



ifera...

international family enterprise
research academy

IFERA 2019 CONFERENCE PROCEEDINGS

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CONFERENCE THEME

Feeding the fire of entrepreneurship:
Theory and practice for the enterprising family

17 - 21 June 2019 | Bergamo, Italy

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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 reality. Things continue to develop in IFERA, and we are on a great trajectory! As academia is changing, and the family business field is establishing itself among the mainstream disciplines, we aim at being flexible and innovative to support our community to the best of our abilities, and to exceed your expectations during this conference and the ones to follow.

The beautiful City of Bergamo, our wonderful hosts at the University of Bergamo, and our outstanding Conference Committee are ready to deliver a week of exciting learning and networking opportunities, welcoming the first-ever Academy of Management Review workshop associated with a family business conference, 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 and beautiful places. From everything I know, this year's IFERA Conference promises to be yet another hallmark event on the family business agenda!

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. More than 250 researchers, representing almost 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 Bergamo very soon.

Thank you all for your trust in IFERA, you are the true heart of this unique Academy!

Torsten M. Pieper
President, IFERA



FROM THE CONFERENCE CHAIRS

Welcome from the Conference Chairs

Dear Colleagues and Family Business Friends,

We are delighted to chair the 2019 Annual IFERA Conference at the University of Bergamo, Italy. We are looking forward to welcoming scholars from all disciplines to enjoy a rich program and engage in the conversation of family business research.

The conference theme “Feeding the fire of entrepreneurship: Theory and practice for the enterprising family” is currently a core topic to advance the family business debate and represents a crucial aspect for enterprising families, as they face challenges and dilemmas between continuity and change when planning and implementing entrepreneurial initiatives. This can affect both the family’s and the firm’s long-term objectives, their functioning and sustainability.

The conference theme will be addressed in the keynote speeches by three outstanding scholars, Jay Barney, University of Utah (US), Howard Aldrich, University of North Carolina at Chapel Hill (US), Nadine Kammerlander, WHU – Otto Beisheim School of Management (Germany). Pre-conference activities feature the AMR paper development workshop and the IFERA 2019 Faculty Development and Doctoral Consortia.

Authors of the best papers and research proposals will be acknowledged with several 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.

Finally, you will find yourself in the heart of Lombardy, one of the “engines” of the European economy; the vibrant local community of entrepreneurs, practitioners and educators is excited to welcome a unique gathering of scholars, to promote learning and knowledge exchange, particularly through the numerous special sessions and the plenary roundtable with practitioners, as well as the Family Business Day.

In between and after the conference hours, we are sure you will enjoy the wonderful city of Bergamo. It has a medieval center in “Cittá Alta”, surrounded by UNESCO world heritage “Mura”, gorgeous restaurants, a broad range of shops, excellent hotels and restaurants and many splendid parks. Hopefully, you will have the chance to combine your conference trip with some additional days in Italy to add some extra value to your IFERA experience!

Family business research offers the opportunity to engage in a truly multi-disciplinary, creative, rigorous, reflexive, and critical discussion. Let’s take the chance to meet up with old and new friends. Enjoy the conference!

Tommaso Minola, Mara Brumana, & Giovanna Campopiano
IFERA 2019 Program Chairs

THE CONFERENCE

Proceedings, WiFi, Registration, and Conference App

- The Conference Proceedings can be found on the Members’ area of the IFERA website (<https://ifera.org/service/ifera-conference-proceedings/>), and on the USB stick you will receive upon registration at the conference.
- **WiFi:** The University of Bergamo provides participants with a unique code, giving free access to WiFi during the conference. You will receive your password upon registration.
- **Registrations:** Upon your arrival, please make sure to register and collect your conference material at our information desk, located in the main conference venue in via Pignolo (please see section 2.2 for University of Bergamo map).

Registration times are allocated as follow:

Tuesday June 18 th :	7:30 - 8:30 (at the information desk) 19:00 - 19:30 (at Welcome Reception)
Wednesday June 19 th :	7:30 - 8:30 (at the information desk)
Thursday June 20 th :	8:30 - 9:00 (at the information desk)
Friday June 21 st :	8:30 - 9:00 (at the information desk)

In order to register, **you will be required to show your conference 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 3917355616).
- On-site purchases: For special circumstances, you may be able to buy a ticket for social events on-site. Please note that availability for on-site registrations is not guaranteed

Conference app

All conference delegates have been provided (by email) with a link to the Conference app, a unique invitation code and some useful information about the app services.

Don’t miss the chance to win our prize for the “Most engaged delegate” of the conference. May you experience any problem with the app, please contact us at the information desk.

LOCATIONS & TRANSPORTATION

Conference Venue

The conference venue is University of Bergamo, located at Ex collegio Baroni (Pignolo Building) - Via Pignolo 121/123, and S. Agostino Campus - piazzale Sant'Agostino, 2, 24129 Bergamo.

Travel to Bergamo

Bergamo is located 50 km from Milan. The closest airports are:

ORIO AL SERIO

Orio al Serio is just 5 km from Bergamo and 45 km from Milan. It is connected to many Italian and European destinations and is known for its large number of low-cost airlines. The Airport Bus service runs daily to and from the airport every 30 minutes and the journey takes about 20 minutes; for further info visit www.atb.bergamo.it

Bergamo Airport, Orio al Serio
Via Aeroporto, 13, Orio al Serio
Ph. +39 035 326323 / www.orioaeroporto.it

MILANO LINATE

- Milano Linate Airport offers a shuttle service to Milano Centrale rail station (<http://www.milano-aeroporti.it/liniate-shuttle/en/index.html>).
- Trains from Milano Centrale to Bergamo depart every hour and take approximately 1 hour
- Private taxis can be booked in advance and cost around 90,00 euros.

MILANO MALPENSA

Milano Malpensa Airport offers a direct shuttle to Bergamo, the trip is about 2 hours long

Travel within the city

BUS - The Conference venue is located at the gates of the Upper City of Bergamo, which is an easy reachable area from the city centre, where the station and most hotels are located. Bus services run every 10 minutes (Bus number 1) and take approximately 13 minutes from the Rail Station to the Conference Venue, before proceeding to Città Alta. The bus-stop closer to the conference venue (2 minutes walk) is : <https://www.atb.bergamo.it/en/atb-network/routes-and-timetables>

Number 1 also runs every 20 minutes from the airport to the city center and Città Alta:
<https://www.atb.bergamo.it/en/atb-network/tourism-in-bergamo/airport-bus>

Tickets can be purchased on the bus as well as in most Tobacco and newspaper shops.

TAXI - Taxis are also available outside the station. The official taxi provider number is +39 035 451 90 90. You can also download a dedicated app called IT TAXI.

WALK - The Conference venue is a 20 minutes' walk from most hotels in the city. It is a chance to fully enjoy the beautiful Venetian Walls and the incredible architecture of this area of the City, highly recommended.

SOCIAL EVENTS

All attendees of the 2018 IFERA Conference are invited to join our social events during the conference days. The events are included in the ticket price, but all delegates had to sign up for them during the registration check-out. Please check your order confirmation for more information about your preferences.

If you are willing to bring a friend or your family with you, you can buy extra tickets on site (upon availability).

IFERA WELCOME RECEPTION, CO-SPONSORED BY "STEP PROJECT" AND "MARTINI VINEYARD"

The Welcome Reception for all conference participants will be held on **Tuesday June 18th** at: University of Bergamo, Pignolo Campus (main conference venue).

Address: Via Pignolo 123, Bergamo ([map](#))
Time: 18.00 - 21.00
Dresscode: Casual

IFERA SOCIAL EVENING

The Social Evening will be held on **Wednesday June 19th** at: Chiostro di S.Agostino, Bergamo

Address: Piazzale di S.Agostino 1, Bergamo
Time: 18:30 - 22:00
Dresscode: Casual

IFERA GALA EVENING & AWARDS CEREMONY - GLOWING IN THE DARK

The Gala Evening and Award Ceremony will be held on **Thursday June 20th** at: Piazza Vecchia, Bergamo

Address: Piazza Vecchia, Bergamo
Time: 19:00 to 22:30 (attendees can leave at anytime)
Dresscode: Formal

IFERA SECRET PARTY - BREAKING THE CHAINS OF ENTREPRENEURSHIP

The Secret Party will be held on **Thursday June 20th** at: A secret spot

Address: Vicolo S.Agata, Bergamo
Time: 22.30 to 1:30
Dresscode: Casual

KEYNOTE SPEAKERS

Jay Barney, University of Utah (US)



Jay Barney is a Presidential Professor of Strategic Management and the Pierre Lassonde Chair of Social Entrepreneurship at the University of Utah David Eccles School of Business. He previously served as a professor of management and held the Chase Chair for Excellence in Corporate Strategy at the Ohio State University Max M. Fisher College of Business.

His research focuses on the relationship between costly-to-copy firm skills and capabilities and sustained competitive advantage. He has also done research on the actions entrepreneurs take to form the opportunities they try to exploit.

He has served as an officer of both the Business Policy and Strategy Division of the Academy of Management and the Strategic Management Society and has served as an associate editor at the Journal of Management, senior editor for Organization Science, and co-editor at the Strategic Entrepreneurship Journal. His work has been published in numerous leading outlets, including the Strategic Management Journal, the Academy of Management Review, the Academy of Management Journal, Management Science, and is among the most cited work in the fields of strategic management and entrepreneurship.

In addition to his teaching and research, he presents executive training programs throughout the U.S. and Europe and consults with firms on large-scale organizational change and strategic analysis.

Dr. Jay Barney is an SMS Fellow as well as a fellow of the Academy of Management. He has received honorary doctorate degrees from the University of Lund (Sweden), the Copenhagen Business School, and Universidad Pontificia Comillas (Spain), and has had honorary visiting professor positions in New Zealand, the U.K. and China.

Howard Aldrich, University of North Carolina at Chapel Hill (US)



Management and sociology professor, Howard Aldrich researches entrepreneurship, the origins of new organizational populations, gender differences in business management and organizational evolution.

Among his research projects is a study of the process by which entrepreneurial teams are founded, and it focuses on similarity and differences between team members. He also is examining the contributions made by voluntary association membership to entrepreneurial success, as well as how to design courses and classroom activities to promote active learning.

Dr. Aldrich is Kenan Professor of Sociology and chair of the Department of Sociology. He won the Carlyle Sitterson Award for Outstanding Teaching in 2002.

In 2000, the Swedish Foundation of Small Business Research named him the Entrepreneurship Researcher of the Year and the Organization and Management Division of the Academy of Management presented him with a Distinguished Career of Scholarly Achievement award.

Nadine Kammerlander, WHU – Otto Beisheim School of Management (Germany)



Nadine Kammerlander is Associate Editor of Family Business Review and she serves on the editorial board of Entrepreneurship Theory and Practice.

She published her research in internationally renowned journals such as Academy of Management Review, Academy of Management Journal, Entrepreneurship Theory and Practice, Journal of Business Venturing and Journal of Product Innovation Management.

Moreover, she received several national and international awards for her research and its applicability to practice, including Jürgen-Hauschildt Award for innovation management; Carolyn Dexter Award; Latsis Award; Hans-Löwel-Award; Family Firm Institute Best Unpublished Paper Award; Family Firm Best Dissertation Award; Academy of Management

Distinguished Paper Award of the BPS division; IFERA Best Practice Contribution Award; Transeo Award for Best Paper on Business Transfer.

CONFERENCE AWARDS

This year's conference features the following Awards:

2019 IFERA best Ph.D. research proposal award

Award stipend: 1,000€ award sponsored by IFERA

2019 IFERA most promising dissertation award

Award stipend: 1,000€ award sponsored by IFERA

2019 IFERA Best conference paper award

Award stipend: 2,500€ award sponsored by the Center for Young and Family Enterprise (CYFE - University of Bergamo)

2019 IFERA Best paper on conference theme

Award stipend: 1,500€ award sponsored by Department of Management Information and Production Engineering (DIGIP - University of Bergamo) & STEP project

2019 IFERA Best teaching case award

Award stipend: 1,500€ sponsored by SAGE

2019 IFERA Best paper contribution to practice award

Award stipend: 1,000€ award sponsored by Wittener Institut für FamilienUnternehmen (WIFU) (Germany)

2019 IFERA Best reviewer award

Award stipend: 500€ and 2020 IFERA conference fee waiver sponsored by IFERA

The 2019 Award Jury Members:

Alistair Anderson	Evelyn Micelotta
Cristina Bettinelli	Tommaso Minola
Mara Brumana	Federica Origo
Giovanna Campopiano	Giuseppe Pedeliento
Cristina Cruz	Daniel Pittino
Edoardo Della Torre	Renato Redondi
Alfredo De Massis	Emanuela Rondi
Kimberly Eddleston	Attilia Ruzzene
Marcel Hülsbeck	Andrea Salanti
Peter Jaskiewicz	Philipp Sieger
Josip Kotlar	Rachel Taliaferro
Rania Labaki	Anita Van Gils
Esra Memili	

AWARD NOMINATIONS

2019 IFERA Best Ph.D. Research Proposal Award & Most Promising Dissertation 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.

At the upcoming conference in Bergamo, for the first time, IFERA will honor two PhD students with the Most Promising Dissertation (Ph.D. students in the first year of Ph.D. program) and the Best Ph.D. Research Proposal (Ph.D. students who have completed the first year of Ph.D. program) awards.

The following submissions have been nominated for the IFERA 2019 Best Ph.D. Research Proposal Award:

Title	Author	Affiliation
Green expectations: Generational Transfer of Environmental Values in Family Businesses	Nishanthi Kariyapperuma	University of Waikato (New Zealand)
The Psychology of Generational Turnover in Family firms: A Post-Cognitive Approach	Vittoria Magrelli	Lancaster University Management School (UK)
Digital Transformation, Digital Entrepreneurship, and Digital Innovation in Family Firms	Jonas Soluk	WHU – Otto Beisheim School of Management (Germany)
Feeding the Fire of Digitalization: Family Firms in Times of Digital Disruption	Ruth Überbacher	Free University of Bozen-Bolzano (Italy)

The following submissions have been nominated for the IFERA 2019 Most Promising Dissertation Award:

Title	Author	Affiliation
Chairperson of the Board in Family Firms	Anup Banerjee	Jönköping University (Sweden)
Changing Family Demographics as a Venture Creation Opportunity	Jiyoung Kim	Jönköping University (Sweden)
Entrepreneurial Finance and Immigrant family Businesses	Ibrahim Malki	Jönköping University (Sweden)
Unraveling the Complexity of the Family and Business Interface in Family Owned Businesses	Michal Perry	University of Twente (Netherlands) and The Max Stern Yezreel Valley College (Israel)

AWARD NOMINATIONS

2019 IFERA Best conference paper award

Description: This award aims to recognize the best among the top quality conference research papers. The nominees are selected based on reviews. This award is sponsored by the Center for Young and Family Enterprise (CYFE – University of Bergamo).

Nominees		
Paper	Title	Authors
15	Failing to sustain collaboration: A longitudinal process study of failed family owner nonfamily CEO trajectories	Rüveyda Kelleci, Frank Lambrechts, Wim Voordeckers and Jolien Huybrechts
114	The family compass – How family identity enables family firms to align strategy and business identity	Jana Bövers and Christina Hoon
123	Family-oriented non-economic objectives and the internationalisation of family firms: Evidence from Australia	Chris Graves, Henry Shi and Francesco Barbera
180	Job Benefits and Employee Happiness in Family and Non-family Firms – The Role of Cultural Differences	Stephanie Querbach, Matthias Waldkirch and Nadine Kammerlander

2019 IFERA Best Paper on Conference Theme

Description: This award aims to recognize the best of our conference papers on the conference theme. The nominees are selected based on reviews. This award is co-sponsored by the Department of Management Information and Production Engineering (DIGIP – University of Bergamo) and STEP project.

Nominees		
Paper	Title	Authors
9	R&D Sources and the Innovation Performance of Family versus Non-Family Businesses	Fernando Muñoz-Bullon, Maria J. Sanchez-Bueno and Alfredo De Massis
38	Entrepreneurship Orientation in Family Firms. An Exploratory Study	Michela Floris and Cinzia Dessì
102	Paradoxical Influence of Family Ownership on Innovation-Focused Organizational Change: Evidence from a Large Family Business Retail Firm	Izabela Szymanska
193	The Effect of Active Learning during Formative Years on Self-Employment-- Indirect and Direct Exposure to Family Business	Marjan Houshmand, Marc-David Seidel and Dennis Ma

AWARD NOMINATIONS

2019 IFERA Best teaching case award

Description: This award aims to recognize the best of our top quality conference teaching cases. The nominees are selected based on reviews. This award is sponsored by SAGE.

Nominees		
Paper	Title	Authors
52	The Peak Hotel – The Challenge of Succession and Family Firm Continuity	Anita Zehrer and Gabriela Leiss
99	The Carreño Family Case	Ricardo Aparicio
176	J.M. HUBER: In the Midst of the Leadership Transition	Marta Widz and Denise Kenyon-Rouvinez
219	Open Sports Argentina: Corporate Social Responsibility of a Small Family Businesses	Claudio Muller and Natalia Christensen

2019 IFERA Best paper contribution to practice award

Description: This award aims to recognize and encourage contributions to improving practice. Nominated papers by reviewers during the conference paper review process are considered for this award. This award is sponsored by the Wittener Institut für Familien Unternehmen (WIFU).

Nominees		
Paper	Title	Authors
2	An Exploratory Study on the German Single Family Office Landscape: Understanding Archetypes and Consequences	Antonia Schickinger, Max Peter Leitterstorf and Nadine Kammerlander
20	How, Who, and When? The Role of the Advisor for Post-Succession Outcomes in Family-Owned SME	Alexandra Michel, Philipp Sieger and Nadine Kammerlander
26	How to Keep Up with Discontinuous Technology? A Multiple Case Study on the Digital Transformation Process in Family Firms	Jonas Soluk and Nadine Kammerlander
164	The Mixed Gamble of Strategic Market Focus in Family and Nonfamily Firms	Ivan Miroshnychenko, Alfredo De Massis, Kim A. Eddleston and Josip Kotlar

AWARD NOMINATIONS

2019 IFERA Best reviewer award

Description: The University of Bergamo 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 has a crucial importance considering the aims of IFERA conference and, therefore, we wish to recognize outstanding reviewers.

The following people are nominated for the IFERA 2019 Best Reviewer Award:

Mikel Alayo
 Carlotta Benedetti
 Cristina Bettinelli
 Juliana Binhote
 Louisa Diana Brunner
 Donella Caspersz
 Alessandro Cirillo
 Chris Graves
 Bart Henssen
 Tuuli Ikäheimonen
 Katrien Jansen
 Maria De Los Angeles Lucero Bringas
 Tom Lumpkin
 Luca Manelli
 Beatriz Martinez
 Ivan Miroshnychenko
 Attilia Ruzzene
 Maria-José Sanchez-Bueno
 Vanessa Weimann



SPECIAL ISSUE

This year's conference will feature one Special Issue on Journal of Family Business Strategy (JFBS) edited by Howard Aldrich (University of North Carolina at Chapel Hill, USA), Sharon Alvarez (University of Pittsburgh, USA), Mara Brumana (University of Bergamo, Italy), Giovanna Campopiano (Lancaster University, UK), Tommaso Minola (University of Bergamo, Italy):

<https://www.journals.elsevier.com/journal-of-family-business-strategy/call-for-papers/feeding-the-fire-of-entrepreneurship>

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

SUBMISSION STATISTICS

Total number of submissions: 224

Papers included in the program: 183

Full paper (FP)	90
Work-in-progress (WIP)	75
Case studies (CS)	7
Research dissemination (RD)	11
Total	183

Authors distribution across countries

Country	Number of Authors*	Country	Number of Authors*	Country	Number of Authors*
Italy	33	Switzerland	5	Brazil	1
Germany	21	Argentina	4	Chile	1
Spain	13	China	4	Cyprus	1
United States	13	India	4	Czech Republic	1
United Kingdom	10	Malaysia	4	Denmark	1
France	9	Colombia	3	Hong Kong	1
Sweden	9	Netherlands	3	Hungary	1
Austria	6	Canada	2	Japan	1
Australia	5	Israel	2	Lebanon	1
Belgium	5	Poland	2	Morocco	1
Finland	5	South Africa	2	New Zealand	1
Mexico	5	Taiwan	2	Turkey	1
* Contact author affiliation has been considered			Total	183	

PROGRAM OVERVIEW

Time	Monday June 17 th	Tuesday June 18 th	Wednesday June 19 th	Thursday June 20 th	Friday June 21 st	
	AMR Workshop	Consortia	Academic program	Academic program	Academic program and Family business day	
8:00			Conference Registration (Pignolo building)			
8:30		Welcome Address (Pignolo building)	Welcome Address (Sant'Agostino)	Conference Registration (Pignolo building)	Conference Registration (Pignolo building)	
9:00		Doctoral and Faculty Consortia (Pignolo building)	Keynote Speech: Jay Barney (Sant'Agostino)	Keynote Speech: Howard Aldrich (Pignolo building)	Parallel Sessions G (Pignolo building)	
9:30						
10:00			Coffee break (Pignolo building)	Coffee break (Pignolo building)	Coffee break (Pignolo building)	
10:30			Parallel Sessions A (Pignolo building)	Parallel Sessions D (Pignolo building)	Keynote Speech: Nadine Kammerlander (Pignolo building)	
11:00						
11:30						
12:00						
12:30				Lunch break (Pignolo building)	Lunch break (Pignolo building)	IFERA Business meeting and closing remarks (Pignolo building)
13:00						
13:30						
14:00			Parallel Sessions B (Pignolo building)	Parallel Sessions E (Pignolo building)	Lunch break (Pignolo building)	
14:30	AMR workshop Open session (S. Agostino)				Transfer to Family Business Day	
15:00			Parallel Sessions C (Pignolo building)	Parallel Sessions F (Pignolo building)	Family Business Day Welcome Address (Kilometro Rosso)	
15:30					FB Day - Sessions A (Kilometro Rosso)	
16:00	AMR workshop - Roundtable paper discussions (registered authors only) (S. Agostino)					
16:30			Coffee break (Pignolo building)	Coffee break (Pignolo building)	Coffee break (Kilometro Rosso)	
17:00			Plenary Roundtable: "Multigenerational Enterprising Families: Sharing Experiences" Joe Brito Vito Pertosa Stefano Landi (Sant'Agostino)	16:45 -17:45 Meet the Editors/SI (Pignolo building)	FB Day - Sessions B (Kilometro Rosso)	
17:30		IFERA Board meeting (Pignolo building)				
18:00			IFERA 2019 Welcome Reception (Pignolo building)			
18:30				"Family Business Corporate Entrepreneurship Award" Ceremony & IFERA Social Event (Sant'Agostino)		
19:00						
19:30						
20:00	IFERA 2019 Informal Get together			Gala dinner & Awards ceremony (Piazza Vecchia)	Plenary closing and networking cocktail (Kilometro Rosso)	
20:30						

