in Family Firms.
	Kirsten Stotmeister Zepelin University Kirsten.stotmeister@web.de	Emergence & Dissolution : The History of Longevity of Publicly Traded Family Firms from 1950-1999.
	Ruth Überbacher Free University of Bozen-Bolzano Ruth.ueberbacher@economics.unibz.it	Effects of digitalization on the strategies as well as the performance of family businesses, and how they deal with the new digital technologies.
	Vanessa Weimann Witten/Herdecke University Vanessa.Weimann@uni-wh.de	Influence of non-financial goals and values on Corporate Entrepreneurship (CE), Innovation and digitization activities in family firms.
	Albertha Wielsma Windesheim University/ Jönköping University a.wielsma@windesheim.nl	The influence of the family on reputation management in family firms, and how a family firm brand that is built on the family identity affects the family.

## FACULTY CONSORTIUM PARTICIPANTS

ATTENDEE	NAME & AFFILIATION	TOPIC OF INTEREST
	Fabian Bernhard EDHEC Business School fabian.bernhard@edhec.edu	Emotional dynamics in family businesses, next generation education and preparation, psychological ownership, commitment, social identity, and their influence on the decision-making process in family firms.
	Mara Brumana University of Bergamo mara.brumana@unibg.it	Entrepreneurial initiatives pursued by mature organizations, such as family firms, and the management of institutional complexity in international corporate entrepreneurship.
	Giovanna Campopiano Witten/Herdecke University Giovanna.Campopiano@uni-wh.de	Family involvement in governance, entrepreneurial activities, corporate social responsibility and philanthropic activities; family dynamics and ownership structure and its influence on decision-making and performance.
	Giorgia d'Allura University of Catania gdallura@unict.it	Influence of governance structure on firms' development patterns and strategy, particularly family business environments and innovation.
	Vanessa Diaz Universitat de les Illes Balears vanessa.diaz@uib.es	Her current research focuses on decision-making processes in family firms, and how past experiences influence future strategic behavior; particularly long-term orientation, innovation, non-economic goals, internationalization and family involvement.
	Eleftheria Egel ee@amfortas.eu	Influence of leaders' spirituality on sustainability, and in particular how it impacts their sense of responsibility towards their employees, their community and the environment.
	Ramzi Fathallah American University of Beirut rf63@aub.edu.lb	Family business and international business, particularly family businesses that operate in politically and economically unstable contexts; values and ethical behavior in family firms.
	Wang Hao Zhejiang University City College wanghao@zucc.edu.cn	Family business heterogeneity, family business goals and behaviors, family business strategies under uncertain and turbulent circumstances.

## FACULTY CONSORTIUM PARTICIPANTS

ATTENDEE	NAME & AFFILIATION	TOPIC OF INTEREST
	Jiri Hnilica University of Economics Prague hnilica@vse.cz	How do attitudes and behaviors among owners of privately-held firms impact the nonfinancial and financial performance.
	Astrid Kramer Tilburg University A.E.Kramer@uvt.nl	Family firm employees, innovation, corporate entrepreneurship and entrepreneurial orientation.
	Judith van Helvert-Beugels Windesheim University jmc.van.helvert@windesheim.nl	Corporate Governance and advisory boards in family firms.
	Pedro Vazquez IAE Business School PVazquez@iae.edu.ar	Family firm goals, ethics, corporate social performance.
	Erik Veldhuizen Windesheim University hg.veldhuizen@windesheim.nl	Governance, agricultural succession and successful transgenerational entrepreneurship practices (STEP project on internationalization).



# 4<sup>th</sup>

## Wednesday, July 2018 - Daily overview **ACADEMIC PROGRAM & BUSINESS ENGAGEMENT DAY**

TIME	SESSION
7:45 - 8:30	CONFERENCE REGISTRATION - ATRIUM (C-BUILDING)
8:30 - 9:00	<u>Welcome Address</u> IFERA President and Conference Chairs - Auditorium (C-building)
9:00 - 10:30	<u>Keynote Speech, Joseph Astrachan</u> "Designing for Disruption: Building Family Business Disruptive Capacity" Discussion with family business entrepreneurs Arend van der Sluis and Hester Kuypers (ITM-group) and Reinoud van Lennep (Royal Joh. Enschedé) - Auditorium (building C)
10:30 - 11:00	COFFEE BREAK - ATRIUM (C-BUILDING)
11:00 - 12:30	<u>Paper Presentation (PP), Discussion Sessions (DS) and Family Practice (FP) Sessions</u>  PP1 - Decision-making and performance - F2.40 PP2 - Human resource practices - B0.51 PP3 - Entrepreneurship - B0.52 DS1 - Governance - B0.68 DS2 - Female leadership and succession - B0.70 FP1 - Stimulating innovation in family firms - F2.39 FP2 - Engaged scholarship: Bridging the practice-research gap - F2.45
12:30 - 13:30	LUNCH BREAK - ATRIUM (C-BUILDING)
13:30 - 15:00	<u>Paper Presentation (PP), Discussion sessions (DS) and Family Practice (FP) Sessions</u>  PP4 - Innovation - F2.40 PP5 - Succession - B0.51 PP6 - Financial management - B0.52 DS3 - Strategic behavior - B.068 DS4 - Corporate social responsibility and ethics - B0.70 FP3 - The next generation: education and preparation - F2.39 FP4 - Wealth, economic inequality and the family firm - F2.45

4<sup>Th</sup>

Wednesday, July 2018 - Daily overview  
**ACADEMIC PROGRAM &  
 BUSINESS ENGAGEMENT DAY**

TIME	SESSION
15:00 - 16:00	<p><b><u>Case Study (CS) and Research Dissemination (RD) sessions</u></b></p> <p>CS1 - Strategic decision making - F2.45            CS2 - Growth and innovation - F2.39            CS3 - Succession - B0.68            CS4 - Continuity and internationalization - B0.70            RD1 - Governance - F2.40            RD2 - Conflict, resilience and ethics - B0.51            RD3 - Branding and growth - B0.52</p>
16:00 - 16:30	COFFEE BREAK - ATRIUM (C-BUILDING)
16:30 - 17:30	<p><b><u>Keynote Speech, Timothy Mescon</u></b>            "Family business as a career: A critical need to commit to life-long learning &amp; reinvention" - Auditorium (C-building)</p>
17:45	BUSSES LEAVING FROM WINDESHEIM CAMPUS TO SOCIAL DINER
18:00 (-21:30)	SOCIAL DINNER AT "DE FRANSE SCHOOL" IN HATTEM

## \* LEGEND

PP - Paper Presentation Sessions  
 DS - Discussion Sessions  
 FP - Family Practice Sessions  
 CS - Case Study Sessions  
 RD - Research Dissemination Sessions  
 MTE - Meet the Editors Session

5<sup>Th</sup>

Thursday, July 2018 - Daily overview  
**ACADEMIC PROGRAM**

TIME	SESSION
9:00 - 10:30	<p><b><u>Keynote Speech, Kimberly Elsbach</u></b>            "The role of authenticity in motivating family business identification: Insights from a study of NASCAR fans" - Auditorium (C-building)</p>
10:30 - 11:00	COFFEE BREAK - ATRIUM (C-BUILDING)
11:00 - 12:30	<p><b><u>Paper Presentation (PP) and Discussion Sessions (DS)</u></b></p> <p>PP7 - Growth - F2.40            PP8 - CSR and Religion - B2.23            PP9 - Leadership, professionalization and employee behavior - B2.27            DS5 - Communication and marketing - B2.43            DS6 - Innovation and governance - B2.45            DS7 - Digitalization and disruption - F2.39            DS8 - Human capital - F2.45</p>
12:30 - 13:30	LUNCH BREAK - ATRIUM (C-BUILDING)
13:30 - 15:00	<p><b><u>Paper Presentation (PP) and Discussion Sessions (DS)</u></b></p> <p>PP10 - Innovation - F2.40            PP11 - Internationalization - B2.23            PP12 - SEW and familiness - B2.27            DS9 - Familiness and culture - B2.43            DS10 - Work and compensation practices - B2.45            DS11 - Entrepreneurship - F2.39            DS12 - Succession - F2.45            FBR 2020 Review Special Issue workshop - B2.93</p>

5<sup>Th</sup>

Thursday, July 2018 - Daily overview  
**ACADEMIC PROGRAM**

TIME	SESSION
15:00 - 16:00	<p><b><u>Meet the editors (MTE) sessions</u></b></p> <p>Introduction (plenary) - Auditorium (C-building)            Followed by dedicated sessions:            Journal of Family Business Strategy (Torsten Pieper and Joseph Astrachan) - F2.40            Journal of Business Venturing (Kim Eddleston) - B2.33            Family Business Review (Alfredo De Massis, Peter Jaskiewicz, Josip Kotlar) - B2.27            JFBS Special Issue "Coping with Disruptions: Family Firm Continuity and Sustainability in Times of Rapid Change" (Anita Van Gils, Josip Kotlar) - F2.45</p>
16:00 - 16:30	COFFEE BREAK - ATRIUM (C-BUILDING)
16:30 - 18:00	<p><b><u>Paper Presentation (PP) and Discussion Sessions (DS)</u></b></p> <p>PP13 - Succession - F2.40            PP14 - Governance - B2.23            PP15 - Career performance - B2.27            DS13 - Organizational Resilience - B2.43            DS14 - Time and Temporality - F2.39            DS15 - Financial Management - F2.45            FBR Special Issue Workshop - F2.93</p>
20:00 - 23:30	GALA DINNER AT RAW SPACE IN ZWOLLE

* LEGEND	<p>PP - Paper Presentation Sessions            DS - Discussion Sessions            FP - Family Practice Sessions            CS - Case Study Sessions            RD - Research Dissemination Sessions            MTE - Meet the Editors Session</p>
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6<sup>Th</sup>

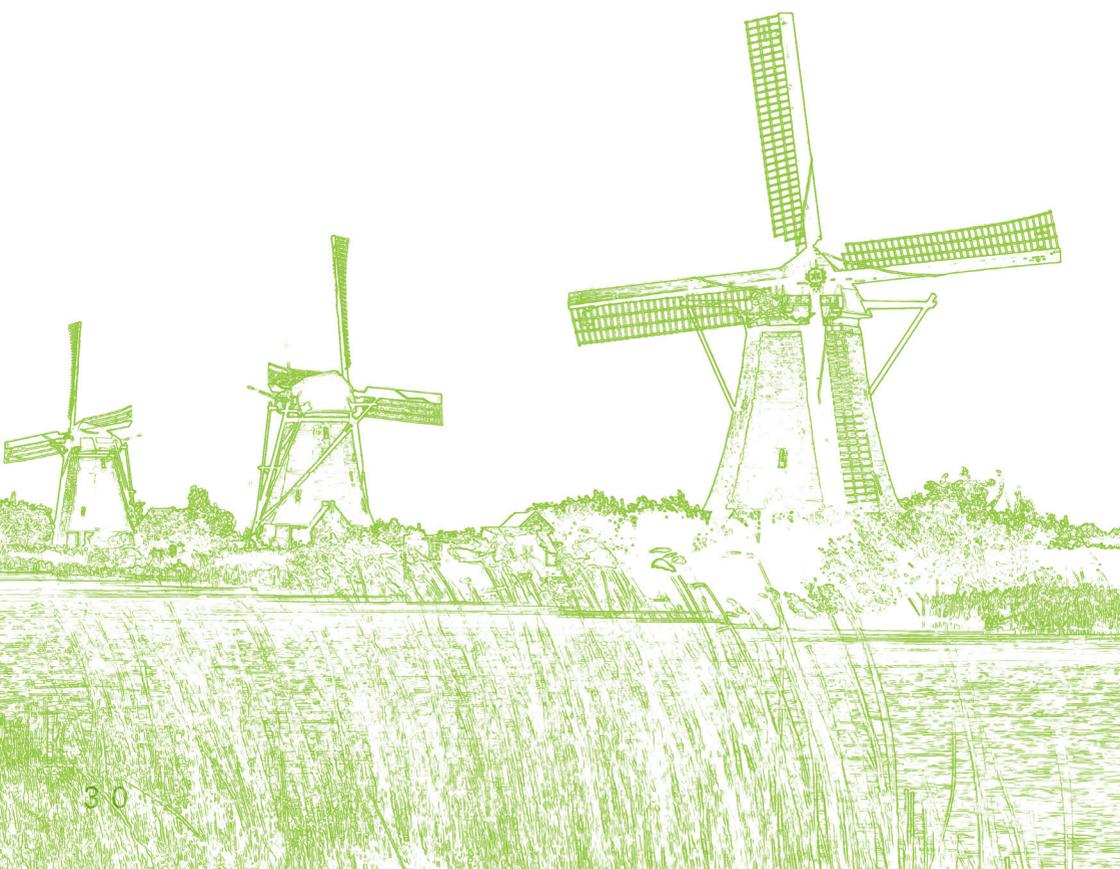
Friday, July 2018 - Daily overview  
**ACADEMIC PROGRAM**

TIME	SESSION
9:30 - 10:30	<p><b><u>Paper Presentation (PP) and Discussion Sessions (DS)</u></b></p> <p>PP16 - Professionalization - F2.40            PP17 - Entrepreneurship and Innovation - B2.23            DS16 - Internationalization - B2.27            DS17 - Social capital - F2.39            DS18 - Governance - F2.45</p>
10:30 - 11:00	COFFEE BREAK - ATRIUM (C-BUILDING) PRESENTATION OF FOBI SCHOLAR IN RESIDENCE 2019
11:00 - 12:30	<p><b><u>Keynote Speech, Josip Kotlar</u></b>            "Three impending disruptions in family business research (And a modest proposal for staying ahead of the game)" - Auditorium (C-building)</p>
12:30 - 13:30	<b><u>IFERA Business meeting and closing remarks - Auditorium (C-building)</u></b>
13:30 - 14:30	LUNCH BREAK - ATRIUM (C-BUILDING)

* LEGEND	<p>PP - Paper Presentation Sessions            DS - Discussion Sessions            FP - Family Practice Sessions            CS - Case Study Sessions            RD - Research Dissemination Sessions            MTE - Meet the Editors Session</p>
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4<sup>TH</sup>**MAIN CONFERENCE PROGRAM** - Session details  
Wednesday, July 2018: IFERA 2018 Academic Engaged Scholarship Day

## SESSION DETAILS



TIME	SESSION
7:45 - 8:30	CONFERENCE REGISTRATION - ATRIUM (C-BUILDING)
8:30 - 9:00	<b>Welcome Address</b> IFERA President and Conference Chairs - Auditorium (C-building)
9:00 - 10:30	<b>Keynote Speech, Joseph Astrachan</b> "Designing for Disruption: Building Family Business Disruptive Capacity" and discussion with family business entrepreneurs Arend van der Sluis and Hester Kuypers (ITM-group) and Reinoud van Lennep (Royal Joh. Enschedé) - Auditorium (C-building)
10:30 - 11:00	COFFEE BREAK - ATRIUM (C-BUILDING)
11:00 - 12:30	<b>Paper Presentation (PP), Discussion Sessions (DS) and Family Practice (FP) Sessions</b>  <b>PP1 - Decision-making and performance</b> <b>ROOM F2.40; Chair: Sabine Rau</b>  Risk-taking and Financial Distress in Family Business <i>Francesco Chirico, Massimo Baù, Luis R. Gómez-Mejía and Geoffrey Martin</i>  Family Firm Disrupters: Exploring the Relationships between Family Cohesion, Family Disruptive Capacity, and Company Disruptive Capacity <i>Claudia Binz Astrachan, Josip Kotlar and Joseph Astrachan</i>  Commitment is not enough: Goal alignment as the key to performance in family firms <i>Sabrina Schell, Julia K. De Groot, Laura Stanley and Joseph T. Cooper</i>
11:00 - 12:30	<b>PP2 - HR Practices</b> <b>ROOM B0.51; Chair: Lorraine Uhlaner</b>  Formal HRM practices in family firms: through the lens of family-centered noneconomic goals and family governance <i>Anneleen Michiels, Diane Arijs and Lorraine Uhlaner</i>  Role of Women Leadership in the Family Business <i>Jorge A. Duran-Encalada, Juan M. San Martín-Reyna and Alberto Paucar-Caceres</i>  Headhunting for Family Firms <i>Dana Minarikova and Oliver Fabel</i>

**MAIN CONFERENCE PROGRAM** - Session details

Wednesday, July 2018: IFERA 2018 Academic Engaged Scholarship Day

TIME	SESSION
11:00 - 12:30	<p><b>PP3 – Entrepreneurship</b> <b>ROOM B0.52; Chair: Kimberly Eddleston</b></p> <p>Unpacking resource exchange in internal corporate venturing: decision framing, risk and consequences for venture autonomy <i>Mara Brumana, Tommaso Minola, Matthias Waldkirch and Mattias Nordqvist</i></p> <p>Strategic Renewal Throughout the Family-Business: The Effect of Newcomers and Oldtimers <i>Inge Jantine Marianne Scholman, Lucie Rosemarie Van den Bergh, Flóra Debreczeni, Yoran Frauenfelder and Jan Pieter Coenraad Rigtering</i></p> <p>Learning to be an entrepreneurial oriented firm: Does family status of the firm and gender of the CEO matter? <i>Remedios Hernández-Linares, María Concepción López-Fernández, Franz W. Kellermanns and Kimberly Eddleston</i></p>
11:00 - 12:30	<p><b>DS1 – Governance</b> <b>ROOM B0.68; Chair: Eddy Laveren</b></p> <p>Complexity of the Family Business: a Model of Structural Equations <i>Edwin R. Flores-Hernández, María Luisa Rodero-Cosano and Ana Perla-Cartagena</i></p> <p>Board diversity in family firms: Gender and foreign directors' effects on financial efficiency <i>Yeny Rodriguez, Ana C. Gonzalez L., Julian Benavides and Miguel Angel Perez</i></p> <p>The role of the advisory board during the transition process of a family-managed to a family-owned firm <i>Judith van Helvert</i></p> <p>Family Protocols as Governance Tools: Empirical Evidence from Latin America <i>Guillermo Perkins and Pedro Vazquez</i></p>
11:00 - 12:30	<p><b>DS2 - Female Leadership and Succession</b> <b>ROOM B0.70; Chair: Esra Memili</b></p> <p>Women successor selection <i>Juan Manuel San Martin, Isabel De la Garza, Argentina Soto and José Luis Esparza</i></p> <p>Challenges and opportunities of daughters addressing succession and leadership: an explorative study of family businesses in male-dominated industries <i>Daniela Montemerlo and Greta Kompatscher</i></p> <p>Female Family Member Involvement and Family Firm Innovation <i>Hanqing Fang and Esra Memili</i></p>

TIME	SESSION
11:00 - 12:30	<p><b>FP1 - Stimulating innovation in family firms</b> <b>Presenter: Alfredo De Massis</b> How do family firms innovate? Insights from 10 years of international research in family business innovation. <b>ROOM F2.39</b></p> <p>Workshop</p>
11:00 - 12:30	<p><b>FP2 - Engaged scholarship: Bridging the practice-research gap</b> <b>Chair: Ilse Matser</b> Practice informing research and research informing practice: A discussion with Albert-Jan Thomassen and Torsten Pieper. <b>ROOM F2.45;</b></p> <p>Workshop and discussion</p>
12:30 - 13:30	<b>LUNCH BREAK - ATRIUM (C-BUILDING)</b>
13:30 - 15:00	<p><u>Paper Presentation (PP), Discussion Sessions (DS) and Family Practice (FP) sessions</u></p> <p><b>PP4 - Innovation - ROOM F2.40; Chair: Torsten Pieper</b></p> <p>Innovation strategy in family firms: The role of different governance contexts <i>Louise Scholes, Mathew (Mat) Hughes, Mike Wright, Alfredo De Massis and Josip Kotlar</i></p> <p>Being able and willing to innovate: A study of new product output in family and nonfamily firms <i>Marta Berent-Braun, Michelle den Ouden and Roberto Floren</i></p> <p>Exploring the relationships between innovation and internationalization in family firms <i>Celeste Amorim Varum, Mariasole Bannò, Giorgia Maria D'Allura and Sandro Trento</i></p>
13:30 - 15:00	<p><b>PP5 - Succession - ROOM B0.51; Chair: Mira Bloemen</b></p> <p>Successor Selection, Training and Development: A gendered perspective <i>Michael Mustafa and Carole Elliott</i></p> <p>"Can I transfer my ties to my son?" The transfer of external social capital in family business transgenerational succession <i>Emanuela Rondi</i></p> <p>Longevity and Sustainability of Family Firms: Lessons from the Past and Directions for the Future <i>Ellen Debackere, Bart Henssen and Wouter Broekaert</i></p>

**MAIN CONFERENCE PROGRAM** - Session details

Wednesday, July 2018: IFERA 2018 Academic Engaged Scholarship Day

TIME	SESSION
13:30 - 15:00	<p><b>PP6 - Financial Management - ROOM B0.52; Chair: Anneleen Michiels</b></p> <p>Earnings Management in Private Family Firms: the Role of CEO Narcissism <i>Maarten Corten, Anneleen Michiels and Nele Vanderhoydonks</i></p> <p>Drowned in debts, no succession plan! Crisis management in family firms <i>Börje Boers and Thomas Henschel</i></p> <p>The relationship between innovation and the financial structure of family businesses: the moderating role of transgenerational <i>Faten Chibani and Jamel Henchiri</i></p>
13:30 - 15:00	<p><b>DS3 - Strategic Behaviour - ROOM B.068; Chair: Isabel Botero</b></p> <p>Playing the long game: When long-term orientation meets strategic decision making in multigenerational family firms <i>Vanessa Diaz- Moriana, Maura McAdam, Eric Clinton and Jordan Gamble</i></p> <p>On the Road to Perdition: How Do Family Effects Influence Strategic Path Dependencies? <i>Thomas Treiber, Julia K. de Groote, Arist von Schlippe and Andreas Hack</i></p> <p>Family-Business Goals Moderate Entrepreneurial Behaviour and Business Performance among Malay Small Family Food Processing Businesses (MSFFPB) in Peninsular Malaysia <i>Askiah Jamaluddin, Laily Paim, Marof Redzuan and Husniyah Abd. Rahim</i></p> <p>Family farms, continuity and ageing in a changing environment <i>Manel Plana-Farran</i></p>
13:30 - 15:00	<p><b>DS4 - Corporate Social Responsibility and Ethics ROOM B0.70; Chair: Giovanna Campopiana</b></p> <p>Family influence, overconfidence and environmental, social and governance (ESG) engagement - Evidence from survey data <i>Markus Dick, Eva Wagner and Helmut Pernsteiner</i></p> <p>Corporate Historical-Social Responsibility: can socioemotional wealth and the use of the history and memory of a family firm help overcome a major decline of credibility caused by corruption: Reflections on a case study of an engineering company in Brazil <i>Juliana Binhote</i></p> <p>The Relevance of CSR in Family Businesses <i>Britta Boyd and Svend Hollensen</i></p>