18TH Tuesday, June 2019DOCTORAL & FACULTY
CONSORTIA PROGRAM

Room 10, 13 & 15 Pignolo Building Via Pignolo, 123 - 24124 Bergamo (Italy)

TIME	<u>Doctoral Consortium</u>	<u>Faculty Development Consortium</u>
8:00	COFFEE AND REGISTRATION	
8:30	<u>Welcome session</u> Claudia Binz-Astrachan, Lucerne University (Switzerland) Emanuela Rondi, Free University of Bozen-Bolzano (Italy) Tommaso Minola, University of Bergamo (Italy) Torsten Pieper, UNC Charlotte (USA) and IFERA President	
8:45	Plenary 1: Resource Based View - The "journey" of a theory Jay Barney University of Utah (USA)	
9:45	<u>How to conduct a literature review</u> Salvatore Sciascia Università Carlo Cattaneo LIUC (Italy)	<u>Two useful qualitative methods to target family business research questions: Case studies and ethnography</u> Alfredo De Massis Free University of Bozen-Bolzano (Italy) and Lancaster University (UK) & Nadine Kammerlander WHU (Germany)
10:45	COFFEE AND REFRESHMENTS	
11:00	Breakout sessions Experienced Family Business Faculty "urney" of a theory	<u>Engaging in data collection and analysis, practical aspects behind a qualitative study</u> Alfredo De Massis Free University of Bozen-Bolzano (Italy) and Lancaster University (UK) & Nadine Kammerlander WHU (Germany)

TIME	<u>Doctoral Consortium</u>	<u>Faculty Development Consortium</u>
12:00	Plenary 2: How to professionally present research outputs Howard Aldrich UNC Chapel Hill (USA)	
13:00	LUNCH	
14:00	<u>Theory development: An exercise</u> Jess Chua University of Calgary (Canada), University of Lancaster (UK) and Zhejiang University (China)	<u>Causal methods in family business research</u> Mario Daniele Amore Università Luigi Bocconi (Italy)
15:00	COFFEE AND REFRESHMENTS	
15:15	Breakout sessions Experienced Family Business Faculty	<u>Data sources and techniques: New developments in family business research</u> Mario Daniele Amore Università Luigi Bocconi (Italy)
16:15	Plenary 3: Developing meaningful research questions in family business Moderator: Kimberly Eddleston, Northeastern University (USA) Sharon Alvarez, University of Pittsburgh (USA) Peter Jaskiewicz, University of Ottawa (Canada) Franz Kellermanns UNC Charlotte (USA) & WHU (Germany) Josip Kotlar, Politecnico di Milano (Italy) Evelyn Micelotta, University of New Mexico (USA) Carlo Salvato, Università Luigi Bocconi (Italy)	
17:15	Conclusion and acknowledgments Lucio Cassia, University of Bergamo (Italy) Emanuela Rondi, Free University of Bozen-Bolzano (Italy)	

19TH

Wednesday, June 2019

ACADEMIC PROGRAM - DAILY OVERVIEW

DAILY OVERVIEW

(JUNE 19TH - JUNE 21ST)

LEGEND	
FP	Full Paper Sessions
WIP	Work-in-Progress Sessions
CS	Case Study Sessions
RD	Research Dissemination Sessions
SS	Special Sessions
MTE	Meet the Editors Session

TIME	SESSION
8:00 - 8:30	CONFERENCE REGISTRATION – ROOM 17 (PIGNOLO BUILDING)
8:30 - 9:00	Welcome Address: IFERA President, Conference Chairs and University of Bergamo – <i>Aula Magna</i> (Sant'Agostino)
9:00 - 10:30	Keynote Speech, Jay Barney: "Family Firms and Management Theory" – <i>Aula Magna</i> (Sant'Agostino)
10:30 - 11:00	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
11:00 - 12:30	Parallel Sessions A: FPs and SSs
	A1 - FP Track title: Family ownership and identity Room: 7; Track chair: <i>Micelotta Evelyn</i>
	A2 - FP Track title: Family ownership and innovation Room: 8; Track chair: <i>Amore Mario Daniele</i>
	A3 - FP Track title: Human resource management in family business Room: 9; Track chair: <i>Della Torre Edoardo</i>
	A4 - FP Track title: Internationalization of family business Room: 10; Track chair: <i>Binz Astrachan Claudia</i>
	A5 - FP Track title: Social issues in family business Room: 11; Track chair: <i>Van Gils Anita</i>
	A6 - FP Track title: Emotions in family business Room: 13; Track chair: <i>Bernhard Fabian</i>
	A7 - SS Title: Family as incubator of young and innovative entrepreneurship Room: 6; Moderator: <i> Davide Hahn</i>
A8 - SS Title: Managing the purpose-led company: a dialogue between research and management practice Room: 14; Moderator: <i>Josip Kotlar</i>	

19TH

Wednesday, June 2019

ACADEMIC PROGRAM - DAILY OVERVIEW

<u>TIME</u>	<u>SESSION</u>
12:30 - 13:30	LUNCH BREAK – ROOM 17 (PIGNOLO BUILDING)
13:30 - 15:00	Parallel Sessions B: FPs, WIPs and SSSs
	B1 - FP Track title: Social capital in family business Room: 7; Track chair: <i>De Massis Alfredo</i>
	B2 - FP Track title: Family business values and narratives Room: 8; Track chair: <i>Ruzzene Attilia</i>
	B3 - WIP Track title: Employees and consumers' perception of family firms Room: 9; Track chair: <i>Pedeliento Giuseppe</i>
13:30 - 15:00	B4 - WIP Track title: Growth and financial performance in family business Room: 10; Track chair: <i>Sciascia Salvatore</i>
	B5 - FP Track title: Entrepreneurial attitudes of family business Room: 11; Track chair: <i>Vismara Silvio</i>
	B6 - FP Track title: Productivity and performance in family business Room: 13; Track chair: <i>Huelsbeck Marcel</i>
	B7 - SS Title: Family business heterogeneity: a discussion of variance among family firms Room: 6; Moderator: <i>Esra Memili and Clay Dibrell</i>
	B8 - SS Title: How to make research more accessible to family business leaders Room: 14; Moderator: <i>Kimberly Eddleston</i>
15:00 - 16:30	Parallel Sessions C: WIPs and SSSs

<u>TIME</u>	<u>SESSION</u>
15:00 - 16:30	C1 - WIP Track title: Sustainability in family business Room: 7; Track chair: <i>Bhatnagar Navneet</i>
	C2 - WIP Track title: Internationalization of family business Room: 8; Track chair: <i>Bettinelli Cristina</i>
	C3 - WIP Track title: Family business values and narratives Room: 9; Track chair: <i>Jaskiewicz Peter</i>
	C4 - WIP Track title: Family business roots, ties and context Room: 10; Track chair: <i>Baù Massimo</i>
	C5 - WIP Track title: Human resource management in family business Room: 11; Track chair: <i>Pittino Daniel</i>
	C6 - WIP Track title: Business model innovation in family firms Room: 13; Track chair: <i>Kammerlander Nadine</i>
	C7 - SS Title: The myth of stay-at-home family firms: heterogeneity in family business internationalization Room: 6; Moderator: <i>William Schulze</i>
	C8 - SS Title: Doing well by doing good: How family firms make a social impact Room: 14; Moderators: <i>Mara Brumana</i>
16:30 - 17:00	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
17:00 - 18:30	Plenary Round Table with Joseph M. Brito, Jr. C. Brito Const Co., Inc. US, Vito Pertosa, Angel Group, and Stefano Landi, Landi Renzo "Multigenerational Enterprising Families: Sharing Experiences" – <i>Aula Magna (Sant'Agostino)</i>
18:30(-22:30)	"Family Business Corporate Entrepreneurship Award" Ceremony in partnership with PricewaterhouseCoopers & Social event (Sant'Agostino Cloister)

20TH

Thursday, June 2019

ACADEMIC PROGRAM - DAILY OVERVIEW

TIME	SESSION
8:30 - 9:00	CONFERENCE REGISTRATION – ROOM 17 (PIGNOLO BUILDING)
9:00 - 10:30	Keynote Speech, Howard Aldrich: “Embedded but not Asleep: Entrepreneurship and Family Business Research in the 21st-Century” – Room 16 (Pignolo building)
10:30 - 11:00	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
11:00 - 12:30	Parallel Sessions D: FPs
	D1 - FP Track title: Succession issues in family business Room: 6; Track chair: <i>Pieper Torsten</i>
	D2 - FP Track title: Entrepreneurial attitudes of family business Room: 7; Track chair: <i>Marchisio Gaia</i>
	D3 - FP Track title: Non-family members in family business Room: 8; Track chair: <i>Kellermanns Franz</i>
	D4 - FP Track title: Innovation antecedents in family business Room: 9; Track chair: <i>Kotlar Josip</i>
	D5 - FP Track title: Next-generation perspective on family business Room: 10; Track chair: <i>Rondi Emanuela</i>
	D6 - FP Track title: Regeneration and learning in family business Room: 12; Track chair: <i>Chirico Francesco</i>
	D7 - FP Track title: Family ownership and financial issues Room: 13; Track chair: <i>Zellweger Thomas</i>
	D8 - FP Track title: Family business and local development Room: 14; Track chair: <i>Waldkirch Matthias</i>
12:30 - 13:30	LUNCH BREAK – ROOM 17 (PIGNOLO BUILDING) JFBS EDITORIAL BOARD MEETING

TIME	SESSION
13:30 - 15:00	Parallel Sessions E: CSs, RDs, WIPs
	E1 - CS Track title: Succession and leadership transition Room: 6; Track chair: <i>Ruzzene Attilia</i>
	E2 - CS Track title: Entrepreneurship and sustainability in family business Room: 7; Track chair: <i>Barrédy Céline</i>
	E3 - RD Track title: Conceptual advancements in the family business research field Room: 8; Track chair: <i>Vazquez Pedro</i>
	E4 - RD Track title: Qualitative evidences from the family business research field Room: 9; Track chair: <i>Fediuk Tom</i>
	E5 - RD Track title: Quantitative evidences from the family business research field Room: 10; Track chair: <i>Botero Isabel</i>
	E6 - WIP Track title: Succession and temporal issues in family business Room: 12; Track chair: <i>Chirico Francesco</i>
	E7 - WIP Track title: Family & Business dilemma Room: 13; Track chair: <i>Koiranen Matti</i>
15:00 - 16:30	E8 - WIP Track title: Internationalization and innovation of family firms Room: 14; Track chair: <i>Salvato Carlo</i>
	Parallel sessions F:
	F1 - FP Track title: Family and business governance issues Room: 7; Track chair: <i>Kellermanns Franz</i>
	F2 - FP Track title: Trust and well-being in family firms Room: 8; Track chair: <i>Aldrich Howard</i>

20TH

Thursday, June 2019

ACADEMIC PROGRAM - DAILY OVERVIEW

TIME	SESSION
15:00 - 16:30	F3 - FP Track title: Family and business identity issues Room: 9; Track chair: <i>Frank Hermann</i>
	F4 - FP Track title: Innovation issues in family business Room: 10; Track chair: <i>Kotlar Josip</i>
	F5 - FP Track title: Innovation contingencies in family business Room: 12; Track chair: <i>Arzubiaga Unai</i>
	F6 - FP Track title: Social issues in family business Room: 13; Track chair: <i>Mazzola Pietro</i>
	F7 - FP Track title: Internationalization strategies in family business Room: 14; Track chair: <i>Calabrò Andrea</i>
16:30 - 16:45	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
16:45 - 17:45	Meet the editors (MTE) sessions
	Plenary speech – Room 16 (Pignolo building) The future of family business research in family business, entrepreneurship and management journals Sharon Alvarez - University of Pittsburgh, USA Torsten Pieper- University of North Carolina-Charlotte, USA
	Followed by dedicated one-to-one sessions with Journal and Special Issue Editors: Room: 7 - Journal of Family Business Strategy (<i>Torsten Pieper and Joseph Astrachan</i>) Room: 8 - Journal of Business Venturing (<i>Kim Eddleston</i>) Room: 9 - Family Business Review (<i>Alfredo De Massis, Peter Jaskiewicz, Josip Kotlar</i>) Room: 10 - Entrepreneurship theory and Practice (<i>Franz Kellermanns, Thomas Zellweger</i>) Room: 11 - JFBS Special Issue “Feeding the fire of entrepreneurship: Theory and practice for the enterprising family” (<i>Howard Aldrich, Sharon Alvarez, MaraBrumana, Giovanna Campopiano, Tommaso Minola</i>)
19:00 - 22:30	GALA DINNER & AWARDS CEREMONY IN PIAZZA VECCHIA
22:30 - 1:30	IFERA SECRET PARTY (SECRET LOCATION)

21ST

Friday, June 2019

ACADEMIC PROGRAM - DAILY OVERVIEW

TIME	SESSION
8:30 - 9:00	CONFERENCE REGISTRATION – ROOM 17 (PIGNOLO BUILDING)
9:00 - 10:30	Parallel sessions G: WIPs
	G1 - WIP Track title: Psychological issues in family business Room: 7; Track chair: <i>Pieper Torsten</i>
	G2 - WIP Track title: Succession issues in family business Room: 8; Track chair: <i>Pittino Daniel</i>
	G3 - WIP Track title: Family governance and conflict Room: 9; Track chair: <i>Bettinelli Cristina</i>
	G4 - WIP Track title: Digitization in family business Room: 10; Track chair: <i>De Massis Alfredo</i>
	G5 - WIP Track title: Family business internal and external actors Room: 12; Track chair: <i>Origo Federica</i>
10:30 - 11:00	G6 - WIP Track title: Entrepreneurial attitudes of family business Room: 13; Track chair: <i>Vismara Silvio</i>
	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
11:00 - 12:30	Keynote Speech, Nadine Kammerlander: “Family entrepreneurship: Looking back and looking ahead on the how, what, and why” – Room 16 (Pignolo building)
12:30 - 13:30	IFERA Business meeting and closing remarks – room 16 (Pignolo building)
13:30 - 14:30	LUNCH – ROOM 17 (PIGNOLO BUILDING)

19TH

Wednesday, June : IFERA 2019 Academic Day

MAIN CONFERENCE PROGRAM - SESSION DETAILS

SESSION DETAILS

TIME	SESSION
8:00 - 8:30	CONFERENCE REGISTRATION – ROOM 17 (PIGNOLO BUILDING)
8:30 - 9:00	Welcome Address: IFERA President, Conference Chairs and University of Bergamo – <i>Aula Magna</i> (Sant'Agostino)
9:00 - 10:30	Keynote Speech, Jay Barney: "Family Firms and Management Theory" – <i>Aula Magna</i> (Sant'Agostino)
10:30 - 11:00	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
	Parallel Sessions A: FPs and SSs
	A1 - FP Track title: Family ownership and identity Room: 7; Track chair: Micelotta Evelyn
	Positive Identity Development and Portfolio Entrepreneurship: The Role of Entrepreneurial Identity in Family Businesses Sarah Fitz-Koch, Mattias Nordqvist and Naveed Akhter
	Opening the Black Box of the Owner Family Identity: An Empirical Investigation Schell Sabrina, De Groote Julia, Kammerlander Nadine and Hack Andreas
	Be Yourself: How Role Identities Influence Transgenerational Entrepreneurship in Family Firms Canovi Magali and Succi Chiara
11:00 - 12:30	A2 - FP Track title: Family ownership and innovation Room: 8; Track chair: Amore Mario Daniele
	How to Keep Up With Discontinuous Technology? A Multiple Case Study on the Digital Transformation Process in Family Firms Jonas Soluk and Nadine Kammerlander
	Paradoxical Influence of Family Ownership on Innovation- Focused Organizational Change: Evidence from a Large Family Business Retail Firm. Izabela Szymanska
	The Capabilities Dilemma: Family Influence, Resource Allocation, and Innovation Output Malgorzata Kurak, Miguel García-Cestona, Teresa García-Marco and Peter Vogel
	Family Firms' Resilience and Innovation in Times of Crisis Clementina Bruno, Fabrizio Erbetta, Giovanni Fraquelli and Anna Menozzi

TIME	SESSION
11:00 - 12:30	A3 - FP Track title: Human resource management in family business Room: 9; Track chair: Della Torre Edoardo HRM Practices in Family Firms: One Size Does Not Fit All Giulia Flamini and Luca Gnan Employee Downsizing Under Financial Vulnerability: Evidences from Private Family Firms Alessandro Cirillo, Fernando Muñoz-Bullón, Maria Josè Sanchez-Bueno and Salvatore Sciascia Why Family Businesses Attract Employees With Care-Seeking Career Orientation But Not With Fluid Career Orientation Christina Hoon, Kai Bormann, Jana Boevers, Julia Brinkmann and Gabor Neumann
	A4 - FP Track title: Internationalization of family business Room: 10; Track chair: Binz Astrachan Claudia Where Should We Go? Exploring How Institutional Distance Between Acquiring and Target Firms Affects Family Firms' Acquisition Behavior Andrea Calabrò, Ignacio Requejo, Fernando Reyes-Reina, Maria J. Sanchez-Bueno and Isabel Suarez-Gonzalez Risk Containment and Balance in Family Firms' Acquisitions Michele Pinelli, Alfredo De Massis, Alessandro Zattoni and Kurt Matzler Family-Oriented Non-Economic Objectives and the Internationalisation of Family Firms: Evidence from Australia Chris Graves, Henry Shi and Francesco Barbera Extricating Familiness and its Influence on the Internationalization Strategy of Family Wineries: The Case of Argentina, Chile and Spain Myriam Cano-Rubio, Guadalupe Fuentes-Lombardo and Rosa Lombardi
	A5 - FP Track title: Social issues in family business Room: 11; Track chair: Van Gils Anita Independent Directors, Strategies for Corporate Social Responsibility and Value Creation in Family Firms Isabel-María García-Sánchez, Lázaro Rodríguez-Ariza, Cristina Aibar-Guzmán and Jennifer Martínez-Ferrero Family Firms and Csr Spending on Community, Environmental and Education Activities: Evidence from Emerging Economies Palanisamy Saravanan, Aghila Sasidharan and Thenmozhi M

TIME	SESSION
11:00 - 12:30	Family Business, Community Embeddedness, and Civic Wealth Creation G. T. Lumpkin, Sophie Bacq and Justin Craig Family Firm Density and Performance: The Mediating Role of Job Security Jeroen Neckebrouck, Daniel Pittino and Francesco Chirico
	A4 - FP Track title: Internationalization of family business Room: 10; Track chair: Binz Astrachan Claudia Where Should We Go? Exploring How Institutional Distance Between Acquiring and Target Firms Affects Family Firms' Acquisition Behavior Andrea Calabrò, Ignacio Requejo, Fernando Reyes-Reina, Maria J. Sanchez-Bueno and Isabel Suarez-Gonzalez Risk Containment and Balance in Family Firms' Acquisitions Michele Pinelli, Alfredo De Massis, Alessandro Zattoni and Kurt Matzler Family-Oriented Non-Economic Objectives and the Internationalisation of Family Firms: Evidence from Australia Chris Graves, Henry Shi and Francesco Barbera Extricating Familiness and its Influence on the Internationalization Strategy of Family Wineries: The Case of Argentina, Chile and Spain Myriam Cano-Rubio, Guadalupe Fuentes-Lombardo and Rosa Lombardi
	A5 - FP Track title: Social issues in family business Room: 11; Track chair: Van Gils Anita Independent Directors, Strategies for Corporate Social Responsibility and Value Creation in Family Firms Isabel-María García-Sánchez, Lázaro Rodríguez-Ariza, Cristina Aibar-Guzmán and Jennifer Martínez-Ferrero Family Firms and Csr Spending on Community, Environmental and Education Activities: Evidence from Emerging Economies Palanisamy Saravanan, Aghila Sasidharan and Thenmozhi M Family Business, Community Embeddedness, and Civic Wealth Creation G. T. Lumpkin, Sophie Bacq and Justin Craig Family Firm Density and Performance: The Mediating Role of Job Security Jeroen Neckebrouck, Daniel Pittino and Francesco Chirico
	A6 - FP Track title: Emotions in family business Room: 13; Track chair: Bernhard Fabian Emotion, Choice and Strategic Decision Making in the Family Business Richard Harrison, Clay Dibrell, Eric Clinton and Maura Mcadam ...

TIME	SESSION
11:00 - 12:30	<p>... Dynamics of Emotional Ownership and Career Choice of Next Generation Members Dinah Spitzley, Reinhard Prügl, Natalie Rauschendorfer and Maximilian Lude</p> <p>Where Is the Love? How and Why A Family Firm Background Affects Consumer's Love Perception Natalie Rauschendorfer, Maximilian Lude, Reinhard Prügl and Dinah Spitzley</p>
	<p>A7 - SS Title: Family as incubator of young and innovative entrepreneurship Room: 6; Moderator: Davide Hahn, University of Bergamo, Italy</p> <p>Panel: Howard E. Aldrich, University of North Carolina at Chapel Hill, US Riccardo Tripepi, CEO & Co-Founder of TriMaTech Alessia Moltani, CEO & Co-Founder of ComfTech Barbara Sala, General Manager at Delcon</p> <p>According to the family embeddedness perspective, the family has a pervasive effect on entrepreneurship. For example, just like business incubators, the family can provide its members with different supporting mechanisms and resources to facilitate the identification and exploitation of new business opportunities. This special session aims at discussing the role played by family in generating opportunities to be exploited both in multi-generation family firms (e.g., through succession, venturing or strategic renewal) and in innovative start-ups founded by family members. Through a roundtable of founders and successors from the local entrepreneurial community a critical reflection on common learning and pitfalls will be offered, to shed light on the role played by the family along the process of opportunity identification and exploitation. Prof. Aldrich will offer final remarks based on the roundtable and under the lens of the family embeddedness perspective.</p>
	<p>A8 - SS Title: Purpose-led companies and family business: A dialogue between research and management practice Room: 14; Moderators: Josip Kotlar & Federico Frattini, Politecnico di Milano, Italy</p> <p>Panel: Arrigo Berni, Chairman and former CEO of Moleskine Jay Barney, University of Utah, US Jess Chua, University of Calgary, Canada, University of Lancaster, UK, and Zhejiang University, China Axel Miller, Chairman of the Board of Carmeuse and former CEO of D'leteren</p> <p>This Special Session will explore the concept of Purpose-Led Company (PLC), identify its distinguishing features and discuss how PLCs can integrate meaningfulness and value creation, which are most of the times perceived as antithetic.</p>

TIME	SESSION
11:00 - 12:30	<p>Drawing on a recent research project conducted by researchers at Politecnico di Milano School of Management, and on the real world experience of business leaders of family and non-family companies such as D'leteren, Belron and Moleskine, the panelists will explore the opportunities associated with imbuing management with purpose and meaning, as well as the challenges entailed in putting Purpose at work in business organizations.</p>
12:30 - 13:30	<p>LUNCH BREAK – ROOM 17 (PIGNOLO BUILDING)</p>
13:30 - 15:00	<p>Parallel Sessions B: FPs, WIPs and SSs</p> <p>B1 - FP Track title: Social capital in family business Room: 7; Track chair: De Massis Alfredo</p> <p>'Will You Marry Me?': Ties of Big Businesses in Time - A Multigenerational View from South Korea Francis D. Kim</p> <p>Bonding Family Social Capital Trans-Generationally: An Empirical Case from China Rong Pei, Jianli Wang, Cizhi Wang and Yong Wang</p> <p>Cui Bono? Dyad-Level Norms of Social Exchange in Family Business Bruno Noisette and Jan Lepoutre</p>
	<p>B2 - FP Track title: Family business values and narratives Room: 8; Track chair: Ruzzene Attilia</p> <p>Anchoring Family Values in Cousin Consortiums: Building A Family House Through Family Governance Practices Marta M. Berent-Braun, Desirée A. R. Westland and Roberto H. Flören</p> <p>When Families Sell Sin. Tangible Metaphors and Moral Legitimacy Sources in an Italian Sinful Industry Alessandra Tognazzo and Paolo Gubitta</p> <p>Family Strategy: A Framework Entwining Family, Values, and Resources Mark W. Auger, Torsten Pieper, Joseph A. Astrachan and Andrew Keyt</p>
	<p>B3 - WIP Track title: Employees and consumers' perception of family firms Room: 9; Track chair: Pedeliento Giuseppe</p> <p>A Psycap Approach for Assessing Creativity in Family Firms Julia Vincent and Dianne H.B. Welsh</p> <p>Successor Intentions to Join the Family Firm: The Role of Family Norms and Perceived Firm Success Isabel C. Botero and Joshua J. Daspit</p> <p>...</p>

TIME	SESSION
13:30 - 15:00	Consumers' Perception of Family Enterprises' Sign (Evidence from Poland) Anna Maria Nikodemka-Wolowik and Piotr Zientara
	When Following the Business Path of Your Parents: Identifying Network Formation Strategy for Maximizing Family-Advantage by Simulation Jiyoung Kim
	B4 - WIP Track title: Growth and financial performance in family business Room: 10; Track chair: Sciascia Salvatore
	Family Business Advising, Strategic Work and Unfolding Spaces Sonia Quarchioni, Roberta Ciccola and Maria Serena Chiucchi
	Family Firm Productivity Growth in the Large European Economies Rafel Crespí-Cladera, Alfredo Martín-Oliver and Bartolomé Pascual-Fuster
	Socio-Emotional Wealth (Sew) Perspective to Family Influence and Tax Aggressiveness Relationships in Family Firms. Azeez Balogun, Suranjita Mukjerjee and Tony Abdoush
	Financing of Family Smes After the Global Financial Crisis Eddy Laveren
	The Impact of Family Ownership and Environmental, Social and Governance (Esg) Controversies on Acquirer Returns Thomas Brunner-Kirchmair and Markus Dick
B5 - FP Track title: Entrepreneurial attitudes of family business Room: 11; Track chair: Vismara Silvio	
Entrepreneurship Orientation in Family Firms. An Exploratory Study Michela Floris and Cinzia Dessì	
Unravelling Entrepreneurial Endeavours: H. S. Lee and the Development and Commercial Bank in Malaysia Victor Zheng, Siu-Lun Wong and Po-San Wan	
Transgenerational Value Creation – The Effect of Direct Entrepreneurial Investments on Family Entrepreneurial Orientation Philipp Bierl and Nadine Kammerlander	
Transgenerational Value Creation – The Effect of Direct Entrepreneurial Investments on Family Entrepreneurial Orientation Philipp Bierl and Nadine Kammerlander	

TIME	SESSION
13:30 - 15:00	B6 - FP Track title: Productivity and performance in family business Room: 13; Track chair: Huelsbeck Marcel
	Impact of Parenting by Promoting Family on Firm Performance in an Emerging Market Anierudh Vishwanathan, Nupur Pavan Bang, Sougata Ray and Kavil Ramachandran
	Family Firms and Dividend Policy in Brazil and Chile: The Effect of the Board Composition Guadalupe Del Carmen Briano Turrent
	Is Cash Always King? The Role of Family Ownership and Board Structure Domenico Rocco Cambrea, Yuliya Ponomareva and Daniel Pittino Estimating Family Firms' Survival Probability: The Role of Corporate Governance beyond Financial Ratios Carmen Gallucci, Rosalia Santulli, Michele Modina and Michela De Rosa
	B7 - SS Title: Family business heterogeneity: A discussion of variance among family firms Room: 6; Moderators: Esra Memili, University of North Carolina at Greensboro, US and Clay Dibrell, University of Mississippi, US
	Speakers and Round Table Facilitators: Joseph Astrachan, Professor Emertius, Kennesaw State University, US Verónica Ilián Baños-Monroy, Tecnológico de Monterrey, Mexico Mariasole Bannò, Università degli Studi di Brescia, Italy Isabel C. Botero, Stetson University, US Josh Daspit, Texas State University, US Kim Eddleston, Northeastern University, US Danny Holt, Louisiana State University, US Bobby Garrett, University of Louisville, US Roland E. Kidwell, Florida Atlantic University, US Josip Kotlar, Politecnico di Milano School of Management, Italy Franz Kellermanns, University of North Carolina-Charlotte, US Kincy Madison, Oklahoma State University, US Mattias Nordqvist, Jönköping International Business School, Sweden Torsten Pieper, University of North Carolina-Charlotte, US Anita Van Gils, Maastricht University, The Netherlands
	This session will consider and discuss heterogeneity nuances of family businesses, while extending the reach of the family business domain to diverse backgrounds originating outside of the family business literatures. This session consists of short presentations by five guest speakers/partners and five round tables on five family business heterogeneity topical areas, ...

TIME	SESSION
	<p>... including family business research to date, family governance, non-financial and financial dynamics, organizational behavior and human resource management, and strategic management. In conclusion, we anticipate this session serving as a touchstone for future research on family business heterogeneity.</p>
	<p>B8 - SS Title: How to make research more accessible to family business leaders Room: 14; Moderator: Kimberly Eddleston, Northeastern University, US</p> <p>Panel: Joseph Brito, C.B. Utility Co. Franz Kellermanns, University of North Carolina Charlotte, US Roland Kidwell, Florida Atlantic University, US Thomas Zellweger, University of St. Gallen, Switzerland</p> <p>Family business scholars have long sought to bridge research and practice. Although early works in the field were often written by consultants and advisers, increasingly our articles are based more on science than practice. Thus, one has to question if our research and many of its 'taken for granted' theories actually reflect reality. For example, agency theory suggests that nepotism is detrimental to business performance, but a benefit of family firms is the ability to groom the next generation and create stewards for the business. How do owners of family firms make sense of these contradicting views of family involvement? Researchers often discuss how family firms will sacrifice financial growth for the sake of family-related concerns related to maintaining control and family bonds; what we refer to as socioemotional wealth. To what extent is this true and do family business owners recognize such a dilemma? Do family businesses actually forgo opportunities that could increase financial wealth for the sake of maintaining family control? Finally, family firms are often described as being risk averse and not very entrepreneurial. Yet, many of the oldest businesses in the world are family firms which challenges these assumptions.</p> <p>This interactive session, which is sponsored by Familybusiness.org, will explore these topics by bringing together scholars who are also family business owners, consultants and advisers to discuss how they balance research and practice.</p> <p>Specifically, they will lead a discussion on how their experiences with family businesses inform their research and how their research informs their interaction with family businesses. The scholars will also offer advice for bringing research into the classroom and making research more relevant to family business stakeholders. Additionally, a prominent 3rd generation family business owner will participate in the discussion, offering insight on what we should be researching and how we can better bridge research and practice.</p>
13:30 - 15:00	

TIME	SESSION
	<p>Parallel Sessions C: WIPs and SSS</p>
	<p>C1 - WIP Track title: Sustainability in family business Room: 7; Track chair: Bhatnagar Navneet</p> <p>The Purpose of Family Wealth Tarek El Sehity and Heinrich Liechtenstein</p> <p>Environmental, Social and Governance (Esg) Engagement of Listed Family Firms – Evidence from Esg Performance and Controversies Scores Markus Dick and Eva Wagner</p> <p>Mapping the Literature on Social Responsibility in Family Firms: A Systematic Analysis to Guide Future Research Giovanna Campopiano, Salvatore Sciascia and Pietro Mazzola</p> <p>Pro-Environmental Behaviours of Indian Family Firms: An Exploratory Study Roshni Ali and Sumesh Nair</p>
	<p>C2 - WIP Track title: Internationalization of family business Room: 8; Track chair: Bettinelli Cristina</p> <p>Internationalization of Family Businesses: The Role of Female Presence in Boards of Directors Mariasole Bann , Alexandra Dawson and Sandro Trento</p> <p>International Joint Venture Formation At Danfoss - Progressions 10 Years After Britta Boyd, Svend Hollensen and Toshio Goto</p> <p>Socioemotional Wealth and Family Firms' Internationalisation Process Roshni Ali, Julie Wolfram Cox and Lakmal Abeysekera</p> <p>Socioemotional Wealth and Family Governance Effects on The Breadth and Depth of Internationalization Francesco Debellis, Anne Katarina Heider, Marcel Hülsbeck and Alfredo De Massis</p> <p>Divestiture and Re-Investments in Foreign Markets by Family Firms Sergio Mariotti, Riccardo Marzano and Lucia Piscitello</p>
15:00 - 16:30	
	<p>C3 - WIP Track title: Family business values and narratives Room: 9; Track chair: Jaskiewicz Peter</p> <p>Organizational Authenticity in Family Firms: The Alignment of Exposed Values and Realized Practices Carlotta Benedetti</p> <p>...</p>

TIME	SESSION
	<p>... Can Puccinni and Mozart Assist Us in Teaching Family Business? Manel Plana-Farran, Unai Arzubiaga Orueta, Iolanda Dolcet Ibars, Teresa Ibars Chimeno and José Luis Gallizo Larraz</p> <p>The Role of Visuals in Managing Identity Challenges: An Analysis of Family Firms' Corporate Monographies Mara Brumana, Emanuela Rondi and Attilia Ruzzene</p> <p>Narrating the East Family: The Mutual Constitution of Family Practice and Narratives Bingbing Ge, Josip Kotlar and Alfredo De Massis</p>
15:00 - 16:30	<p>C4 - WIP Track title: Family business roots, ties and context Room: 10; Track chair: Baù Massimo</p> <p>Resource Bundles: The Impact of Family Social Capital on Resource Deployment in Chinese Entrepreneurial Firms Jeremy Woods and Hanqing Fang</p> <p>Family Capital and Family Business Resilience in Arab Countries: The Role of Ethnic-, Religious-, and National Identity Unai Arzubiaga, Amaia Maseda and Saikat Gochhait</p> <p>Assessing the Role of Family Business on Local Development: A Retrospective Case of the Mexican Bajío Maribel Guerrero and Carlos Santamaria</p> <p>The Role of Banks in the Embeddedness of the Immigrant Family Business Ibrahim Malki</p> <p>Mexican Spirit(S): A Study of Indigenous Family Entrepreneurship Marcela Ramirez Pasillas, Matthias Waldkirch, Leo-Paul Dana and Hans Lundberg</p> <p>Reconciling Innovation With Tradition and History. Case Study of the 'Master Potters of Caltagirone' Giorgia D'Allura and Alexandra Dawson</p> <p>C5 - WIP Track title: Human resource management in family business Room: 11; Track chair: Pittino Daniel</p> <p>High Involvement HR Practices and Non-Family Employee Innovativeness Hazel Melanie Ramos and Siti Khadijah Zainal Badri</p> <p>Mirror, Mirror on the Wall, Who's the Fairest of Them All? A Study of Job Applicants' Fairness Expectations and Organizational Attractiveness to Family versus Nonfamily Firms Lynn Idriss Bechara</p>

TIME	SESSION
	<p>How Can Family Firms Win the Talent War? Connecting Family Business Employer Brand Attributes and Work Values in Generation Y Diane Arijs and Isabel Botero</p> <p>Family Leaders' Values Orientation and Firm Performance: The Mediating Role of Employee Empowerment HR Practice Chiung-Wen Tsao, Andy Yu, Yi-Hsien Wang and Shyh-Jer Chen</p> <p>The Effect of Non-Financial Incentives on the Development of Psychological Ownership: A Comparison of Family and Nonfamily Firms Sina K. Feldermann and Martin R.W. Hiebl</p>
15:00 - 16:30	<p>C6 - WIP Track title: Business model innovation in family firms Room: 13; Track chair: Kammerlander Nadine</p> <p>A Transactive Memory Systems Approach to Knowledge Complementarity and Family Firm Innovation Kristen Madison, Joshua J. Daspit and Emily Garrigues Marett</p> <p>Social Sustainability Through the Lenses of Job Employment and Innovation: Evidence from French Family versus Non-Family Intermediate-Size Businesses Christian Haddad and Rania Labaki</p> <p>Business Models of Family Firms Anna Motylska-Kuzma, Krzysztof Safin and El bieta Stanczyk</p> <p>Past over Future? The Influence of Long-Term Orientation on Business Model Innovation Adoption Decision in Family Firms Pascal Vermehren and Elena Freisinger</p> <p>C7 - SS Title: The myth of stay-at-home family firms: Heterogeneity in family business internationalization Room: 6; Moderator: William Schulze, University of Utah, US</p> <p>Panel: Kimberly A. Eddleston, Northeastern University, US Ravi Sarathy Northeastern University, US Antonio Majocchi University of Pavia, Italy Sharon Alvarez - University of Pittsburgh, USA</p> <p>Drawing on a series of point and counterpoint articles appeared on the Journal of International Business Studies the panel will discuss family firm internationalization determinants.</p> <p>The panel will offer a different perspective to the prevalent view that family control discourages internationalization. Panelists will argue that if family firms follow a global niche business models they can reach very high level of internationalization but also that this effect is not universal and depends on the external context (country-of-origin pro-market development) and professionalization practices. The panel will contribute to the current discussion about the sources of heterogeneity within family firms.</p>

TIME	SESSION
15:00 - 16:30	<p>C8 - SS Track title: Doing well by doing good: How family firms make a social impact Room: 14; Moderator: Mara Brumana, University of Bergamo, Italy Panel: Joseph M. Brito, Jr. C. Brito Const Co., Inc. Enrica Acuto Jacobacci, Jacobacci & Partners Dionigi Gianola, Fabbrica per l'Eccellenza Mariarosa Scarlata, University of Surrey, UK</p> <p>This Special Session is centered on the role and dynamics of the enterprising family as important actor in the process of fostering socially relevant values and prompting impact that is relevant to internal and external firms' stakeholders. The session aims at exploring various types of impact that enterprising families can induce onto the society in which they are embedded. In fact, such impact can have different nuances and affect several societal dimensions. Examples discussed in the session will include philanthropy, art and cultural engagement, as well as novel initiatives that promote welfare within, and by means of, the family firm. The participants will have the opportunity to join an open discussion focused on the challenges and opportunities that arise from the influence enterprising families are willing and capable to have on the society as a whole.</p>
16:30 - 17:00	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
17:00 - 18:30	<p>Plenary Roundtable - "Multigenerational Enterprising Families: Sharing Experiences" Aula Magna (Sant'Agostino); Moderator: Mario Salerno, University of Bergamo, Italy Panel: Joseph M. Brito, Jr. C. Brito Const Co., Inc. Vito Pertosa, Angel Group, Italy Stefano Landi, Landi Renzo, Italy</p> <p>The round table will offer the opportunity to discuss and share an international and diverse perspective on multigenerational enterprising families:</p> <ul style="list-style-type: none"> • Which are the triggers that encourage and the barriers that hinder entrepreneurship within an enterprising family? • How can entrepreneurship match with and take advantage of the enterprising family's tradition and legacies? • How can managerial, cultural and organization challenges be faced at different stages of the entrepreneurial process? • Which are the new approaches and practices that family firms around the world are using to spur and promote entrepreneurial initiatives?
18:30 (-21:30)	"Family Business Corporate Entrepreneurship Award" Ceremony (in partnership with PricewaterhouseCoopers) & IFERA Social event (Sant'Agostino Cloister)

TIME	SESSION
9:00 - 10:30	Keynote Speech, Howard Aldrich: "Embedded but not Asleep: Entrepreneurship and Family Business Research in the 21st-Century" – Room 16 (Pignolo building)
10:30 - 11:00	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
11:00 - 12:30	<p>Parallel Sessions D: FPs</p> <p>D1 - FP Track title: Succession issues in family business Room: 6; Track chair: Pieper Torsten</p> <p>Understanding Succession Decisions in Family Businesses from Zimbabwe Swithina Mboko and Isabel C Botero</p> <p>How, Who, and When? The Role of the Advisor for Post-Succession Outcomes in Family-Owned Sme Alexandra Michel, Philipp Sieger and Nadine Kammerlander</p> <p>Entrepreneurial Exposure and Children's Succession Intentions in Family Firms: A Gendered Perspective Daniela Gimenez Jimenez, Linda Edelman, Andrea Calabrò, Tommaso Minola and Lucio Cassia</p> <p>The Effects of Predecessor Parenting Style on Successors and Employees in the Family Firm Kristen K. Shanine, James G. Combs, Kimberly A. Eddleston and Kristen Madison</p> <p>D2 - FP Track title: Entrepreneurial attitudes of family business Room: 7; Track chair: Marchisio Gaia</p> <p>The Formation of Subsequent Entrepreneurial Intention in Family Firms Jia Bao and Junsheng Dou</p> <p>Identity Salience: How Family Owners' Social and Individual Identities Shape Corporate Entrepreneurship in Family Firms Magali Canovi, Francesco Rattalino and Luciano Ciravegna The Effect of Entrepreneurial Orientation on Family Smes' Performance: The Moderating Role of Leverage and Ownership. Josanco Floreani, Michela C. Mason and Mario Minoja</p> <p>D3 - FP Track title: Non-family members in family business Room: 8; Track chair: Kellermanns Franz</p> <p>Family Firm Identification of Non-Family Employees: An Empirical Analysis Omer Yazici and Esra Memili</p> <p>...</p>

TIME	SESSION
11:00 - 12:30	<p>...</p> <p>Learning Through Interactions With Outside Directors in Family Business Boards of Directors: A Dynamic Capabilities Perspective Céline Barrédy, Julien Batac and Maria Jose Parada</p> <p>Failing to Sustain Collaboration: A Longitudinal Process Study of Failed Family Owner Nonfamily Ceo Trajectories Rüveyda Kelleci, Frank Lambrechts, Wim Voordeckers and Jolien Huybrechts</p> <p>Can Nonfamily Ceo Affect Tmt Pay Dispersion in Chinese Family Firms? The Moderating Effect of Ceo Tenure and Institutional Environment Wei Zhang, Ling Chen and Jianan Zhu</p>
	<p>D4 - FP Track title: Innovation antecedents in family business Room: 9; Track chair: Kotlar Josip</p> <p>Towards Embeddedness Via Co-Creation: A Case Study of Family Businesses in Digitalisation from Australia Yong Wang, Chris Lowe, Chris Graves and Henry Shi</p> <p>The Joint Moderating Effects of Ceo Generational Differences and Firm Age on the Relationship Between Leadership Duality and R&D Intensity: A Conservation of Resources Perspective Hsing-Er Lin, Chiung-Wen Tsao and Rebecca Jen-Hui Wang</p> <p>Does Tmt Structural Power Equality Matter for Family Firms' Innovation Xiao Wei, Alfredo De Massis and Ling Chen</p> <p>A Configurational Analysis of Innovative Family Firms: How Incentives for Innovation Should Vary Depending on the Tradition Attachment Christian Linder, Elisa Villani and Alfredo De Massis</p>
	<p>D5 - FP Track title: Next-generation perspective on family business Room: 10; Track chair: Rondi Emanuela</p> <p>From Parental Rearing Behaviors to Next-Generation Family Members' Succession Intentions: The Mediating Role of Person-Job Fit Fei Zhu</p> <p>Same Same But Different? - Determinants of Network Transfer Evaluation During Different Modes of Family Business Successions Miriam Hiepler, Christian Soost and Petra Moog</p> <p>Next Generation Family Members Intention to Join the Family Business Shelley Beck, Shelley Farrington and Elmarie Venter</p> <p>Inter-Generational Indebtedness in Family Businesses: Do Next-Gens Feel Obligated? Sandra Fiedler and Fabian Bernhard</p>

TIME	SESSION
9:00 - 10:30	<p>D6 - FP Track title: Regeneration and learning in family business Room: 12; Track chair: Chirico Francesco</p> <p>Managing Change in Family Business: The Amarelli Case Salvatore Tomaselli, Donella Caspersz and Yong Wang</p> <p>Corporate Entrepreneurship in Family Firms: Family Communication Patterns and Family Firms' Strategic Renewal Sohrab Soleimanof and Daniel Holt</p> <p>The Effect of Active Learning During Formative Years on Self-Employment-- Indirect and Direct Exposure to Family Business Marjan Houshmand, Marc-David Seidel and Dennis Ma</p> <p>Independence or Knowledge Spillovers: The Demand for Non-Audit Services Among Family Businesses Bennet Schierstedt, Marisa Henn and Anja Müsch</p>
	<p>D7 - FP Track title: Family ownership and financial issues Room: 13; Track chair: Zellweger Thomas</p> <p>The Role of Family Ownership on Default Risk Isabel Abinzano, Pilar Corredor and Beatriz Martínez</p> <p>How Can a Family Control its Business Without Ownership Influence? Toshio Goto</p> <p>Family Business Shareholder Liquidity Agreements: A Conceptual Exploration of Antecedents, Strategies, and Consequences Claudia Binz Astrachan, Joseph Astrachan, Anneleen Michiels and Josip Kotlar</p>
11:00 - 12:30	<p>D8 - FP Track title: Family business and local development Room: 14; Track chair: Waldkirch Matthias</p> <p>Corporate Control and Employment: Do Family Firms Provide More Jobs? Pedro Vazquez and Magdalena Cornejo</p> <p>Family Firms' Performance in Industrial Districts. The Contingent Effects of Family Embeddedness and Technological Intensity Daniel Pittino, Francesca Visintin, Alessndro Minichilli and Cristiana Compagno</p> <p>The Mobility of Family and Nonfamily Firm Employees Michael Withers, Giuseppe Criaco, Francesco Chirico and Massimo Baù</p> <p>...</p>