TIME	SESSION
	<p>How Different Values Shape Family Business Ethical Behaviors: An Institutional Logics Perspective <i>Ramzi Fathallah, Yusuf Sidani and Sandra Khalil</i></p>
13:30 - 15:00	<p><b>FP3 - Education Paths for the Next Generation - ROOM F2.39 Sponsored by EiX - eiexchange.com</b> Panel Chair: David Deeds (EIX)</p> <p>Panelists: Derk Jan Kiewiet (Windesheim University) Kim Eddleston (Northeastern University) Timothy S. Mescon (AACSB International) Alexis Du Roy de Blicquy (FBN) Jesús Casado (EFB)</p>
13:30 - 15:00	<p><b>FP4 - Wealth, economic inequality and the family firm ROOM F2.45; Presentation by Michael Carney</b></p> <p>Workshop and discussion</p> <p>In many segments of society there is growing pessimism about established business leaders' ability to generate a sustainable and shared prosperity. Pessimists appear willing to embrace harsh solutions such as withdrawing from international trade agreements, building high walls against outsiders, or demanding aggressive tax increases on the rich. The distrust and suspicion of business is accentuated in the debate about economic inequality. Even as overall global wealth grows, the gap between wealthy and poor is widening (Piketty, 2014). One billion people now subsist on \$1.25 per day and one in nine people cannot afford to eat every day (Oxfam, 2015). Meanwhile, the wealthiest 1% of people own nearly half of total wealth (Credit Suisse, 2014; Oxfam, 2015). These trends are now part of the new global economic reality and their trajectory will profoundly transform the economic landscape. Indeed, the World Economic Forum considers 'deepening economic inequality' as the number one item on its 2015 Outlook on the Global Agenda. In this workshop we consider how family firms are impacted by economic inequality that is transforming society and describe how the family business community can respond to the challenge.</p>
15:00 - 16:00	<p><b>Case study (CS) and Research Dissemination (RD) sessions</b></p> <p><b>CS1 - Strategic decision-making ROOM F2.45; Chair: Jan Willem van der Vloot van Vliet</b></p> <p>Jansen Office Supplies: Love to Work....or not? A Shift in Leadership and Strategy <i>Jan Willem van der Vloot van Vliet, Rachel Heeringa and Ilse Matser</i></p> <p>Santo Broadcasting Company: Moving Forward or Held Back in Time <i>Andrea Santiago and Carla Melissa Habito</i></p>

**MAIN CONFERENCE PROGRAM** - Session details

Wednesday, July 2018: IFERA 2018 Academic Engaged Scholarship Day

TIME	SESSION
15:00 - 16:00	<p><b>CS2 - Growth and innovation</b> <b>ROOM F2.39; Chair: Judith van Helvert</b></p> <p>Solar Innovations Group: Managing Change in a Family Firm <i>Judith van Helvert-Beugels and Jolanda Knobel</i></p> <p>Zuru Toys: Playing Nicely With Your Siblings <i>Stephen Bowden</i></p>
15:00 - 16:00	<p><b>CS3 - Succession</b> <b>ROOM B.068; Chair: Erik Veldhuizen</b></p> <p>Succession in the Czech family business - the case of LIKO-S company <i>Lenka Machková and Jiří Hnilica</i></p> <p>The Roelink Farm Brothers <i>Jelle Bouma, Franscina Kant, Ilse A. Matser, Erik Veldhuizen and Clemens Willig</i></p>
15:00 - 16:00	<p><b>CS4 - Continuity and internationalization</b> <b>ROOM B0.70; Chair: Britta Boyd</b></p> <p>Family Firm Continuity: A case study of the family-run four star hotel "The Peak" in the Austrian Alps <i>Anita Zehrer, Gabriela Leiß and Charles Krusekopf</i></p> <p>Danfoss in China - How family-owned Danfoss turned China into their second "home-market" <i>Svend Hollensen and Britta Boyd</i></p>
15:00 - 16:00	<p><b>RD1 - Governance</b> <b>ROOM F2.40; Chair: Cristina Bettinelli</b></p> <p>The Influence of Family Involvement and Board Activity on Firm Performance: A Study of Italian Publicly-Traded Firms <i>Cristina Bettinelli, Barbara Del Bosco, Richard Gentry and Clay Dibrell</i></p> <p>Family Protocol as an Essential Tool in Family Company's Management <i>María de los Ángeles Lucero Bringas</i></p> <p>Corporate governance and information transparency in Taiwan's public Firms: The moderating effect of family ownership <i>Yunshi Liu, Alix Valenti and Yi-Jung Chen</i></p>

TIME	SESSION
15:00 - 16:00	<p><b>RD2 - Conflict, Resilience and Ethics</b> <b>ROOM B0.51; Chair: Salvatore Tomaselli</b></p> <p>Conflict in Family Business a Review of literature <i>Salvatore Tomaselli</i></p> <p>Relational Processes in Family Entrepreneurial Culture and Resilience across Generations <i>Sheila Hanson, Heather Hessel and Sharon Danes</i></p> <p>Family Business Ethics: At the Crossroads of Business Ethics and Family Business <i>Pedro Vazquez</i></p>
15:00 - 16:00	<p><b>RD3 - Branding and Growth</b> <b>ROOM B0.52; Chair: Claudia Binz Astrachan</b></p> <p>Branding the Family Firm: A Review of Foundations, Current Knowledge, and Avenues for Further Research <i>Claudia Binz Astrachan, Isabel Botero, Joseph Astrachan and Reinhard Prügl</i></p> <p>Ownership Succession Financing and Firm Growth: a Multiple Mediator Approach <i>Ellen Janssen, Sigrid Vandemaele, Wim Voordeckers and Mark Vancauteran</i></p> <p>European Family Firms and Acquisition Propensity: A Comprehensive Analysis of the Legal System's role <i>Ignacio Requejo, Fernando Reyes-Reina, Maria J. Sanchez-Bueno and Isabel Suárez-González</i></p>
16:00 - 16:30	COFFEE BREAK - ATRIUM (C-BUILDING)
16:30 - 17:30	<p><b>Keynote Speech, Timothy Mescon</b> "Family business as a career: A critical need to commit to life-long learning &amp; reinvention" - Auditorium (C-building)</p>
17:45	BUSES LEAVING FROM WINDESHEIM CAMPUS TO SOCIAL DINNER
18:00 (-21:30)	SOCIAL DINNER AT "DE FRANSE SCHOOL" IN HATTEM

**MAIN CONFERENCE PROGRAM** - Session details

Thursday, July 2018: IFERA 2018 Academic Conference

TIME	SESSION
9:00 - 10:30	<b>Keynote Speech, Kimberly Elsbach</b> "The role of authenticity in motivating family business identification: Insights from a study of NASCAR fans" - Auditorium (C-building)
10:30 - 11:00	<b>COFFEE BREAK - ATRIUM (C-BUILDING)</b>
11:00 - 12:30	<b>Paper Presentation (PP) and Discussion Sessions (DS)</b>  <b>PP7 - Growth - ROOM F2.40; Chair: Josip Kotlar</b>  Family Business Growth: Tensions between Family and Business Values and the Role of Temporal Work <i>Johanna Raitis, Innan Sasaki and Josip Kotlar</i>  Growth in Family Business: Bellerophon or Chimera <i>Giovanna Campopiano, Mara Brumana, Tommaso Minola and Lucio Cassia</i>  Are family firms the same "animal," but a different "beast"? An experiment on decision-making in family and non-family organizations <i>Ivona Ljubic and Gianluca Colombo</i>
11:00 - 12:30	<b>PP8 - CSR and Religion - ROOM B2.23; Chair: Peter Jaskiewicz</b>  Family Ownership and the Link between CSR Activities and Firm Performance <i>Peter Jaskiewicz, Rahul Ravi and James Combs</i>  Corporate Social Responsibility in Family Firms-Insights from an Austrian Multiple Case Study <i>Michael Kuttner and Birgit Feldbauer-Durstmüller</i>  Family and Religion: How and why Family Firm Identities are Articulated <i>Marleen Dieleman and Juliette Koning</i>
11:00 - 12:30	<b>PP9 - Leadership, Professionalization and Employee Behavior ROOM B2.27; Chair: Isabell Stamm</b>  What We Do in the Shadows: The Formality of Informal Organizing <i>Matthias Waldkirch</i>  When Differences Make a Difference. Turnover Intentions of Blue- and White-Collar Workers in Family and Non-Family Firms <i>Nicole S. B. Gottschalck, Christina Guenther and Franz W. Kellermanns</i>  Using flexible work arrangements: Lessons from families in business <i>Isabell Stamm, Nicole Hameister and Fabian Bernhard</i>

TIME	SESSION
11:00 - 12:30	<b>DS5 - Communication and Marketing ROOM B2.43; Chair: Tomasz Fediuk</b>  We are a Family Firm! And (how) do We Communicate This? <i>Albertha Wielsma</i>  The Legal Form as an Anchor in Times of Rapid Change <i>Patrick Werner</i>  We Are (Not) Family: An Interview-Based Approach to Understanding Salesperson Promotion of "Familianness" <i>Mark Kubik, Fernando Heil Lutiis and Timothy Basadur</i>  Family firms from a consumers' perspective - a methodological approach and practical implementation of research procedure <i>Anna Maria Nikodemaska-Wolowik, Joanna Bednarz and Magdalena Bielenia-Grajewska</i>
11:00 - 12:30	<b>DS6 - Innovation and governance ROOM B2.45; Chair: Marta Berent-Braun</b>  Innovation drivers within multi-generational family firms: An investigation of contingency factors for innovation strategy <i>Jordan Robert Gamble, Eric Clinton and Maura McAdam</i>  Corporate Governance and Innovation in Family Business: A Paradox? <i>Renata Bernardon, Patrice Gaidzinski, Leonardo Godoy and Zélia Janssen</i>  Knowledge management practices and innovation: The moderator effect of family firms <i>Ana M. Serrano-Bedia, M. Concepción Lopez-Fernandez, Gema García-Piqueres and Maria Obeso</i>
11:00 - 12:30	<b>DS7 - Digitalization and disruption ROOM F2.39; Chair: Yong Wang</b>  Digital Incubators in Family Business: Attracting the Next Generation Family Business Owners <i>Andrea Santiago and Krystyna Osená</i>  Disruption in the family business: Understanding the causes of firm failure <i>Joyce Kox and Astrid Kramer</i>  Coping with Disruptions: Nascent entrepreneurs and offspring of entrepreneurial families ENTREPRENEURIAL RESOURCEFULNESS Students of Higher Education in Focus <i>Hannele Rautamäki</i>  How Transformation can be achieved in Family Businesses (FBs) <i>Martin Duque and Dietmar Wünsch</i>

TIME	SESSION
11:00 - 12:30	<p><b>DS8 - Human Capital - ROOM F2.45; Chair: Petra Moog</b></p> <p>Values as Antecedents of Socio-Emotional Wealth Behavior in Family Businesses <i>Petra Moog, Philipp Julian Ruf and Imanol Belausteguigoitia Rius</i></p> <p>Family involvement in public firms: Generating theory from insider interpretations <i>Noora Heino, Iiro Jussila and Sanjay Goel</i></p> <p>Role of Responsible Ownership and Family in Privately-Held Firms with Multiple Owners <i>Ondřej Machek, Aleš Kubířek and Jiří Hnilica</i></p> <p>Leaders' Higher-order Motivations and Refugee Integration in Family Firms: An empirical study in Germany <i>Eleftheria Egel</i></p>
12:30 - 13:30	LUNCH BREAK - ATRIUM (C-BUILDING)
13:30 - 15:00	<p><b>Paper Presentation (PP) and Discussion Sessions (DS)</b></p> <p><b>PP10 - Innovation - ROOM F2.40; Chair: Alfredo De Massis</b></p> <p>Investment opportunities and R&amp;D investments in Family and Nonfamily firms <i>Ivan Miroshnychenko, Roberto Barontini and Alfredo De Massis</i></p> <p>Do Family Firms Promote a Higher Research and Development (R&amp;D) Investment? New Evidence from Latin America <i>Guadalupe del Carmen Briano Turrent</i></p> <p>Innovation in Family Businesses in Mexico <i>Jorge Alberto Durán Encalada and Juan Manuel San Martín Reyna</i></p>
13:30 - 15:00	<p><b>PP11 - Internationalization ROOM B2.23; Chair: Joaquín Monreal-Pérez</b></p> <p>What Do We Know About Process in Family Business Internationalization and What Are the Ways Forward? A Systematic Review and Funnel Model <i>Jaakko Metsola, Tanja Leppäaho, Eriikka Paavilainen-Mäntymäki and Emmanuella Plakoyiannaki</i></p> <p>A closer examination of internationalization in multi-generational family firms: a co-evolutionary perspective <i>Vanessa Diaz-Moriana and Jose C. Casillas Bueno</i></p> <p>The role of absorptive capacity in the learning-by-exporting effect on family-controlled firms <i>Joan Freixanet, Joaquín Monreal-Pérez and Gregorio Sánchez-Marín</i></p>

TIME	SESSION
13:30 - 15:00	<p><b>PP12 - SEW and Familiness ROOM B2.27; Chair: Kavil Ramachandran</b></p> <p>Understanding the development of Psychological Ownership in Family Firms: The Role of Family Dynamics <i>Maria Piedad Lopez-Vergara and Isabel C. Botero</i></p> <p>Socioemotional Wealth Compass <i>Ivona Ljumić, Josip Kotlar and Gianluca Colombo</i></p> <p>Decoding Family Togetherness: How Familial Bonds Shape the Family Business <i>Navneet Bhatnagar, Sougata Ray and Kavil Ramachandran</i></p>
13:30 - 15:00	<p><b>DS9 - Familiness and culture - ROOM B2.43; Chair: Marleen Dieleman</b></p> <p>Understanding Complex Narratives in a Japanese Family Business through the Institutional Logics Perspective <i>Hikari Akizawa and Pradeep Dharmadasa</i></p> <p>Culture, Convention, and Continuity: Islam and the Dynamics of Family Business Development <i>Maura McAdam, Dalal Alrubaishi and Richard Harrison</i></p> <p>Family business in Latin America: Past research, current debates and agenda for future research <i>Pablo Alamo and Unai Arzubiaga</i></p> <p>Overview of Current State of Saudi Arabian Family Business and Their Future Challenges <i>Othman Almazayad</i></p>
13:30 - 15:00	<p><b>DS10 - Work and Compensation practices ROOM B2.45; Chair: Hazel Melanie Ramos</b></p> <p>High Performance Work Practices, Socioemotional Wealth, and Labor Productivity in Family Firms <i>Remedios Hernandez Linares, Maria Conception Lopez Fernandez, Esra Memili, Frank Mullins and Pankaj Patel</i></p> <p>The Study of Emotional labor in the Family Business Context <i>Ayoosha Saleem, Francesco Barbera, Arvid O. I. Hoffmann and Simon B. de Jong</i></p> <p>Emotional Intelligence in Family Firms: Exploring the effects of EI on Organisational Support, Commitment and Job Satisfaction among non-family Employees <i>Hazel Melanie Ramos, Michael Mustafa and Oliver Mansilla</i></p> <p>Executive Compensation in Family Firms: a Review and Framework for Future Research <i>Anneleen Michiels, Isabel Botero and Roland Kidwell</i></p>



## MAIN CONFERENCE PROGRAM - Session details

Thursday, July 2018: IFERA 2018 Academic Conference

TIME	SESSION
13:30 - 15:00	<p><b>DS11 - Entrepreneurship - ROOM F2.39; Chair: Andreas Hack</b></p> <p>Family involvement and the entrepreneurial orientation success: analyzing the joint effect of the different family involvement degrees in management and board levels <i>Unai Arzubia, Amaia Maseda and Txomin Iturralde</i></p> <p>External Corporate Venturing in the Family Business <i>Vincent Molly and Andries Reymer</i></p> <p>Exploring Corporate Entrepreneurship in Family Firms: The Role of Socioemotional Wealth and Dynamic Capabilities <i>Vanessa Weimann, Maike Gerken and Marcel Hülsbeck</i></p>
13:30 - 15:00	<p><b>DS12 - Succession - ROOM F2.45; Chair: Tensie Steijvers</b></p> <p>Performance below aspirations as an antecedent of succession planning in family firms: The relationship between socioemotional and financial wealth <i>Ine Umans, Nadine Lybaert, Tensie Steijvers, Wim Voordeckers and Eddy Laveren</i></p> <p>The Succession of the CEO from the Perspective of the Founder in Mexican Family Companies <i>Ricardo Aparicio</i></p> <p>Love and Transgenerational Transfer in Family Business <i>Donella Caspersz, Sarah Sullivan and María López</i></p> <p>Succession in Family Businesses from the Perspective of Management Accounting and Control <i>Pascal Goerres</i></p>
13:30 - 15:00	<b>FBR Review Special Issue workshop - B2.93</b>
15:00 - 16:00	<p><b><u>Meet the Editors / SI Paper development sessions</u></b></p> <p>Introduction (plenary) - Auditorium (C-building)</p> <p>Followed by dedicated sessions: Journal of Family Business Strategy (Torsten Pieper and Joseph Astrachan) - F2.40 Journal of Business Venturing (Kim Eddleston) - B2.33 Family Business Review (Alfredo De Massis, Peter Jaskiewicz, Josip Kotlar) - B2.27 JFBS Special Issue "Coping with Disruptions: Family Firm Continuity and Sustainability in Times of Rapid Change" (Anita Van Gils, Josip Kotlar) - F2.45</p>

TIME	SESSION
16:00 - 16:30	<b>COFFEE BREAK - ATRIUM (C-BUILDING)</b>
16:30 - 18:00	<p><b><u>Paper Presentation (PP) and Discussion Sessions (DS)</u></b></p> <p><b>PP13 - Succession ROOM F2.40; Chair: Alex Dawson</b></p> <p>Succession from an identity perspective <i>Markus Plate</i></p> <p>The F-PEC scale and the succession strategies in family businesses <i>Anna Motylska-Kuzma and Krzysztof Safin</i></p> <p>Promoting a Family-Member CEO in a Context of Formal Institutional Weakness <i>Karen Watkins-Fassler, Guadalupe del Carmen Briano-Turrent and Lázaro Rodríguez-Ariza</i></p>
16:30 - 18:00	<p><b>PP14 - Governance ROOM B2.23; Chair: Francesco Barbera</b></p> <p>Outside Director and the Disclosure of Firm-Specific Information to the Board of Directors in Privately Held Firms <i>Yan Du, Ann Jorissen and Lorraine Uhlaner</i></p> <p>Family Firm Longevity and Succession Processes: A Theory of Business Family Learning <i>Ann Sophie Katharina Löhde, Andrea Calabrò and Mariateresa Torchia</i></p> <p>Family governance and firm performance: exploring the intermediate effects of family functioning and competitive advantage <i>Francesco Barbera, Tim Hasso and Thomas V. Schwarz</i></p>
16:30 - 18:00	<p><b>PP15 - Career Performance in Family Business ROOM B2.27; Chair: Michael Carney</b></p> <p>Postmodern Nepotism: Network Sponsorship, Social Capital and Career Performance in Show Business Families <i>Yasaman Gorji, Michael Carney and Rajshree Prakash Prakash</i></p> <p>Non-Family Employee Performance Management: Evidence from a Family-SME <i>Hazel Melanie Ramos and Michael Mustafa</i></p> <p>Integration of Native Employees and Labour Migrants in Small Family Businesses Concept of Career Planning and Development <i>Pal Zoltan Bite and Marta Konczosné Szombathelyi Dr PhD Habil</i></p>

TIME	SESSION
16:30 - 18:00	<p><b>DS13 - Organizational Resilience</b>  <b>ROOM B2.43; Chair: Matthias Waldkirch</b></p> <p>The Development and Evolution of Resilience in Family Business  <i>Rocki-Lee DeWitt, Isabell Stamm and Francesco Barbera</i></p> <p>An embodied dialogical approach to understanding, exploring and developing resilient identities in family business  <i>Angel Buster</i></p> <p>Examination of the efficacy of the family business Organic Model to signal appropriate roles and responsibilities for family business owners and advisers  <i>Simon O'Leary and Chris Swaffin-Smith</i></p>
16:30 - 18:00	<p><b>DS14 - Time and temporality</b>  <b>ROOM F2.39; Chair: Frank Bos</b></p> <p>Family business is destined to lose its familiness  <i>Toshio Goto</i></p> <p>A Business Recovery Planning Framework for Family Businesses  <i>Gezinus Hidding, Andrew Keyt</i></p> <p>Developing Legacy Across Generations:      Understanding The Transmission Of Family Legacy  <i>Luz Elena Orozco-Collazos and Isabel C. Botero</i></p>
16:30 - 18:00	<p><b>DS15 - Financial management</b>  <b>ROOM F2.45; Chair: Wim Voordeckers</b></p> <p>The influence of family-specific characteristics on a zero-leverage policy  <i>Katrien Jansen, Anneleen Michiels, Wim Voordeckers and Tensie Steijvers</i></p> <p>Performance of listed family firms in India vis a vis the non-family firms  <i>Nupur Pavan Bang, Anierudh Vishwanathan, Sougata Ray and Kavil Ramachandran</i></p> <p>The contrasted financial structure of the French family firms:      an approach based on the trade-off theory  <i>Faten Chibani and Jamel Henchiri</i></p>
16:30 - 18:00	<b>FBR Review Special Issue workshop - B2.93</b>
20:00 - 23:30	<b>GALA DINNER AT RAW SPACE</b>

TIME	SESSION
9:00 - 10:30	<p><b>Paper Presentation (PP) and Discussion Sessions (DS)</b></p> <p><b>PP16 - Professionalization</b>  <b>ROOM F2.40; Chair: Luca Gnan</b></p> <p>Employing a NonFamily CEO in a Family Business  <i>Danella Caspersz, Michael Mustafa, Hazel Ramos and Andrea Santiago</i></p> <p>Human resources management practices in family firms and the role of awareness:      a configurational model  <i>Giulia Flamini and Luca Gnan</i></p> <p>The Chameleon Model as Explanatory Approach for the Organisational Structures of      Entrepreneurial Families  <i>Rena Hafflmeier-Seiffert and Sven Cravotta</i></p>
9:00 - 10:30	<p><b>PP17 - Entrepreneurship and Innovation</b>  <b>ROOM B2.23; Chair: Matti Koiranen</b></p> <p>Family Equity Generation–The central survival mechanism of entrepreneurial families  <i>Nadine Kammerlander and Philipp Bierl</i></p> <p>Family Influence and Digital Transformation: The Impact of Leveraging  <i>Yong Wang</i></p> <p>Coping to survive among the threats and opportunities in the world of disruptions:      a case of family firms in the entertainment industry  <i>Koiranen Matti and Puumalainen Erkki</i></p>
9:00 - 10:30	<p><b>DS16 - Internationalization</b>  <b>ROOM B2.27; Chair: Ilse Matser</b></p> <p>Who you are tells me what you do! Understanding family firms internationalization      choices through the lens of socioemotional wealth and corporate governance  <i>Mikel Alayo, Andrea Calabrò, Amaia Maseda and Txomin Iturralde</i></p> <p>The influence of successors entrepreneurial orientation on family firm      internationalization process  <i>Alicja Hadryś-Nowak</i></p> <p>Becoming a multinational family business: the role of trust  <i>Margré van Dalftsen, Ilse Matser, Erik Veldhuizen and Francesco Barbera</i></p>



## MAIN CONFERENCE PROGRAM - Session details

Friday, 6th July 2018: IFERA 2018 Academic Conference

TIME	SESSION
9:00 - 10:30	<p><b>DS17 - Social capital</b>  <b>ROOM F2.39; Chair: Massimo Bau</b></p> <p>Topics in Internal Social Capital: A Bibliometric and Content Analysis Review  <i>Valeriano Sanchez-Famoso, Gloria Aparicio, Amaia Maseda and Txomin Iturralde</i></p> <p>The Organization of Business Families as Network:            First Findings from Empirical Research in Big Business Families  <i>Heiko Kleve and Tobias Köllner</i></p> <p>Family businesses and communities of practice:            Introducing the 'community-level family' model  <i>Alexandra Dawson and Helen Dawson</i></p> <p>Legal advice for family business owners:            A fragmented market and neglect of family law  <i>Kajsa Haag and Hanna Almlöf</i></p>
9:00 - 10:30	<p><b>DS18 - Governance</b>  <b>ROOM F2.45; Chair: Vincent Molly</b></p> <p>Do too many Captains sink the Ship? The effects of Ownership Complexity and Family Involvement on Shareholder Dissent in German listed Firms  <i>Maura Leusder, J. (Hans) van Oosterhout and Abe de Jong</i></p> <p>Power and Control in German Foundations  <i>Guido Kaufmann and Andreas Dutzi</i></p> <p>Family Business: A Missing Link in Economics  <i>Dan Johansson, Johan Karlsson and Arvid Malm</i></p>
10:30 - 11:00	COFFEE BREAK - ATRIUM (C-BUILDING)
11:00 - 12:30	<p><b>Keynote Speech, Josip Kotlar</b>            "Three impending disruptions in family business research (And a modest proposal for staying ahead of the game)" - Auditorium (C-building)</p>
12:30 - 13:30	IFERA Business meeting and closing remarks - Auditorium (C-building)
13:30 - 14:30	LUNCH UNIVERSITY MAIN RESTAURANT (C-BUILDING )

# MAIN CONFERENCE ABSTRACTS



## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Understanding Complex Narratives in a Japanese Family Business through the Institutional Logics Perspective
Authors	
Hikari Akizawa - Oikos Research, GK., hikariakizawa@gmail.com (contact) Pradeep Dharmadasa - University of Colombo, Sri Lanka	
Abstract	
<p>This article provides an understanding of complex family business behaviors in Japan by proposing a new research method for narrative interpretations through the institutional logics perspective. The firsthand narratives of family business owners in a northeastern city in Japan are examined using a narrative research method: Hernadi's triad (Czarnizwska, 2004). Delving into these precise narratives, unique behaviors of the owners were interpreted and understood through the institutional logics of family, market, and corporation, which sometimes contradict each other. Consequently, this study revealed that family business owners comprehend and embrace these institutional logics through their private lives and past practices and that the fact that family logic contradicts other institutional logics strongly influences their judgments and behaviors, which cannot be explained solely with the rationality of the market logic. This study contributes to the development of a new methodology of comparative family business study across various cultures through the institutional logics perspective avoiding determinism, and it demonstrates that a multiplicity of family logics can be drawn from other disciplines such as sociology and anthropology. More practically, articulating multiple institutional logics relating to a family business might help family business owners consider the governance of their businesses creatively.</p>	

Title:	Family Businesses in Latin America: past research, current debates and agenda for future research
Authors	
Pablo Alamo - Sergio Arboleda University, pablo.alamo@usa.edu.co (contact) Unai Arzubiaga - University of the Basque Country	
Abstract	
<p>Motivated by the growing attention to the family firms in many countries, this review brings a systematic analysis of the research on family businesses in Latin America. Based on a content analysis, we try to answer three fundamental questions: (a) How has this literature evolved in Latin America? (b). What have been the most important contributions? (c) What themes have been investigated and which are still to be addressed? The analysis of the content and the answer to these questions aims to enrich the debate on the family business in a young and emerging market, such as Latin America, which reveals a significant gap in terms of high impact research in the family business. This study critically reviews 42 journals of management and family businesses, published between 1970 and 2017. We develop a state of the art on family business in Latin America and present a model to guide future research. This review of the literature aims to confirm the crucial role of family businesses in Latin America and the issue that the family business could receive more attention by researchers and scholars.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Who you are tells me what you do! Understanding family firms internationalization choices through the lens of socioemotional wealth and corporate governance
Authors	
Mikel Alayo - University of the Basque Country (UPV/EHU), mikel.alayo@ehu.eus (contact) Andrea Calabrò - IPAG Business School Amaia Maseda - University of the Basque Country (UPV/EHU) Txomin Iturralde - University of the Basque Country (UPV/EHU)	
Abstract	
<p>Drawing strategic decisions on non-financial goals and on the preservation of socioemotional wealth (SEW) endowment is more and more considered to be the most important attribute to take into account when investigating strategic choices in the context of family firms. Despite of this awareness, and the increase use of SEW to investigate family firms internationalization strategies, findings are still inconclusive. The aim of this paper is to push the discussion further by integrating within the SEW framework arguments from organizational identity theory and specifically focus on one SEW dimension, i.e. the identification of family members with the firm, and its effect on the degree of internationalization. Furthermore, we also investigate differences within family firms by looking at the moderating role of board strategic involvement and the percentage of shares held by the largest family shareholder assuming that governance features are important intervening factors. Results highlight that the identification of family members with the firm has a negative effect on firm internationalization. Furthermore, the involvement of board members in strategic decision moderates positively the mentioned relationship. However, contrary to what we hypothesized the moderating effect of the ownership stake of the largest shareholder is negative.</p>	

Title:	Overview of Current State of Saudi Arabian Family Business and Their Future Challenges
Authors	
Othman Almazayad - Keio University, othman@sfc.keio.ac.jp (contact)	
Abstract	
<p>Ninety-five percent of Companies in Saudi Arabia are family owned business. They have created more than 80% of the Saudi Arabian labor and about 611 million U.S. dollars' worth of investment. The small and medium- sized enterprises in Saudi Arabia account for about 95% of the total, and most of them are family businesses. The private sector of Saudi Arabia accounted for 25% of the country's GDP (Gross Domestic Product) in 1970, whereas in 1990 it was almost doubled to 48%, marked growth. As of 2012, about 5 billion U.S. dollars have been frozen. At this research, it provides information about the current situation of the family business in Saudi Arabia and focuses on their future challenges. Also, there were seven family businesses in Saudi Arabia with limited liabilities company and joint stock company types that have been contacted to know about their characteristics and their past and future challenges. This study was done by conducting interviews with the managers and chief executive officers who are a family member of the family business. The result of my research explains the current challenges that family businesses in Saudi Arabia are facing and providing solutions for their future challenges.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Exploring the Relationships between Innovation and Internationalization in Family Firms
Authors	
Celeste Amorim Varum - Universidade de Aveiro, camorim@ua.pt (contact) Mariasole Bannò - University of Brescia Giorgia Maria D'Allura - University of Catania Sandro Trento - University of Trento	
Abstract	
<p>The aim of this paper is aims to examine the relationship between firm's degree of innovation and internationalization in family firms, considering each dimension both as endogenous and exogenous variables of the model. To reach this purpose, the Structural Equation Models (SEM) are utilized. These are multivariate regression type models, in which response variables could act as dependent and predictor within a system of equations, and all variables are assumed to influence one-another reciprocally, either directly or through other variables as intermediaries. On the same time, family ownership dimension is also included in the model as an exogenous variable in order to investigate its impact on both innovation and internationalization dimensions. Additionally, some control variables representing the industrial sector, the geographical location and firm's financial standing are included in the model in order to reduce the bias. The empirical study is based on a statistical analysis conducted on data concerning 291 Italian firms randomly selected.</p>	

Title:	The Succession of the CEO from the Perspective of the Founder in Mexican Family Companies
Authors	
Ricardo Aparicio - Professor, raparicio@ipade.mx (contact)	
Abstract	
<p>The founder plays a key role in the succession, since he can block it until his departure. Despite all the literature and investigations, there are founders that still stays longer than desirable at the top management position. The problem has an important psychological dimension and rests in the will to execute that succession. This investigation interviewed founders of Mexican companies in their later 70's and early 80's, all male. In the investigation is used a qualitative methodology applying open questions to let the person interviewed express freely. So far, there are five interviews and in all cases could be identified three major areas that prevent them from retirement:</p> <ol style="list-style-type: none"> <li>1. Success and power. There is a proof of their success in the company itself and they are proud of his achievement.</li> <li>2. Expertise and joy. Since they are the creators of the business, they know how to run the business and, from the previous success, looks forward to keep doing his job. There is clear joy on the activity they perform admirably.</li> <li>3. Time conception. All the founders are looking to a future that is a continuum from the past. They seem to be anchored in the beginning of the company.</li> </ol>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Family involvement and the entrepreneurial orientation success: analyzing the joint effect of the different family involvement degrees in management and board levels
Authors	
Unai Arzubiaga - University of the Basque Country, unai.arzubiaga@ehu.eus (contact) Amaia Maseda - University of the Basque Country Txomin Iturralde - University of the Basque Country	
Abstract	
<p>Scholars seem to agree that businesses with an entrepreneurial strategic attitude obtain better firm performance than those more conservatively managed. However, some differences in the nature as well as in degree/intensity of the EO-performance relationship shown in different empirical studies has emphasized the idea that this relationship is not applicable universally as it is contextual in essence. In family businesses entrepreneurial success is dependent on the family involvement. Family involvement can emerge at various levels in the firm, given that family members may serve in the top management team (TMT) and in the board of directors. This is particularly important since family involvement may have different consequences depending whether family members are managing or governing the firm. This paper shed light to how the joint effect of different degrees of family involvement in the board and in the TMT may impact on the EO-firm performance relationship. Based on the configurational approach and after discussing the main effects of family involvement from different theoretical lenses (e.g. agency, resource dependence, socio-emotional wealth), this paper will show the advantages and drawbacks of the different configurations in both decision-making organs. The results will be based on a sample of 230 Spanish family SMEs.</p>	

Title:	Family Firm Disrupters: Exploring the Relationships between Family Cohesion, Family Disruptive Capacity, and Company Disruptive Capacity
Authors	
Claudia Binz Astrachan - Lucerne University of Applied Sciences and Arts Josip Kotlar - Lancaster University Management School Joseph Astrachan - University of Witten/Herdecke, jastrach@gmail.com (contact)	
Abstract	
<p>It has long been debated whether family-owned companies outperform, or lag behind non-family companies in terms of their capability to innovate and renew themselves. However, in the light of the 4th industrial revolution, simply being innovative may not be enough, as disrupters threaten entire industries, while established companies struggle to remain in business. In this paper, we shine a light on family firm heterogeneity and its role on a firm's capacity to act as a disruptive force by exploring the owning family's influence on the firm's ability to remain competitive in a fast-paced, ever-changing environment. We investigate the influence of Family Cohesion and Transgenerational Intent on what we term Family Disruptive Capacity, or family-related characteristics that indicate a high openness to risk-taking and change within the owning family, and on Company Disruptive Capacity, or the company's orientation and activity-based ability to anticipate and adapt to a rapidly changing environment. Somewhat unexpectedly, we find that family cohesion has a strong and positive effect on both family and company disruptive capacity, with transgenerational intent further strengthening the relationship. These finding contribute new insights on disruptive innovation in family firms and extend existing knowledge of how family-level factors influence family firm innovation behavior.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Performance of listed family firms in India vis a vis the non-family firms
Authors	
Nupur Pavan Bang - Indian School of Business, nupur_pavan@isb.edu (contact) Anierudh Vishwanathan - Indian School of Business Sougata Ray - Indian Institute of Management, Calcutta Kavil Ramachandran - Indian School of Business	
Abstract	
<p>Concentrated ownership of a firm in the hands of a family presents unique opportunities and challenges that may have an impact on the performance of the firm. A unique proprietary database of scientifically classified listed family and non-family firms covering 4,186 firms in India from 1990 to 2016 has been used to study the impact of family ownership on firm performance, thus advancing the debate that has so far been skewed towards studies from the developed markets and larger firms. Family ownership classification used in this considers ownership concentration in the hands of the family, the management control with the family and ownership continuity within the family. Accounting and market measures of firm performance have been used to conduct a time-series cross-sectional comparison of family and non-family firms. Results show that family ownership and control per se are a significant impediment to firm performance for the listed firms in India.</p>	

Title:	Family governance and firm performance: exploring the intermediate effects of family functioning and competitive advantage
Authors	
Francesco Barbera - University of Adelaide, francesco.barbera@adelaide.edu.au (contact) Tim Hasso - Bond University Thomas V. Schwarz - Black Forest LLC	
Abstract	
<p>Family business scholars and practitioners agree that governance practices are at the core of what differentiates family firms from other forms of business. Motivated by a lack of consensus in the extant literature, we explore the pathways through which family governance affects firm performance. Taking a comprehensive unified systems perspective, we utilize a unique global dataset and structural equation modeling to empirically measure several family governance performance effects related to both the business and family system. We find that family governance simultaneously influences the firm's competitive advantage and the family's functioning, and these two factors in turn improve firm performance.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Being able and willing to innovate: A study of new product output in family and nonfamily firms.
Authors	
Marta Berent-Braun - Nyenrode Business University, m.berent@nyenrode.nl (contact) Michelle den Ouden - Nyenrode Business University Roberto Floren - Nyenrode Business University	
Abstract	
<p>The aim of this paper is to provide insights into the influence of family firm identity on new product output and whether this relationship is mediated by the ability and willingness of firms to innovate. Although innovation in the context of family firms is studied, the existing research is in its early stage and results are equivocal. Recently, the ability and willingness approach to study firm innovativeness is introduced in the family business literature, mainly to explain innovation management and behavior in firms with family involvement. Based on quantitative study of 255 Dutch firms, this study tests the mediating effect of ability and willingness on the relationship between family firm identity and new product output. The results show non-significant direct effect of family firm identity and non-significant indirect effect of ability and willingness. The results are then discussed and limitations and recommendations for further research presented.</p>	

Title:	Corporate Governance and Innovation in Family Business: A Paradox?
Authors	
Renata Bernardon - Unisinos/PUCRS, renatabernardon@hotmail.com (contact) Patrice Gaidzinski - Posteritá Consulting Leonardo Godoy - Ted Rogers School of Management Zélia Janssen - PUC/PR	
Abstract	
<p>Modern lifestyle has forsaken all traditional types of social order. The transformations involved in modernity have established forms of social interconnection that envelope the globe and have altered some of the most intimate and personal characteristics of our everyday existence (Giddens,1990). Thus, considering this in the context of family business research is relevant, due to the importance of the role of family businesses as a source of income and employment in the world. Considering the minimization of problems arising from agency conflicts as a goal, governance appears to be a reasonable way to implement solutions that collaborate with business continuity; however, what is the relationship between governance and innovation processes in a family firm? What should the role of corporate governance, through its structures, be in maintaining adequacy and innovation as a means of guaranteeing its longevity? This study is relevant for investigating the behavior of its members as a kind of combination between legacy and innovation. Is this combination feasible in family firms? Is this combination a paradoxical challenge, ultimately jeopardizing the continuity of the family firm? Furthermore, the present study intends to investigate the role of corporate governance in the processes of innovation in family firms. In order to accomplish this goal, case studies will be carried out with second- and third-generation members of family firms. This investigation will consider not only how complex agency conflicts are, but also how challenging it is to adapt governance structures to contemporary business practice as well as current human relationships.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	The Influence of Family Involvement and Board Activity on Firm Performance: A Study of Italian Publicly-Traded Firms
Authors	
Cristina Bettinelli - University of Bergamo, cristina.bettinelli@unibg.it (contact) Barbara Del Bosco - University of Milano-Bicocca Richard Gentry - University of Mississippi Clay Dibrell - University of Mississippi	
Abstract	
<p>This study investigates family involvement effects on the relationship between corporate governance and firm performance in publicly traded firms. Specifically, we aim to better understand whether and how different degrees of family involvement moderate the association between board activity and firm performance. The investigation is based on a sample of listed companies over the period 2004-2013, including both family and non-family firms, which integrates archival information on firm financial performance with hand-collected data on family influences, board composition and board activity. The results indicate that family involvement (measured through ownership and Top Management Team (TMT) representation) does positively moderate the curvilinear relationship between board activity and firm performance.</p>	

Title:	Decoding Family Togetherness: How Familial Bonds Shape the Family Business
Authors	
Navneet Bhatnagar - Indian School of Business, navneet_bhatnagar@isb.edu (contact) Sougata Ray - Indian Institute of Management Calcutta Kavil Ramachandran - Indian School of Business	
Abstract	
<p>Sustaining the family business has been a core concern of family business scholars (Le Breton-Miller &amp; Miller, 2016). Long-term survival of business is possible only when the owner family sustains as a cohesive unit. For this, strong family bonding is critical. Family ties have been probed in literature but in a fragmented manner. Moreover, the theories of family cohesion or socioemotional wealth consider family ties purely as a phenomenon of the family sub-system and examine their effect on business outcomes. We assimilate the disparate literature on familiarity and conceptualize a coherent whole, termed, 'Family Togetherness.' We define family togetherness as the capability of the owner family to operate as a cohesive unit across both the family and business contexts. It is a 'supra-entity' determined by the constituent dimensions from the complex whole of the family and business sub-systems. These dimensions are rooted in the operational and governance practices followed in both the sub-systems. Using confirmatory factor analysis based on 279 survey responses from family business leaders in India, this study identifies six dimensions of family togetherness: i.e., Professionalism, Commitment, Mutual Respect, Complexity, Shared Vision, and Nurturance. The paper also discusses the implications and concludes with suggestions for future research.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Corporate Historical-Social Responsibility: can socioemotional wealth and the use of the history and memory of a family firm help overcome a major decline of credibility caused by corruption: Reflections on a case study of an engineering company in Brazil
Authors	
Juliana Binhote - Ph.D. Candidate at The Coppead Graduate School of Business/Federal University of Rio de Janeiro, juliana.binhote@coppead.ufrj.br (contact)	
Abstract	
<p>The importance of family firms is undeniable. Many reasons for this are identified in literature, including socioemotional wealth (SEW), the overlap between family and business, the possibility for a greater degree of compromise and others. This work in progress focuses on analyzing how concepts such SEW, strategically use the narratives of history and memory of a company to help it overcome mistakes made under past managements that may have caused considerable decline on the performance of the firm by analyzing a Brazilian engineering company that was sentenced by a court to pay a fine, had its CEO arrested and saw 77 of its senior executives given jail sentences. In response, the company have been trying to overcome the consequences of its errors by admitting them, making new statements to reinforce its many past contributions and making changes within the organization to regain the trust of its stakeholders. The theoretical and empirical contribution here lies in whether these concepts can, in fact, help a company pay its civil and criminal responsibilities, but also for its corporate historical-social responsibilities, thereby ensuring that the firm can survive after all this enormous financial decline, distrust and lack of credibility in the market.</p>	

Title:	Branding the Family Firm: A Review of Foundations, Current Knowledge, and Avenues for Further Research
Authors	
Claudia Binz Astrachan - HSLU, claudia.astrachan@hslu.ch (contact) Isabel Botero - Stetson University Joseph Astrachan - Kennesaw State Reinhard Prügl - Zeppelin University	
Abstract	
<p>A family business brand allows family-owned companies to leverage a valuable idiosyncratic resource: the family nature of the firm. A steadily growing body of research evidences the growing interest among both researchers and practitioners – understandably so, given that prior contributions have identified a range of positive organizational outcomes. However, the lack of a unifying definition, an encompassing framework and an adequate measure present important challenges for the advancement of the field. Applying a systems approach, we propose a multi-dimensional conceptualization of the family business brand that emerges from prior research and our own observations of actual family business branding practices. With this guiding framework, we hope to systemize and inspire future research to help facilitate growth in this area of work.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Integration of Native Employees and Labour Migrants in Small Family Businesses Concept of Career Planning and Development
Authors	
	Pal Zoltan Bite - CEO/ PhD Student, bitep@vibrocomp.com (contact) Marta Konczosné Szombathelyi Dr PhD habil - Associate Professor
Abstract	
<p>The aim of this paper is to explore the effect of labour migration on the economy in general and to promote integration of labour migrants into small family businesses to benefit from the globalization of workforces. Relevance of this topic comes from the fact that small family businesses are essential drive for our economy, however in most cases they face difficulties to benefit from labour migration. It is an accepted fact that on national level labour migration is positive. However, the challenges and the possible benefits of global labour migration on small family businesses have not been investigated in detail. To address the gaps in the literature we present the concept of career developments of labour migrant and use the method of evaluating their success with the yearly voluntary employee turnover index within a firm. Our study is based on data from a small international business owned by a Hungarian family from 2007 to 2017.</p> <p>As a result, this paper presents advanced, transparent career development strategy for family businesses to ensure sustainable growth with providing innovative a)career development plan for non-family employees b)integration plans for employees from different countries and religions c)tool to measure the success of the developed concept.</p>	

Title:	Drowned in debts, no succession plan! Crisis management in family firms
Authors	
	Börje Boers - University of Skövde, borje.boers@his.se (contact) Thomas Henschel - HTW-Berlin
Abstract	
<p>The purpose of this paper is to explore and understand how family firms manage a crisis by applying a processual perspective. Drawing on the study of eight family firms, we find that the family dimension can be both an asset and a liability for managing a crisis situation. We extend the model of Hong et al. (2012) by including the dimensions of ownership, family and business. All these dimensions need to be taken into account for a successful crisis management in family firms and to enhance their crisis and risk resilience. We suggest several practical implications.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Teaching case: The Roelink Farm Brothers
Authors	
	Jelle Bouma - Windesheim University of Applied Sciences, jelle.bouma@windesheim.nl (contact) Franscina Kant - Windesheim University of Applied Sciences Ilse A. Matser - Windesheim University of Applied Sciences Erik Veldhuizen - Windesheim University of Applied Sciences Clemens Willig - Windesheim University of Applied Sciences
Abstract	
<p>The brothers Gijs and Bart Roelink run a dairy farm in the east of the Netherlands. Their partnership started in 2009 when their father had to unexpectedly hand over the business due to health problems. The Roelink family has owned the business for four generations. According to the notary at that time, the business takeover would only be successful if the non-succeeding children agreed to the disproportional division of assets and to a modest pension plan of the parents. This case focuses on the fact that family-owned agricultural businesses are different to other family businesses because of their unique lifestyle. Maintaining this agricultural lifestyle plays an important part in strategic decision-making and the succession process. The case endeavors to clarify how the partnership between the brothers has developed and how it could develop in the future. The case is especially suitable for students at undergraduate level who have completed their first year and whose knowledge centers on non-agricultural business. This case will help to broaden their view on entrepreneurship. Moreover they will learn about the impact of family dynamics and other non-economic factors on businesses.</p>	

Title:	Zuru Toys: Playing Nicely With Your Siblings
Authors	
	Britta Boyd - University of Southern Denmark, bri@sam.sdu.dk (contact) Svend Hollensen - University of Southern Denmark
Abstract	
<p>Companies worldwide increasingly focus on Corporate Social Responsibility (CSR) issues. External and internal stakeholders support companies to act more environmentally and socially friendly. Environmental and social challenges have to be solved not only to satisfy customers but to create competitive advantages and adhere to new regulations and legal constraints. Research shows that social and environmental orientation of family firms differ from non-family firms. The focus of this research lies on investigating and comparing multinational companies with regards to their CSR activities. Based on resource theory websites and other material of the companies are analysed. The CSR engagement is further evaluated by conducting interviews of company owners or managers. The results show how family firms can create competitive advantages by focussing their activities on CSR. Theoretical contributions of this study can be derived from applying a CSR model to rate family and non-family firms according to their CSR activities.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	The Relevance of CSR in Family Businesses
Authors	
Britta Boyd - University of Southern Denmark, bri@sam.sdu.dk (contact) Svend Hollensen - University of Southern Denmark	
Abstract	
<p>Companies worldwide increasingly focus on Corporate Social Responsibility (CSR) issues. External and internal stakeholders support companies to act more environmentally and socially friendly. Environmental and social challenges have to be solved not only to satisfy customers but to create competitive advantages and adhere to new regulations and legal constraints. Research shows that social and environmental orientation of family firms differ from non-family firms. The focus of this research lies on investigating and comparing multinational companies with regards to their CSR activities. Based on resource theory websites and other material of the companies are analysed. The CSR engagement is further evaluated by conducting interviews of company owners or managers. The results show how family firms can create competitive advantages by focussing their activities on CSR. Theoretical contributions of this study can be derived from applying a CSR model to rate family and non-family firms according to their CSR activities.</p>	