TIME	SESSION
11:00 - 12:30	... Together We Are Stronger: Evidence from a Co-Operative Owned by Independent Family Firms in the Service Station Business Hannu Laitinen and Matti Koironen
12:30 - 13:30	LUNCH BREAK – ROOM 17 (PINOLO BUILDING) JFBS EDITORIAL BOARD MEETING
13:30 - 15:00	E1 - CS Track title: Succession and leadership transition Room: 6; Track chair: Ruzzene Attilia The Peak Hotel – The Challenge of Succession and Family Firm Continuity Anita Zehrer and Gabriela Leiss The Carreño Family Case Ricardo Aparicio J.M. Huber: In The Midst of the Leadership Transition Marta Widz and Denise Kenyon-Rouvinez
	E2 - CS Track title: Entrepreneurship and sustainability in family business Room: 7; Track chair: Barrédy Céline Good Buzz: Buzzing on Some Good Vibes Stephen Bowden, Thomas Simnadis and Nishanthi Kariyapperuma Start-Up, Development and Growth of a Family Enterprise in Two Diverse Business Sectors Cecile Nieuwenhuizen Edisur Group, the Entrepreneurial Spirit of Three Family Businesses in the Real Estate Sector Pablo Álamo, Unai Arzubiaga and Sylvia Rohlfer Open Sports Argentina: Corporate Social Responsibility of a Small Family Businesses Claudio Muller and Natalia Christensen
	E3 - RD Track title: Conceptual advancements in the family business research field Room: 8; Track chair: Vazquez Pedro On the Goals of Family Firms: A Review and Integration Pedro Vazquez and Hector Rocha

TIME	SESSION
13:30 - 15:00	Corporate Venturing in Family Business: A Developmental Approach of the Enterprising Family Tommaso Minola, Mara Brumana, Giovanna Campopiano, Robert Paul Garrett and Lucio Cassia Should I Continue Working for My Family Firm? Maria Piedad López-Vergara and Luz Elena Orozco
	E4 - RD Track title: Qualitative evidences from the family business research field Room: 9; Track chair: Fediuk Tom Brand Identity in the Wine Industry: An Exploratory Multiple Case Study on Long Lasting Family Firms Elisa Conz and Giovanna Magnani Tracing Differences in Organizational Behavior Between Family Business and Non-Family Business – A Reciprocity-Based View Martina Pieperhoff Practising Resilience in Family Firms: An Investigation Through Phenomenography Elisa Conz and Peter William Lamb
	The Satisfaction of Non-Family Employees With High Involvement HR Practices: Evidence from Family Smes Hazel Melanie Ramos
13:30 - 15:00	E5 - RD Track title: Quantitative evidences from the family business research field Room: 10; Track chair: Botero Isabel Exploring Family Business Brands: Understanding Predictors and Effects Ascensión Barroso Martínez, Ramon Sanguino Galvan, Isabel C Botero, Óscar R. González-López and María Buenadicha Mateos The Protocol and its Effect on the Continuity of the Family Business Through Structural Equation Models Maria De Los Angeles Lucero Bringas and Patricia Norma Caro The Effect of Ownership Composition on Earnings Management: Evidence for the Mexican Stock Exchange Juan Manuel San Martín Reyna and Jorge Alberto Duran Encalada Socioemotional Wealth, Risk Context, and High-Performance Work Systems in Family Firms Juan David Peláez-León and Gregorio Sánchez-Marín

TIME	SESSION
13:30 - 15:00	<p>E6 - WIP Track title: Succession and temporal issues in family business Room: 12; Track chair: Chirico Francesco</p> <p>In Bed With the Enemy? Spousal Ambivalence During Intergenerational Succession of the Family Firm Miruna Radu-Lefebvre, Joshua Daspit and Valérie Denis</p> <p>Ownership Succession Financing and Entrepreneurial Orientation: The Mediating Role of Long-Term Orientation Ellen Janssen, Sigrid Vandemaele, Wim Voordeckers and Mark Vancauteran</p> <p>Temporal Orientation Profiles in Family and Non-Family Firms Frank Bos, Dries Faems and Anita Van Gils</p> <p>Disentangling Ownership Transfer Kajsa Haag, Hanna Almlöf and Massimo Baù</p> <p>On the Motives to Take Over the Family Business: An Empirical Investigation Among Potential Family Successors Maïke Gerken and Marcel Huelsbeck</p>
	<p>E7 - WIP Track title: Family and business dilemma Room: 13; Track chair: Koironen Matti</p> <p>The Thread that Binds Family and Business Dynamics: The Case of Smfob Michal Perry and Helena Desivilya</p> <p>The Emerging Family Enterprise: Business and Family, Opposed and Complementary Systems. A Quantitative Approach Through Structural Equation Maria De Los Angeles Lucero Bringas and Margaret Abbott</p> <p>Working Together Across Generations: Teaching Synergy to Business Families Fernando Sandoval-Arzaga and Isabel C. Botero</p> <p>What Makes Family Firms Different: The Balancing Act Between Financial and Socio-Emotional Wealth Alain Praet</p> <p>Putting the Family in Family Business Group Governance: A Critical Review of Business Group Research Tuuli Ikäheimonen, Sanjay Goel and Marita Rautiainen</p>
	<p>E8 - WIP Track title: Internationalization and innovation of family firms Room: 14; Track chair: Salvato Carlo</p>

TIME	SESSION
13:30 - 15:00	<p>Should Family Members Be Proud of the Family Business? The Effects of Pride on Change, Innovativeness and Commitment Fabian Bernhard</p> <p>Values-Based Internationalization: Evidence from a Global Family Firm Francesco Barbera, Erik Veldhuizen, Ilse Master, Henry Shi and Margré Van Dalfsen</p> <p>Internationalization and Innovation of Family Firms: The Moderating Role of Family Involvement in Governance Mikel Alayo, Txomin Iturralde and Amaia Maseda</p> <p>From Institutional Duality to Institutional Trifecta: Implications for Family Firms' International Subsidiaries Heling Wang, Mathew Hughes and Elena Georgiadou</p>
	<p>Parallel sessions F: FPs</p>
15:00 - 16:30	<p>F1 - FP Track title: Family and business governance issues Room: 7; Track chair: Kellermanns Franz</p> <p>An Exploratory Study on the German Single Family Office Landscape: Understanding Archetypes and Consequences Antonia Schickinger, Max Peter Leitterstorf and Nadine Kammerlander</p> <p>The Theory of the Foundation as a Methodology for Characterizing Foundations: The Edmond De Rothschild Foundation as a Case Study Nava Michael-Tsabari, Galia Feit, Guy Schultz and Maya Moshkovitz</p> <p>The Importance of Corporate Governance in Family Business Marcus Vinicius Moreira Zittei, Leonardo Fabris Lugoboni, Claudio Lima Da Silva and Helder De Azevedo</p>
	<p>F2 - FP Track title: Trust and well-being in family firms Room: 8; Track chair: Aldrich Howard</p> <p>Job Benefits and Employee Happiness in Family and Non-Family Firms – The Role of Cultural Differences Stephanie Querbach, Matthias Waldkirch and Nadine Kammerlander</p> <p>The Backfiring Effect of Trust Advantages. How Family Firms Outlive Brand Crisis? Maximilian Lude, Natalie Rauschendorfer, Dinah Spitzley and Reinhard Prügl</p> <p>...</p>

TIME	SESSION
15:00 - 16:30	<p>...</p> <p>What Impact Do Family Firm's Features Have on Family Business Growth Strategies? A Trust-Based Framework Maryem Cherni</p> <p>Psychological Ownership and Joy of Work in the Context of Family Entrepreneurs: Unveiling the Bright and Dark Sides Hannele Rautamäki and Matti Koiranen</p>
	<p>F3 - FP Track title: Family and business identity issues Room: 9; Track chair: Frank Hermann</p> <p>The Family Compass – How Family Identity Enables Family Firms to Align Strategy and Business Identity Jana Bövers and Christina Hoon</p> <p>The Enterpriseness of Business Families: Empirical Results for the Involvement, Essence and Identity Dimensions Hermann Frank, Elena Fuetsch, Alexander Kessler and Julia Suess-Reyes</p>
	<p>Family Firm Identity, Family Influence and Firm Performance – Evidence from Hungarian Smes Attila Wieszt</p> <p>Enterprising Family's Strategic Decision-Making Process: Identity Enactment and Self-Verification Mechanisms Across Systems Giovanna Campopiano and Tom Rüsen</p>
	<p>F4 - FP Track title: Innovation issues in family business Room: 10; Track chair: Kotlar Josip</p> <p>R&D Sources and the Innovation Performance of Family versus Non-Family Businesses Fernando Muñoz-Bullon, Maria J. Sanchez-Bueno and Alfredo De Massis</p> <p>Theoretical Assumptions About Family Firm Radical Innovation Qilin Hu and Mathew Hughes</p> <p>A Large-Scale Investigation of Digital Technology Adoption in Micro-Enterprises: The Concept of "Family and Community Openness" Jonas Soluk, Nadine Kammerlander and Solomon Darwin</p> <p>The Ability and Willingness Paradox – How Successor's Embeddedness Influences Family Firm Innovation David Michael Lehmann and René Mauer</p>

TIME	SESSION
15:00 - 16:30	<p>F5 - FP Track title: Innovation contingencies in family business Room: 12; Track chair: Arzubiaga Unai</p> <p>Disentangling the Roles of Goal Alignment and Commitment as Antecedents of Innovative Behavior in Family Firms Schell Sabrina, De Groot Julia, Stanley Laura and Cooper Joseph</p> <p>Socioemotional Wealth and Financial Performance Alignment With Resources and Competences for Innovation in Family Businesses: A Case Study Jorge Alberto Durán Encalada, Juan Manuel San Martín Reyna and José Ángel Vázquez Villalpando</p> <p>When Can Families Fill Voids? Informal Institutions and Firms' Reliance on Formal Institutions in R&D Decisions Jasper Brinkerink and Emanuela Rondi</p> <p>Are Narcissistic Ceos Good or Bad for Family Business Innovation? Paola Rovelli, Alfredo De Massis and Luis Gomez-Mejia</p>
	<p>F6 - FP Track title: Social issues in family business Room: 13; Track chair: Mazzola Pietro</p> <p>How Spirituality Shapes Family Firm Philanthropy in India Navneet Bhatnagar, Pramodita Sharma and Kavil Ramachandran</p> <p>Spiritual Leadership: A Family Business Case Study Bart Henssen and Eleftheria Egel</p> <p>The Stakeholder Identification Handcuff: The Case of Anheuser-Busch Sarah Burrows, Peter Jaskiewicz and David Deephouse</p> <p>Managing Legitimacy Through Conventionality Rather Than Alignment: Anti-Corruption At Family versus Non-Family Firms Melanie Richards and Stefan Schembera</p>
	<p>F7 - FP Track title: Internationalization strategies in family business Room: 14; Track chair: Calabrò Andrea</p> <p>Keeping One's Options Open: Intermittent Exporting, Family Ownership and Foreign Background Andrea Kuiken and Lucia Naldi</p> <p>The Mixed Gamble of Strategic Market Focus in Family and Nonfamily Firms Ivan Miroshnychenko, Alfredo De Massis, Kim A. Eddleston and Josip Kotlar</p> <p>...</p>

TIME	SESSION
15:00 - 16:30	... Ceo Centrality - Disentangling the Risk Behavior of Family Firms in the M&A Context Markus Kempers, Max P. Leitterstorf and Nadine Kammerlander
16:30 - 16:45	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
16:45 - 17:45	Meet the editors (MTE) sessions Plenary speech – Room 16 (Pignolo building) The future of family business research in family business, entrepreneurship and management journals Sharon Alvarez - University of Pittsburgh, USA Torsten Pieper- University of North Carolina-Charlotte, USA Followed by dedicated one-to-one sessions with Journal and Special Issue Editors: Room: 7 - Journal of Family Business Strategy (<i>Torsten Pieper and Joseph Astrachan</i>) Room: 8 - Journal of Business Venturing (<i>Kim Eddleston</i>) Room: 9 - Family Business Review (<i>Alfredo De Massis, Peter Jaskiewicz, Josip Kotlar</i>) Room: 10 - Entrepreneurship theory and Practice (<i>Franz Kellermanns, Thomas Zellweger</i>) Room: 11 - JFBS Special Issue "Feeding the fire of entrepreneurship: Theory and practice for the enterprising family" (<i>Howard Aldrich, Sharon Alvarez, Mara Brumana, Giovanna Campopiano, Tommaso Minola</i>)
19:00 - 22:30	GALA DINNER & AWARDS CEREMONY. PIAZZA VECCHIA
22:30 - 1:30	IFERA SECRET PARTY, SECRET LOCATION

TIME	SESSION
	Parallel sessions G: WIPs
	G1 - WIP Track title: Psychological issues in family business Room: 7; Track chair: Pieper Torsten Family Business and Trauma: A Psycho-Social Perspective Louisa Diana Brunner A Self-Determination Theory Perspective on Family Business Succession Process Roberta Di Pasquale and Andrea Rivolta When Things Don't Turn Out as Expected: the Effects of Unexpected Succession in Family Firms on Entrepreneurial Orientation and Financial Performance Mara Brumana, Tommaso Minola, Lucio Cassia, Shruti Sardeshmukh, Giovanna Campopiano and Katerina Vasilevska Emotions, Socioemotionalwealth and their Effect on Managerial Risk Taking in Family Firms Virginia Blanco-Mazagatos, Alfredo De Massis, Juan Bautista Delgado-García, Celia Diaz-Portugal and Josip Kotlar
9:00 - 10:30	G2 - WIP Track title: Succession issues in family business Room: 8; Track chair: Pittino Daniel Understanding Family Business Succession Through an Identity Lens Mahendra Joshi and Isabell Botero To Fail or to Succeed: Understanding the Role of Territorial Behavior in Family Business Succession Noora Heino, Iiro Jussila, Chris Graves and Heidi Forsström-Tuominen How Do Imprints Shape Willing Successors? Evidence from Centennial Family Firms Andrea Bikfalvi, Francesc Busquet and Pilar Marquès Next-Generation Family Leaders Informal Learning.. Michael Mustafa and Carole Elliott
	G3 - WIP Track title: Family governance and conflict Room: 9; Track chair: Bettinelli Cristina Status Conflict in Privately-Held Family Firms: Antecedents and Effects Aleš Kubí ek and Ond ej Machek ...

TIME	SESSION
9:00 - 10:30	... The Effect of Family Governance Mechanisms on Conflict Prevention Hiba Birgach
	Conflict and Cohesiveness in Family Firms: Review of the Literature Marco Mismetti and Cristina Bettinelli
	Exploring the Family Constitution and its Role in Family Governance Stefan Prigge and Isabel C. Botero
	The Chairperson of the Board in Family Firms: An Exploratory Study on the Swedish Context Anup Banerjee
	G4 - WIP Track title: Digitization in family business Room: 10; Track chair: De Massis Alfredo
	Reconciling Innovation with Tradition and History. Case Study of the 'Master Potters of Caltagirone' Giorgia D'Allura and Alexandra Dawson
	Digital Business Model Innovation in Family Vs. Non-Family Firms Jonas Soluk, Ivan Miroshnychenko, Nadine Kammerlander and Alfredo De Massis
	Turning Dynamic Capabilities Into Digital Business Model Innovation: The Moderating Effect of Socioemotional Wealth Vanessa Weimann, Gerken Maike and Marcel Hülsbeck
	Feeding the Fire of Digital Disruption: How Enterprising Families Can Ride the New Digital Wave While Preserving their Traditional Family Firm Traits Alfredo De Massis, Marcel Hülsbeck, Emanuela Rondi, Ruth Überbacher and Leopold Von Schlenk-Barnsdorf
	G5 - WIP Track title: Family business internal and external actors Room: 12; Track chair: Origo Federica
When Does Family Firm Support Effect their Employees Pro-Organisational Attitudes Mike Mustafa and Hazel Melanie Ramos	
Critical Events and Social Capital of Family Businesses Elias Hadjielias, Peggy Alexopoulou, Louise Scholes and Mathew Hughes	
Non-Family Managers in Family Business: Understanding their Expectations and Contributions. Maria Piedad Lopez-Vergara and Diogenes Lagos	

TIME	SESSION
9:00 - 10:30	Attachment in Family Business and Ownership Decision to Repurchase a Business: A Conceptualization Framework Céline Barrédy and Donella Caspersz
	G6 - WIP Track title: Entrepreneurial attitudes of family business Room: 13; Track chair: Vismara Silvio An Examination of the Moderating Effect of a Formal Board on the Relationship Between Wealth Concentration and the Entrepreneurial Orientation of Family-Controlled Firms Chris Graves, Henry Shi and Beatrice Amonoo Nkrumah
	Succession as Entrepreneurial Process in Long Standing Family Firms: The "Huey, Dewey and Louie" Pattern Elisa Conz
	The Association Between a Firm's Dynamic Capabilities and its Entrepreneurial Orientation: The Role of the Family Status and the Ceo Gender Remedios Hernández-Linares and M ^a Concepción López-Férrandez
	Enterprising Business Families: Developing a Business Group Marita Rautiainen, Timo Pihkala, Maria José Parada and Allan Discua Cruz
10:30 - 11:00	COFFEE BREAK – ROOM 17 (PIGNOLO BUILDING)
11:00 - 12:30	Keynote Speech, Nadine Kammerlander: "Family entrepreneurship: Looking back and looking ahead on the how, what, and why" – Room 16 (Pignolo building)
12:30 - 13:30	IFERA BUSINESS MEETING AND CLOSING REMARKS – ROOM 16 (PIGNOLO BUILDING)
13:30 - 14:30	LUNCH – ROOM 17 (PIGNOLO BUILDING)
14:15	BUS LEAVING FOR KILOMETRO ROSSO (S.AGOSTINO)

21ST Friday, June : IFERA 2019 Family Business Day (Kilometro Rosso Innovation District, Bergamo)

The Family Business Day is a one-day-event within the IFERA 2019 Conference. This event is tailored for non-academics willing to engage with the family business research field and academics willing to engage with practitioners, through dedicated workshops aimed to facilitate knowledge transfer between research and practice.

After a Plenary Opening, two parallel sessions will be offered to the audience. The two tracks will converge into a Closing Plenary in which the two groups will report on their learning and share ideas and comments.

<u>TIME</u>	<u>SESSION</u>
15:00-15:30	Plenary opening Lucio Cassia, University of Bergamo, Italy Tommaso Minola, University of Bergamo, Italy
15:30-19:00	Track 1 (in English) Track title: Engaging with family firms: New trends and approaches at University centers Room: Sala Acqua; Track chair: Minola Tommaso, University of Bergamo, Italy Description: This session will describe opportunities and trends for learning and innovation in family business outreach, across business schools, universities centers, and innovation ecosystems. It will first describe the quantitative and qualitative growth of family business field at Universities in research, education and outreach, by taking advantage of a systematic enquiry on the case of Italian universities. Then, a successful model of a corporate innovation and technology transfer vehicle (e-Novia), funded by private corporations, most of which are family firms will be presented. Finally, the experience of the Dutch Centre of Expertise in Family Business will offer principles and practices of family business engagement. Programme: "The growth of family business research, education and outreach across Italian universities" Research report commissioned by the Italian Association of Family Enterprises (AIDAF - FBN ITALIAN chapter) to the Universities of Bolzano, Bergamo, Turin and Politecnico di Milano, Italy "Entrepreneurial families and family offices trust emerging innovation models: e-Novia and the Future of the Factory" Vincenzo Russi, President and CEO at e-Novia, Italy "The Dutch Centre of Expertise in Family Business: Family business engagement and strategy" Anita Van Gils, Windesheim University of Applied Sciences, The Netherlands

<u>TIME</u>	<u>SESSION</u>
15:30 - 19:00	Track 2 (in Italian) Track title: Family firms: The distinctive traits that can favor innovation and entrepreneurship Room: Aula Energia; Track chair: Lucio Cassia, University of Bergamo, Italy Description: This session will offer an educational module for entrepreneurs to help them understanding the advantages and unique challenges of being a family firm, facing rapid technological changes and related innovation opportunities. This track, useful for both incumbent and juniors in family firms will help entrepreneurs recognize the distinctive traits of being a family firm, the challenges and their improvement areas. Afterward, a sort of "journey into the future" of technology and innovation will be presented, highlighting a pattern of strategic commitment under which such distinctive traits are not enemies, but rather allies, to embracing such a future. Programme: "Recognizing distinctive traits of entrepreneurs and entrepreneurship in family firms: a self-reflection exercise" Giuseppe Scaratti, Catholic University of the Sacred Heart, Italy, and Silvia Ivaldi, University of Bergamo, Italy "Technology innovation, entrepreneurship and disruption" Daniele Radici, Innovation-LAB, Italy "Competence gaps and establishing a corporate entrepreneurship programme in family firms" Mario Salerno, University of Bergamo, Italy
19:00 - (19:45)	Plenary closing and networking cocktail

MAIN CONFERENCE ABSTRACTS

(alphabetical order first author)

MAIN CONFERENCE ABSTRACTS

Title	The Role of Family Ownership on Default Risk (FP)
Authors	Isabel Abínzano, Pilar Corredor and Beatriz Martínez
<p>Abstract: This paper analyses the effect of family ownership on default risk, proxied by the Black-Scholes-Merton (BSM) model, in a panel data set of US listed companies for the period 2002-2016. This way, we analyse the outcome of the firm's risk-taking rather than the decision choices. The results support a negative relationship between family ownership and default risk. However, this attitude is moderated by two factors, the significant presence of institutional investors and the occurrence of the financial crisis. These results are consistent with the traditional agency theory, as well as with behavioural models, especially SEW perspective.</p> <p>Keywords: Ownership, family control; Performance, success; Ownership</p>	

Title	Edisur Group, The Entrepreneurial Spirit of Three Family Businesses in the Real Estate Sector (CS)
Authors	Pablo Álamo, Unai Arzubiaga and Sylvia Rohlfer
<p>Abstract: This case relates the successful story of an entrepreneurial venture launched by three family businesses located in the City of Córdoba, Argentina, whom decided to join their experiences towards the generation of value and transformation of cities beyond the area of construction. The case of EDISUR Group is an excellent example of the need to continuously reinvent oneself in a political and economic context characterized by instability. Reviewing the timeline of the most important events in the company's history, a fundamental question arises: Under which conditions is entrepreneurial success achieved in environments where the rules of the game are constantly changing? The case also offers a fine perspective on the importance of leadership vision, of having a business model that is both strategic and coherent, as well as a great family reputation, with competence and values, key for the credibility of great ventures and good businesses.</p> <p>Keywords: Growth; Innovation/product development; Leadership and leadership development; Entrepreneurial orientation</p>	