Title:	Do Family Firms Promote a Higher Research and Development (R&D) Investment? New Evidence from Latin America
Authors	
Guadalupe del Carmen Briano Turrent - Universidad Autónoma de San Luis Potosí, guadalupe.briano@uaslp.mx (contact)	
Abstract	
<p>From the perspective of agency and socio-emotional theories, the family firm behavior differs from non-family companies. We analyze the relationship between the family element and Research and Development (R&amp;D) investment, and how the moderating effect of the board composition dimensions affects this relationship. Using a unbalanced panel data composed by 1,284 observations from four emerging Latin American countries (Argentina, Brazil, Chile and Mexico) during the period 2004-2014, the empirical results show that family firms favor R&amp;D investment when the board structure dimensions are included. The board size inhibits the R&amp;D investment, while the board independence, the COB-CEO duality and the female participation on the board increase it. These results suggest that Latin American family firms adopt a long-term orientation with the purpose of preserve the wealth for next generations and decrease the short term financial ratios such as the ROA and dividend payouts in comparison with non-family firms. This research contributes to the literature in three main ways. First, we analyze a region not explored before and characterized by a weak institutional framework and lower rates on R&amp;D investment compared to other emerging countries. Second, the study extends the agency and socio-emotional theories to a different context characterized by a higher ownership concentration. Third, the study analyzes the influence of family presence on the firm's long-term and short-term strategic orientation, which could be useful for the family business and those responsible to issue the guidelines and principles of corporate governance.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Unpacking resource exchange in internal corporate venturing: decision framing, risk and consequences for venture autonomy
Authors	
Mara Brumana - University of Bergamo, mara.brumana@unibg.it (contact) Tommaso Minola - University of Bergamo Matthias Waldkirch - Jönköping International Business School Mattias Nordqvist - Jönköping International Business School	
Abstract	
<p>Access to resources made available by the parent company is the distinguishing characteristics of internal corporate ventures. Yet, how such resources are exchanged between the parent company and the venture is poorly understood. Using a multiple-case research design, we examine the parent company-venture resource exchange in 4 family firms and their newly established ventures. We discuss a) how family firms frame the decision to exchange resource with their ventures; b) the level of risk associated with such resource exchange; and c) the consequences on venture's operational autonomy. We contribute to the debate on corporate entrepreneurship and clarify why, how and with which consequences, resources are exchanged in internal corporate venturing. We also contribute to social exchange theory by revealing family business as a context in which reciprocal exchanges are particularly valuable.</p>	

Title:	An embodied dialogical approach to understanding, exploring and developing resilient identities in family business
Authors	
Angel Buster - Tilburg University, angelbuster@hotmail.com (contact)	
Abstract	
<p>The purpose of this research is to understand which identities exist in changing family business systems, to explore how they are forming and transforming through their inner and outer relationships and how they can be developed in ways which can influence positive change. Shifting requires individuals and the systems to which they belong to respond differently (Jansen &amp; Osnas, 2005). Depending on current identity structures and their flexibility, changes will provoke varying degrees of stress. How an identity system is patterned to behave will determine its ability to move fluidly and intentionally from its current way of organizing towards new adaptive responses (Allen et al, 2014). This dynamic process of moving and organizing determines system resilience; awareness of this pattern is the first step in helping the system deal with disruption. Depending on current identity structures and their flexibility, changes will provoke varying degrees of stress, which can be sensed, detected, and experienced in the body (Keleman, 1979). This research will use an embodied dialogue approach to make the identities and their response patterns in family systems visible so that leaders of family businesses can consciously choose new ways to adapt and respond to continuous and disruptive change. Leaders of family businesses will be invited into exploratory dialogues (Van Loon, 2017) where identities and the individual and collective patterns of responding will emerge through the interaction. The results from these embodied dialogues will be analyzed using Dialogical Self-Theory (Hermans &amp; Konopka, 2010).</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Growth in Family Business: Bellerophon or Chimera
Authors	
Giovanna Campopiano - Witten Institute for Family Business (WIFU), University of Witten/Herdecke, Giovanna.Campopiano@uni-wh.de (contact) Mara Brumana - University of Bergamo Tommaso Minola - University of Bergamo Lucio Cassia - University of Bergamo	
Abstract	
<p>Growth in family business brings lifeblood to sustain longevity across generation, but also critical challenges for the family. Relying on the behavioral agency model and literature on family entrepreneurship, we discuss and test the effect of different governance configurations on entrepreneurial orientation and, in turn, family business growth. Results based on survey data collected by STEP research consortium show that different types of family involvement have contrasting effects on growth: while family members' involvement in the TMT has a negative effect on growth (fully mediated by EO), the degree of active family shareholding is positively related to growth (partially mediated by EO). Furthermore, multigenerational ownership dispersion strengthens the relationships between family involvement and entrepreneurial orientation. We contribute to the literature on family business by indicating the types of firms that are more or less oriented towards growth.</p>	

Title:	Employing a NonFamily CEO in a Family Business
Authors	
Donella Caspersz - UWA Business School, Donella.Caspersz@uwa.edu.au (contact) Michael Mustafa - Nottingham University Business School Hazel Ramos - Nottingham University Business School Andrea Santiago - Asian Institute of Management	
Abstract	
<p>The aim of this paper is to discuss how familiness as a resource that is unique to family firms affects the appointment of a nonfamily CEO in a family firm. The paper does this by analysing a comprehensive case study wherein the Founder was replaced by a nonfamily CEO, using a conceptual framework that blends the resource-based view of the firm (RBV) with a discussion about stakeholder theory. It is subsequently argued that we need to consider not only how the blood family as a resource affects the implementation of a key decision such as the appointment of a nonfamily CEO, but also how the wider community of nonfamily stakeholders influences this strategy. The paper subsequently makes a conceptual contribution by arguing that how familiness influences decisions such as the appointment of a nonfamily CEO refers not only to the blood family but also nonfamily stakeholders. The paper concludes with considering some of the managerial implications that this complexity can have on the appointment of a nonfamily CEO.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Love and Transgenerational Transfer in Family Business
Authors	
Donella Caspersz - The University of Western Australia, donella.caspersz@uwa.edu.au (contact) Sarah Sullivan - The University of Western Australia María López - INALDE, University of La Sabana	
Abstract	
<p>In this paper we present research that has focused on how affect or emotions influences the process of transgenerational transfer (TT). We do so by drawing on the concept of socio-emotional wealth (SEW), and in particular the dimension of emotional attachment within this. We apply this to understanding TT in a qualitative study of four (N=4) firms, two in Indonesia and two in Colombia. We argue that while the analysis shows the influence of SEW and especially emotional attachment in the practice of TT, love is in fact the specific emotion that contributes to the emotional attachment that influences TT and continuity in these firms. The paper thus makes an empirical and conceptual contribution to family business studies about how emotional attachment and love influence family firms in their venturing practices, as well as to the wider field of organisational studies by providing a fine-grained understanding of how love is significant in entrepreneurial action.</p>	

Title:	The contrasted financial structure of the French family firms: an approach based on the trade-off theory
Authors	
Faten Chibani - PH.D, fatenchibani@yahoo.fr (contact) Jamel Henchiri	
Abstract	
<p>In this article, we tried to analyze how the Trade off theory could be an appropriate application for family businesses, and whether it competes or consistent with the Pecking order theory. For this, we compared two sets of samples family unlisted companies and non-family firms also unlisted. Our results indicate that the financial behavior of family businesses generally differs from that of non-family businesses, particularly if one examines the growth opportunity variables, profitability and materiality of the assets and that the compromise theory is justified for the family businesses and non-family businesses, review of the convergence of the debt ratio to a maximum ratio, but not fully apply to all traditional determinants of financial structure.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	The relationship between innovation and the financial structure of family businesses: the moderating role of transgenerational
Authors	
Faten Chibani - PH.D, fatenchibani@yahoo.fr (contact) Jamel Henchiri	
Abstract	
<p>This research aims to empirically test the relationship between the financial structure and innovation in family businesses. The notion of innovation is, indeed, a sustainability factor for family businesses which favors the conceptual incorporation into the capital structure of family businesses. This paves us the way to analyze the relationship by mobilizing the theory of resources. This research also enables us to verify the moderating role of the generational stage in this relationship. The model estimates are based on a sample of panel data collected over the period 2003-2012 for 100 unlisted French Family firms. The main results indicate that all the traditional determinants of the financial structure, except ROA, play an important role in the financing policy of these firms. We can perceive that innovation can affect the choice of financing and can, also, play a significant role in the choice of the debt maturity. Moreover, the financial structure of these family businesses slowly but surely converges towards its target level.</p>	

Title:	Risk-taking and Financial Distress in Family Business
Authors	
Francesco Chirico - Jönköping International Business School, francesco.chirico@ju.se (contact) Massimo Baù - Jönköping International Business School Luis R. Gómez-Mejía - Arizona State University Geoffrey Martín - Melbourne Business School	
Abstract	
<p>We understand little about the financial consequences of family owners' loss aversion regarding the non-financial utility, or socioemotional wealth, they derive from family control, that is argued to lead family firms to take less risk than non-family firms. Using a matched dataset of Swedish firms and analysing non-distressed and distressed sub-samples, our findings indicate that the level and effectiveness of risk taking helps explain the relationship between family control and firm performance such that greater family firm risk aversion leads family firms to underperform non-family firms in distressed situations (worst among the best) and outperform non-family firms in non-distressed situations (best among the worst). Additionally, we find that family firms extract higher financial returns from risk taking than non-family firms when in financial distress.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Earnings Management in Private Family Firms: the Role of CEO Narcissism
Authors	
Maarten Corten - Hasselt University, Research Center for Entrepreneurship and Family Firms, maarten.corten@uhasselt.be (contact) Anneleen Michiels - Hasselt University, Research Center for Entrepreneurship and Family Firms Nele Vanderhoydonks - Hasselt University	
Abstract	
<p>As the decisions in firms are taken by people, those decisions are often shaped by their personalities. This article empirically examines the role of CEO narcissism as a driver for earnings management in specific types of private family firms by looking at the CEO family status. The results, based on a sample of 231 private family firms, indicate a strongly significant and positive association between CEO narcissism and earnings management. Moreover, the results indicate this association to be weaker for firms with a family CEO.</p>	

Title:	Family businesses and communities of practice: Introducing the 'community-level family' model
Authors	
Alexandra Dawson - Concordia University, Montreal, Canada, alexandra.dawson@concordia.ca (contact) Helen Dawson - Topoi Excellence Cluster, Freie Universität Berlin, Germany	
Abstract	
<p>The purpose of our study is to analyze family business succession from the perspective of next generation family members. We draw on the communities of practice construct, which has its roots in anthropology and social theory and is defined as a group of people who engage in a process of collective learning that is aimed at a common goal. Through qualitative analysis of a case study, we address the research question of how next generation family business members can contribute to knowledge accumulation and transfer in their organizations. Specifically, by taking the next generation's perspective, we study how a successor can take a more active role thanks to a community of practice, by creating his/her own knowledge in order to complement the knowledge that is being transferred from the previous generation. In doing so we propose an additional level of analysis in family business research, that goes beyond the individual, nuclear family and extended family, and can be viewed as a sort of 'community-level family' spanning across family businesses. We will analyze the proposed community-level family model based on the three dimensions of communities of practice – joint enterprise, shared repertoire, and mutual engagement – through Social Network Analysis, which will highlight the structure of the community of practice. We will assess not just inter-personal relations among members but also what they produce and share, and how changes in such relations affect the network. Our study will have theoretical and practical contributions for family business scholars and practitioners.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Longevity and Sustainability of Family Firms: Lessons from the Past and Directions for the Future
Authors	
Ellen Debackere - Odisee University of Applied Sciences, ellen.debackere@odisee.be (contact) Bart Henssen - Odisee University of Applied Sciences Wouter Broekaert - Odisee University of Applied Sciences	
Abstract	
<p>Family firms constitute the most popular type of ownership structure in most economies around the world. However, despite extensive literature on 'best practices', 'longevity' and 'survival', it is still not clear how successful, long-lasting family businesses differ from other successful, long-lasting businesses. Through the combination of a critical literature review in the fields of family business studies and business history on the one hand, and empirical research on the other hand, this paper identifies these factors influencing longevity that are family firm specific. The outcome is an explanatory model for family business survival. Contributions to family business literature are the following: (1) a refinement of the existing ideas on the dynamics between family, firm and ownership related to survival. (2) to fully understand survival, two other factors equally need to be added: context and coincidence. The findings in this paper present a valuable step towards uncovering patterns of long-term survival in family firms and explaining them in depth.</p>	

Title:	The Development and Evolution of Resilience in Family Business
Authors	
Rocki-Lee DeWitt - University of Vermont, rocki.dewitt@uvm.edu (contact) Isabell Stamm - Technical University Berlin Francesco Barbera - University of Adelaide	
Abstract	
<p>In this study, we explore the development and evolution of family business resilience. More specifically, we examine the relationship between antecedents to resilience and its enactment, in the moment and over time. We define resilience as the capability of family businesses to overcome exogenous or endogenous adversity. A finer-grained understanding of this capability thus offers important insights to a main feature of family business survival. The qualitative study outlined in this proposal compares three US-American family business cases, each of which has encountered and overcome various forms of adversity. We analyze these adversities, how they were perceived, as well as the conceived strategies and solutions employed to persevere. Our analysis particularly attends to the use of family and non-family resources during this process. As a result, we arrive at inductively generated propositions about the nature of resilience.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Playing the long game: when long-term orientation meets strategic decision making in multigenerational family firms
Authors	
Vanessa Diaz- Moriana - University of the Balearic Islands, vanessa.diaz@uib.es (contact) Maura McAdam - Dublin City University Eric Clinton - Dublin City University Jordan Gamble - Dublin City University	
Abstract	
<p>In this paper, we apply long-term orientation (LTO) in the context of multi-generational family firms to explore how LTO impacts their strategic decisions. Specifically, we explore how LTO dimensions of futurity, continuity and perseverance influence strategic decision-making in multi-generational family firms. Using a longitudinal case study methodology, we conducted twenty-six semi-structured interviews with four multi-generational family firms (2nd to 7th generation) in Ireland, which were supplemented by observations (n=25), archival data (n=390) and other documentation. Our findings showed that paradoxical tensions emerged when certain strategic decisions conflicted with continuity in the family business. Continuity exhibited a paradoxical influence whereby it both encouraged and inhibited entrepreneurial actions across time in family firms based on the protection of the family goals. Acknowledging these paradoxes is important for family business scholars as they contribute to a better understanding of the strategic decision-making of family firms. This study makes three important contributions to the family business domain. First, it brings temporality to the forefront of family business research by exploring a temporal construct grounded in the family business field. Second, it contributes to the emerging stream of research acknowledging that family businesses are entities driven by paradoxes. Third, it contributes to the family business literature by providing further awareness of such firms' strategic behavior.</p>	

Title:	A closer examination of internationalization in multi-generational family firms: a co-evolutionary perspective
Authors	
Vanessa Diaz-Moriana - University of the Balearic Islands, vanessa.diaz@uib.es (contact) Jose C. Casillas Bueno - University of Sevilla	
Abstract	
<p>In this paper, we adopt a novel approach, based on a combination of narrative and case study analysis, to address internationalization in family firms. Based on a qualitative, induction-driven study of four cases, we propose a co-evolution framework to show how internationalization unfolds in these multi-generational family firms. We found that professionalization and manager's legitimacy affect internationalization and vice versa. Our findings suggest that both the family and the firm build each other's environment reciprocally influencing each other's development. We suggest a co-evolutionary model that links internationalization speed to professionalization and legitimacy and offer testable propositions to guide future research.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Family influence, overconfidence and environmental, social and governance (ESG) engagement – Evidence from survey data
Authors	
Markus Dick - Johannes Kepler University Linz, markus.dick@jku.at (contact) Eva Wagner - Johannes Kepler University Linz Helmut Pernsteiner - Johannes Kepler University Linz	
Abstract	
<p>Drawing on survey data from a Polish sample of mostly medium-sized and unlisted firms, this study explores the effects of family influence and overconfidence on the environmental, social and governance (ESG) engagement of firms. The preliminary findings reveal that family firms show a lower ESG level, whereas overconfident executives tend to exhibit a higher ESG engagement. Further analyses indicate that the positive effect of overconfidence is solely attributable to family firms. The results suggest that family firms try to limit their ESG activities as a (too) high ESG engagement could endanger the family owners' control over the business and therefore their socioemotional endowment. This effect, however, could be counterbalanced by overconfident and narcissistic executives who seek constant praise and want to strengthen their and the family's image by acting socially responsible.</p>	

Title:	Family and Religion: How and why Family Firm Identities are Articulated
Authors	
Marleen Dieleman - NUS Business School, marleen@nus.edu.sg (contact) Juliette Koning - Oxford Brookes Business School	
Abstract	
<p>Our study advances the emerging family business ethics literature, which has primarily treated family values as a coherent and persistent influence on business ethics, by incorporating identity work in the context of religious identities. A narrative analysis of two decades of family leader speeches of a large Malaysian family firm suggests a tapestry of identities; religious, cultural, and organizational. We critique the notion that family values are rather fixed and show they are diverse, dynamic, and can be integrated, unconnected and/or complementary. We also show values are purposefully articulated in reference to space and time. This implies a dynamic interplay between organizational actions, family values and business ethics, which can go either way; values impacting family business ethics and organizational actions and also the reverse whereby organizational actions impact the articulation of certain values. These results call for a new direction in family business ethics research that further unpacks the connection between religion, family values and business ethics by incorporating insights from identity work.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Outside Director and the Disclosure of Firm-Specific Information to the Board of Directors in Privately Held Firms
Authors	
Yan Du - EDHEC Business School, yan.du@edhec.edu (contact) Ann Jorissen - University of Antwerp/Antwerp Management School Lorraine Uhlaner - EDHEC Business School	
Abstract	
<p>This study examines the relationship between the presence of outside directors and information disclosed to the board in privately-held firms. Results from a large Belgian database extends our view of effective governance practices, especially in family-controlled firms. We find that the presence of outside directors enhances or dampens information disclosure depending on the ownership and governance characteristics of the firm. While family-controlled firms are reluctant to share firm-specific information with outsiders due to greater distrust of outside directors, active board governance and CEO/Chair separation mitigate these negative effects.</p>	

Title:	How Transformation can be achieved in Family Businesses (FBs)
Authors	
Martin Duque - CAMPUS 02, Graz, Austria, martin.duque@campus02.at (contact) Dietmar Wünschl - CAMPUS 02, Graz, Austria	
Abstract	
<p>Initial Situation: The trend towards digitalization is increasingly affecting all functional areas of business such as, for example, production, marketing and sales, logistics and development and is creating massive pressures for change in working methods.</p> <p>According to an SME (Small and Medium-sized Enterprises) study (2013), 40 % of the Austrian FBs have a "preservation" attitude, which makes itself apparent in stagnating up to slightly negative business growth. Here there is a considerable potential commercial risk (above all in view of digitalization) which should at least in part be turned in a positive direction.</p> <p>Project Objective: The objective is the development of a model for (Styrian) FBs which is intended to enable the transformation of the potential of digitalization into long-lasting benefits for the FBs and their customers. The concept allows the systematic consideration of the complexity of FBs and is considered to make a contribution to the assurance of the continued existence of the Styrian FBs.</p> <p>Basic Idea and Issues: FB – from trend via a successful integration to a transformation to market-readiness. How can FBs deal with sweeping changes such as digitalization, for example, and not miss out on opportunities and become an active market maker? Where do today's and tomorrow's challenges lie and what needs to be considered in detail? Is it possible for FBs with a traditional approach to sustainably change their business for a digital future? What does a concept for a successful transformation look like?</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Innovation in Family Businesses in Mexico
Authors	
<p>Jorge Alberto Durán Encalada - Universidad de las Américas Puebla, jorgea.duran@udlap.mx (contact)                  Juan Manuel San Martín Reyna - Universidad de las Américas Puebla</p>	
Abstract	
<p>This study aims to examine whether family firms are more effective in implementing innovation strategies than nonfamily firms. Based on the work of Carney (2005) we develop some hypotheses that take into account the particular characteristics of the strategic process that takes place in family firms, namely, parsimony, personalism, and particularism. These features allow us to combine some attributes of ownership, strategic management, and governance structure in family firms that contribute to pursue innovations into new businesses, products and processes. The research uses a broad sample of 1,496 Mexican non-listed firms, mainly SMEs.</p>	

Title:	Role of Women Leadership in the Family Business
Authors	
<p>Jorge A. Duran-Encalada - Family Business Research Center Universidad de las Americas Puebla, jorgea.duran@udlap.mx (contact)                  Juan M. San Martin-Reyna - Family Business Research Center Universidad de las Americas Puebla                  Alberto Paucar-caceres - Manchester Metropolitan University Business School All Saints Campus, Oxford Road, Manchester M15 6BH</p>	
Abstract	
<p>This research aims to examine the contextual factors that contribute to enhance the role of women leadership in family business. Based on certain theoretical propositions that we formulate after a review of the dominant perspective about women participation in family business, we were able to confirm and qualify them by conducting a qualitative case study in Mexico. Our findings show the importance of education and experience, the strategic role of women in their participation in management and governance bodies, and the support that women can get from the founder /owner to increase their efficacy and self-esteem in the family firm. In particular, for the authors, these findings will contribute for the further stages of the research program research in which they are engaged.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Leaders' Higher-order Motivations and Refugee Integration in Family Firms: An empirical study in Germany
Authors	
<p>Eleftheria Egel - Independent Scholar &amp; Consultant, ee@amfortas.eu (contact)</p>	
Abstract	
<p>The purpose of this empirical study is to look into the potential role that leaders' higher order motivations play in the integration of refugees in family-owned firms in Baden-Württemberg, Germany. Following the extant body of literature, I explain the importance of values as idiosyncratic resource of the family-firm and define what I mean by the term "family business". Then, I provide information on the role and importance of family firms in the German context as well as refer to previous research on family firms in Germany. Third, I explore the term "higher-order" motivations. Finally, I present the research design of my empirical and conclude with implications of the study for theory and practice.</p>	

Title:	Female Family Member Involvement and Family Firm Innovation
Authors	
<p>Hanqing Fang - Missouri University of Science and Technology, fangha@mst.edu (contact)                  Esra Memili - University of North Carolina at Greensboro</p>	
Abstract	
<p>Building on technology innovation, female leadership, and the family business innovation literature, we examine how female family member involvement in corporate governance may influence family firm innovation. Using longitudinal data of 2,433 family firm-year observations of S&amp;P1500 publicly-traded firms in manufacturing industry between 1996 and 2013, we find differential impact of female family members' involvement on exploration vs. exploitation approaches in innovation as well as the financing of innovation activities. The findings advance both the innovation and family business literature.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	How Different Values Shape Family Business Ethical Behaviors: An Institutional Logics Perspective
Authors	
	Ramzi Fathallah - American University of Beirut, rf63@aub.edu.lb (contact) Yusuf Sidani - American University of Beirut Sandra Khalil - Notre Dame University
Abstract	
	Using comparative cases of 20 family firms affiliated with either Islam or Christianity faith and operating in a politically, economically and socially challenging context, we theorize how different and competing values influence these firms' ethical behaviors. We first problematize the complexity of different values that impact family firms' decisions, and the role of religion as a frame of reference. We then adopt an institutional logics perspective to understand the multiplicity of family, business, and religion logics in the family firm. Through an inductive approach, we identify, first, the key ethical issues family firms confront in this extreme context, and then derive the underlying mechanisms by which conflicting logics shape different or similar ethical behaviors. Our study advances institutional theory by providing a theoretical framework to explain the interconnections between multiple societal-level institutional logics and family firm behaviors. In particular, we give attention to the religion institutional logic, which has so far been overlooked in family business research, and to how this logic might guide ethical behaviors.

Title:	Human resources management practices in family firms and the role of awareness: a configurational model
Authors	
	Giula Flamini – Tor Vergata University of Rome, Giulia.flamina@uniroma2.it (contact) Luca Gnan – Tor Vergata University of Rome
Abstract	
	The paper aims to develop a theoretical configurational model of HRM practices for family firms facing strategic and organizational changes based on the construct of awareness. The typology of ideal HRM practices configurations we developed grounds on i.) two organizational factors: awareness of the internal and external environment and on organizational awareness; ii.) two dimensions of the organizational awareness: the need for explicit coordination mechanisms and the need for implicit coordination mechanisms. The first dimension refers to the need for mechanisms explicitly adopted by a family firm to manage task or communication interdependencies. The second one relates to those requirements for mechanisms that are available to family firms from shared cognition, which enable them to explain and anticipate task statuses and individuals' collaborative behaviors, thus helping them in managing task interdependencies. We combined these results in four ideal configurations of HRM practices (the administrative, the shared, the professional, and the integrated configurations) and we developed seven propositions. We discuss implications, limitations, and further steps of research.

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

IFERA ANNUAL CONFERENCE 2018

Title:	Complexity of the Family Business: a Model of Structural Equations
Authors	
	Edwin R. Flores-Hernández - Universidad Centroamericana "José Simeón Cañas", erflores@uca.edu.sv (contact) María Luisa Rodero-Cosano - Universidad Loyola Andalucía Ana Perla-Cartagena - Universidad Centroamericana "José Simeón Cañas"
Abstract	
	This study oriented its work to understand the complexity of the family business in small and medium company located in San Salvador, El Salvador. The review of the literature made possible to establish a Bayesian Network that would explain a basic management model, incorporating in it the complexity of a family business. Using a structural equation model of partial least squares (SEM-PLS) and with a database of 112 family firms, it was possible to identify the variables, that explain the best, the management model through the constructs: Financial Management, Business Management, Company Complexity and Family Complexity. The obtained findings show the variables that positively or negatively affect the complexity of the business and the family. We also find how the relationships between the constructs of the management model affect. Finally, a clear line of work for the future research is evident in terms of the results obtained, where it is possible to study the variables that may be valid to reduce the complexity of the family and the complexity of the company.

Title:	The role of absorptive capacity in the learning-by-exporting effect on family-controlled firms
Authors	
	Joan Freixanet - Universidad Pompeu Fabra de Barcelona, j.freixanet@gsom.pu.ru (contact) Joaquín Monreal-Pérez - Universidad de Murcia Gregorio Sánchez-Marín - Universidad de Murcia
Abstract	
	This paper analyzes the link between export activity and the different types of innovation outputs in family firms, examining the moderating role of absorptive capacity (AC). Following the learning-by-exporting (LBE) hypothesis, and on the basis of the ability and willingness framework, we explore differences between family and non-family-controlled firms regarding the influence of absorptive capacity. We test these relationships through a propensity score matching longitudinal analysis over an average sample of 1,800 manufacturing firms for the period of 2007-2013 that provides a dynamic picture of the relationships among exporting, learning, and innovativeness. The empirical findings from the propensity score matching analyses provide overall support for our arguments, showing that AC plays a moderating role in the LBE effect and that family control intensifies this influence. Internationalizing family firms may thus reap a higher benefit of their investments in AC in terms of innovation output, thus suggesting a high incentive of these firms to invest in AC and to strengthen their intrinsic advantages in aspects such as power discretion, social capital, altruist implication and long-term orientation vision.

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Innovation drivers within multi-generational family firms: An investigation of contingency factors for innovation strategy
Authors	
Jordan Robert Gamble - Dublin City University, jordan.gamble@dcu.ie (contact) Eric Clinton - Dublin City University Maura McAdam - Dublin City University	
Abstract	
<p>The aim of this paper is to explore the characteristics and behaviours that drive innovation in family firms, and how such idiosyncrasies affect their development of innovation strategies. Using contingency theory as our theoretical lens, we investigate this relationship between family-driven innovation (FDI) and innovation strategies within four Irish multi-generational family firms from the context of the three heterogeneity contingency factors of 'where' (willingness to move in a particular strategic direction), 'how' (how inherent structures or processes facilitate (or hinder) the ability to move in that direction) and 'what' (capabilities and resources required to move in that direction). The data collection consisted of 21 interviews, supplemented by a range of archival and observational data. Our findings contribute to current FDI debates by exploring how innovation drivers within family businesses relate to their development of innovation strategies. Further, the paper will contribute to emerging FDI research by addressing research calls regarding the relationship between three contingency factors and innovation strategies within family firms, and how this relationship is moderated by how the idiosyncratic characteristics of the family firm drive innovation. Moreover, our findings take steps towards explicating the resolution of the innovation paradox within family businesses.</p>	

Title:	Succession in Family Businesses from the Perspective of Management Accounting and Control
Authors	
Pascal Goerres - Bonn-Rhein-Sieg University of Applied Sciences, pascal.goerres@h-brs.de (contact)	
Abstract	
<p>Family businesses do not comprise a homogenous group of companies. They can differ significantly, for instance, in terms of the involvement of the family in ownership and management. Consequently, a differentiated view on this special type of business is required to provide custom-tailored guidance and consultation. Taking this into consideration, the configuration of Management Accounting and Control (MA / MC) should ideally correspond to the respective type of family business. This is even more of importance in the inevitable situation of succession, which can be crucial for a further successful business continuity. For that reason, a systematic literature review should provide insights to different MA / MC instruments and systems as well as its forms of establishment in family businesses. Combined with conceptual / theoretical work, it should be feasible to develop distinct MA / MC configurations, which adequately provide assistance to certain types of family businesses during their succession phase. In the end, academics and practitioners should benefit from the findings by providing them with a comprehensive overview of MA / MC usage, especially considering the succession situation as well as with ideal conceptions of MA / MC arrangements corresponding to predefined types of family businesses.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

IFERA ANNUAL CONFERENCE 2018

Title:	Postmodern Nepotism: Network Sponsorship, Social Capital and Career Performance in Show Business Families
Authors	
Yasaman Gorji - Concordia University, Yasaman.Gorji@concordia.ca (contact) Michael Carney - Concordia University Rajshree Prakash Prakash - Concordia University	
Abstract	
<p>We distinguish between classical and postmodern forms of nepotism where the former reflects simple preferment of close kin for advancement, and the latter requires demonstrated competence in a field before preferment. We hypothesize that post-modern forms of nepotism are evident in the form of network sponsorship by third-party associates of prominent show business families in the Hollywood movie industry. We predict that sponsorship will have significant beneficial effects on show business family relatives' career performance and that the effect will be accentuated for female members of show business families. We find strong support for our sponsorship hypotheses, but we also note the continuing importance of classical forms of family preferment in an industry characterized by single project organizations and boundaryless careers.</p>	

Title:	Family business is destined to lose its familiness
Authors	
Toshio Goto - Japan University of Economics, tsgototsgoto@gmail.com (contact)	
Abstract	
<p>Tracing 111 listed family firms in Japan over a century, this paper aims to empirically examine the family business transformation process and the causes to lose the familiness from the resource-based view (RBV) perspective. The principal results include:</p> <ol style="list-style-type: none"> <li>(1) Out of 137 listed firms as of 1922, 111 were family firms, of which only 4 remained as family firms, 65 remained as non-family firms, and 69 were non-existent in 2015.</li> <li>(2) Level of the familiness, measured as the family influence in the ownership/management, was high both in 1890's (traced back whenever possible) and 1922, which is significantly lowered in 2015. Major conclusions include:             <ol style="list-style-type: none"> <li>(1) Family firm transformation is a gradual process to lose the familiness and mostly irreversible once occurred.</li> <li>(2) Transformation is significant as the result of the "gravity" to lose the family influence, which is mostly unavoidable at the time of the business expansion.</li> <li>(3) The major causes to lose the familiness are identified as the erosion of the family's financial capital, followed by the loss of the human and social capital.</li> <li>(4) The forces to lose the familiness are always present, therefore named as "gravity", while "resistance power" is present only as the result of the family's continuous and conscious effort.</li> </ol> </li> </ol>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	When Differences Make a Difference. Turnover Intentions of Blue- and White-Collar Workers in Family and Non-Family Firms
Authors	
Nicole S. B. Gottschalck - WHU - Otto Beisheim School of Management, Nicole.Gottschalck@whu.edu (contact) Christina Guenther - WHU - Otto Beisheim School of Management Franz W. Kellermanns - The University of North Carolina-Charlotte	
Abstract	
<p>This study makes a case for the contingency perspective on turnover intentions of employees across ranks of employment and organizational characteristics. We investigate the relationship between turnover intentions and two predictors, job satisfaction and leadership responsibility, across blue- and white-collar workers with and without leadership responsibility in family and non-family firms. Exploring differences among and between blue- and white-collar workers in their propensity to consider leaving the firm, we underline the importance of differentiating groups of employees when analyzing employee outcomes in family and non-family firms. Providing a more detailed picture of the important stakeholder group of employees, our insights are of practical relevance for sustainable human resource management and strategic consideration of retention across organizational characteristics.</p>	

Title:	Legal advice for family business owners: A fragmented market and neglect of family law
Authors	
Kajsa Haag - Jönköping International Business School, kajsa.haag@ju.se (contact) Hanna Almlöf - Linköping University	
Abstract	
<p>Protection of ownership is a crucial strategic issue for business families to achieve longevity. Yet, over time ownership changes are inevitably caused by family dynamics such as death and divorce. Unwanted transfers of shares can jeopardize the running of the firm or the possibility of a future succession within the family. Regulation of ownership transfer is achieved by legal instruments and make business owners dependent on legal advisors. Our study explores the form and quality of legal advice provided to family business owners to protect ownership transfer, and to facilitate exit opportunities when so desired. The study contributes to increased understanding for ownership considerations, which hitherto has been overshadowed by management topics. Our findings suggest that business owners at best seek legal advice from one advisor but need the specialization from several since actors are specialized in either business, tax or family law. Business owners are prone to turn to business law firms which leads to an unfortunate neglect of family law issues which, for family firms, is just as important. We provide an assessment of the range of the legal advice provided and possible developments.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	The influence of successors entrepreneurial orientation on family firm internationalization process.
Authors	
Alicja Hadryś-Nowak - Poznań University of Economics and Business, alicja.hadrys@ue.poznan.pl (contact)	
Abstract	
<p>According to authors (De Chiara, Minguizzi 2002, Gankema, Snuif, Van Dijken 1997, Leonidu 2004, Manelova et al., 2002, McDougall, Wolff, Pett 2000), family enterprises are different from non-family enterprises. In the era of digital transformation and constantly progressing globalization, the internationalization of activities is treated as one of possible ways of development. Previous research on the impact of the succession process on the company's internationalization process shows that generational change can have both positive (Zahra, 2003) and negative (Fernandez, Nieto, 2005, Munoz-Bullon, Sanchez-Bueno, 2012) effects. So far, however, no research has been done on the entrepreneurial orientation of the successor on the internationalization of a family business. Therefore, the main goal of this project is to acquire new knowledge about the impact of the entrepreneurial orientation of the successor on the internationalization of the family business. Side goals are the opportunity to identify new factors describing the entrepreneurial orientation necessary to undertake internationalization. Information obtained from research may provide significant added value in the process of internationalization, and may in the future be the basis for the construction of educational and training programs related to the education of entrepreneurial attitudes, described as priorities for the development of economies.</p>	

Title:	The Chameleon Model as Explanatory Approach for the Organisational Structures of Entrepreneurial Families
Authors	
Rena Haftlmeier-Seiffert - EQUA-Stiftung (EQUA Foundation), rena.haftlmeier@equa-stiftung.de (contact) Sven Cravotta - SRH University Heidelberg, Campus Calw	
Abstract	
<p>For business families are the fundament for their family businesses, which are again the backbone of our economy, the business families have to work well to fulfill their national-economic and social responsibility. This paper tries to understand how business families are organized to do their job well. The result is: previous theoretical organization models do not describe or explain the organization of business families sufficiently and are just able to declare parts. Therefore, here is introduced a new theoretical construct, named chameleon-organisation, to describe how business families are organized. This chameleon-model integrates the previous ideas of business family organization in one.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Relational Processes in Family Entrepreneurial Culture and Resilience across Generations
Authors	
Sheila Hanson - University of North Dakota, sheila.hanson@business.und.edu (contact) Heather Hessel - University of Minnesota Sharon Danes - University of Minnesota	
Abstract	
<p>The study purpose is to understand family relational processes that sustain an entrepreneurial culture within two-generation family businesses. The research is grounded in the Sustainable Family Business and Contextual Family Therapy theories. Data were multi-informant (parents, adult child) and multi-method (video-taped business decision team interview with verifying individual member interviews) allowing for coding of both verbal content and affect within interactions. Relational ethics were used to interpret observable family behaviors indicative of underlying family processes; the state of the family ledger was assessed connecting the ledger to family resilience and ultimately to the transgenerational transfer of entrepreneurial culture. Results indicate that an entrepreneurial culture is influenced by family process and may be altered across generations. Results further indicate that a more balanced ledger (representing a higher degree of resilience) opens the door to access and use of other family capital (financial, human, other social capital) that feeds and sustains an entrepreneurial culture across generations.</p>	

Title:	Family involvement in public firms: Generating theory from insider interpretations
Authors	
Noora Heino - LUT School of Business, noora.e.rantanen@gmail.com (contact) Iiro Jussila - LUT School of Business Sanjay Goel - University of Minnesota Duluth, Labovitz School of Business and Economics	
Abstract	
<p>Many studies report that listed family firms outperform their non-family counterparts. Several "internal" family factors have been presented as possible factors explaining the observed differences. However, the potential causal connections between family involvement and its effects have not been investigated in depth. Existing reasoning is to great extent based on assumptions and speculations of researchers with reference to the agency theory, stewardship theory, and resource-based view. Our study is different from existing studies in the public firm context in that we give voice to key members of owner families themselves. In other words, we move toward theory starting from the insiders' own interpretation about the mechanisms through which family involvement promotes the performance of listed family firms. This approach is useful, since it allows us to generate new insight on family business in the public firm context. Moreover, it provides us with an opportunity to find out if the magic of family ownership well known in the private firm context holds also in the context of public firms.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	High Performance Work Practices, Socioemotional Wealth, and Labor Productivity in Family Firms
Authors	
Remedios Hernandez Linares - Universidad de Cantabria, concepcion.lopez@unican.es (contact) Maria Conception Lopez Fernandez - Universidad de Cantabria Esra Memili - University of North Carolina-Greensboro Frank Mullins - University of Alabama-Huntsville Pankaj Patel - Villanova University	
Abstract	
<p>Strategic Human Resource Management studies generally show a positive link between High Performance Work Practices (HPWPs) and labor productivity. However, HPWPs are still under researched within the context of family firms despite the family firm idiosyncrasies, such as socioemotional wealth (SEW) preservation concerns, and the criticality of the enhancement and development of the human resources for transgenerational family firm longevity. Given that wide variations exist among the goals and internal structures of family firms, in our study, we examine the substitutability (or, complementarity) of HPWPs and SEW in influencing labor productivity in family firms by using a sample of 136 Spanish family firms. Findings confirm the substitution hypothesis, suggesting that family firms can rely either on higher HPWS or leverage SEW to improve labor productivity. We conclude by discussing implications.</p>	

Title:	Learning to be an entrepreneurially oriented firm: does family status of the firm and gender of the CEO matter?
Authors	
Remedios Hernández-Linares - Universidad de Extremadura, remedioshl@unex.es (contact) María Concepción López-Fernández - Universidad de Cantabria Franz W. Kellermanns - University of North Carolina at Charlotte Kimberly Eddleston - Northeastern University	
Abstract	
<p>We integrate upper echelons theory with social learning theory to develop a framework that explores how CEO sex of family vs. nonfamily firms enhances or restricts the impact of the learning orientation (LO) dimensions (commitment to learning, shared vision, and open-mindedness) on a firm's entrepreneurial orientation (EO). Hypotheses were tested with data from 322 Spanish small and medium enterprises (SMEs) via a multiple linear regression analysis. Our results indicate that while the sex of the CEO does not matter when it comes to relationships between the LO dimensions and EO of family firms, it does matter for nonfamily firms in regards to the LO dimensions commitment to learning and open-mindedness. These results and their implications are discussed, and suggestions for future research are offered.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	A Business Recovery Planning Framework for Family Businesses
Authors	
Gezinus Hidding - Loyola University Chicago, ghiddin@luc.edu (contact) Andrew Keyt - Loyola University Chicago	
Abstract	
<p>The traditional focus of (Enterprise) Risk Management with respect to managing crises is on reducing occurrences of risk and/or their impact. That area has been researched extensively for a long time. But still, stuff happens; black swans do exist. Consequently, our focus has been on what family businesses can do after a crisis has materialized: How can it continue to do business? That is, our focus has been on Business Recovery (BR) Planning. An existing framework called Recovery Management IQ (RMIQ), considers the elements of BR Planning and an organization's maturity to tackle those elements. However, it does not incorporate factors specific to family businesses, such as family resilience, family relationships, or financial management of family businesses. This paper proposes extensions to the RMIQ framework to incorporate factors that are specifically relevant to family businesses.</p>	

Title:	Danfoss in China - How family-owned Danfoss turned China into their second "home-market"
Authors	
Svend Hollensen - University of Southern Denmark, svend@sam.sdu.dk (contact) Britta Boyd - University of Southern Denmark	
Abstract	
<p>Key Learning outcomes of the teaching case study about Danfoss and how China became their second "home-market" will be pointed out. After analysing and discussing of the case study graduate students should have a better understanding of the following: - The motives behind the choice of the following entry modes: Doing it yourself (represented by the organic growth of TRV - Thermostatic Radiator Valves business in China), Acquisition (represented by the Danfoss acquisition of the Holip drives business in China) and Joint Venture (represented by the Danfoss Sanhua JV in China). - Possibilities of increasing sales in a market, by increasing the total market (represented by the organic growth of TRV business in China). - The use of a single- or dual brand strategy in a new growth market (represented by the Danfoss acquisition of the Holip drives business in China). - The possibilities of complementing competences of two family businesses in a new growth market (represented by the Danfoss Sanhua JV in China). The teaching note at the end of the case provides four questions with further information on Danfoss and possible answers that the students should be able to discuss after reading the case study.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

IFERA ANNUAL CONFERENCE 2018

Title:	Family-Business Goals Moderate Entrepreneurial Behaviour and Business Performance among Malay Small Family Food Processing Businesses (MSFFPB) in Peninsular Malaysia
Authors	
Askiah Jamaluddin - UPM, askiah02@yahoo.com (contact) Laily Paim - UPM Marof Redzuan - UPM Husniyah Abd. Rahim - UPM	
Abstract	
<p>Family as a micro system has a potential to perform in small business. The business performance could be supported by the element of family-business goals. This is due to the important of family-business goals for guiding the behaviour of the business owners in small family business. The purpose of this paper is to investigate the impact of entrepreneurial behaviour on business performance moderated by family-business goals of MSFFPB in Peninsular Malaysia. The results of a field survey reveal responses from 284 business owners from four states in Peninsular Malaysia which are Selangor, Perak, Terengganu and Johor. The data was collected within six months. After the data collected, the main analysis is to test the moderating effects of family-business goals on the relationship between entrepreneurial behaviour and business performance. The main finding shows that entrepreneurial behaviour on business performance moderated by family goals. On the other hand, business goals do not moderate the entrepreneurial behaviour on business performance. It can conclude that the MSFFPB can be more perform if the entrepreneurial behaviour of business owner was strengthen by family goals compare to business goals. It is suggested that family goals should be highlighted in Malay small family business climate. This paper proposes to develop small family business policies concentrate on food processing industry.</p>	

Title:	The influence of family-specific characteristics on a zero-leverage policy
Authors	
Katrien Jansen - Hasselt University, katrien.jansen@uhasselt.be (contact) Anneleen Michiels - Hasselt University Wim Voordeckers - Hasselt University Tensie Steijvers - Hasselt University	
Abstract	
<p>This paper will investigate the influence of family-specific characteristics on a zero-leverage policy. In particular, we will use a theoretical framework based on agency, finance and behavioural theories to investigate the zero-leverage phenomenon in family firms. Previous research about zero-leverage generally found that family firms are more likely to adopt a zero-leverage policy than non-family firms. However, family firms should be considered as an heterogenous group and thus the differences within the group of family firms may potentially be even larger than the differences between family and nonfamily firms. We will contribute to the existing research by focusing on family firms only and taking the heterogeneity into account.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Ownership Succession Financing and Firm Growth: a Multiple Mediator Approach
Authors	
Ellen Janssen - Hasselt University, ellen.janssen@uhasselt.be (contact) Sigrid Vandemaele - Hasselt University Wim Voordeckers - Hasselt University Mark Vancauteren - Hasselt University	
Abstract	
<p>Drawing upon the (Behavioral) Agency Model, we build a conceptual model that provides detailed theoretical explanations regarding the effect of ownership succession financing on post-succession growth of private family firms. In particular, relationships among the succession financing choice (independent variable), post-succession growth (dependent variable), risk taking (mediating variable), payout (mediating variable) and corporate governance (moderating variable) are proposed. In contrast to management succession, ownership transfers involve the acquisition of a major shareholder stake and, therefore, the financing of this acquisition is a crucial element of ownership succession. We propose that financing choices inherent to intra-family ownership transfers may influence successor's self-interested behavioral tendencies with respect to risk taking and the extraction of firm resources, which, in turn, may damage firm growth. This study will enhance family business researchers' insights on successors' risk attitudes and payout preferences and, ultimately, post-succession development paths of the family firm.</p>	