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(alphabetical order first author)

Title	Internationalization and Innovation of Family Firms: The Moderating Role of Family Involvement in Governance (WIP)
Authors	Mikel Alayo, Txomin Iturralde and Amaia Maseda
<p>Abstract: The fast changing environment makes it necessary to innovate in order to success in international markets. However, the effect of innovation on internationalization has received little attention in family firm research. Innovation is an important source for obtaining a competitive advantage that can result especially beneficial in foreign markets. This study intends to advance on the debate about the importance of innovation for assisting family firms' degree of internationalization. Moreover, it is also argued that the heterogeneity caused by the family involvement in governance positions may affect the relationship between innovation and internationalization in different ways. Results show that innovation positively influences in family firms' degree of internationalization, and that family involvement in governance plays an important role moderating the mentioned relationship. Results indicate that having a higher generation in control of the firm affects positively the relationship between innovation and internationalization. Furthermore, the family involvement in the top management team exerts a negative moderating effect, and thus, it is highlighted the necessity of hiring non-family managers. Finally, family involvement in the board positively moderates the effect of innovation in internationalization.</p> <p>Keywords: R&D/Innovation; Internationalization; Board of directors; Top management teams</p>	

Title	Pro-Environmental Behaviours of Indian Family Firms: An Exploratory Study (WIP)
Authors	Roshni Ali and Sumesh Nair
<p>Abstract: We propose to explore the pro-environmental behaviours (PEBs) and practices of key decision makers of family firms (FFs) by using Norm-Activation Theory (NAT). PEB helps to understand those behaviours and actions that are intended to enhance the quality of the natural environment and is rooted in the environmental values and attitudes of people. To explore PEB we have proposed to use the theoretical lens of NAT, which was developed in the context of altruistic behaviours that uses norms as a form of expressions of values. NAT is suitable for exploring PEB of FFs because it operationalises personal norms of both the people and groups, as opposed to prevailing studies, which have focused on environmental behaviour of people in an organisation. Given the exploratory nature of the study we will conduct case studies. Data will be collected through face-to-face interviews with privately owned Indian FFs. In doing so, this study will theoretically extend NAT by exploring, for instance, the antecedents, that motivates the decision makers of FFs to pursue PEB. Practically, this study will help environmental policymakers in developing pro-environmental policies and strategies.</p> <p>Keywords: Familiness, family involvement, family influences; Sustainability, viability; Performance, success; Consumer behavior</p>	

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(alphabetical order first author)

Title	Socioemotional Wealth and Family Firms' Internationalisation Process (WIP)
Authors	Roshni Ali, Julie Wolfram Cox and Lakmal Abeysekera
<p>Abstract: While contending family firms (FFs) internationalisation, literature has demonstrated the implicitness of financial goals. Research problem shapes that, FFs prioritise non-financial goals (e.g. family relationships) over financial goals, because of the personal involvement of the family members in the business, in which they bear the responsibility for the family first and then the firm. This priority contextualises the non-financial nature of FFs, which is yet to receive attention in the field of internationalisation. Hence, this study proposes to utilise socioemotional wealth (SEW) to explore FFs internationalisation because it captures the non-financial nature of FFs. Using SEW will contribute to the literature by illustrating the non-financial aspects that could potentially influence the process of FFs internationalisation. To explore this, an interpretive case study approach will be adopted. As such, India is an ideal context for this study, because, FFs are the backbone of the Indian economy and SEW draws resonance with the Indian socio-cultural landscape positioning tenets like family relationships/identity/succession. Participants will be recruited from the manufacturing sector, whose characteristics will allow for the various dimensions, potentially involved within the process of FFs internationalisation, to emerge.</p> <p>Keywords: Familiness, family involvement, family influences; Family relationships; Internationalization</p>	

Title	The Carreño Family Case (CS)
Authors	Ricardo Aparicio
<p>Abstract: The Carreño Family case describes the attempts of a family to overcome a complicated past and a dysfunctional interaction as partners and siblings. Six brothers and sisters are trying to overcome conflict and resentment, while they try to figure out the way they should work as partners, with the help of a consultant. At the end, little hope is expressed by a member of the family and the consultant itself. This case is intended to help to understand the challenges a family faces when they try to create their family constitution. The personal side is emphasized in the case to analyze the multiple dimensions that must be solved during this complex and time consuming process. Also, the need to consider and solve past situations is needed.</p> <p>Keywords: Familiness, family involvement, family influences; Family relationships; Succession outcomes/performance; Trust; Trust; Emotions; Personality; Conflict; Ownership, family control; Affect</p>	

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(alphabetical order first author)

Title	How Can Family Firms Win The Talent War? Connecting Family Business Employer Brand Attributes and Work Values in Generation Y (WIP)
Authors	Diane Arijs and Isabel Botero
<p>Abstract: Academic and popular writings do agree on the difficulties family firms encounter to recruit college educated non-family employees. This study takes a potential employee-centric perspective to gain more insight in what might hinder family firms to attract young talented non-family employees. We focus on the target group of young college students near graduation, so members of Generation Y, as potential applicants. We build on previous work in recruitment and employer branding literature and family business literature. We measure the perceived employer brand attributes (based on instrumental-symbolic framework) of family and non-family firms in the mindset of near-graduates to better understand the attraction to family versus non-family firm employers (environmental processing theory). To gain more accurate insight in what determines the attraction to family firms compared to non-family firms we equally assess the work values of this target group (interactionist processing approach. The perceived fit approach builds on the pursuit of value congruence, congruence between the perceived values attributed to the organization and the values the person-applicant attaches importance to. Data for this project was collected through surveys among near-graduates from economy faculties of Belgian universities (N=211).</p> <p>Keywords: Human Capital; Image/reputation; Branding/advertising; Human resource management</p>	

Title	Family Capital and Family Business Resilience in Arab Countries: The Role of Ethnic-, Religious-, and National Identity (WIP)
Authors	Unai Arzubiaga, Amaia Maseda and Saikat Gochhait
<p>Abstract: Regarded as the resource stock that composes the family firm's resilience capacity, family capital is dependent on family values as well as on organizational, social, and national factors. Some of the studies undertaken on family firm resilience have mainly focused on western contexts, overlooking some other important settings such as Arab countries where western values have not been adopted. To address this gap, this study examines how two influential factors on Arab family firm management impact on the relationship between family capital and family firm resilience: the tribal-oriented values and Islamic values. Moreover, by focusing on a set of five Arab family businesses located on a unique Arab territory where a minority community (Sahrawi) has developed a particular nationalism feeling, this research also shed light to how nationalism affect the effects of family capital in organizational resilience. The analysis pursues to show why (and how) tribalism, Islamic values and nationalism are significant factors to explain the success of family business survival in Arab settings.</p> <p>Keywords: Human Capital; Regional development; Family capital; Social capital; Ethnic, ethnicity, race, minorities, immigrants</p>	

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(alphabetical order first author)

Title	Family Strategy: A Framework Entwining Family, Values, and Resources (FP)
Authors	Mark W. Auger, Torsten Pieper, Joseph A. Astrachan and Andrew Keyt
<p>Abstract : Using an inductive research approach with dynastic family businesses as the subjects, this paper focuses on the oft called for exploration into family factors that affect the business; in this instance the idea that the family may have a strategy which may be largely independent of the business. Whereas strategy is typically conceived of as purposefully serving to organize and mobilize an organization's (e.g., a business's, military's, or family business's) resources toward long-term goal attainment, extant strategy literature overlooks the systematic investigation of strategy at the family level. The present paper is a modest attempt at exploring the contours of a family strategy including its antecedents, inherent characteristics, and organizational consequences. Grounded in semi-structured interviews, field notes and secondary data from family archives, a framework emerged which includes: Family values, family and fortune goals, strategic leadership, resources, and systems of organization. Findings suggest that the family strategy is connected to and superordinate to the family firm's corporate strategy in these long-lived businesses. We discuss implications for family business as well as strategic management theory and practice and offer suggestions for future investigations into family strategy.</p> <p>Keywords: Familiness, family involvement, family influences; Sustainability, viability; Family capital; Family relationships; Family governance; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Social capital; Ownership, family control; Goals/objectives</p>	

Title	Socio-Emotional Wealth (Sew) Perspective to Family Influence and Tax Aggressiveness Relationships in Family Firms. (WIP)
Authors	Azeez Balogun, Suranjita Mukjerjee and Tony Abdoush
<p>Abstract: Family firms are characterised by a reasonable level of control over policy formulation and strategic decisions of a firm by family members. This is usually in a bid to achieve their non-financial goals which are referred to as social-emotional wealth (SEW). In essence, corporate decisions in family organisation would tend to support the SEW goals of the family; mostly non-financial and even sometimes at the risk of the organisation's advantage. For instance, although it is generally assumed that tax aggressiveness is preferred by shareholders because of perhaps increased shareholder's return, family members may be wary of other non-tax cost of engaging in tax aggressiveness because of the possible implication for family reputation. Given the supposed influence of family firms on organisation's strategy and the benefit of tax aggressiveness to corporate organisation, this study seeks to examine the role of family influence on tax aggressiveness of family firms. The study would adopt a quantitative methodology and secondary data to examine the SEW perspective to family influence and tax aggressiveness relationships in UK family firms. The study will adopt one of SEW goals to define family influence (Sub-divided into power and experience); while also adopting two different tax aggressiveness measures to aid triangulation of results. The study will adopt the Structural Equation Model as a method of analysis. This method is deemed suitable and would adopted because the SEM is able to analyse the cause and effect relationship between latent constructs i.e. variables that are difficult to measure.</p> <p>Keywords: Familiness, family involvement, family influences; Family relationships; Family governance; Ownership, family control</p>	

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(alphabetical order first author)

Title	The Chairperson of the Board in Family Firms: An Exploratory Study on the Swedish Context (WIP)
Authors	Anup Banerjee
<p>Abstract: A paradigm shift concerning the leadership position in corporate boards is evident in recent scholarly works and practices. There is an increasing interest on the role of the chairperson of the board, which has traditionally been studied from the US context through the application of different quantitative methods. Given the development in corporate governance structures, it is important that we address this phenomenon using different lenses. On this regard, I aim to explore the board chair position and its implication through multiple in-depth interviews in the Swedish family firms. I hope, with this study, I will be able to aid in a better understanding of this position and contribute to the practices in the case of family firm governance.</p> <p>Keywords: Board of directors; Family governance; Ownership, family control</p>	

Title	Internationalization of Family Businesses: The Role of Female Presence in Boards of Directors (WIP)
Authors	Mariasoletta Bann, Alexandra Dawson and Sandro Trento
<p>Abstract: Our research focuses on the presence and role of women in the internationalization of family businesses. Boards of directors play a key role in organizational decision making regarding the internationalization of family businesses, however research has been inconclusive about the relationship between family involvement and internationalization. Indeed it seems that that family businesses do not internationalize more or less than nonfamily businesses in general and that, instead, there is significant heterogeneity among family business internationalization behaviours. We investigate such heterogeneity with regard to gender diversity in the board of directors as this is likely to play a key role in decision making. We contribute to recent family business literature in three ways. First, we move forward our understanding of the effects of family involvement in the board of directors on internationalization. Second, we add to the growing literature on family business heterogeneity by addressing how internationalization behavior of family businesses varies depending on the composition of the board of directors, specifically with regard to the presence of women directors. Third, we enhance our growing knowledge on gender diversity in family businesses, by studying women's roles as directors in family businesses and their relationship with internationalization.</p> <p>Keywords: Gender; Internationalization; Board of directors</p>	

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(alphabetical order first author)

Title	The Formation of Subsequent Entrepreneurial Intention in Family Firms (FP)
Authors	Jia Bao and Junsheng Dou
<p>Abstract: The literature on entrepreneurial intention has gaps. On the theoretical side, limited attention is paid to psychological factors despite frequent calls by scholars for such studies and, on the empirical side, the use of samples is mostly based on individuals, especially students, who are ambiguously informed about the rigor required for successful entrepreneurship. To address these two gaps, we develop hypotheses about subsequent entrepreneurial intention by applying a positive psychological perspective to the Entrepreneurial Event Model (EEM) and test them using data collected from 362 experienced individuals in Chinese family firms who had previously started at least one venture. The results show that, as predicted by EEM, perceived desirability significantly raises subsequent entrepreneurial intention, but the relationship is mediated by the individual's sense of well-being, a positive psychological factor.</p> <p>Keywords: Portfolio/Serial entrepreneurship; Emotions; Cognition</p>	

Title	Values-Based Internationalization: Evidence from a Global Family Firm (WIP)
Authors	Francesco Barbera, Erik Veldhuizen, Ilse Master, Henry Shi and Margré Van Dalfsen
<p>Abstract: Internationalization is a key strategic activity for family firms. Although conceptually recognized, the underlying relational mechanisms that drive international expansion are underexplored empirically. By way of an in-depth, single case study analysis, consisting of 18 interviews with key family and non-family members across a five year period, we reconstruct and longitudinally analyze the firm's entire internationalization trajectory from a local, to regional, and (to today's) global firm. In doing so, we conceptualize how values, defined as the persistent preferences of a person or group of persons over certain modes of behavior, can play an integral role in the internationalization process of family firms. Utilizing a social exchange theory lens, and drawing from the literatures on values and trust to substantiate our insights, we focus our analysis on the underlying social dynamics of our case firm's international business network, identify how this network was enhanced via specific strategies toward the alignment of values among its members, and document the remarkable internationalization outcomes that were enabled over time as a result. Our findings establish what we refer to as "values-based internationalization" and highlight how the (relatively) burgeoning family business field can contribute to our understanding of more established theories related to internationalization routines and processes.</p> <p>Keywords: Networks, networking; Internationalization; Social capital</p>	

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(alphabetical order first author)

Title	Learning Through Interactions With Outside Directors in Family Business Boards of Directors: A Dynamic Capabilities Perspective (FP)
Authors	Céline Barrédy, Julien Batac and Maria Jose Parada
<p>Abstract: This article focuses on the dynamics and interactions of Outside Directors with family members within the Board of Directors. Based on an empirical study of two French family businesses, we qualitatively explore and extend the role of Outside Directors as catalysts for learning and building dynamic capabilities. We highlight that the emergence of shared beliefs and shared new practices on the board without threatening the family's place in the organization follows a three-phase learning process; 1) Difference between professional and cognitive learning, the informative step; 2) Cognitive learning actions, this is the actions of the Outside Directors become less informative and more transformative. The Outside Directors share more than they train; 3) From cognitive learning to behavioral learning.</p> <p>Keywords: Familiness, family involvement, family influences; Family relationships; Board of directors</p>	

Title	Attachment in Family Business and Ownership Decision to Repurchase a Business: A Conceptualization Framework (WIP)
Authors	Céline Barrédy and Donella Caspersz
<p>Abstract: How does a family takes decisions concerning the particular situation of repurchasing a business after it was sold? This paper draws on original conceptual framework to show that attachment and collective psychological ownership about the business drive that decision. In providing this discussion the research contributes to understanding how attachment and family collective psychological ownership (CPO) influence continuity of a family in business. The research makes an additional contribution to understanding the relation between attachment and socioemotional wealth in family business (Gomez-Mejia et al., 2007).</p> <p>Keywords: Culture; Top management teams; Professionalization</p>	

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(alphabetical order first author)

Title	Exploring Family Business Brands: Understanding Predictors and Effects (RD)
Authors	Ascensión Barroso Martínez, Ramon Sanguino Galvan, Isabel C Botero, Óscar R. González-López and María Buenadicha Mateos
<p>Abstract: Family business brands are said to represent a source of differentiation that can create benefits for family firms in today's competitive market. However, research finds that not all family businesses are likely to promote their family business nature as part of their marketing efforts. Given the limited understanding that we have regarding which family firms promote their family business brand, and the effects that family business brand promotion can have on performance outcomes of the firm, this paper explores the extent to which family ownership and firm age affect the communication of the family business brand in corporate websites. Additionally, it analyzes the effects of communicating the family business brand on firm revenue, and how website quality moderates this relationship. We rely on data from the Global Family Business Index and the coding of the top 300 family firm websites to test our ideas. Results indicate that a higher percentage of family business ownership is related to the communication of the family business brand in the 300 largest family businesses. Additionally, the communication of the family business brand is also positively related to the revenue of the firm, particularly for family firms that have less complex websites. We discuss the implications of these results for future research and practice.</p> <p>Keywords: Image/reputation; Branding/advertising; Performance, success</p>	

Title	Next Generation Family Members Intention to Join the Family Business (FP)
Authors	Shelley Beck, Shelley Farrington and Elmarie Venter
<p>Abstract: Family businesses play an important role worldwide and in South Africa, in terms of their economic contribution and their ability to create jobs. However, the unwillingness of next generation family members (NGFMs) to join the family business seriously jeopardises its long-term survival. The primary objective of this study was to identify the influence that parents have on NGFM's Intention to join the family business. A structured questionnaire was distributed to respondents who were identified by means of judgemental sampling and 453 completed questionnaires were subjected to statistical analysis. Both descriptive and inferential statistics were calculated. Multiple regression analysis (MRA) was used to assess the hypothesised relationships. The results indicated that three parental influences (Parental expectations, Perceived parental outcomes and Parental identification) and the dependent variable Intention to join the family business were found to have significant positive relationships.</p> <p>Keywords: Family relationships; Succession outcomes/performance; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Generational issues</p>	

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Title	Organizational Authenticity in Family Firms: The Alignment of Exposed Values and Realized Practices (WIP)
Authors	Carlotta Benedetti
<p>Abstract: Looking at the future while constantly protecting the own roots and traditions is critical for family firms. Within this strong tension between preservation and adaptation, I identified the concept of organizational authenticity and its evolution over time as extraordinarily important for family firms. The main purpose of this study is to reconceptualize organizational authenticity and theorize the process through which it unfolds in the family business setting, unpacking how organizational authenticity is generated, preserved and transferred across generations. I use an inductive, case-study analysis within a specific field, the wine industry, with a sample composed by six long established family firms located in Valpolicella, a vinicultural zone in the province of Verona. Through my research, I expect to develop a process model, aimed to unpack the different patterns of authenticity generation, maintenance and transfer.</p> <p>Keywords: Time and temporality; Culture; Identity</p>	

Title	Anchoring Family Values in Cousin Consortiums: Building a Family House Through Family Governance Practices (FP)
Authors	Marta M. Berent-Braun, Desirée A. R. Westland and Roberto H. Flören
<p>Abstract: Close-knit families and corresponding values are characteristic of successful family firms. These values may come under pressure in family firms where the number of family owners increases substantially. As a result, the identity and social capital of the family firm may go lost. We have examined, on the basis of four case studies conducted in 2018, involving large family firms with a long history and with widespread family shareholdership (between 23 and 135 family owners), how family governance practices can contribute to the formation of the family as a team with solidly anchored and meaningful family values. Key mechanisms in this regard include: making history tangible, showing what you are proud of, and being together.</p> <p>Keywords: Familiness, family involvement, family influences; Family relationships; Family governance; Culture; Commitment; Ownership, family control; Family life (cycle) span; Communication; Generational issues</p>	

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(alphabetical order first author)

Title	Should Family Members Be Proud of the Family Business? The Effects of Pride on Change, Innovativeness and Commitment (WIP)
Authors	Fabian Bernhard
<p>Abstract: A popular quote in Germany reads “Stupidity and pride have the same root”, which does not paint a very positive view on pride. Similarly, the aphorism ascribed to Socrates “Those who believe to be something have stopped becoming something” implicitly calls pride the reason for reluctance and resistance to personal development and change. These negative views on the emotion of pride are orthogonal to observations of and wishes in family businesses. Owners of family businesses are often very proud of their achievements and wish that this pride transfers to the next generation. The reason is the underlying belief that pride of the family business would positively affect the commitment of the next generation to the family business. The present paper empirically tests the assumed connections between tendencies for pride and organizational commitment and resistance to change. Preliminary results show no positive relationship between pride-proneness and commitment. However, they indicate a significant negative relationship between pride-proneness and resistance to change. The results of the research project are relevant to family businesses, because they offer insights on whether being proud of the family business history has beneficial or detrimental effect on the attitudes and behaviors of the next generation.</p> <p>Keywords: Motivation; Emotions; Commitment; Affect; Cognition</p>	

Title	How Spirituality Shapes Family Firm Philanthropy in India (FP)
Authors	Navneet Bhatnagar, Pramodita Sharma and Kavil Ramachandran
<p>Abstract: Family-controlled firms are known to help the local community through their philanthropy. Scholars have examined the nature, process, and outcomes of family firm philanthropy. However, the study of heterogeneity in motives for philanthropy across cultural contexts has received inadequate attention. Rooted in religious teachings and spiritual beliefs, the oriental cultures of the East emphasize a lot on the ‘duty’ of the wealthy to help the needy. Hence, family firm philanthropy in these cultural contexts is likely to be influenced by spirituality, but this remains empirically untested. Based on 16 case studies from India, this paper examines the influence of spirituality on family firm philanthropy. The paper presents a typology of family firm philanthropy by juxtaposing three dimensions: (i) ‘Dharma’ - the firm’s spirituality-driven sense of duty towards society, (ii) ‘Karma’ - the degree of family involvement in philanthropic activities, and (iii) the firm’s philanthropy expenditure. Family firm philanthropy practices are categorized into eight distinct philanthropic engagement profiles. The study extends family firm philanthropy literature by providing insights on how the cultural (spiritual) context distinctly shapes the philanthropic behavior of family firms, leading to variations in the: choice of pro-social activities, the extent of family’s involvement, and philanthropy expenditure.</p> <p>Keywords: Philanthropy; Altruism; Religion and spirituality; Corporate social responsibility</p>	

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(alphabetical order first author)

Title	Transgenerational Value Creation – The Effect of Direct Entrepreneurial Investments on Family Entrepreneurial Orientation (FP)
Authors	Philipp Bierl and Nadine Kammerlander
<p>Abstract: Entrepreneurial families and their corresponding entrepreneurial activities play a fundamental role in western economies. However, insights on the entrepreneurial activity on family level are still scarce. Based on the theory of transgenerational entrepreneurship, we hypothesize that direct entrepreneurial investments positively affect family entrepreneurial orientation of the respective family. In our analysis of 109 survey-based direct interviews with principals and CEOs of German ultra-high net worth entrepreneurial families, we find that under certain contingencies direct entrepreneurial investment activity positively affects family entrepreneurial orientation. The positive association between direct entrepreneurial investments and family entrepreneurial orientation is enhanced especially in later generations. Contrary to our hypothesis we find that the investment rationale “buy, build, selectively quit” does not strengthen but weakens this direct effect. However, we reveal direct entrepreneurial investments as “entrepreneurial fuel” for the “fire of transgenerational entrepreneurship” and thus contribute to family entrepreneurship literature.</p> <p>Keywords: Family capital; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Family life (cycle) span</p>	