Title:	Family Ownership and the Link between CSR Activities and Firm Performance
Authors	
Peter Jaskiewicz - University of Ottawa, peter.jas@uottawa.ca (contact) Rahul Ravi - Concordia University James Combs - University of Central Florida	
Abstract	
<p>The relationship between CSR activities and firm performance remains unclear. We theorize that family ownership moderates the relationship, but that the nature of the moderation depends on the type of CSR activities. Specifically, we argue that family owners' long-term orientation helps them leverage adaptive CSR activities to enhance long-term performance, and that their close stakeholder relationships help them leverage responsive CSR to enhance short-term performance. Using panel regression analyses spanning KLD data for S&amp;P 500 firms from 1994 to 2008, we find support for our theory that family owners strengthen the relationship between adaptive CSR and firm performance in the long-term and between responsive CSR and firm performance in the short-term. Our findings highlight the need to account for both owner type and temporal effects when studying the relationship between CSR activities and firm performance.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Family Business: A Missing Link in Economics
Authors	
Dan Johansson - Örebro University School of Business, dan.johansson@oru.se (contact) Johan Karlsson - Örebro University School of Business Arvid Malm - Swedish Royal Institute of Technology	
Abstract	
<p>This article examines the inclusion of family business in the curriculum of top economics doctoral programs in the United States and Sweden. Doctoral courses are used as indicators of the current state of knowledge in the field as they reflect what is regarded as necessary knowledge in order to participate in the academic discussion. The analysis is based on the content of assigned textbooks and articles as well as course offerings. All content is examined for use of the terms family business, family control and family firms. A complementary survey is conducted among teaching professors and authors on their views on family business. It is found that the examined terms are not mentioned in the investigated literature. Moreover, professors and authors generally perceive family business to be a marginal phenomenon that need not be part of economic theory. It is inferred that family business theory is currently excluded in the 'core' economic discussion. The study is concluded by giving suggestions on how to incorporate family business concepts in future economic teaching.</p>	

Title:	Family Equity Generation—The central survival mechanism of entrepreneurial families
Authors	
Nadine Kammerlander - WHU – Otto Beisheim School of Management, nadine.kammerlander@whu.edu (contact) Philipp Bierl - WHU – Otto Beisheim School of Management	
Abstract	
<p>This conceptual paper investigates the creation of family equity in transgenerational entrepreneurship of families and its central role as survival mechanism in times of disruption. By reflecting family equity as omnipresent phenomena with research from multiple yet so far disintegrated theoretical directions, we identify antecedents for the emergence of family equity in entrepreneurial families. We argue that by appreciating the central role of family equity as guarantor for continuity in times of rapid change and its multifaceted interactions, one gains a comprehensive and dynamic understanding of entrepreneurial family's ability to survive and to sustainably create value in rapidly altering contexts and across generations. By systematically reviewing and analyzing the existing literature, we ascertain that the role and the function of family equity as enabler of family's transgenerational entrepreneurship remains vague so far. The study conceptually addresses the aforementioned phenomena by introducing the family equity transactional model, which may serve as integrative framework for future research on transgenerational value creation by entrepreneurial families. Our findings are of high relevance for family entrepreneurship scholars, entrepreneurial families as well as for practitioners.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Power and Control in German Foundations
Authors	
Guido Kaufmann - University of Siegen, School of Economic Disciplines, guido.kaufmann@uni-siegen.de (contact) Andreas Dutzi - University of Siegen, School of Economic Disciplines	
Abstract	
<p>This paper offers a deeper insight about German foundation models by using a qualitative case study approach. We focus on four family firms-related foundations out of the German food discounter market to identify motivations why owners transfer their individual rights to a foundation. In particular, we investigate how families preserve their influence on firms without having formal control. In this context, the analysis focus on governance mechanisms and control interlinks between the firms, the families (former owners), and the implemented foundations. The study gives evidence, that there is a strategic use of foundations within German business groups to undermine regulation and to concentrate decision power on individuals.</p>	

Title:	The Organization of Business Families as Network: First Findings from Empirical Research in Big Business Families
Authors	
Heiko Kleve - Witten Institute for Family Business, heiko.kleve@uni-wh.de (contact) Tobias Köllner - Witten Institute for Family Business	
Abstract	
<p>In the recent literature, the very real presence of the 'family' as such has remained undiscussed. But we know quite well that family businesses could not be analyzed without looking at the business family. The business family is a crucial context, a social setting and a moral background that encourages and limits family firms. Thus the family business and the business family, in a unique way, combine familiness with enterpriseness. Drawing on empirical research in family firms with more than 100 individual owners that are at least in the third generation, we offer a new perspective for interpreting the organization of the business family. Therefore, we suggest an understanding of the business family as network. This idea has been mentioned already beforehand but remained unexplored and unspecified. Therefore we attempt to offer a detailed account on what it means to talk about business families as networks. In so doing we analyze networks as structural patterns and their influence on individual behavior, and how such structural patterns emerge or how they are changing over time.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Disruption in the family business: Understanding the causes of firm failure
Authors	
Joyce Kox - Tilburg University, j.j.kox@uvt.nl (contact) Astrid Kramer - Tilburg University	
Abstract	
<p>Much has been written about the positive effects of family ownership on firm performance. Attributes such as, long term orientation and fewer agency problems characterize the family firm. However, little is known about the negative implications of family involvement and how these may contribute to family firm failure. In this study, we aim to reveal the reasons why family firms fail and to what extent these reasons differ from failure in non-family firms. Given the low percentage of family firms that make it into the second generation, it is of utmost importance that we gain more insight in the reasons for failure. In family firms, the family itself can be a source of failure, but so far it is not validated. This research idea can add to the debate when the family is an asset or a liability for a firm. Next to that, managers in family firms can better adapt their strategies in order to prevent failure.</p>	

Title:	We Are (Not) Family: An Interview-Based Approach to Understanding Salesperson Promotion of "Familiness"
Authors	
Mark Kubik - Grand Valley State University, kubikma@gvsu.edu (contact) Fernando Heil Lutiis - DePaul University Timothy Basadur - Concordia University Chicago	
Abstract	
<p>Research on family businesses has shown that there are certain resources and capabilities that these businesses have developed for a competitive advantage. The effectiveness of sales representatives can play an important role in the success of family firms. For example, in their work on enhancing competitiveness of family firms Craig and colleagues (2008) find that family firms that promote their family business brand identity through their customer service orientation perform better than other firms. Thus, understanding the sales process in family business can provide insights as to how family business brand identity impacts sales performance.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Corporate Social Responsibility in Family Firms—Insights from an Austrian Multiple Case Study
Authors	
	Michael Kuttner - Institute for Management Control & Consulting, Johannes Kepler University Linz, Austria, michael.kuttner@jku.at (contact) Birgit Feldbauer-Durstmüller - Institute for Management Control & Consulting, Johannes Kepler University Linz, Austria
Abstract	
	Motivated by the increased relevance of corporate social responsibility (CSR) in family firms (FFs) within recent decades, and the special characteristics of the Austrian economy (large proportion of FFs, the great influence of governmental and non-governmental organizations, and the recently started CSR discussion), we conduct a multiple case study to examine CSR in FFs. New insights from Austrian FFs show that the conceptual understanding of CSR is improvable, and CSR is strongly influenced by family members of the corporate family. The main motives for CSR engagement within FFs are image and reputation concerns, a strengthened regional embedment, and employee-related improvements. Furthermore, FFs prefer social CSR activities concerning employees and the close company surroundings, environmental CSR activities are determined by legal requirements and the need for the fulfilment of requirements to receive certifications, and CSR budgeting and planning are of minor importance within FFs. In general, CSR outcomes show positive effects on both the corporate family and the FF, for instance an increased image and reputation and a stronger regional involvement. We discuss our findings with socioemotional wealth (SEW) and stewardship theory as theoretical lens and end with a broad range of fruitful implications for corporate practice and future research.

Title:	Do too many Captains sink the Ship? The effects of Ownership Complexity and Family Involvement on Shareholder Dissent in German listed Firms.
Authors	
	Maura Leusder - Rotterdam School of Management, Erasmus University, leusder@rsm.nl (contact) J. (Hans) van Oosterhout - Rotterdam School of Management, Erasmus University Abe de Jong - Rotterdam School of Management, Erasmus University
Abstract	
	Using hand collected data from a sample of 199 German DAX-listed firms from 2008-2015, this multi-level study investigates how ownership complexity affects the costs of collective decision-making between shareholders in family and non-family firms. Operationalizing collective decision-making costs as the percentage of shareholder voting dissent on strategic proposals put to the vote by management, we find that shareholder dispersion and heterogeneity positively affect shareholder dissent, while family ownership and involvement in management decrease dissent. In line with our theoretical prediction that ownership complexity increases collective decision-making costs, however, we find that shareholder dissent increases in later generation family firms, but is reduced by the presence of a family office, which later generation family firms often adopt to manage increasing ownership dispersion and heterogeneity over generations.

## MAIN CONFERENCE ABSTRACTS

IFERA ANNUAL CONFERENCE 2018

(alphabetical order first author)

Title:	Corporate governance and information transparency in Taiwan's public Firms: The moderating effect of family ownership
Authors	
	Yunshi Liu - Department of Business Administration, National Yunlin University of Science and Technology, liuys@yuntech.edu.tw (contact) Alix Valenti - Department of Management, University of Houston Clear-Lake Yi-Jung Chen - Department/Institute of Human Resource Development, National Kaohsiung University of Applied Sciences
Abstract	
	This study incorporates insights from both institutional and family socioemotional wealth perspectives with agency theory to examine the relationships among governance practices, family ownership, and information disclosure quality. Employing a sample of 516 publicly listed firms in Taiwan over a period of 5 years (2006–2010), we found that high levels of board independence and board activity have a significant positive effect on disclosure quality. Further, family ownership positively moderated the relationship between board independence and disclosure quality. This relationship is stronger with a higher level of family ownership. The results support the institutional proposition that family-owned firms that pursue socioemotional wealth are more likely to promote information transparency to gain legitimacy and enhance their reputations with outside stakeholders.

Title:	Socioemotional Wealth Compass
Authors	
	Ivona Ljubic - USI, ivona.ljubic@usi.ch (contact) Josip Kotlar – Lancaster University Management School Gianluca Colombo - USI
Abstract	
	Family firm scholars see a dichotomy in organizations: some notice all diverse forms of organisms, other perceive only family firms. This study analyzes the Socioemotional Wealth (SEW) construct, which has led to an increased interest in family organizations. SEW disentangles important questions, otherwise left unanswered, about the mechanisms in family firms. We investigate the development of SEW by analyzing 373 studies citing its seminal work and reporting the key patterns that led to its successful growth. We found that SEW is used as an Umbrella Construct, we show its building blocks and we present its stages of development, referred to in the Life-Cycle Model of Hirsch and Levin (1999). We provide here a compass for future Socioemotional Wealth development in the field of family organizations.

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Are family firms the same “animal,” but a different “beast”? An experiment on decision-making in family and non-family organizations
Authors	
	Ivona Ljubic - USI, ivona.ljubic@usi.ch (contact) Gianluca Colombo - USI
Abstract	
<p>Decision-making practices are assumed to be universally similar in organizational contexts, sharing assumptions and outcomes. This study analyses the decisional making context of family organizations, attempting to deepen our understanding of the primary reference point in family firms’: Socioemotional Wealth (SEW). We investigate the primary building blocks of Socioemotional Wealth, the elements of risk and loss aversion, in an experimental study of 529 family businesses in Italy and Switzerland. Our primary analysis demonstrates that family firms have a higher SEW measurement than the control group and that non-family firms have a lower measurement of both family firms and control group, demonstrating that Socioemotional Wealth is an intrinsic characteristic of family organizations.</p>	

Title:	Family Firm Longevity and Succession Processes: A Theory of Business Family Learning.
Authors	
	Ann Sophie Katharina Löhde - Witten Institute for Family Business (WIFU), Universität Witten/Herdecke, ann.loehde@uni-wh.de (contact) Andrea Calabrò - IPAG Lab, IPAG Business School Mariateresa Torchia - International University of Monaco - Groupe Inseec
Abstract	
<p>Family firm longevity is directly tied to the business family capacitating a successful succession process for transgenerational control. Whereas research so far has mainly focused on the firm level of analysis, this study aims to elucidate the role of the business family. We apply an exploratory case study design, to investigate how long-lived business families enable successful succession processes across generations. We find higher-level learning processes through which past mistakes and future visions are integrated in the process as well as lower-level learning processes that continuously account for changes in the environment and develop the incoming generations.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Understanding the Development of Psychological Ownership in Family Firms: The Role of Family Dynamics
Authors	
	Maria Piedad Lopez-Vergara - Inalde Business School - Universidad de La Sabana, maria.lopez@inalde.edu.co (contact) Isabel C. Botero - Stetson University
Abstract	
<p>Family business scholars have shown an increased interest in the exploration of psychological ownership (PSO). Research on PSO in family firms has focused on understanding the feelings of non-family employees and the effects of these feelings on employee attitudes and behaviors. One aspect that has received less attention is the development of PSO in family shareholders. Understanding feelings of PSO of family shareholders is important because they can affect individual behaviors towards the firm and the binding of the family and the firm. This paper presents the results of a study that explored two research questions: (1) how do family shareholders develop psychological ownership towards their family firms? And, (2) what role does family dynamics play in this process? The data for this paper was collected using a survey approach. Ninety-five family shareholders from different companies in Colombia participated in this study. Results indicate that the communication component of family dynamics influences the degree of control that individuals perceive regarding the family firm. Additionally, degree of control and investment towards the firm are significantly related to the development of PO towards the family firm for family shareholders. Implications of these results for research and practice are discussed.</p>	

Title:	Family Protocol as an Essential Tool in Family Company’s Management
Authors	
	María de los Ángeles Lucero Bringas - Universidad Católica de Córdoba, angeleslucerobringas@gmail.com (contact)
Abstract	
<p>One of the biggest concerns of those who study family businesses is to contribute to their continuity. With this purpose in mind was my main objective when I decided to investigate them through my doctoral thesis. First of all, I undertook field work through exploratory research where I could identify the protocol as an instrument that business families were looking for in order to achieve this goal. In this line, I proposed my working hypothesis stating that the protocol is a business and family management tool that contributes to continuity. I proposed a general objective and specific ones identifying the key points that the document should contemplate in order for this purpose to be fulfilled. Through the state of art, I interviewed outsiders, I was able to prepare the survey that allowed me to validate my hypothesis. One of the main limitations I found was the lack of data regarding this type of companies in my country. However, one of the main contributions was to be able to assess, through a statistical method, qualitative aspects such as those that imply appreciating business and family management around perpetuity. Keywords: Protocol-management tool-continuity.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Role of Responsible Ownership and Family in Privately-Held Firms with Multiple Owners
Authors	
Ondřej Machek - University of Economics, Prague, <a href="mailto:ondrej.machek@vse.cz">ondrej.machek@vse.cz</a> (contact) Aleš Kubíček - University of Economics, Prague Jiří Hnilica - University of Economics, Prague	
Abstract	
<p>In privately-held firms, owners are a social group of people who are aware of, interact with, and influence each other. In spite of the fact that conflicts between self- and collective interests and recommendations for their resolutions have been a recurring topic in academic literature studies researching this dynamic phenomenon at the level of firm ownership are rare and anecdotal. With this research we aim to contribute to understanding how attitudes and behaviors of owners in privately-held firms with more owners impact upon their nonfinancial and financial performance and how this relation is affected by another economically important social group of owners - family. Our results will contribute to a better understanding of corporate governance practices in privately-held family and nonfamily companies.</p>	

Title:	Succession in the Czech family business - the case of LIKO-S company
Authors	
Lenka Machková - University of Economics, Prague, <a href="mailto:lenka.machkova@vse.cz">lenka.machkova@vse.cz</a> (contact) Jiří Hnilica - University of Economics, Prague	
Abstract	
<p>In 1992, Libor Musil together with his father-in-law started a manufacturing and construction company, one of the first privately owned in the whole Czechoslovakia. Starting with 2 people in the company, LIKO-S has grown to 235 employees around the world. Libor Musil's wife, Jana Musilová, works as HR Director. Their daughter, Hana Williams Musilová is HR manager and her husband Orraine Williams is R&amp;D and Marketing Director. Libor and Jana's son Jan Musil is in charge of the Interior Division. Libor together with Jana would like to hand the business over to their children. Now it is time for them to think about a possible plan for business succession. This process, however, raises many questions about how to proceed correctly and fairly to both children. This case will give students an insight into one of the most successful Czech family businesses that is currently facing a new phase of its existence – the generation of founders is about to leave the company in a near future and they have not decided yet about how to proceed in the business succession. The case leads to a problem-based-type of lecture with practical application of key theoretically-earned concepts.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Coping to survive among the threats and opportunities in the world of disruptions: a case of a Family Firms in the Entertainment industry
Authors	
Koiranen Matti - University of Jyväskylä (emeritus), <a href="mailto:matti.j.koiranen@ju.fi">matti.j.koiranen@ju.fi</a> (contact) Puimalainen Erkki - Poptori Oy	
Abstract	
<p>The main research question to be addressed in this paper is as follows: As a family firm how has a relatively small independent label producer of recorded music coped to remain competitive among the technological disruptions and market disturbances that bring in the pressures of change? The main phases from the invention of the phonograph to the digital era and internet applications are used as examples of this disruptive development. The theoretical building blocks is literature on Disruptive innovation, Entrepreneurial resourcefulness and Adaptation. Empirically, the study is a single-case study based on documentary material, "hands-on" observations, and the far reaching researcher-practitioner dialogue over a 10-year period. The findings are that the case family firm, which is a relatively small producer of recorded music, has coped with the technological disruptions and market disturbances through proactive adaptation based on the main owner's resourcefulness and family help. These are not the only reasons but they can be regarded as the most important ones. Consequently, the following hypothesis is suggested for further studies: A family firm's coping with the disruption is a proactive adaptation process where entrepreneurial resourcefulness is a crucial enabling element for creating sustainability.</p>	

Title:	Culture, Convention, and Continuity: Islam and the Dynamics of Family Business Development
Authors	
Maura McAdam - Dublin City University, <a href="mailto:maura.mcadam@dcu.ie">maura.mcadam@dcu.ie</a> (contact) Dalal Alrubaishi - Princess Nourah bint Abdulrahman University Richard Harrison - University of Edinburgh	
Abstract	
<p>Although some scholarly attention has been paid to the role of religion in the entrepreneurship domain, the influence of Islamic work-related values as practiced by Muslim family firms and their impact on the business development of these entities has yet to be explored. This is of both theoretical and managerial significance given Islam is expected to become the second largest religion in the US by 2040. We endeavor to contribute to this lacuna by providing empirical evidence of how the religious values and spirituality of Islam influence family business development among Saudi Arabian family firms. Using a multiple case study methodology, we conducted twenty semi-structured interviews with ten Saudi family firms, which were supplemented by archival data and unobtrusive observations. Our preliminary findings show how Islamic concepts of taqwa and tawakkul shape family business development in Saudi Arabia. We conceptualize these insights through the development of a multi-level model where we make explicit the multiple levels of Islamic influence on family business development.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	What Do We Know About Process in Family Business Internationalization and What Are the Ways Forward? A Systematic Review and Funnel Model
Authors	
Jaakko Metsola - Lappeenranta University of Technology, jaakko.metsola@lut.fi (contact) Tanja Leppäaho - Lappeenranta University of Technology Eriikka Paavilainen-Mäntymäki - University of Turku Emmanuel Plakoyiannaki - Leeds University	
Abstract	
<p>As stated by earlier reviews, internationalization of family businesses (FBs) has received increasing attention. However, the field is still struggling with building an insightful understanding of FB internationalization process. We claim that we can enhance our process understanding by collecting longitudinal datasets and by improving our theorization from longitudinal data. Our systematic review of 154 empirical FB internationalization studies in the period of 1991-2017 confirms almost half of the studies (N=65) contained neither longitudinal process data nor process findings. A relatively low number, 23 studies, were identified to contain both longitudinal data and a process contribution. We take a closer look at the process(-like) studies and create a circular funnel model that depicts the current understanding of the internationalization process of FBs through pre-entry, entry and post-entry stages. We conclude that FBs mostly internationalize gradually with limited extent due to restraining factors, the process of which can be accelerated by network insidership or stagnated by network outsidership. In addition to the model that guides future research conceptually, we suggest methodological ways forward to advance our process understanding of FB internationalization.</p>	

Title:	Executive Compensation in Family Firms: a Review and Framework for Future Research
Authors	
Anneleen Michiels - Hasselt University, anneleen.michiels@uhasselt.be (contact) Isabel Botero - Stetson University Roland Kidwell - Florida Atlantic University	
Abstract	
<p>For a long time, compensation has been an important topic for practitioners in the family business field, as shown by the large number of 'how-to' books with best practices on family business compensation, and recently by growing academic research in the area. One of the reasons for the increased interest is that, at the executive level, compensation is linked to performance and the behavior of executives. In the context of family firms, executive compensation has been studied using different theoretical approaches. Although this work has uncovered many new insights that have the potential to significantly improve our understanding of executive compensation in family businesses, the literature is quite dispersed and fragmented. This restricts scholars' capacity to effectively integrate the insights into a more completely developed perspective. Therefore, we are convinced that the time is right for a literature review piece on executive compensation in family businesses.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

IFERA ANNUAL CONFERENCE 2018

Title:	Formal HRM practices in family firms: through the lens of family-centered noneconomic goals and family governance
Authors	
Anneleen Michiels - Assistant Professor Finance at Research Center for Entrepreneurship and Family Firms, Universiteit Hasselt, anneleen.michiels@uhasselt.be (contact) Diane Arijs - Assistant Professor at Work and Organisation studies Department of KU Leuven Lorraine Uhlaner - Professor of Entrepreneurship at EDHEC Business School	
Abstract	
<p>The objective of this paper is to investigate the antecedents of formal HRM practices in private family firms. More specifically, we look into the influence of family-centered noneconomic goals and family governance practices on the use of formal HRM practices. Using regression models on a sample of 313 Belgian family SMEs, our results support the argument that pursuance of family-centered noneconomic goals leads to less formalized HRM practices. Additionally, the use of family governance practices weakens this relationship. This finding suggests that family governance can prevent that family firms base their HR decisions mainly on the achievement of their family-centered noneconomic goals. This also indicates that family governance practices may not only be beneficial to family members, as often indicated in previous research, but also to non-family members i.e. non-family employees and managers.</p>	

Title:	Headhunting for Family Firms
Authors	
Dana Minarikova - University of Vienna, dana.minarikova@univie.ac.at (contact) Oliver Fabel - University of Vienna	
Abstract	
<p>We compare the impacts of a headhunter's competency assessments and recommendations on hiring decisions for executive positions between family and non-family companies. We show that the headhunter uses different competency models when recommending candidates to either type of firms. While non-family firms simply accept the consultant's recommendations for hiring a candidate, family firms choose between ranked candidates. In further contrast to non-family firms, the headhunter does not favor men when recommending candidates to family firms and family firms do not discriminate women when hiring.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Investment opportunities and R&D investments in Family and Nonfamily firms
Authors	
Ivan Miroshnychenko - Free University of Bozen-Bolzano, Ivan.Miroshnychenko@unibz.it (contact) Roberto Barontini - Sant'Anna School of Advanced Studies Alfredo De Massis - Free University of Bozen-Bolzano	
Abstract	
<p>The investment opportunity set of a firm (IOS) reflects prospective growth opportunities and associated payoff distributions related to physical and human capital investments. IOS are largely firm specific, embedded into assets-in-place, or generated by experience curves, learning-by-doing or other similar phenomena. However, the value of the IOS can be destroyed if a firm does not exercise the option to invest. In this study, we theorize that a firm's ability to invest in R&amp;D is conditional upon the availability of favorable IOS. We test our theoretical propositions in European business environment with concentrated ownership using a sample of 832 publicly traded firms over the period of 2002-2011. Our findings support the notion that the IOS is a significant determinant of corporate R&amp;D investments, however the magnitude of this effect depends on the identity of the ultimate owner. Family- and state-owned corporations have higher sensitivity of R&amp;D investments to the IOS than widely held corporations do, suggesting that they are more responsive to the IOS than others are. These results prove a more fine-grained understanding of corporate R&amp;D investment decisions and advance the innovation literature by introducing the dimension of IOS. Main theoretical and practical implications of these findings are provided.</p>	

Title:	External Corporate Venturing in the Family Business
Authors	
Vincent Molly - KU Leuven, Antwerp Management School (Belgium), vincent.molly@kuleuven.be (contact) Andries Reymer - Antwerp Management School (Belgium)	
Abstract	
<p>In this project we focus on the growing importance and relevance of external corporate venturing as a response to the challenges of startups and family businesses in today's era of entrepreneurship. We will analyze how family businesses and startups can cooperate successfully in a strategic way, in the whole process from exploration, to selection, implementation and governance. We will follow a longitudinal qualitative research approach using detailed, within-case empirical analysis of external corporate venturing practices in real-life cases studied in different stages of development. Through this research we hope to clear the way towards developing better knowledge, guidance and support in bringing startups and family firms together, and in sealing and governing the strategic cooperation successfully.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Challenges and opportunities of daughters addressing succession and leadership: an explorative study of family businesses in male-dominated industries
Authors	
Daniela Montemerlo - University of Insubria, Varese, Italy, daniela.montemerlo@uninsubria.it (contact) Greta Kompatscher - Bocconi University	
Abstract	
<p>In an environmental context in which it is necessary to manage major change processes, family firms need the best human resources in leadership positions, regardless of factors like family membership and gender. This paper is focused on gender issues and is based on the following RQ: What factors can help or hinder daughters to progress professionally and achieve successful leadership positions in family businesses in male-dominated industries? A literature review depicts the state of art on female leadership and female succession in family firms; based on this review, propositions have been defined and tested in an exploratory, qualitative analysis of nine cases of female successors (daughters and daughters-in-law) in family businesses operating in male-dominated industries in Northern Italy. Main findings reveal a "negative neutrality" of the family towards female heirs in their career up to leadership and both nepotism and gender discrimination in successors' choice. Male-dominated industries show negative effects from a non-family stakeholder perspective and after succession. Gender maturity and technical expert knowledge emerge as a key for female leaders to gain legitimacy. Despite being exploratory, this study contributes to research on father-daughter succession by highlighting unique factors influencing the succession process and the development of successors' effective leadership styles that deserve further exploration.</p>	

Title:	Values as Antecedents of Socio-Emotional Wealth Behavior in Family Businesses
Authors	
Petra Moog - University of Siegen, p.moog@uni-siegen.de (contact) Philipp Julian Ruf - University of Siegen Imanol Belausteguigoitia Rius - Instituto Tecnológico Autónomo de México	
Abstract	
<p>Research has shown that family firms differ from their non-family peers in terms of strategic behavior. Socio-emotional wealth is a home-grown theory in this context explaining differences in decision making by acknowledging the unique connection of a family and their business. This paper contributes to the ongoing research related to the theory of socio-emotional wealth by investigating individual, family and family business values as antecedents and underlying motivator for SEW behavior, influencing strategic decision making in family firms, directly and as a mediator via SEW. A qualitative study was performed to analyze this connection and the following effect on strategic decisions made in family firms. The outcomes show, that individual and collective family values are a main driver of SEW behavior, changing over time and leading to a different focus on the dimensions of SEW which is then represented in the strategic decisions made in the family business.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	The F-PEC scale and the succession strategies in family businesses
Authors	
Anna Motylska - Kuzma - WSB University in Wroclaw, Poland, anna.motylska-kuzma@wsb.wroclaw.pl (contact) Krzysztof Safin - WSB University in Wroclaw, Poland	
Abstract	
<p>Purpose: The aim of this paper is to verify the hypothesis that the family influence measured by the F-PEC scale could significantly persuade the succession strategy to be used by the family firm. Design/Methodology: The research covered 390 family firms with their head offices situated in the voivodships of Lower Silesia and Wielkopolska, Poland and used a CAPI method as well the in-depth interview method. Basic statistics tests like correlations, ANOVA and independent sample tests were used for the purpose of analysing the data. Results: The studies show that in the majority of firms, although the generational change has not yet taken place, there is no striving for actions that would solve the problem of maintaining business continuity. Family enterprises on which the studies were conducted are characterized by a different level of F-PEC and by a small proportion of firms solving succession issue in a formal way, in the form of a plan. In the sphere of declaration, the firm with a lower level of F-PEC have a stronger desire to transfer the enterprises to someone from the nearest family, while the firm with a higher level of F-PEC take into account other possibilities. Originality/Value: Although the knowledge about the succession processes is quite satisfying, Polish companies are now in a special period as well as family enterprises in other post-transition countries. The knowledge about which directions they will choose is very important for the whole economy.</p>	

Title:	Successor Selection, Training and Development: A gendered perspective
Authors	
Michael Mustafa - The University of Nottingham Malaysia Campus, michael.mustafa@nottingham.edu.my (contact) Carole Elliott - University of Roehampton	
Abstract	
<p>How does perceptions of gender influence the selection, training and development of successor in family-SMEs. Family business scholars have long been pre-occupied with understanding the conditions under which a successful transition across generations can occur. Particularly important in the transition process is the selection and development of successors. Until recently, much of the scholarship concerning the selection, training and development of successors has treated the issue of gender in the process as a dichotomous variable. In this study, we seek to deepen our understanding in this area by adopting a gendered perspective. Specifically, we examine how owners and the communities perceptions of gender and the roles assigned to them, influence successor selection, training and development. Two illustrative case studies from China are drawn to provide contrasting perspective of genders influence. Our findings reveal that perceptions of gender embedded within the family enterprise, among key succession actors and the wider community, have both direct and indirect influences on the selection of successors. Also our findings demonstrate how gender perceptions can influence how and what successors learn by with masculinising or feminising certain knowledge.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Family firms from the consumers' perspective - a methodological approach and practical implementation of a research procedure
Authors	
Anna Maria Nikodemski-Wolowik - University of Gdansk, AMNW@ug.edu.pl (contact) Joanna Bednarz - University of Gdansk Magdalena Bielenia-Grajewska - University of Gdansk	
Abstract	
<p>The study finds that there has been little consideration given thus far to the demand-related aspects of individual consumers market and their attitudes towards Family Firms (FF). Therefore, the focus of the article is to deepen knowledge in the field of recognizing and understanding consumer behavior towards FF. The authors concentrate on qualitative research, given that its proper implementation is a fundamental step that informs the appropriate implementation of quantitative research that explores FF clients' behavior. The authors of the paper undertook qualitative studies in two phases in Poland in 2017 that were exploratory and phenomenological ones in nature. The findings and conclusions from this study will contribute to the creation of strong relations between buyers and FF. The proposed research procedure is of a universal character and can be treated as a recommendation and a certain methodological approach to FF consumer research across geographical jurisdiction.</p> <p>The paper was prepared within the scope of the project funded by the National Science Centre (Narodowe Centrum Nauki) No.2016/21/B/HS4/01600.</p>	

Title:	Examination of the efficacy of the family business Organic Model to signal appropriate roles and responsibilities for family business owners and advisers
Authors	
Simon O'Leary - Regent's University London, olearys@regents.ac.uk (contact) Chris Swaffin-Smith - Regent's University London	
Abstract	
<p>Effectively tackling the complex challenges faced in a family business often requires the dedicated support of a spectrum of advisers and consultants, often those with expertise in law, finance, management or behavioural issues. Such support is appraised in this research using both a family business model and explorations of family advisory themes such as impact, relationships, variety and socioemotional wealth. The initial findings signal benefits in investing the required time to develop a relatively longer-term client brief and buy-in rather than a series of relatively independent short-term solutions. The study also suggests that properly-managed collaborations across and between the various advisors used by a family business client can help develop even more effective and timely resolutions of the fundamental major strategic issues that tend to arise on a relatively regular basis in family business enterprises. The research is based on a variety of new case studies that are being developed in conjunction with family businesses from several sectors to determine the efficacy of the Organic Model to signal appropriate roles and responsibilities for family business owners and their advisers.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Developing Legacy Across Generations: Understanding The Transmission Of Family Legacy
Authors	
Luz Elena Orozco-Collazos - Universidad de los Andes, luorozco@uniandes.edu.co (contact) Isabel C. Botero - Stetson University	
Abstract	
<p>Family business owners strive to create and transfer their legacy across generations. By doing so, they create and preserve the need to pursue non-economic goals, which in turn creates a set of unique behaviors that differentiate family firms from other types of firms. Even though there are many studies that allude to the importance of legacy in the context of family firms, we know very little regarding how legacies are created and transferred across generations. This paper introduces a framework to understand the development of family and family business legacy. We use an exemplary case from Colombia to illustrate the ideas of our framework.</p>	

Title:	Family Protocols as Governance Tools: Empirical Evidence from Latin America
Authors	
Guillermo Perkins - IAE Business School Pedro Vazquez - FCE - Universidad Austral, pvazquez@iae.edu.ar (contact)	
Abstract	
<p>Family firms play a very important role in the global economy and have unique characteristics arising from the institutional overlap of business and family systems. This overlap affects both family dynamics and business performance and may result in negative conflict affecting both the family and the business. The family protocol is a governance instrument utilised by family firms in order to anticipate, to avoid, and to manage these eventual negative conflicts. This research is motivated by the scarcity of empirical academic publications approaching family protocols as well as the lack of research of family firms in the Latin American context. We intend to fill these empirical gaps through evidence from family protocols of Latin American family firms. We aim to gain understanding on the contents included in the protocols and on the heterogeneity of protocols in regard to family firms with different characteristics. We perform a multi-case qualitative study and further develop the matrix of relative sizes of family firms in order to organise our findings. Preliminary results provide insights about typical issues included in family protocols that seem to address specific dimensions of the heterogeneity of family firms.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Family farms, continuity and ageing in a changing environment
Authors	
Manel Plana-Farran - University of Lleida, mplana@aegern.udl.cat (contact)	
Abstract	
<p>Succession, continuity and other aspects as an increased ageing of family farms represent a social and economic challenge not only for famers but society. 2014 was declared by The United Nations' Food and Agriculture Organisation (FAO) the International year of family farming. The figures gleaned from Eurostat show that there were 10,8 million farms in the EU-28 (2013, last year that was made this survey the EU); from this number, 96% are worked either solely by family members or they do most of the work. The economic, social and environmental setting for the agri-food chain, but especially for family farms has changed dramatically in the last two decades, affecting family farms, farming and the relationship with their closer stakeholders. Farming business is basically supported on family business and on its continuity. The aim of this study is to state the importance of family farms, i.e. family businesses, in the European Union. Moreover, it is needed to emphasize that ageing and succession in family farms represent a critical issue not only for farms, beneath the socio-economic environment where these farms are fixed.</p>	

Title:	Succession from an identity perspective
Authors	
Markus Plate - Jönköping International Business School, markus.plate@ju.se (contact)	
Abstract	
<p>Succession is often framed as a human resource problem, in which criteria for CEO succession are objectively defined and a suitable successor chosen, nurtured, monitored, evaluated and finally installed. This rational planning perspective prioritizes an organizational and senior generation view on succession. Employing a multiple narrative case study, this paper focuses on the successor perspective. It reconstructs the life course of ten potential successors, the development of the professional self over decades, and the business entry or abandonment of the succession process. Two types of life course development are suggested: The rational planning type emphasizes the shaping of one's identity according to predefined external criteria of the CEO position. The authentic self development type emphasizes the finding of one's authentic professional self. Context factors like family influence that may push the potential successor on either one of the paths, business entry logics, and positive and negative effects for well-being and family relationships of both development paths are discussed.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Family Business Growth: Tensions between Family and Business Values and the Role of Temporal Work
Authors	
Johanna Raitis - University of Turku, johanna.raitis@utu.fi (contact) Innan Sasaki - Lancaster University Management School Josip Kotlar - Lancaster University Management School	
Abstract	
<p>Existing studies suggest that family business growth creates heightened tensions between family and business values, but we know very little about how family firms negotiate these tensions and, in particular, how this process might change over time. We address this gap in a longitudinal study of a single, extreme case of a family firm where the founding family values not only persisted, but even strengthened during a growth period of over 45 years. Triangulating data from multiple sources and adopting an inductive approach, we show the role of temporal work in explaining how this family firm managed family and business values in tension over time. Through our analysis, we develop a process model consisting of three subsequent types of temporal work. Our study explicates how temporal work shapes the intentionality and temporal orientation of family and business values over time, identifying nuanced pre-conditions and sensitive relationships between family and business values that enable family business growth.</p>	

Title:	Emotional Intelligence in Family Firms: Exploring the effects of EI on Organisational Support, Commitment and Job Satisfaction among non-family Employees
Authors	
Hazel Melanie Ramos - University of Nottingham Malaysia Campus, hazelmelanie@gmail.com (contact) Michael Mustafa - University of Nottingham Malaysia Oliver Mansilla - University of Nottingham Malaysia Campus	
Abstract	
<p>Research on emotions in the workplace has become increasingly important to understanding the success of family firms as emotions lie at the core of workplace interactions. Recent studies have shown non-family employees' emotional connections and perceptions of a favourable and supportive family firm to be influential in their job satisfaction and commitment. Emotional exchanges between family members and the family's emotional expression can serve as cues for non-family employees to interpret the feelings of family members and the family as a whole. In this particular study we propose that non-family employees' trait Emotional Intelligence (EI) may provide an added explanation of how they perceive the caring and supportive environment provided by the family, and how they respond to it. Based on a sample of 172 non-family employees from family firms in the hotel industry in Malaysia, we found that perceived organisational support (POS) had positive effects on organisational commitment and job satisfaction. More importantly we found that EI amplifies the positive effects of POS on commitment. Our findings offer some valuable insights on the emotional dynamics of non-family employees and add on to the small literature regarding family firms' supportive environment and employee outcomes.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

IFERA ANNUAL CONFERENCE 2018

Title:	Non-Family Employee Performance Management: Evidence from a Family-SME
Authors	
Hazel Melanie Ramos - University of Nottingham Malaysia, hazelmelanie@gmail.com (contact) Michael Mustafa - University of Nottingham Malaysia	
Abstract	
<p>Family-SMEs utilize their non-family employees to achieve their developmental goals and aspirations. A particular challenge facing many Family-SMEs is how to effectively manage and motivate their non-family employees. Performance management systems represents an important means through which Family-SMEs can achieve this. The limited empirical evidence on performance management systems in Family-SMEs suggest that they are largely ad-hoc in nature and biased towards family-members. Drawing on organisational justice theory, this study seeks to explore how Family-SMEs performance manage their non-family employees, and nonfamily employees' reactions to such process. Based on an illustrative case study, we found that Family-SMEs utilized both informal and formal practices to manage their non-family employees' performance. Moreover, we also identified how family involvement in management can heighten a sense of injustice concerning the process among non-family employees'. Our findings make a valuable contribution to the existing but limited literature on the performance management of non-family employee.</p>	

Title:	Coping with Disruptions: Nascent enterperneurs and offsprings of entrepreneurial families ENTREPRENEURIAL RESOURCEFULNESS Students of Higher Education in Focus
Authors	
Hannele Rautamäki - Lappeenranta University of Technology, hannele.rautamaki@welho.com (contact)	
Abstract	
<p>The focus of this study, work-in-progress, is on entrepreneurial resourcefulness in higher education, mainly in universities. The literature on student entrepreneurs, including the literature on entrepreneurship education, has been so far largely ignoring this phenomenon. This study is aiming to indicate the building blocks and features of students' entrepreneurial resourcefulness, which will help them to innovate, solve problems, overcome resource constraints and create new ventures. Some scholars suggest that parent's background in family business, an important determinant for student entrepreneurship, is not self-evident but rather may have contrary effects to the phenomenon than previously thought.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	European Family Firms and Acquisition Propensity: A Comprehensive Analysis of the Legal System's role
Authors	
<p>Ignacio Requejo - Department of Business Administration and IME, University of Salamanca, irequejo@usal.es (contact)</p> <p>Fernando Reyes-Reina - Department of Business Administration and IME, University of Salamanca</p> <p>Maria J. Sanchez-Bueno - Department of Business Administration, Universidad Carlos III de Madrid</p> <p>Isabel Suárez-González - Department of Business Administration and IME, University of Salamanca</p>	
Abstract	
<p>This study focuses on family firms' acquisition propensity. Recognizing that family firms are per se reluctant to acquire, we investigate how the legal system in which such firms operate directly affects their reluctance to undertake acquisitions. Extending previous work on the role of the institutional environment in family firms' strategic decisions, we also analyze the legal system's moderating effect in the relationship between family involvement in the business and the probability of acquisitions. Our sample covers family firms from Western European countries with four different legal systems over a nine-year period (2007–2015). We find that family involvement makes family firms more reluctant to undertake acquisitions, and that family firms operating in legal systems with a higher level of shareholder protection are more prone to acquire other businesses. Additionally, our results show that the aversion towards acquisitions associated with family participation in the business is mitigated in countries where shareholders are better protected, thus supporting the view that the legal system moderates the negative impact that family involvement has on acquisition propensity.</p>	

Title:	Board diversity in family firms: Gender and foreign directors' effects on financial efficiency
Authors	
<p>Yeny Rodriguez - Universidad Icesi, yerodriguez@icesi.edu.co (contact)</p> <p>Ana C. Gonzalez L. - Grand Valley State University</p> <p>Julian Benavides - Universidad Icesi</p> <p>Miguel Angel Perez - Universidad Icesi</p>	
Abstract	
<p>Our paper focus is to explore the effects of Board gender and nationality diversity on family business financial performance in Colombia. The impact of gender diversity on board performance has been tested on the grounds of male or female risk aversion, ability to cope with uncertainty and avoidance or eagerness to conflict. Foreigners may bring scarce resources and abilities to the firm, as asserted by the resource dependency theory. Our results suggest that private family firms' financial efficiency is benefitted from having a balanced board where gender and nationality diverse members bring resources without hindering decision-making. Our paper increases a body of evidence on the importance of family business boards' inner dynamics by bringing on the table non-traditional measures of performance and diversity.</p>	

## MAIN CONFERENCE ABSTRACTS

IFERA ANNUAL CONFERENCE 2018

(alphabetical order first author)

Title:	"Can I transfer my ties to my son?" The transfer of external social capital in family business transgenerational succession
Authors	
Emanuela Rondi - Free University of Bozen - Bolzano, emanuela.rondi@unibz.it (contact)	
Abstract	
<p>The transfer of external social capital- resources attainable by an individual's social network outside the firm -represents a challenge for the sustainability of family businesses, since organizational and private relationships are intangible assets crucial to value creation and competitive advantage. Therefore, for organizations it would be crucial to transfer the external social capital created over the years to preserve their value throughout generations; but is it possible? If yes, how? This research aims to study whether and how family businesses transfer external social capital through the transgenerational succession. Coherently to the exploratory connotation of the research, this study adopts multiple case study to analyse six family businesses in South Tyrol hospitality sector. Through the empirical investigation I elaborate a process model of social capital transfer from the founder to the successor. Furthermore, I define glow effect as a positive influence that the relationship between founder and external contact exercises in the creation of a new bond with the successor. Finally, the study allows to clarify the relevance of the relational processes that occur before the founder develops the intention to pass the baton to the successor.</p>	

Title:	The Study of Emotional labor in the Family Business Context.
Authors	
<p>Ayoosha Saleem - University of Adelaide Business School, Adelaide, Australia., ayoosha.saleem@adelaide.edu.au (contact)</p> <p>Francesco Barbera - University of Adelaide Business School, Adelaide, Australia.</p> <p>Arvid O. I. Hoffmann - University of Adelaide Business School, Adelaide, Australia.</p> <p>Simon B. de Jong - School of Business and Economics, Maastricht University, Maastricht, the Netherlands</p>	
Abstract	
<p>It is well-known that the domains of family and business are both complicated entities. Stemming from the combination of these two social institutions are interesting emotional and behavioural phenomena. With an intention to broaden our understanding as to how emotions are managed in the social context of family firms, the proposed study aims to incorporate the tenets of emotional labor in family business. The socio-psychological aspects of emotional labor are particularly relevant for family businesses as this context may exhibit several social aspects that impact how emotions are genuinely experienced and consciously managed. Following a qualitative methodology, our study promises to add to the research stream focusing on affect-related processes in family business through the theoretical lens of Socio-Emotional Wealth. In particular, our study would focus on the emotional labor process in terms of its extent, standards/norms, motivation and consequences. Semi-structured interviews would be conducted from various family members of the same family who actively work in the family business. Furthermore, our study aims to highlight a possible link between the concepts of Socio-Emotional Wealth and emotional labor.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Women successor selection
Authors	
<p>Juan Manuel San Martin - Universidad de las Americas Puebla, <a href="mailto:juanm.sanmartin@udlap.mx">juanm.sanmartin@udlap.mx</a> (contact)            Isabel De la Garza - Universidad Autónoma de Tamaulipas            Argentina Soto - Universidad Anáhuac México            José Luis Esparza - Universidad de Quintana Roo</p>	
Abstract	
<p>Research on family business has been growing due to the importance it has on the economy of a country. However, their vulnerability in the generational transfer is worrisome, since only a third do so successfully, so the issue of succession frequently appears in the studies of this type of business. If we add that the presence and participation of women in business is also increasing, another question arises: the consideration of women as candidates in succession process. The main objective of this study is to identify the various variables that influence whether or not the decision is made that the successor in the family business is a woman. To this end, an instrument was created that was applied to 652 owners of this type of company in Mexico. The results show that one of the factors that have more influence is the gender of the present owner and CEO, followed by the generation of the company, the size of the company and the sector to which it belongs.</p>	

Title:	Topics in Internal Social Capital: A Bibliometric and Content Analysis Review
Authors	
<p>Valeriano Sanchez-Famoso - University of the Basque Country UPV/EHU, <a href="mailto:valeriano.sanchezfamoso@ehu.eus">valeriano.sanchezfamoso@ehu.eus</a> (contact)            Gloria Aparicio - University of the Basque Country UPV/EHU            Amaia Maseda - University of the Basque Country UPV/EHU            Txomin Iturralde - University of the Basque Country UPV/EHU</p>	
Abstract	
<p>This paper intends to comprehensively analyse the body of internal social capital literature written between 1989 and 2015. We collected relevant information from the Web of Science database and conducted a comprehensive and systematic review of the research on social capital—focusing specifically on internal social capital in the realm of family firms. Bibliometrics methods and scientific mapping analysis techniques are used to describe the evolution of published articles, examining the most representative contributors (authors and journals) and social networks created by collaborating on articles. This study also applied content analysis methods to investigate the development trends of internal social capital research. In particular, we used Nvivo software to apply bibliographic coupling to collect articles in clusters, and we examined each cluster to identify topics and development trends to consider in future research. This literature review is intended to assess what we do and do not know about empirical practices at collective levels in an effort to increase the relevance and impact of this area of research. The authors identify and discuss avenues for future research by revealing the shortcomings and challenges presented in the literature.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

IFERA ANNUAL CONFERENCE 2018

Title:	Santo broadcasting company Moving Forward or Held Back in Time
Authors	
<p>Andrea Santiago - Asian Institute of Management, <a href="mailto:asantiago@aim.edu">asantiago@aim.edu</a> (contact)            Carla Melissa Habito - Asian Institute of Management</p>	
Abstract	
<p>This is a case about a young family member, Rahman, who joined the telecommunication business of his grandmother, with the goal of introducing innovations to keep the business within the family. He was challenged by the resistance of his grandaunt who expressed concern that introductions in processes and services would threaten the jobs of loyal employees. However, he felt that the decision to maintain the status quo would jeopardize the financial position of the firm and subject the firm to a take-over by bigger telecommunication firms, a fate that other family-managed businesses in the industry had experienced. With his grandmother advancing in age, Rahman wondered if it was time to resurrect discussions with his grandaunt.</p>	