Title	How Do Imprints Shape Willing Successors? Evidence from Centennial Family Firms (WIP)
Authors	Andrea Bikfalvi, Francesc Busquet and Pilar Marquès
<p>Abstract: The survival of family firms is unquestionably desirable, at least because of its predominance and consequent major significance for society. A critical aspect in their survival and growth is the existence of willing successors. Although there is extensive research on succession, the understanding about the processes that shape the inclination to become a successor is still limited. To address this gap we use imprinting theory to explore how imprints shape willing successors. Specifically, we conduct in-depth interviews with successors of two generations of six centennial family firms in Spain. We find a variety of imprints in terms of commitment and entrepreneurial focus, and we describe the processes of imprinting on likely successors analyzing actors, timings, perception, and changes across generations. The contribution of this research is to provide an explanation to the processes that influence the shaping of willing successors, by building on and extending imprinting and succession research, to better describe reality and to inform training, mentoring or other interventions.</p> <p>Keywords: Family relationships; Context of succession; Succession process; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Family life (cycle) span; Generational issues; Antecedents of succession</p>	

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(alphabetical order first author)

Title	Family Business Shareholder Liquidity Agreements: A Conceptual Exploration of Antecedents, Strategies, and Consequences (FP)
Authors	Claudia Binz Astrachan, Joseph Astrachan, Anneleen Michiels and Josip Kotlar
<p>Abstract: Rarely has there been a practice so universal and impactful in private corporate life as shareholder liquidity agreements that dictate the rules regarding ownership transfer – yet, the antecedents, the construction, and the consequences of shareholder liquidity agreements in privately owned firms have virtually gone unstudied. This paper is a first theory-based attempt at systemizing the different shareholder liquidity strategies available to business families, the consequences these strategic choices likely have on the family business system, and the effect that the perceived fairness of the process of creating and implementing shareholder agreements have on the shareholder group and their enterprise.</p> <p>Keywords: Family governance; Ownership, family control; Ownership</p>	

Title	The Effect of Family Governance Mechanisms on Conflict Prevention (WIP)
Authors	Hiba Birgach
<p>Abstract: Several numbers of authors highlight the existence of conflicts within the family business among family members. Furthermore, a growing number of articles have shown the importance of the establishment of an effective system of governance in family firms , but few of them have studied the effect of this system on conflict prevention. Therefore, our thesis topic study the significant effect of family governance mechanisms on conflict mitigation, after identifying five sources of conflicts in the literature , and four family governance mechanisms (Family meeting, family council, family constitution and family office) we will proceed to study the effect of this mechanisms on conflicts by a qualitative and quantitative approach. The purpose of this article, is to present a work in progress, first by presenting a theoretical framework including the sources of conflict and the four family governance mechanisms identified through the literature and through our interviews with CEO’s of 10 Moroccan Family businesses and finally we will present the research methodology we envisage to adopt.</p> <p>Keywords: Familiness, family involvement, family influences; Family embeddedness; Family relationships; Family governance; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Conflict; Affect; Communication; Generational issues</p>	

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(alphabetical order first author)

Title	Emotions, Socioemotionalwealth and their Effect on Managerial Risk Taking in Family Firms (WIP)
Authors	Virginia Blanco-Mazagatos, Alfredo De Massis, Juan Bautista Delgado-García, Celia Diaz-Portugal and Josip Kotlar
<p>Abstract: Antecedents and consequences of emotions in family firms have not received enough scholarly attention so far and, although socioemotional wealth has been posited as a key objective for the family business, it does not encompass much of the notions from the emotion's literature. Our research aims to contribute to the emotional side of SEW. Drawing on Intergroup Emotion Theory we argue that family firm CEOs have different affects as individuals and as members of the family group and the management group, and how these differences in affect influence SEW. We also develop arguments suggesting how their affective valence as members of the family group may lead them to value differently SEW in their family firm. We finally draw on literature on the effect of affect on cognition to explore its consequences on family CEO strategic choices, particularly CEO risk taking.</p> <p>Keywords: Decision making; Affect; Goals/objectives; Cognition</p>	

Title	Temporal Orientation Profiles in Family and Non-Family Firms (WIP)
Authors	Frank Bos, Dries Faems and Anita Van Gils
<p>Abstract: This article examines the temporal orientation (TO) of family firms. We replace the currently prevailing, single-dimensional view of TO as a firm's future orientation by a multi-dimensional view in which TO is defined by a firm's temporal disposition towards the past, present and future. To reduce the inherent complexity of a multi-dimensional construct, we rely on the notion of TO 'profiles', basically reflecting groups of firms having a similar type of TO. Drawing from this, our first aim is to examine if family firms have different TO profiles than non-family firms. Second, adopting a heterogeneous perspective to family firms, we aim to offer a taxonomy of TO profiles to family business research and an agenda for future research. Our survey research on firm level TO resulted in 329 questionnaires from family- and non-family firm SMEs in the Dutch manufacturing industry (203 family-firms). A cluster analysis was used to inductively identify TO profiles. Preliminary results show that several TO profiles emerge from the data. In contrast to the prevailing belief, however, we do not seem to find that family firms typically have different TO profiles than non-family firms. A heterogeneous perspective, however, seems to offer promising results.</p> <p>Keywords: Time and temporality; Decision making; Goals/objectives</p>	

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Title	Successor Intentions to Join the Family Firm: The Role of Family Norms and Perceived Firm Success (WIP)
Authors	Isabel C. Botero and Joshua J. Daspit
<p>Abstract: This project explores the role that family norms and perceived success have on successor intentions to join the family firm. Building on work from Cialdini and colleagues (1976), the theory of planned behavior (Ajzen, 1985), and organizational justice we develop a model to predict successor intentions to join the family firm. We test our model using data from the GUESSS project. Implications of our model are discussed.</p> <p>Keywords: Family relationships; Career development; Succession process</p>	

Title	The Family Compass – How Family Identity Enables Family Firms to Align Strategy and Business Identity (FP)
Authors	Jana Bövers and Christina Hoon
<p>Abstract: Drawing on theory about family identity as well as the relation of identity and strategy and on archival data about the 100 years of a family business, we present a model of the constant align-ment of strategy and business identity in a family business. First, our data analysis revealed three types of a strategy-identity gap resulting from a strategy divergence and/or an identity diver-gence. Our findings indicate that the family business managed to realign strategy and identity successfully, with this filling of the strategy-identity gap ensuring survival. Second, our study suggests that the alignment of strategy and identity is based upon a so-called family compass. More specifically, the owning family's values, principles, and practices serve as a compass, al-lowing to rule out decisions, supporting to arrive at a consent when facing a strategy-identity gap and, in turn, ensuring alignment. In considering their special family identity the family business is able to ensure that business identity is continuously enacted and expressed via strategy and in-ferred, modified and affirmed from strategy. We contribute both to the rare literature about the strategy-identity nexus and on the work about family business survival and the influence of fami-ly identity on the business.</p> <p>Keywords: Sustainability, viability; Decision making; Identity</p>	

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Title	Good Buzz: Buzzing on Some Good Vibes (CS)
Authors	Stephen Bowden, Thomas Simnadis and Nishanthi Kariyapperuma
<p>Abstract: Utilising a symbiotic culture of bacteria and yeast (SCOBY) passed down from his grandmother, Alex and Amber Campbell had developed a Kombucha business in New Zealand that showed significant promise based on a high quality, great tasting product with health benefits from probiotic properties. In order to grow, the Campbells had first taken on another like-minded family in partnership and then a large corporate as a minority shareholder. As they investigated opportunities to grow further in domestic and international markets, as well as by expanding the product range they considered carefully the dangers of growing too fast and losing the essence of their family business or even control itself.</p> <p>Keywords: Sustainability, viability; Growth; Internationalization</p>	

Title	International Joint Venture Formation At Danfoss - Progressions 10 Years After (WIP)
Authors	Britta Boyd, Svend Hollensen and Toshio Goto
<p>Abstract: This article focuses on the international joint venture formation and progression process of family businesses. About 10 years ago the family firm Danfoss decided to build equal split joint ventures with two non-family businesses and two competing family businesses in Japan and China, one still existing and one not. Building on the concept of core competences and earlier research, new in-depth qualitative interviews reveal the reasoning on both sides to continue or to terminate the joint venture contract. The purpose of this study is to compare these joint ventures from a longitudinal perspective regarding double management, control mechanisms, exit strategies and cultural aspects. The study indicates what core competences matter when cooperating on a long-term basis in international joint ventures with family and non-family businesses. Ideas for future research and implications for family business owners are discussed.</p> <p>Keywords: Familiness, family involvement, family influences; Joint ventures/M&A/Alliances; Exit strategy; Internationalization; Trust; Trust; Image/reputation</p>	

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Title	Family Firms and Dividend Policy in Brazil and Chile: The Effect of the Board Composition (FP)
Authors	Guadalupe Del Carmen Briano Turrent
<p>Abstract: Based on the agency theory, this paper analyzes whether family firms pay more dividends compared to no-family firms to mitigate agency problems between controlling and minority shareholders. Furthermore, this study identifies whether the board composition affects the dividend policy in a context with low investor protection and high ownership concentration. Brazil and Chile have established mandatory dividends, retain lower cash holdings, pay higher dividends compared with other markets in the region and large domestic conglomerates controlled by families dominate the business sector. The sample of study is composed by 853 observations from 49 Brazilian and 32 Chilean top publicly listed firms in terms of market capitalization (Ibovespa and IPSA indexes) over the 11-year period from 2004 to 2014. Using a fixed effect panel data, results indicate family controlled firms distribute more dividends compared to non-family firms, and board composition namely; board size and the proportion of women on the board have a significant and positive impact on the dividend policy of the firm. By contrast, COB-CEO duality has a negative effect on dividends. Thus, dividend policy constitutes an effective corporate governance mechanism in mitigating the family' expropriation of minority shareholders' wealth (Agency Problem II).</p> <p>Keywords: Dividend policy; Board of directors; Ownership, family control</p>	

Title	When Can Families Fill Voids? Informal Institutions and Firms' Reliance on Formal Institutions in R&D Decisions (FP)
Authors	Jasper Brinkerink and Emanuela Rondi
<p>Abstract: Beside by resource-based differences and industry-based differences, firm strategy can be explained by the institutional context wherein firms are embedded. Although formal institutions have been addressed as a main driver of firms' innovation activities, research has led to controversial findings. Beside the codified set of rules and standards, a range of less formalized shared meanings is likely to affect how organizations conduct R&D activities. Therefore, taking an institution-based perspective on firm-level strategic decision making, we examine under which informal institutional conditions (namely family and culture) firms rely on the strength of formal intellectual property right institutions in their R&D decisions. By testing our hypotheses on a representative sample of privately-held European manufacturing businesses, we find that, family involvement in the business plays a stronger "institutional void filling" role, in presence of a congruent collectivist culture in firms environment. Our study offers contributions to institutional theory, innovation research and family business literature.</p> <p>Keywords: R&D/Innovation; Familiness, family involvement, family influences; Commitment</p>	

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Title	The Role of Visuals in Managing Identity Challenges: An Analysis of Family Firms' Corporate Monographies (WIP)
Authors	Mara Brumana, Emanuela Rondi and Attilia Ruzzene
<p>Abstract: Organizational identity is at the core of management research, playing a crucial role in striking a balance between tensions within firms. Scholars have explored organizational identity and its dynamics mostly relying on verbal text; however, organizations often express their identity through visuals, such as pictures, portraits, web pages, and artifacts. In this article, we examine corporate biographies, including both verbal and visual texts, of Italian family firms who faced identity-threatening events, that is events leading to the reformulation of their organizational identity. In this context, our visual analysis aims to uncover the potential of visuals as a manifestation of organizational identity and investigate their role in organizational identity's reformulation. We offer theoretical contributions to identity theory and family firm literature, methodological contributions on the use of visuals in management research, and empirical contributions to practitioners dealing with organizational identity threats.</p> <p>Keywords: Family embeddedness; Goals/objectives; Identity</p>	

Title	When Things Don't Turn Out as Expected: The Effects of Unexpected Succession In Family Firms on Entrepreneurial Orientation and Financial Performance (WIP)
Authors	Mara Brumana, Tommaso Minola, Lucio Cassia, Shruti Sardeshmukh, Giovanna Campopiano and Katerina Vasilevska
<p>Abstract: The aim of this paper is to investigate the effect of unexpected succession - forced succession due to unexpected factors, such as death, illness or divorce - on family firms' entrepreneurial orientation and financial performance. Building on a global dataset of 1045 respondents from family firms, we introduce different types of unexpected succession and discuss the impact of different family events (i.e. death versus others) on the structure of the family, on family members' motivations and behaviors and hence on family firms' entrepreneurial attitudes and performance.</p> <p>Keywords: Family embeddedness; Context of succession; Entrepreneurial orientation</p>	

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Title	Family Business and Trauma: A Psycho-Social Perspective (WIP)
Authors	Louisa Diana Brunner
<p>Abstract: This Work in Progress aims to explore two research questions. How does trauma and its strong emotional and unconscious component impact the life of a family business and the following generations? How can a psycho-social perspective contribute to a better understanding of trauma in family business? This paper builds on my PhD dissertation on "Family business and crisis: a psycho-social perspective" where trauma is addressed as a tragic type of crisis, and on the field material included. The adopted conceptual framework, methodology and method are psycho-social, i.e. multi-disciplinary and trans-disciplinary, based on a psychoanalytic framework and a reflexive approach interpenetrated with disciplines such as sociology, organisational studies, group relations. A preliminary review of the literature and conceptual framework on trauma from a psycho-social perspective will be illustrated. To support my arguments about trauma in family business two vignettes from the field material will be presented. From them it clearly emerges that in family business trauma in early adulthood can influence the life of individuals, their work experiences and entrepreneurial endeavours. This is also evidence of how in a family business, especially a small-medium sized one, the family with its emotional and psychological dimension is the most important determinant also for the life of the organisation.</p> <p>Keywords: Family relationships; Emotions; Conflict; Affect; Generational issues</p>	

Title	The Impact of Family Ownership and Environmental, Social and Governance (Esg) Controversies on Acquirer Returns (WIP)
Authors	Thomas Brunner-Kirchmair and Markus Dick
<p>Abstract: The success of mergers & acquisitions (M&A) is a question of considerable academic interest. This study draws on transactions of acquiring companies from continental Europe to examine three questions: (1) Is there a difference in M&A acquirer performance between family firms (FF) and non-family firms, (2) do economic, social or governance related scandals (so-called ESG controversies) impact M&A performance, (3) are there any interaction effects between family ownership and ESG controversies on M&A performance? The preliminary results reveal that FFs show similar acquirer announcement returns as their non-family counterparts. However, unlike companies in general and non-family firms in particular, FFs benefit from fewer ESG controversies in terms of a better M&A performance. This finding might suggest, first, that investors interpret fewer ESG controversies as an evidence that the family restrains itself from expropriating minority shareholders through value-destroying acquisitions. Second, as the family might decide to jeopardize its socioemotional endowment and, hence, its close and long-term stakeholder relations by acquisitions in certain circumstances, fewer ESG controversies could indicate that the family will safeguard the interests of stakeholders in the M&A transaction.</p> <p>Keywords: Familiness, family involvement, family influences; Joint ventures/M&A/Alliances; Finance/Financial management; Family governance; Corporate social responsibility; Ownership, family control; Performance, success; Ownership; Business ethics</p>	

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Title	Family Firms' Resilience and Innovation in Times of Crisis (FP)
Authors	Clementina Bruno, Fabrizio Erbetta, Giovanni Fraquelli and Anna Menozzi
<p>Abstract: The literature on family firms has largely employed the concept of resilience to explore the ability of firms to react to a turbulent context and to compare them with nonfamily firms. This article presents a novel measure of resilience computed as the "efficiency change" component of a DEA-based Malmquist index. The resilience construct is operationalized by measuring the efficiency change of firms over a broad period of time, including both a pre-crisis and a recession sub-periods, with the aim of eliciting the firm ability to recover from challenging market conditions. Results show that the resilience attitude of family and nonfamily businesses are of non-remarkable diversity while nonfamily businesses show a greater propensity to drive technological progress, especially, and somehow surprisingly, during the crisis period.</p> <p>Keywords: R&D/Innovation; Sustainability, viability; Innovation/product development; Time and temporality; Markets/industries/sectors; Efficiency/efficacy; Ownership, family control; Performance, success</p>	

Title	The Stakeholder Identification Handcuff: The Case of Anheuser-Busch (FP)
Authors	Sarah Burrows, Peter Jaskiewicz and David Deephouse
<p>Abstract: The values that business families embody in their firms fuel ethical decision-making and stakeholder-firm identification contributing to favorable organizational reputations. However, recent research suggests that there might also be a downside of stakeholder identification because identified stakeholders can react negatively to events that challenge their organizational identity – even if these events are aligned with firm values and ethical in nature. To address this topic, we conducted a historic media analysis of Anheuser-Busch (AB) – an iconic and prominent U.S. beer-maker. We coded a total of 3,114 media articles on AB that were published from 1946 to 2009. Our analysis supports that family values shaped decisions at AB and fueled stakeholder identification with and a favorable reputation of AB. However, we also find that AB stakeholders resisted organizational changes that were likely to hurt their organizational identification, and that AB regularly gave in to such resistance. We label this process the stakeholder identification handcuff: while family values fuel stakeholder-firm identification, identified stakeholders successfully resist organizational changes even if these are ethical and aligned with organizational values.</p> <p>Keywords: Image/reputation; Corporate social responsibility; Identity; Business ethics</p>	

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Title	Where Should We Go? Exploring How Institutional Distance Between Acquiring and Target Firms Affects Family Firms' Acquisition Behavior (FP)
Authors	Andrea Calabrò, Ignacio Requejo, Fernando Reyes-Reina, Maria J. Sanchez-Bueno and Isabel Suarez-Gonzalez
<p>Abstract: This paper examines the antecedents of acquisitions target selection in family firms. Specifically, we posit that family ownership configurations and board ownership are key drivers to determine the acquisition targets from closer or more distant institutional markets. We further investigate whether target acquisition is dependent on firm's performance below aspirations. We examine 6,298 acquisition deals undertaken by family and non-family firms from 17 European countries during 2007–2015 (targets from 40 different countries). The main findings suggest that, when conducting acquisitions, family firms prefer to select targets from closer institutional contexts, especially in the presence of a group of minority family owners or at increasing levels of board ownership. Nevertheless, more institutionally distant targets are preferred when family firms' performance is below aspirations.</p> <p>Keywords: Joint ventures/M&A/Alliances; Family relationships; Internationalization</p>	

Title	Is Cash Always King? The Role of Family Ownership and Board Structure (FP)
Authors	Domenico Rocco Cambrea, Yuliya Ponomareva and Daniel Pittino
<p>Abstract: The literature suggests the presence of tradeoffs associated with increasing level of cash, modeling an inverted u-shape relationship between cash holdings and firm value. We nuance this further arguing that the nature of these tradeoffs depends on nature of corporate governance arrangements within a firm. Using panel data from 195 Italian listed firms (2003-2015), we find that family ownership moderates the inverted u-shape relationship between cash holdings and firm value. More specifically, family firms derive more value and incur less costs when increasing cash holdings comparing with nonfamily firms. We further show that similar moderating effect can be achieved by nonfamily firms in the presence of particular board governance arrangements – smaller, more independent boards characterized by separation between CEO and chairman positions. In nonfamily firms, greater board independence contributes to the reduction of family opportunism, allowing firms to derive greater benefits from higher levels of cash holdings. Our study contributes to the research on how ownership and board governance jointly influence firm strategic decisions.</p> <p>Keywords: Familiness, family involvement, family influences; Board of directors; Family governance; Ownership, family control</p>	

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Title	Mapping the Literature on Social Responsibility in Family Firms: A Systematic Analysis to Guide Future Research (WIP)
Authors	Giovanna Campopiano, Salvatore Sciascia and Pietro Mazzola
<p>Abstract: This systematic literature review aims at disentangling the multitude of studies on family firm social responsibility, by analyzing the diverse aspects that have been investigated, ranging from social initiatives and corporate social performance, to philanthropy and ethical behavior of family firms. We identified 122 articles and split them on whether they consider differences between family and non-family firms, or focus on family firms only. We positioned the main findings of each article within an antecedent – moderator/mediator – outcome framework that helps understand how the dimensions concerning social responsibility are investigated in extant research. We conclude by offering future research directions that can guide scholars to further study family firms' behavior with regard to social issues and contribute a theory of the family business.</p> <p>Keywords: Social judgements; Sustainability, viability; Corporate social responsibility; Environmental strategy; Business ethics</p>	

Title	Enterprising Family's Strategic Decision-Making Process: Identity Enactment and Self-Verification Mechanisms Across Systems (FP)
Authors	Giovanna Campopiano and Tom Rösen
<p>Abstract: Family science informs about the dynamics and norms characterizing strategic decisions in enterprising families. Integrating the identity enactment and self-verification mechanisms into a revised version of systems theory, which we label boundary-spanning systems theory, we offer a model of strategic decision-making in business families and family businesses. Stemming from the assumptions suggesting that (i) family, business, and ownership systems rely on different logics, (ii) each system represents the environment for the other systems, and (iii) the systems influence each other in feedback loops, decision premises in the family business depend on the co-evolution of the three systems and the extent to which each system influences the others. We suggest that identity enactment and self-verification mechanisms determine how individuals negotiate their identities in family businesses, thus affecting strategic decision-making process at the family, ownership and business levels. This theoretical model allows advancing the understanding of family business through a focus on the enterprising family and its interaction with ownership and business systems.</p> <p>Keywords: Family governance; Family science; Identity</p>	

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Title	Extricating Familiness and its Influence on the Internationalization Strategy of Family Wineries: The Case of Argentina, Chile and Spain (FP)
Authors	Myriam Cano-Rubio, Guadalupe Fuentes-Lombardo and Rosa Lombardi
<p>Abstract: The internationalization strategy is crucial for the growth and survival of family businesses where social interactions confer them a unique bundle of resources, familiness. This paper aims at investigating the influence of familiness on the reasons of family businesses to become international, why, and on their level of commitment with international activities, how, pinpointing the national context where they are set. This paper employs a qualitative empirical study based on 25 in-depth interviews to CEOs and/or export managers of family businesses of Argentina, Chile and Spain. The results show that familiness is a continuum dimension supporting the heterogeneity of family businesses, to which the national context and the country image, play a relevant role. Additionally, their level of familiness influences on their reasons to become or not international, as well as on their level of commitment of international activities. Given the scarcity of company resources, the revelation that social capital can gain family wineries access to sustained competitive advantages can make the decision to "promote, develop and nurture" this capital when becoming international and committing resources to international activities. This study builds a dynamic composition of familiness for family wineries despite their national and specific idiosyncrasies.</p> <p>Keywords: Networks, networking; Familiness, family involvement, family influences; Family capital; Altruism; Family relationships; Internationalization; Social capital; Image/reputation; Opportunity creation/recognition/discovery; Identity</p>	