Title:	Digital Incubators in Family Business: Attracting the Next Generation Family Business Owners
Authors	
<p>Andrea Santiago - Asian Institute of Management, <a href="mailto:asantiago@aim.edu">asantiago@aim.edu</a> (contact)            Krystyna Osen - Asian Institute of Management</p>	
Abstract	
<p>The millennials, potential successors of family businesses, are commonly described as techno-savvy individuals who prefer to make their own mark rather than live the dreams of their elders. Thus, the traditional brick-and-mortar businesses that have been transferred from one generation to another, may not be the appropriate structure and model to attract the next generation family members. In response to the digital trends, three large family businesses in Indonesia have allowed their next generation to use their family identity to establish their own startups, including digital incubators. This paper explores the journey of the three digital entrepreneurs and determines the role of family wealth and reputation on venture success as well as the impact of the digital ventures on the sustainability of the original family businesses.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Commitment is not enough: Goal alignment as the key to performance in family firms
Authors	
Sabrina Schell - University of Berne, <a href="mailto:sabrina.schell@iop.unibe.ch">sabrina.schell@iop.unibe.ch</a> (contact) Julia K. De Groot - University of Berne Laura Stanley - University of North Carolina, Charlotte Joseph T. Cooper - The University of Toledo	
Abstract	
<p>Investigating commitment and goal alignment in family businesses connects two important topics and can provide insight into the current mixed findings regarding innovative behaviour and performance in family firms. Due to their stewardship behavior and emotional attachment to the family business, family members often serve as important resources to the firm which helps it sustain long-term success. Using a sample of 125 Swiss family firms, we examine the relationships between successor commitment to the family business and to the family, goal alignment between the family and the family business, innovative behavior, and performance. The results show that successor commitment to the family and to the family business has only a positive influence on innovative behaviour and performance only when the goals of the family and the firm are aligned.</p>	

Title:	Innovation strategy in family firms: the role of different governance contexts
Authors	
Louise Scholes - Loughborough University London, <a href="mailto:l.scholes@lboro.ac.uk">l.scholes@lboro.ac.uk</a> (contact) Mathew (Mat) Hughes - Loughborough University Mike Wright - Imperial College Business School Alfredo De Massis - Free University of Bozen-Bolzano Josip Kotlar - Lancaster University Management School	
Abstract	
<p>We examine the influence of three different governance contexts on innovation strategy among family firms. Using survey data from a sample of 348 private UK family firms, we study the effects of family control (family involvement on the board), family management (family involvement in management) and family guardianship (trustees and family council) on the importance attached to explorative and exploitative innovation in innovation strategy. Using a decision-making theory lens, coupled with a framework of family governance, we show that explorative innovation strategy is significantly positively associated with family management (in terms of involvement in innovation by the next generation) and family guardianship (in terms of the existence of a family council), but diminishes in emphasis the more total number of generations are involved in the firm. Exploitative innovation strategy is weakly positively associated with more involvement in innovation by the next generation only. Our findings shed light on the governance contexts that can influence family firm innovation strategy, offering important implications for theory and practice and paving the way for future research at the crossroads of corporate governance and innovation in the family firm.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Strategic Renewal Throughout the Family-Business: The Effect of Newcomers and Oldtimers
Authors	
Inge Jantine Marianne Scholman - Utrecht University School of Economics, <a href="mailto:i.j.m.scholman@uu.nl">i.j.m.scholman@uu.nl</a> (contact) Lucie Rosemarie Van den Bergh - Utrecht University School of Economics Flóra Debreczeni - Utrecht University School of Economics Yoran Frauenfelder - Utrecht University School of Economics Jan Pieter Coenraad Rigtering - Utrecht University School of Economics	
Abstract	
<p>Strategic renewal is a critical determinant for organizational success or failure, and a crucial factor for the firm's long-term prospects. In the context of the family firm, hiring newcomers as part of strategic change is expected to create influential dynamics, and a possible distance, between oldtimers and newcomers, which influences the success of strategic renewal. This study examined the effect of the dynamics between newcomers and oldtimers on strategic renewal in the family business. Interviews with 11 employees of the Vylyan Vineyards and Winery were conducted whom represent new and old employees operating at different levels throughout the organizational hierarchy. The results of this research show that (1) the lack of a clear common goal, (2) a lack of respect for the past, (3) a disturbed flow of information, (4) the lack of clear roles and tasks, (5) geographical distance and (6) interpersonal distrust, create a distance between oldtimers and newcomers, which has important negative consequences for the success of strategic renewal. Consequently, the results show the importance of taking the dynamics between oldtimers and newcomers into account when considering strategic change in a family business.</p>	

Title:	Knowledge management practices and innovation: the moderator effect of family firms
Authors	
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Abstract	
<p>Given the central role of knowledge management, and specifically knowledge management practices (KMP) in fostering innovation, besides the distinctive characteristics of family firms (FF) regarding their innovative behaviour and results, this paper addresses two main objectives. Firstly, it aims to deepen in the study of the relationship between two key constructs in management literature: KMP and innovation, by considering a broad range of KMP. Secondly, it contributes to the FF literature by analysing the moderating role of the family character of the firm on the relationships between KMP and innovation, a question that, to our knowledge, has not been explored to date. The empirical study uses data collected from CEOs of 238 Spanish SMEs and employs linear regression by OLS. Consistent with the extant research we found that creation and storage KMP have a positive and significant effect on firm innovation, whereas no significant effect of acquisition, application and transfer KMP on firm innovation has been found. With regards to the moderator effect of family nature on KMP-innovation relationship, we found that being a family firm negatively moderates the positive link between creation and storage KMPs and innovation, and positively moderates the negative, non-significant, knowledge transfer-innovation link.</p>	

## MAIN CONFERENCE ABSTRACTS

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Title:	Using flexible work arrangements: lessons from families in business
Authors	
Isabell Stamm - Technical University Berlin, isabell.stamm@tu.berlin.de (contact) Nicole Hameister - DZA Berlin Fabian Bernhard - EDHEC Business School	
Abstract	
<p>This study examines flexible work arrangements (FWA) and its consequences by looking at entrepreneurial families as a quasi-experimental setting. Due to their entrepreneurial status and nepotistic privileges in the organization, individuals working in their family's business potentially enjoy high work flexibility. We can learn from these individuals how FWA unfolds under conditions of markedly lower organizational constraints. Utilizing data from the German Family Panel, we match each individual working in their family's business with an individual working in a regular employment context (N=674) using propensity scores. Regression results suggest that entrepreneurial families make greater use of FWA. We further find that this higher use of FWA relates to a higher workload for owner-managers, not however for family employees; and is related to higher perceived fairness of the division of labor among spouses rather than being split up equally between them.</p>	

Title:	Conflict in Family Business a Review of literature
Authors	
Salvatore Tomaselli - Università di Palermo, salvatore.tomaselli@unipa.it (contact)	
Abstract	
<p>This paper aims to analyse the state of the art of research on conflict in family business, aiming to contribute achieve a greater understanding of the phenomenon of interest, evaluate the progress made, find potential research gaps, and reflect on future research directions. It constitutes an effort to provide a reasonably complete picture of the insights and knowledge so far developed by scholars who are interested in the issue of conflict in family businesses, from different disciplinary fields, and with different theoretical perspectives, contributing in this way facilitate the understanding of the phenomenon. We carried out our analysis over 127 academic articles published in peer-reviewed journals in the period between 1971 and 2017. The majority of articles are empirical (quantitative), followed by conceptual. The paper presents an overview of the unit of analysis, research methods, main topics, theoretical and disciplinary perspectives, and time distribution of the analyzed articles, and synthesize it in a conceptual map. Then we deepen the focus on three topics that emerged from the analysis of the literature: the antecedents of conflicts, the nature and typology of conflicts and the management of conflicts, discussing the main findings of our literature analysis. Finally, we discuss some research gaps, and reflect on future research directions.</p>	

## MAIN CONFERENCE ABSTRACTS

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Title:	On the Road to Perdition: How Do Family Effects Influence Strategic Path Dependencies?
Authors	
Thomas Treiber - Witten/Herdecke University, thomas.treiber@treiber-trays.de (contact) Julia K. de Groot - University of Bern Arist von Schlippe - Witten/Herdecke University Andreas Hack - University of Bern	
Abstract	
<p>Empirical management research on organizational crisis so far has mainly neglected the process character of crisis development as well as the contextual factors influencing this process. It has rather focused on content issues such as causes for crisis or turnaround measures. Organizational path dependence theory offers a potential fruitful way to study the process of the development of existence-threatening crises, which are not rooted in external shocks. Family business research has shown that family influence is high impact on strategic decisions in family firms and thus can act as an important context factor in the process of crisis genesis. While a rich body of literature on the development of path dependencies exists and an increasing interest in research on family firms in the last two decades could be observed, the role of the owning family in the development of path dependencies in family firms that lead to existence-threatening organizational crises has not been investigated. The present study aims at addressing this gap in the literature. Due to the nature of our research question we chose a qualitative approach. We conducted an explorative pre-study which built the basis for a multi-case study using interview as well as archival data.</p>	

Title:	Performance below aspirations as an antecedent of succession planning in family firms: The relationship between socioemotional and financial wealth
Authors	
Ine Umans - Hasselt University, ine.umans@uhasselt.be (contact) Nadine Lybaert - Hasselt University Tensie Steijvers - Hasselt University Wim Voordeckers - Hasselt University Eddy Laveren - University of Antwerp	
Abstract	
<p>This study builds on prospect theory to indicate that pre-succession firm performance below aspiration levels influences the level of succession planning in family firms. Moreover, it shows that the effect of firm performance on the decision making concerning succession planning is contingent on the focus on the renewal of family bonds through dynastic succession. Based on a sample of 224 Belgian family firms, results show that when the gap between firm performance (below aspirations) and the aspiration level increases, the level of succession planning decreases. In addition, the focus on the renewal of family bonds through dynastic succession interacts with firm performance below aspirations such that the aforementioned negative relationship is weakened.</p>	

## MAIN CONFERENCE ABSTRACTS

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Title:	Becoming a multinational family business: the role of trust
Authors	
<p>Margré van Dalfsen - Visscher-Caravelle BV, m.vandalfsen@vandalfsen-beheer.nl (contact)                  Ilse Matser - University of applied sciences of Windesheim                  Erik Veldhuizen - University of applied sciences of Windesheim                  Francesco Barbera - University of Adelaide</p>	
Abstract	
<p>Although organizational culture is a well-known driver of firm behavior and internationalization in general, what is less known is how family business culture affects the network of relationships that ultimately drive the internationalization process over time. In particular a culture which fosters international networks build on social capital and trust is expected to have particular influences for a firm's resources and capability to internationalize. Based on this apparent gap, our study aims to answer the question: How does trust have an impact on the internationalization process in family businesses over time?</p> <p>Our study addresses this question by longitudinally examining the experiences of Diemen Contour (DC), a twenty-nine year old, multi-national, second generation family business that manufactures car mats for the automotive industry. Headquartered in the Netherlands, DC operates in eleven countries that span nearly all continents worldwide. Taking a longitudinal case study approach, our study collects interview data at two key moments in time associated with DC's internationalization process, and examines the evolution of a culture built on trust during the same period.</p> <p>Our studies contribution is twofold. First, we theoretically and empirically link the concepts of social capital and trust to the internationalization of family firms. By this approach, we hope to uncover the underlying relational mechanisms driving the international business activities of family firms. Second, we shed light on the temporal dynamics that occur during the internationalization process by taking a longitudinal, qualitative approach.</p>	

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(alphabetical order first author)

Title:	Jansen Office Supplies: Love to Work...or not? A Shift in Leadership and Strategy
Authors	
<p>Jan Willem van der Vloot van Vliet - Teacher and researcher, Dutch Centre of Expertise in Family Business, Windesheim University of Applied Science, jwa.vander.vlootvanvliet@windesheim.nl (contact)                  Rachel Heeringa - Teacher and researcher, Dutch Centre of Expertise in Family Business, Windesheim University of Applied Science                  Ilse Matser - Lector and Director, Dutch Centre of Expertise in Family Business, Windesheim University of Applied Science</p>	
Abstract	
<p>In 2008, shortly after the company's 125th anniversary, Jacob Jansen the Fifth transferred the leadership of Jansen Office Supplies to Logan Hendriks, a non-family manager. Logan was working at Jansen for 29 years and had been proven a very loyal salesman. Two of his sons were working in the company as well, but they both weren't sure if they wanted to step in their father's footsteps as a director.</p> <p>A couple of years after his retirement, during a world trip, Jacob found out that Logan hadn't been telling the truth about the company's profit and the company was close to bankruptcy. The question arose what went wrong. Logan had tried to change the organizational culture to a more closed system, with targets and efficiency over the original values trust and transparency.</p> <p>A cultural change that was hard to cope with, especially for the employees that were working at Jansen for a long time. Being so close to bankruptcy, caused that both sons were willing to step up to the management team and create a stable strategy for the family firm. The question in this case was what Jacob should do with all these issues.</p>	

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Title:	The role of the advisory board during the transition process of a family-managed to a family-owned firm
Authors	
Judith van Helvert - Windesheim University of Applied Sciences, jmc.van.helvert@windesheim.nl (contact)	
Abstract	
<p>This paper discusses the case of a transition process of a family-managed to a family-owned firm and the role of the advisory board during this process. The transition from a family-managed to a family owned firm is a critical event in the lifecycle of a family firm and it has received considerable scholarly attention (Lardon et al., 2017; Gedajlovic et al., 2004; Chua, Chrisman, &amp; Sharma, 2003). However, so far researchers have overlooked the details involved in this transition process. Many questions remain unanswered, like what are the stages that the family goes through during this process? Who do the family members involve? What are the considerations involved and which decisions need to be made? The purpose of this article is to explore and understand the transition process of a family-managed to a family-owned firm from a micro-level strategy perspective. The focus is on two research questions: (1) How does a family firm evolve from a family-managed to a family-owned firm? (2) What is the role of the advisory board during this transition process? The aim is to contribute to the family firm literature by building an understanding of this transition phenomenon and secondly to contribute to the strategy as practice perspective by identifying the role of the advisory board as a strategy arena during such a process.</p>	

Title:	Solar Innovations Group: Managing Change in a Family Firm
Authors	
Judith van Helvert-Beugels - Windesheim University of Applied Sciences, jmc.van.helvert@windesheim.nl (contact) Jolanda Knobel - Windesheim University of Applied Sciences	
Abstract	
<p>This case is about a young, innovative, medium-sized family firm that experiences both growing pains and challenges regarding the transition from the first to the second generation. The director lacks the appropriate expertise to address these pains, also among his personnel. The case zooms in on the challenges involved in managing this growth and it focuses on the important role of the family. It addresses the different family actors and their roles influencing the decision making process in particular. Students will also learn more about the issues involved in the run-up of the firm's transition to the next generation. What if the families CEO feels he is far in excess of its capacity but the next generation is not ready to take over yet? This case is designed for usage in courses addressing subjects as family firm governance, strategic or business management, organizational change, growth and innovation, organizational structures and leadership at the graduate as well as at the undergraduate level. More specifically, this teaching case can be used in courses on small- and medium-sized firms and their development paths as well as in courses on external management and ownership in family firms.</p>	

## MAIN CONFERENCE ABSTRACTS

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IFERA ANNUAL CONFERENCE 2018

Title:	Family Business Ethics: At the Crossroads of Business Ethics and Family Business
Authors	
Pedro Vazquez - IAE Business School, pvazquez@iae.edu.ar (contact)	
Abstract	
<p>In spite of the considerable development of research in the fields of business ethics and family business, a comprehensive review and integration of the area where both disciplines intersect has not been undertaken so far. This paper aims at contributing to the call for more research on family business ethics by answering the following research questions: What is the status of the current research at the intersection of business ethics and family business? Why and how do family firms differ from nonfamily firms regarding business ethics? And, what are the key directions for further research? To answer these questions, this study combines a systematic approach for the selection of articles, resulting in a sample of 31 articles over 35 years, with a narrative review to analyze the literature. This paper finds that research on family business ethics is scarce but increasing and that family firms are considerably different from non-family firms regarding ethical issues. Particular stakeholders, goals, relationships, and practices are found to be the forces behind the peculiarity of family business ethics. Ultimately, research development on family business ethics is encouraged and future research directions flowing from the key findings and reflections of this review are provided.</p>	

Title:	What We Do in the Shadows: The Formality of Informal Organizing
Authors	
Matthias Waldkirch - Jönköping International Business School, mwaldkirch@gmail.com (contact)	
Abstract	
<p>Formal and informal structures shape organizations and the interaction of actors within. Surprisingly, just recently organizational theorists have started studying the interplay of both structures. However, most studies focus on how formal influence informal structures, viewing formal changes as clear. Building on a 16-month case study of a reorganization and CEO succession in a family-owned company, the study investigates the interplay of formal and informal structures. Highlighting processes of formalization and informalization, I find that informal structures can, in times of weak formal structures, partly substitute tasks of the formal organization through processes of re-routing. By showing how formal and informal organizing may constitute each other, the study contributes to the literature on organizing and organizational design.</p>	

## MAIN CONFERENCE ABSTRACTS

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Title:	Family Influence and Digital Transformation: The Impact of Leveraging
Authors	
Yong Wang - University of Wolverhampton, yong.wang@wlv.ac.uk (contact)	
Abstract	
<p>Remarkable interests in the digital economy have been witnessed in the past two and a half decades, attributed to the escalating market demand for transparent access to products, personalised service, and superior operational efficiency. Irrespective of a plethora of studies being implemented on e-commerce or e-business, rarely is research executed on family businesses in the digital economy. Using the resource orchestration theory as the theoretical underpinning, this paper intends to integrate three strands of research on family influence, resource management, and digital transformation. It proposes that family influence as a unique resource affects the digital transformation of a family firm. Further, the paper posits that the resource leveraging processes, including mobilising, coordinating, and deploying processes, mediate the relationship between family influence and digital transformation. The study conceptually taps into a new research domain and offers a model framing resource leveraging, family influence and digital transformation.</p>	

Title:	Promoting a Family-Member CEO in a Context of Formal Institutional Weakness
Authors	
Karen Watkins-Fassler - UPAEP, karen.watkins@upaep.mx (contact) Guadalupe del Carmen Briano-Turrent - UASLP Lázaro Rodríguez-Ariza - Universidad de Granada	
Abstract	
<p>Background: From the perspective of institutional theory, this paper studies the relation between the abilities of family-member CEOs and the financial performance of listed family companies, in a setting of formal institutional weakness.</p> <p>Methods: The study sample is composed of non-financial family firms listed in the Mexican Stock Exchange during the period 2001-2014. Econometric analysis is attained through linear models for panel data, estimated by OLS. To take into account endogeneity concerns, regressions are run through GMM. Results: The results obtained indicate that better corporate financial outcomes are achieved with external CEOs than with family-member CEOs, even when their abilities, in terms of experience and academic background, are similar. The inverse relation found between family-member CEOs and financial performance was moderated when the CEOs had a high business-related academic background, thus acquiring the skills and greater perspective needed to cope with the higher transaction costs and increased business risks present in environments of formal institutional weakness as is the case in Mexico.</p> <p>Conclusions: In a context of formal institutional weakness, investment in business-related higher education – of high quality, and in one’s own country – is a good long-term strategy for family businesses that wish to promote a family-member CEO.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	Exploring Corporate Entrepreneurship in Family Firms: The Role of Socioemotional Wealth and Dynamic Capabilities
Authors	
Vanessa Weimann - Witten/Herdecke University, Vanessa.Weimann@uni-wh.de (contact) Maike Gerken - Witten/Herdecke University Marcel Hülsbeck - Witten/Herdecke University	
Abstract	
<p>In this paper we empirically investigate how Socioemotional Wealth (SEW) and Dynamic Capabilities (DC) effect Corporate Entrepreneurship (CE) in family firms and elaborate existing knowledge about how and when positive effects are likely to occur. DCs are essential for firms to exploit opportunities and respond to technological changes in general and particular important for family firms due to their desire to succeed across generations. Given that family involvement in business creates idiosyncratic motivations and long-term characteristics, which considerably affect the firm’s behaviour, we state that the pursuit of family-oriented goals is beneficial for developing DCs and thus successfully pursuing CE in family firms. We quantitatively test our hypotheses on a dataset sent out to 3’596 German family firms. Our findings provide essential insights to the literature on entrepreneurship and innovation in family businesses and further add important implications for practitioners since understanding how the DCs and SEW goals work together to influence the firm’s CE strategies is a potentially valuable tool for managers of family firms.</p>	

Title:	The Legal Form as an Anchor in Times of Rapid Change
Authors	
Patrick Werner - University of Siegen, Germany, patrick.werner@uni-siegen.de (contact)	
Abstract	
<p>The choice of a suitable legal form for a company occurs not only when it should be established but also in its life time when internal or external changes emerge. In this cases it depends every time on several relevant aspects, which have for each company different priorities. Through the two social systems, family and company, family firms have inherently a special structure with distinctive properties. Thus, the owner families also have some specific motives when they have to choose a suitable legal form for their companies. This paper propose a more precise analysis of these special motives of family firms and gives further insights in the decision process. This should be done via case studies.</p>	

## MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

Title:	We are a Family Firm! And (how) do We Communicate This?
Authors	
Albertha Wielsma - Windesheim University/Jönköping University, a.wielsma@windesheim.nl (contact)	
Abstract	
<p>Various family firms scholars have stated that family firms have a competitive advantage because the connection to the family provides them with a distinctive and authentic identity. Despite this advantage, not all family firms choose to express this connection to the family to stakeholders. This paper presents a proposal for the study of this corporate communication practice in family firms, which focuses on both the decision process and the result of this process: the actual praxis. It aims to explore the drivers and impediments for family firm owners and the involvement of the family (if any) in the decision and execution of the firm's communication strategy. Apart from Corporate Communications, the theoretical framework is provided by the New Systems Theory (Luhmann, 1995), which views organizations as meaning systems. Based on this theory, we propose a longitudinal, multiple case study of 10-15 family firms, in which researchers and practitioners cooperate in action research. This approach will contribute our understanding of the dynamics that are involved in a corporate communication strategy which includes the emphasis on family ownership. Furthermore it contributes to the awareness of family firm owners of the opportunities and challenges of this strategy and of its practical implications.</p>	

Title:	Family Firm Continuity: A case study of the family-run four star hotel "The Peak" in the Austrian Alps
Authors	
Anita Zehrer - MCI Management Center Innsbruck, anita.zehrer@mci.edu (contact) Gabriela Leiß - MCI Management Center Innsbruck Charles Krusekopf - Royal Roads University	
Abstract	
<p>The case study at hand describes a family-run four star hotel in the Austrian Alps and their challenges with regard to family firm succession. The family firm currently is in its second generation and plans handing over the business to the next generation. Thus, the entrepreneurial family is dealing with change and transformation processes particularly with communication challenges among the family members. The case exercise will suit entrepreneurship and family business students at both undergraduate level and graduate level to consider options and issues within intergenerational communication in family firms during their succession process. This case may be taught as an example of a family firm succession process in a family business management, business strategy or entrepreneurship course. The case provides a rich context to discuss and apply, such as corporate governance, agency theory and stewardship theory, family governance (conflicts of interest between owner generation and next generation, between owner generation and employees, between family and outsiders/stakeholders), as well as family governance mechanisms (family council, family assembly, family constitution).</p>	

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