Title	Identity Salience: How Family Owners' Social and Individual Identities Shape Corporate Entrepreneurship in Family Firms (FP)
Authors	Magali Canovi, Francesco Rattalino and Luciano Ciravegna
<p>Abstract: Two opposing perspectives have emerged in the literature regarding family firms' engagement in corporate entrepreneurship (CE). The first implies that family firms are dynamic, and possess unique resources that support CE. The other perspective associates family ownership to resistance to change, conservative behaviour, and overall obstacles to CE. In order to consolidate these perspectives, this paper develops an identity-based rationale, by proposing a two-level theoretical framework on identity to explain family firms' engagement in CE. While prior research mainly investigated identities at the social level, this paper highlights the need to analyse identity salience and activation at both the individual and social level. Using qualitative evidence from a sample of Italian family wineries, we argue that CE ultimately stems from the interplay of the identity construction work that occurs at the individual and social levels.</p> <p>Keywords: Familiness, family involvement, family influences; Diversification; Identity</p>	

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Title	What Impact Do Family Firm's Features Have on Family Business Growth Strategies? A Trust-Based Framework (FP)
Authors	Maryem Cherni
<p>Abstract: Contrary to popular perceptions, family firms grow essentially because they have to ensure the succession of the business to future generations. Nevertheless, given the particulars of the family firm, its growth is complex because it depends on the relationships between family members and transmission process of the firm. Using previous empirical and theoretical scholars, the aim of this paper is to outline a theoretical framework on the connections between relational aspects, mainly trust, growth strategies (Diversification, Internationalization and Innovation) and generational stage within the family firm. Research hypothesis are then formulated. Finally, contributions and next steps of this work are exposed.</p> <p>Keywords: R&D/Innovation; Familiness, family involvement, family influences; Internationalization; Time and temporality; Diversification; Trust; Trust</p>	

Title	Employee Downsizing Under Financial Vulnerability: Evidences from Private Family Firms (FP)
Authors	Alessandro Cirillo, Fernando Muñoz-Bullón, Maria Josè Sanchez-Bueno and Salvatore Sciascia
<p>Abstract: Employee downsizing is a relevant managerial topic with profound social implications. The voluntary reduction of workforce transcends the firm's boundaries and affects its stakeholders and the social wellbeing. While the topic is on the researchers' agenda since a long time, literature is still looking for a finer understanding of downsizing in family firms, i.e. the major employers worldwide. This study investigates family firm status as an antecedent of employee downsizing in private firms. Socio-Emotional Wealth serves as theoretical lens to explore also the contingency effect of financial vulnerability. Based on a large sample of private Spanish firms, our results, partially unexpected, suggest that private family firms downsize less than their nonfamily counterparts, no matter their financial vulnerability level.</p> <p>Keywords: Corporate social responsibility; Performance, success; Human resource management</p>	

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Title	Brand Identity in the Wine Industry: An Exploratory Multiple Case Study on Long Lasting Family Firms (RD)
Authors	Elisa Conz and Giovanna Magnani
<p>Abstract: Few studies in marketing and family business literature have examined the influence of the family in building and communicating brand identity of long lasting family firms operating in the wine industry. The present study aims to fill this gap through a multiple case study of four century old family wineries located in the Oltrepò Pavese wine region (North-West of Italy). We illustrate brand identity building and communication of long lasting family wineries along two focal dimensions: a family-based (Fb) and a wine heritage-based (WHb). We could map four brand identity building and modes of communication - viz. emotion-based, individual-based, family-based and product-based - according to the relative importance of each of the two mentioned dimensions on the firm's brand associations.</p> <p>Keywords: Image/reputation; Branding/advertising; Consumer behavior</p>	

Title	Practising Resilience in Family Firms: An Investigation Through Phenomenography (RD)
Authors	Elisa Conz and Peter William Lamb
<p>Abstract: Despite growing interest of resilience in Family Business, existing literature overlooks the contribution of owner/managers in practising resilience. We focus on the experiences and practices of owner/managers of family businesses, and apply phenomenography, an interpretive methodology, to capture variations in how owner/managers understand and practice resilience as a strategy in long-standing Australian and Italian family wineries. Findings show that owner/managers' resilience practices are determined by four qualitatively different understandings of resilience. Our understanding-based framework provides a novel interpretation within family firms; challenging literature by demonstrating resilience is not universal, but one of multiplicity where individual owner/managers' understanding determines how resilience is practiced.</p> <p>Keywords: Sustainability, viability; Diversification; Image/reputation; Identity</p>	

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Title	Succession as Entrepreneurial Process in Long Standing Family Firms: The "Huey, Dewey and Louie" Pattern (WIP)
Authors	Elisa Conz
<p>Abstract: We aim to analyse the transgenerational succession of a century old family firm from an entrepreneurial process perspective. Through an inductive single case study, we explore the "Huey, Dewey and Louie" succession pattern, that took place in the Botto Poala family starting from 2005, involving the ownership and management transaction of the family business, i.e. the luxury textile company Reda 1865, from the incumbents – the uncles- to the successors – the cousins. So doing, we integrate the fields of entrepreneurship and family business, proposing this succession type as a rational pattern characterized by an uncle-nephew mentoring relationship – instead of the traditional father-son – and associated with new value-creation business opportunities. We expect to contribute to the entrepreneurship and succession literature on family businesses providing a multi-level model on succession as a form of transgenerational entrepreneurship.</p> <p>Keywords: Succession process; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Entrepreneurial orientation</p>	

Title	Family Firm Productivity Growth in the Large European Economies (WIP)
Authors	Rafel Crespí-Cladera, Alfredo Martin-Oliver and Bartolomé Pascual-Fuster
<p>Abstract: This paper investigates whether the productivity and productivity growth for a large sample of European firms can be explained by the family ownership and control aside the usual determinants from the economic literature. The paper justifies the move from the traditional financial performance measures to the productivity measures to better capture the differences in managerial abilities by the family firms. The empirical estimation of the productivity models shows that for the period 2009-2016 the productivity growth of family firms is significantly higher than non family firms. Differences among countries, firm size and industry confirm the usual literature findings, but supported by our large amount of microdata.</p> <p>Keywords: Growth; Markets/industries/sectors; Ownership</p>	

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Title	Reconciling Innovation With Tradition and History. Case Study of The 'Master Potters of Caltagirone' (WIP)
Authors	Giorgia D'Allura and Alexandra Dawson
<p>Abstract: The aim of this study is to understand how innovation can be reconciled with tradition, ethics and values through an in-depth case study of a centuries-old industry: master pottery from an Italian city, Caltagirone, which has been known for over 500 years as being "The City of Ceramics". This case study shows a peculiar faultline between the master potter artisan business and the external environment, with a stark contrast between high quality niche products and maintaining traditions and ethical values on the one hand and increasing competition from low cost and low quality products on the other. Following 10 preliminary interviews with master potters, we are now conducting an in-depth case study in order to answer the following research question: How can a long-standing traditional craft that is based on transmitting values and ethics from generation to generation survive as the external environment changes it, threatening its very existence?</p> <p>Keywords: Innovation/product development; Family capital; Business ethics</p>	

Title	Feeding the Fire of Digital Disruption: How Enterprising Families Can Ride the New Digital Wave While Preserving their Traditional Family Firm Traits (WIP)
Authors	Alfredo De Massis, Marcel Hülsbeck, Emanuela Rondi, Ruth Überbacher and Leopold Von Schlenk-Barnsdorf
<p>Abstract: Digital disruption is radically changing traditional value chains and family firms, which are often locked in long-established structures, find themselves under severe innovative pressure. Moreover, family firms are typically considered as conservative organizations that are unwilling to break away from their proven ways of doing business. Nevertheless, they are forced to respond to digital disruption by following an innovative avenue for value creation, namely business model innovation. However, despite the uncontested importance of digital disruption and business model innovation, the relation between digital innovation and family firms remains puzzling. Using a qualitative research approach, we analyze 20 family-owned German Mittelstand firms. Our results unpack the umbrella concept of digital disruption into its three components - digitization, digitalization and digital transformation - with respect to what is being digitally innovated in the firm. We further combine the digital disruption dimension with the digital stewardship dimension, bringing to light unexplored nuances on family and non-family members' involvement in leadership or championship roles. Through the combination of the two dimensions, we trace the trajectories and unveil the distinctive tensions of family firms in digital disruption programs. We contribute to both the family business and the innovation literatures.</p> <p>Keywords: R&D/Innovation; Familiness, family involvement, family influences; Digitalization; Decision making</p>	

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Title	Socioemotional Wealth and Family Governance Effects on the Breadth and Depth of Internationalization (WIP)
Authors	Francesco Debellis, Anne Katarina Heider, Marcel Hülsbeck and Alfredo De Massis
<p>Abstract: We explore the effect of SEW pursuit and of family governance on internationalization.</p> <p>We collected unique data from 287 family-owned firms through a self-administered survey, and found that whereas some SEW goals (Family control and Emotional attachment) are negatively related with internationalization, other (Identification of family members with the firm and Renewal of family bonds) have instead a positive effect on international growth. Moreover, we measured the effect on internationalization of family members involved as executive directors.</p> <p>Differently from prior studies, we disentangle the internationalization measure by distinguishing between breadth, in terms of number of countries in which the family firm is active, and depth, in terms of number of FDIs undertaken. Whereas SEW dimensions have the same effect on both internationalization dimensions, we found that family executive directors are negatively related with internationalization depth, and positively with internationalization breadth. Our results thus show that claiming à-priori that family members are less prone to international diversification is incorrect, rather this holds only when we refer to FDIs, which implicate a much higher level of commitment, risk and complexity than exports.</p> <p>Moreover, our results challenge the common assumption that the pursuit of SEW goals always prevents family firms from going abroad.</p> <p>Keywords: Internationalization; Board of directors; Family governance</p>	

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Title	A Self-Determination Theory Perspective on Family Business Succession Process (WIP)
Authors	Roberta Di Pasquale and Andrea Rivolta
<p>Abstract: Management succession is one of the most crucial research topics in family business, as well as the most important concern of family business leaders, since research results show that that only a small percentage of family firms are able to accomplish the transition to the second generation successfully (Sharma, Chrisman & Chua, 2003). According to extant models, succession can be conceived as a dynamic process ultimately aimed at transferring both the management and ownership of the business to the next generation, a process during which the roles and duties of the two main agents involved, i.e., the predecessor and the successor, are seen to evolve interdependently. During the entire process of succession, which is thought to start well before the successor is brought into the business and to end when the predecessor retires, a crucial aspect is represented by the willingness of both the predecessor and the successor to take on such different and evolving roles and duties, suggesting the relevance of psychological motivational factors in the succession process. Thus, in a perspective of informed pluralism and disciplined integration (James, Jennings, & Breitreuz, 2012), the present paper aims at conceptually exploring the usefulness of Self-determination theory (Deci & Ryan, 2000) - a general motivation theory that centers on the dichotomy between self-determined, volitional behaviors and externally coerced or internally pressured behaviors - as an appropriate framework for conceptualizing the role played by psychological motivational factors in the succession process. Clinical vignettes will be used to exemplify the main theoretical concepts.</p> <p>Keywords: Motivation; Succession process; Family life (cycle) span</p>	
Title	Environmental, Social and Governance (Esg) Engagement of Listed Family Firms – Evidence from Esg Performance and Controversies Scores (WIP)
Authors	Markus Dick and Eva Wagner
<p>Abstract: Drawing on an international sample, we shed light on the environmental, social and governance (ESG) engagement of listed family firms. Our preliminary findings reveal that family firms, despite showing a lower ESG performance, are less inclined to cause public ESG scandals leading to controversies in the media than their non-family counterparts. These results suggest that owner families might divert resources from ESG measures to other projects, not least because ESG activities could pose a threat to their control over the business. At the same time, however, they also seem to avoid unethical business practices that could spill over to the family image and reputation and, thus, endanger their socioemotional endowment.</p> <p>Keywords: Familiness, family involvement, family influences; Philanthropy; Family governance; Corporate social responsibility; Ownership, family control; Ownership; Business ethics</p>	

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(alphabetical order first author)

Title	Socioemotional Wealth and Financial Performance Alignment With Resources and Competences for Innovation in Family Businesses: A Case Study (FP)
Authors	Jorge Alberto Durán Encalada, Juan Manuel San Martín Reyna and José Ángel Vázquez Villalpando
<p>Abstract: This work contributes to understand the connection between family firms' goals and interests with the resources and competences they use to carry out entrepreneurial actions connected mainly with innovation. To examine this issue, the authors conducted an explorative-descriptive case study that included two Mexican family firms. The results show that it is possible to find an alignment between financial performance and socioemotional wealth (SEW) and the different types of resources and competences that a family firm displays to reach them. In addition, firm's entrepreneurial orientation (EO) may serve to moderate this alignment</p> <p>Keywords: Social entrepreneurship; Innovation/product development; Family relationships</p>	

Title	The Purpose of Family Wealth (WIP)
Authors	Tarek El Sehity and Heinrich Liechtenstein
<p>Abstract: Defining the purpose of family wealth is fundamental to families' strategic long-term planning. However, the definition of 'purpose' has remained a blind spot in the corporate- and family firm literature. Consequently, methods and techniques for the development of purpose are difficult to falsify and almost any statement may be presented as a purpose statement. We provide an interdisciplinary review of purpose definitions and discuss their strengths and shortcomings. In line with psychological works, we argue for a strong definition of 'purpose' which needs to address concerns beyond the interests of the family to obtain the psychologically powerful implications of purpose in the long-run.</p> <p>Keywords: Familiness, family involvement, family influences; Family capital; Succession process; Family governance; Emotions; Religion and spirituality; Generational issues</p>	

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(alphabetical order first author)

Title	The Effect of Non-Financial Incentives on the Development of Psychological Ownership: A Comparison of Family and Nonfamily Firms (WIP)
Authors	Sina K. Feldermann and Martin R.W. Hiebl
<p>Abstract: This paper examines the effect non-financial incentives on the development of psychological ownership. Based on the analysis of a structured questionnaire which was sent to the highest ranked financial manager (eg., CFO) of family and nonfamily firms in Germany, we aim to analyze the effect of recognition, autonomy, and involvement in strategic decision making on the development of psychological ownership. Our empirical analysis is based on a sample of 166 highest ranked financial managers of family and nonfamily firms, from different industries in Germany. Furthermore, we will analyze the financial statements and objective performance measures of the participating companies. The results of the structured questionnaire will be matched with the objective financial data of the firms. Unfortunately, we do not have any results at this time, as the data collection was not completed until December 2018. However, we are confident that we will be able to analyze the data until June and could present the results at the conference. This paper is the first to examine several antecedents for the development of psychological ownership, taking into account their interdependencies. In addition, our analysis should allow for conclusion on which antecedent has the strongest effect on the development of psychological ownership.</p> <p>Keywords: Psychological ownership; Compensation and incentives; Emotions; Family science</p>	

Title	Inter-Generational Indebtedness in Family Businesses: Do Next-Gens Feel Obligated? (FP)
Authors	Sandra Fiedler and Fabian Bernhard
<p>Abstract: Building on existing theorizing and the accounts of next generation family business members' perceptions of moral obligation, we introduce the internal state of "indebtedness" as a psychological basis for a range of attitudes and behaviors in the family business. We propose that next generations, who feel "indebted" to favors and benefits received from previous generations, will be influenced in their succession decision, perceived independence, intergenerational reciprocity, and career- and life satisfaction. In this first attempt to capture the concept of indebtedness in the family business context, we attempt to define its emotional foundations and differentiate it from related constructs. The implications of these ideas are discussed.</p> <p>Keywords: Motivation; Emotions; Affect; Cognition; Antecedents of succession</p>	

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Title	Positive Identity Development and Portfolio Entrepreneurship: The Role of Entrepreneurial Identity In Family Businesses (FP)
Authors	Sarah Fitz-Koch, Mattias Nordqvist and Naveed Akhter
<p>Abstract: Drawing on identity theories and entrepreneurial identity, we examine how multiple identities relate and change across generation in the pursuit of portfolio entrepreneurship in the family business context. Using an inductive, qualitative approach based on multiple case study design of 12 farming business families, we discover that next generation family members engage in new business creation to build a positive work identity, that is to experience multiple identities as compatible with one another. We develop a process model that contribute towards our understanding of how next generation family members organize their multiple identities, which results in identity change over generations. A positive relationship between multiple identities leads moreover to beneficial outcomes such as positive emotions and finding meaningfulness in work. Our findings have implications for the literature on entrepreneurial identity, family business and portfolio entrepreneurship.</p> <p>Keywords: Portfolio/Serial entrepreneurship; Motivation; Identity</p>	

Title	HRM Practices in Family Firms: One Size Does Not Fit All (FP)
Authors	Giulia Flamini and Luca Gnan
<p>Abstract: The paper aims at investigating configurations of human resource management (HRM) practices in family firms. Four bundles of HRM practices (HRMP - labeled the Administrative, Shared, Integrated, and Professional bundle) are advanced and explored in a sample of 849 family firms. Support for the proposed HRMP configurations has been verified in the data. Next, the paper explores relationships with HRMP functional goals and organizational performances in family firms. The study verifies the assumption of equifinality of the four HRMP configurations as the combined effect of the HRMP on organizational performances of family firms, albeit these configurations reveal different functional goals. Then, we discuss implications, limitations, and further steps for research.</p> <p>Keywords: Human Capital; Decision making; Human resource management</p>	

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Title	The Effect of Entrepreneurial Orientation on Family Smes' Performance: The Moderating Role of Leverage and Ownership. (FP)
Authors	Josanco Floreani, Michela C. Mason and Mario Minoja
<p>Abstract: Drawing on the vast literature on the Entrepreneurial Orientation (EO)-performance relationships, this paper adopts a configurational approach to test the joint moderating effect of ownership and leverage on both the EO-profitability and EO-growth relationships. Based on a sample of 330 Italian and Austrian family-owned SMEs, we find that the combination of low leverage and low ownership (i.e., a lower share of capital owned by the owner family) is that which maximizes the positive impact of EO on both profitability and growth, whereas high ownership and low leverage have a joint negative effect on both relationships. We discuss these results in the light of the joint consideration of financial constraints, agency theory and signalling theory in the context of family firms.</p> <p>Keywords: Familiness, family involvement, family influences; Growth; Family capital; Ownership, family control</p>	

Title	Entrepreneurship Orientation in Family Firms. An Exploratory Study (FP)
Authors	Michela Floris and Cinzia Dessì
<p>Abstract: Entrepreneurship orientation is critical to the growth, survival, and profitability of family businesses. Listening to the voices of 30 family firm owner-managers through 60 interviews and building on the assumptions of the Psychological Ownership Theory, this exploratory study uses a qualitative method, through an inductive and interpretivist approach, with the aim to show the different entrepreneurial orientations in family firms. The theoretical and practical implications are discussed.</p> <p>Keywords: Opportunity exploitation; Psychological ownership; Entrepreneurial orientation; Opportunity creation/recognition/discovery</p>	

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Title	The Enterpriseness of Business Families: Empirical Results for the Involvement, Essence and Identity Dimensions (FP)
Authors	Hermann Frank, Elena Fuetsch, Alexander Kessler and Julia Suess-Reyes
<p>Abstract: Measurement issues are among the greatest challenges in the family business (FB) field. There is a lack of theory-grounded, valid and reliable measures in the domain of business families (BF). Yet, for FB research to advance, both the development of proper scales for construct measurement and a well-founded understanding of BF, who usually constitute the most important stakeholder in FB, are crucial. We address this gap by developing measurement scales for capturing the enterpriseness of BF which we define as those structures that BF develop based on the structural coupling with its business(es) and the family. These structures represent business- and family-induced expectations that are effective in the BF and influence the BF's decision-making behavior. Analog to familiness, we conceptualize enterpriseness using involvement, essence and identity and offer measurement options that were tested in two pre-tests and one main study. Examples for operationalizing the involvement dimension are family size or business family size. The essence dimension is e.g. captured through the decision-making ability of the BF, the BF's management of paradoxes or family governance. The identity approach is expressed through scales as mental models and business family identity. Results indicate high reliability levels.</p> <p>Keywords: Family relationships; Family governance; Decision making; Professionalization; Identity</p>	

Title	Estimating Family Firms' Survival Probability: The Role of Corporate Governance Beyond Financial Ratios (FP)
Authors	Carmen Gallucci, Rosalia Santulli, Michele Modina and Michela De Rosa
<p>Abstract: The present study has the aim to investigate the role of corporate governance, in terms of ownership and board structures, in the prediction of family firms' survival probability. Specifically, we explore the relation by considering, first, the effect of family corporate governance on profitability and leverage, and then the consequent effect on survival probability, through the application of a mediating regression model. Our results show that the number of family shareholders, the number of family shareholders in board and the co-presence of generations in board negatively influence firm's survival probability; the family ownership stake and the CEO status positively influence the firm's survival probability. Moreover, financial ratios mediate the relationship between family corporate governance and survival probability.</p> <p>Keywords: Familiness, family involvement, family influences; Capital structure; Board of directors; Family governance; Ownership, family control; Ownership</p>	

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Title	Independent Directors, Strategies for Corporate Social Responsibility and Value Creation in Family Firms (FP)
Authors	Isabel-María García-Sánchez, Lázaro Rodríguez-Ariza, Cristina Aibar-Guzmán and Jennifer Martínez-Ferrero
<p>Abstract: In a family business, decision-making is focused not only on financial objectives but also on preserving the owners' socio-emotional wealth. An important aspect of this is the continuity of control by the family, an outlook that can lead to short-sightedness in the business strategies adopted. To counter this danger, mechanisms of corporate governance are required, such as the independence of the board of directors, in order to ensure the suitable application of socio-emotional criteria in determining business strategies. In this context, we analyse how value is created by socially responsible business performance and consider the moderating effect of independent directors on this relationship. Using a database of 43 countries for the period 2010-16, we find that the CSR strategies promoted within a family firm are associated with decreased growth in company value. However, this adverse impact is tempered by the advisory and supervisory role played by independent directors, especially when the company is controlled by generations far-removed from that of the founder. On the other hand, this role played by independent directors is not always to investors' liking, because their criteria are strongly oriented towards protecting the interests of financial institutions.</p> <p>Keywords: Family relationships; Board of directors; Corporate social responsibility</p>	

Title	Narrating the East Family: The Mutual Constitution of Family Practice and Narratives (WIP)
Authors	Bingbing Ge, Josip Kotlar and Alfredo De Massis
<p>Abstract: Family is widely discussed in all family business literature, yet family practices is rarely discussed. This study unpacks the concept of "family practices" through the lens of practice theory, by exploring what is family practice and how do family businesses narrate family practice to achieve different outcomes with a revealing case of the East family. Through our in-depth case study, we found a mutually constructive relationship between family practice and narratives that serves a range of functions ranging from knowledge construction, publicity, and identity building. By discussing this, we contribute to the theoretical and practical ramifications of family practices not only for family businesses, but also for other types of organizations.</p> <p>Keywords: Family embeddedness; Succession process; Diversification; Identity</p>	

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Title	On The Motives to Take Over the Family Business: An Empirical Investigation Among Potential Family Successors (WIP)
Authors	Maïke Gerken and Marcel Huelsbeck
<p>Abstract: Despite the fact that such successions are rather prevalent among family firms, there seems to be a lack of theoretical explanation as to why potential family successor want to take over the family business. Building on personality theory, this study extends research on the link between personality and succession probability by studying not only explicit but also implicit personality constructs, separately and integrated. Hypotheses on effects of explicit and implicit motives (Big Three motives of achievement, affiliation, and power) on succession probability were empirically tested among 217 potential successors. Results revealed that higher implicit achievement and power motives but a lower implicit affiliation motive increased the succession probability. In addition, a higher explicit power motive was associated with a higher succession probability in small-and medium sized firms whereas a higher implicit achievement motive predicted the succession probability in large firms. Results of this study broaden our understanding of predictors of family firm succession and present a comprehensive overview of explicit and implicit personality-succession relation.</p> <p>Keywords: Motivation; Personality; Decision making; Antecedents of succession</p>	

Title	Entrepreneurial Exposure and Children's Succession Intentions in Family Firms: A Gendered Perspective (FP)
Authors	Daniela Gimenez Jimenez, Linda Edelman, Andrea Calabrò, Tommaso Minola and Lucio Cassia
<p>Abstract: Integrating arguments from social identity theory with the literature on commitment, we explore whether prior family business exposure influences intra-family succession intentions and to what extent affective commitment mediates this relationship. We then go a step further to see if the sex of the self-employed parent amplifies these relationships. Using data from the 2013 Global University Entrepreneurial Spirit Students Survey (GUESSS) of 18,119 students, our findings suggest that affective commitment partially mediates the relationship between prior family business exposure and succession intentions. In addition, having self-employed parents amplifies the positive relationship between family business exposure and affective commitment for daughters only.</p> <p>Keywords: Gender; Commitment; Antecedents of succession</p>	

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Title	How Can A Family Control its Business Without Ownership Influence? (FP)
Authors	Toshio Goto
<p>Abstract: This empirical paper aims at examining unique listed family businesses in Japan, controlled by the families without ownership influence for generations, which literature has seldom shed light on, in order to find out the legitimacy of the family control from the resource-based perspective.</p> <p>Finding the source of their control as the stakeholder-centered approach, the paper argues that stock ownership is not the ultimate factor to control the family business, and that it is rather detrimental to the long term-control of the firm under the family influence. It is because dependence on the family's stock ownership results in the negligence of the interests of other stakeholders such as minority shareholders, non-family executives and the employees. Family-centered value, such as socioemotional wealth, may even sacrifice other stakeholders' welfare. Based upon the above understanding and the analysis results, the paper implies a new perspective to the agency theory, in which the stakeholders are positioned as the principal.</p> <p>Comparing to the traditional agency theory, the paper argues that the new perspective is advantageous, because of two reasons: First, it integrates the stakeholder approach which has been common in the last hundred years except for the last couple decades. Second, it can explain the "exceptional" phenomena, according to the conventional theory, which include minority shareholders' position, entrenchment, and reverse-U curve relationship between the family ownership and the financial performance among others.</p> <p>The rest of the paper is composed of the literature, research method & the major results, discussion, implications before arriving at the conclusion.</p> <p>Keywords: Human Capital; Familiness, family involvement, family influences; Sustainability, viability; Family capital; Time and temporality; Social capital; Ownership, family control</p>	

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Title	Family-Oriented Non-Economic Objectives and The Internationalisation of Family Firms: Evidence from Australia (FP)
Authors	Chris Graves, Henry Shi and Francesco Barbera
<p>Abstract: Despite the growing body of research on the internationalisation of family firms, further research is required to understand the underlying factors that influence their international behaviour (De Massis et al., 2018).</p> <p>Past research has consistently shown that family firms are less likely to adopt an internationalisation strategy compared to their non-family counterparts, yet we still have limited understanding of the underlying reasons why this is so. Drawing on a socioemotional wealth perspective of behaviour of family businesses, we argue that greater attention needs to be given to the influence of a family's non-economic wealth objectives on international behaviour. Using survey data collected on over 300 Australian family firms, regression analysis was used to examine the influence of family-oriented non-economic objectives on the family firm's extent of the international involvement of the family firm.</p> <p>The results suggest that business families which emphasise family-oriented non-economic objectives are more likely to exhibit a lower attitudinal commitment towards international expansion, which in turn, determines the level of international involvement of family firms. Results also suggest that the extent of international involvement of the family firm has a significant negative effect on the level of achievement of family-oriented non-economic objectives.</p> <p>Keywords: Internationalization; Performance, success; Goals/objectives</p>	

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Title	An Examination of the Moderating Effect of a Formal Board on the Relationship Between Wealth Concentration and the Entrepreneurial Orientation of Family-Controlled Firms (WIP)
Authors	Chris Graves, Henry Shi and Beatrice Amonoo Nkrumah
<p>Abstract: This study examines the effect of the controlling family owner's personal wealth (wealth concentration, or WC) invested in a family-controlled business (FCB) on the business's Entrepreneurial Orientation (EO) and whether the use of a formal board of directors (BOD) moderates this relationship. Based on a survey of 155 FCBs in Australia, WC of the controlling family owner was found to have a significant negative effect on the EO of the firm. Results also suggests that having a formal BOD per se has no significant effect on the association between WC and EO. However, a formal BOD with the presence of an independent director(s) (non-family, non-executive director(s)) was found to reduce the negative effect of WC on a FCB's EO.</p> <p>Keywords: Board of directors; Entrepreneurial orientation; Wealth management</p>	
Title	Assessing the Role of Family Business on Local Development: A Retrospective Case of the Mexican Bajío (WIP)
Authors	Maribel Guerrero and Carlos Santamaria
<p>Abstract: For several decades, the academic debate had paid attention on the determinant factors on the variation of entrepreneurship rates inside/across countries as well as the bi-directional causal relationship between entrepreneurship and regional development. Following these rationalities, the literature review shows just anecdotal evidences that suggest the family firms have significant contribution on the local development. Therefore, the literature demands theoretical approaches that explain why, how, and when family firms affect regional development. Inspired by these gaps, this manuscript explored the family firms' contribution on local development. Adopting a mixed approach, we proposed a conceptual framework to approximate the relationship between family firms and regional development. Setting the study in the Mexican Bajío and applying a retrospective case study approach, our preliminary analysis confirms the relevant role of family firms' generations on the societal, economic and technological contributions in their localities. Our main theoretical contribution is providing insights about the key role of family firms on the local development and proposing a conceptual framework and methodological design that could be replicated in other contexts. Regarding practitioner and policy makers, the main implication is the legitimization of the key role of family firms in the society.</p> <p>Keywords: Psychological ownership; Family relationships; Emotions; Decision making; Identity</p>	

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Title	Disentangling Ownership Transfer (WIP)
Authors	Kajsa Haag, Hanna Almlöf and Massimo Baù
<p>Abstract: Transfer of ownership is an inevitable part of the family business lifecycle. Succession within the family or sale to external new owners are considered a core topic of family business research as well as a central strategic issue for family business owners. So far, ownership transition has been largely entangled with management transitions and imprecisely used as a blanket concept lumping together many different types of ownership changes. The aim of this paper is to disentangle the different categories of ownership transfer and build a typology that can lead to a more fine-grained understanding of ownership. Through grounded analysis of how family business owners regulate ownership transfer, we build a theoretical model of the 10 types of ownership changes identified.</p> <p>Keywords: Exit strategy; Exit; Ownership, family control; Legal issues</p>	

Title	Social Sustainability Through The Lenses of Job Employment and Innovation: Evidence From French Family versus Non-Family Intermediate-Size Businesses (WIP)
Authors	Christian Haddad and Rania Labaki
<p>Abstract: We investigate the sustainability of employment and innovation in intermediate-size French firms for the period 2007 to 2016. We disentangle between two different types of ownership: managerial versus family-owned businesses. Related literature presents some controversial evidence differentiating the two types of businesses when it comes to their human resources policy and innovation processes. In this study, we aim to shed the light on the role of family and non-family businesses in the creation, destruction and preservation of employment during and after the financial crisis. We argue that within the family business, trust, loyalty and commitment are key essentials factors to its success and growth. In this perspective, employees of family businesses are viewed as assets to family firms contributing to their prosperity. In contrast, non-family businesses relation between the principal-employee seems based on performance outputs in a transactional rather than relational perspective. In addition, we look into the extent to which these businesses innovate during this period and how it relates to the employment behavior to highlight the long versus short-term perspectives of these firms.</p> <p>Keywords: R&D/Innovation; Innovation/product development; Human resource management; Ownership</p>	

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Title	Critical Events and Social Capital of Family Businesses (WIP)
Authors	Elias Hadjilias, Peggy Alexopoulou, Louise Scholes and Mathew Hughes
<p>Abstract: Our study investigates the way critical events in the macroenvironment influence social capital of family firms. We examine this phenomenon in the context of family-owned SMEs, experiencing and dealing with a financial crisis. We carried out in-depth interviews with owner-managers and successors of 30 family SMEs in Cyprus and Greece. Our findings illustrate diverse influences of the financial crisis for business and family social capital. Business social capital changes externally and family social capital is reinforced internally (in both the structural and relational dimensions). We contribute both theoretically and empirically to the fields of family business and social capital.</p> <p>Keywords: Family capital; Family relationships; Emotions; Social capital</p>	

Title	Emotion, Choice and Strategic Decision Making in the Family Business (FP)
Authors	Richard Harrison, Clay Dibrell, Eric Clinton and Maura Mcadam
<p>Abstract: As part of the wider 'affective turn' in entrepreneurship and family business research, which has for the most part concentrated on passion and its consequences, there has been growing interest in the role and impact of emotion and a recognition that there remain significant gaps in our understanding of the role of emotion in family business decision-making. Accordingly, this paper addresses the role of emotions in strategic decision making in the family business. Drawing on Elster's formal model of emotion-choice-action (i.e., decision-making) that sees emotion as cognitively grounded and action-oriented, we provide a model of emotional choice and strategic decision making in the family business, as the basis for exploring the implications for future research.</p> <p>Keywords: Emotions; Conflict; Decision making</p>	

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Title	To Fail or to Succeed: Understanding the Role of Territorial Behavior in Family Business Succession (WIP)
Authors	Noora Heino, Iiro Jussila, Chris Graves and Heidi Forsström-Tuominen
<p>Abstract: Succession is one of the most distinct challenges that family businesses face. Several researchers have studied succession and recognized that it is not a single event, but a process associated with social and psychological dynamics. This article advances knowledge on these dynamics drawing on the theory of territoriality in organizations. More precisely, we use dimensions of territorial behavior as a lens to succession process in order to categorize particular behaviors often witnessed in and considered as challenges to succession processes. In addition, we use the theories of territoriality and psychological ownership as a framework to explain why those behaviors occur and why they have particular consequences. This work serves as an analytical framework for future research on the topic.</p> <p>Keywords: Psychological ownership; Family relationships; Succession process; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Family life (cycle) span; Generational issues</p>	

Title	Spiritual Leadership: A Family Business Case Study (FP)
Authors	Bart Henssen and Eleftheria Egel
<p>Abstract: The purpose of this qualitative case study is to explore the presence and outcomes of spiritual leadership in a family business through the use of a specific model of spiritual leadership, the Spiritual Leadership Model (SLM) (Fry, 2003; Fry & Nicewitz, 2013). First, we delve into the family business literature and demonstrate the link between family business and spirituality. Second, we describe the SLM. Third we explicate the case study. Our findings suggest that spiritual leadership creates a sense of self-transcendence and interconnectedness among non-family employees, which lead to improvement of the Triple Bottom Line, but also has potential negative individual and organizational side-effects.</p> <p>Keywords: Altruism; Leadership and leadership development; Business ethics</p>	

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Title	The Association Between A Firm's Dynamic Capabilities and its Entrepreneurial Orientation: The Role of the Family Status and the Ceo Gender (WIP)
Authors	Remedios Hernández-Linares and M ^a Concepción López-Fernández
<p>Abstract: Dynamic capabilities (DC) relates with the organization's need of learning and change, leading the firm to sustainable competitive advantage and performance. While the effects of DC on performance is a central issue in previous literature, it has received weak empirical support (Fainshmidt et al., 2016). A possible explanation is that instead of a direct link between both, DC could influence other firm processes. Therefore, we aim to explore if DC affect the entrepreneurial orientation (EO) of the firm. However, the relationship between DC and EO could be influenced by the interaction between the CEO's gender and the family context of the company, since previous research points toward a different way in which women manage their companies and make decisions (Jennings & Brush, 2013; Poggesi, Mari, & De Vita, 2016). Previous research also suggests that the organizational context, such as being a family firm, affects the size and type of gender effects (Eagly, Johannesen-Schmidt, & van Engen, 2003; Hoyt & Murphy, 2016; Jeong & Harrison, 2017). Therefore, we propose that the CEO sex and family firm status combine to moderate the relationship between DC and firm EO. To test our research model, we employ a sample of 322 SMEs firms.</p> <p>Keywords: R&D/Innovation; Gender; Entrepreneurial orientation</p>	

Title	Same Same But Different? - Determinants of Network Transfer Evaluation During Different Modes of Family Business Successions (FP)
Authors	Miriam Hiepler, Christian Soost and Petra Moog
<p>Abstract: Family business succession is a crucial moment and a complex process. Although intra-family succession is the preferred mode of succession, external succession modes are becoming more common. The social capital and therefore the social network of the family business owners could be an important factor for business success. Accordingly, a transfer of this network is necessary. This paper focuses on the differences in the modes of succession and analyzes the evaluation of the transfer by involved actors. Based on a quantitative survey in Germany and multivariate analysis methods, we found that intra-family and external successions differ regarding the evaluation of the transfer of network contacts in the context of the formalization of processes, motivations, and loss of confidence.</p> <p>Keywords: Networks, networking; Succession process; Succession outcomes/performance; Social capital</p>	

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Title	Why Family Businesses Attract Employees With Care-Seeking Career Orientation But Not With Fluid Career Orientation (FP)
Authors	Christina Hoon, Kai Bormann, Jana Boevers, Julia Brinkmann and Gabor Neumann
<p>Abstract: Recruiting high-qualified employees has been identified as affecting the success and continuity of family firms. To better understand family firms' employer attractiveness, we build on previous work from career theory, the person organization (P-O) fit framework, and the family business literature to introduce the notion of care-seeking and fluid career orientations. We build and test theory about the career orientations of employees in family businesses. A qualitative study of employee perceptions regarding career orientations revealed to define career orientations by two attitudes: care-seeking and fluid. Two experimental scenario studies across family businesses and nonfamily businesses found that employees would apply earlier for a caring employment setting than for a fluid setting. In addition, employees who experience a high level of resistance to change reported a lower level of attractiveness of fluid employment settings. In family businesses, however, fluid employment settings become more attractive to individuals scoring high on resistance to change when there is a fit between focal individual and family manager. Overall, our results suggest that family businesses that balance the more prototypical aspects of employment settings – caring - with the lesser-represented but highly important fluid employment setting are particularly successful with respect to attracting high-quality talents.</p> <p>Keywords: Career development; Personality; Human resource management</p>	

Title	The Effect of Active Learning During Formative Years on Self-Employment--Indirect and Direct Exposure to Family Business (FP)
Authors	Marjan Houshmand, Marc-David Seidel and Dennis Ma
<p>Abstract: In this paper, we apply a life course perspective to theorize about growing up in a family business household and the active learning of working in one's family business during adolescence on self-employment outcomes. We propose these individuals are more likely to become self-employed later in life and financially outperform their peers when they choose self-employment. We empirically test our theory using eight years of longitudinal data from the Youth in Transition Survey (YITS). Our findings show it is not merely the indirect effect of growing up in a family business per se, but specifically the developmental active learning experience gained by working for the family business that makes the children of family business more likely to succeed at being self-employed.</p> <p>Keywords: Career development; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Entrepreneurial orientation</p>	

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Title	Theoretical Assumptions About Family Firm Radical Innovation (FP)
Authors	Qilin Hu and Mathew Hughes
<p>Abstract: Investigations of family firm radical innovation have diffused into various research streams driven primarily by governance. This has created a wide range of findings originating from a different set of theoretical assumptions whose implications for the accumulation of knowledge are unclear. This paper evaluates our understanding of family firm radical innovation using a structured literature review. Analysis of 41 seminal articles identifies four persistent theoretical lenses: (1) resources, (2) agency, (3) behavioural agency and socioemotional wealth, and (4) the ability and willingness to innovate. We present key problems needing urgent attention to advance our understanding of family firm radical innovation.</p> <p>Keywords: Familiness, family involvement, family influences; Innovation/product development; Family governance; Ownership, family control</p>	

Title	Mirror, Mirror on the Wall, Who's the Fairest of Them All? A Study of Job Applicants' Fairness Expectations and Organizational Attractiveness to Family versus Nonfamily Firms (WIP)
Authors	Lynn Idriss Bechara
<p>Abstract: Research suggests that family firms have a difficulty in attracting qualified nonfamily managers which is crucial to organizational success. Few studies have recently examined the topic but yielded mixed results, preventing the drawing of adequate conclusions as to why family firms face such a challenge. In the present study, I focus on family firm microfoundations to understand how nonfamily members' psychological processes and individual differences influence organizational attractiveness. Specifically, I draw on organizational justice and environmental processing theories to develop a model of the relationship between family involvement and organizational attractiveness. Given that family involvement negatively impacts employment practices in general, I hypothesize that job applicants are less attracted to family firms compared to nonfamily firms but that different levels of family involvement differentially affect organizational attractiveness. I also hypothesize that the relationship between organizational ownership and organizational attractiveness is mediated by job applicants' fairness expectations and moderated by their justice orientation. I test this model in a between-subjects experimental study in which potential applicants view a recruitment brochure with different manipulations of family involvement.</p> <p>Keywords: Human Capital; Familiness, family involvement, family influences; Image/reputation; Human resource management; Cognition</p>	

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(alphabetical order first author)

Title	Putting the Family in Family Business Group Governance: A Critical Review of Business Group Research (WIP)
Authors	Tuuli Ikäheimonen, Sanjay Goel and Marita Rautiainen
<p>Abstract: Family business groups plays important role in world economy. The research on corporate governance in business groups has been increasing, but still family businesses have been studied in business group literature relatively little. Family businesses have characteristics differing them from the other types of companies, and these differences affect also to the governance of family business groups. By combining findings from the business group governance literature with family business characteristics like concentrated ownership, duality of goals, and generational aspects, we present perspectives to take into account in future studies on family business groups.</p> <p>Keywords: Board of directors; Ownership, family control; Goals/objectives; Ownership; Generational issues</p>	

Title	Ownership Succession Financing and Entrepreneurial Orientation: The Mediating Role of Long-Term Orientation (WIP)
Authors	Ellen Janssen, Sigrid Vandemaele, Wim Voordeckers and Mark Vancauteren
<p>Abstract: A significant stream of research has recently tried to increase our understanding of the factors that nurture entrepreneurial orientation (EO) within family firms. Until now, research has not been able to reach consensus (neither theoretically, nor empirically) regarding the effect of family generation in control on EO. It is therefore not clear whether later generations are more or less entrepreneurial oriented compared to their first-generation counterparts. The current paper tries to provide an explanation for the level of entrepreneurial orientation of later generational family firms. We argue that the financing source used for the ownership transfer will have consequences for EO through its effect on long-term orientation (LTO). This premise is based upon insights of the myopic loss aversion framework, which states that a long-term temporal horizon is an important precursor of risk taking behaviour. By doing so, we increase our knowledge regarding the antecedents of EO, thereby answering the call of Kellermanns and Eddleston (2006) to investigate the factors that encourage family firms to behave entrepreneurially across generations.</p> <p>Keywords: Finance/Financial management; Time and temporality; Succession outcomes/performance; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Entrepreneurial orientation</p>	

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Title	Understanding Family Business Succession Through an Identity Lens (WIP)
Authors	Mahendra Joshi and Isabell Botero
<p>Abstract: In this paper, we incorporate successor willingness as an important variable in the already well-established mix of viewing succession planning from the owner/founder's perspective. We also add to the existing literature by exploring the succession planning phenomenon from identity-based frameworks. These frameworks help us to dive into the succession planning complexities viewed from the perspectives of the successor and owner/founders' strongly held identity beliefs and values. As we propose later, these identity beliefs may be at the root of whether the succession process goes smoothly and whether a successor turns into a willing and committed future leader of the family business. In addition, because family businesses reside at the intersection of the family and business identities which are shared and activated simultaneously on an ongoing basis (Shepherd & Haynie, 2009) — the context itself becomes a great avenue to examine the succession planning dynamics using identity lenses.</p> <p>Keywords: Context of succession; Succession process; Succession outcomes/performance; Cognition; Generational issues; Identity; Antecedents of succession</p>	

Title	Failing to Sustain Collaboration: A Longitudinal Process Study of Failed Family Owner Nonfamily Ceo Trajectories (FP)
Authors	Rüveyda Kelleci, Frank Lambrechts, Wim Voordeckers and Jolien Huybrechts
<p>Abstract: This paper explores why family owner nonfamily CEO collaborations fail. We draw on a longitudinal, qualitative analysis of the failing collaboration of two pairs of family owners and their respective nonfamily CEOs in two private family firms. We reveal how several interpersonal tensions can punctuate the family owner nonfamily CEO collaboration, and serve as essential turning points in their experiences of trust. Moreover, this research questions the dominant assumption that nonfamily CEOs who feel psychological ownership of the family firm are always perceived as a positive resource for the firm. We call attention to the "dark side" of psychological ownership – how signals of nonfamily CEO psychological ownership can elicit strong forms of territorial behavior from the family owners. We make a case for considering signaling feelings of psychological ownership by the nonfamily CEO as an important source of ownership threat for the family owner, ultimately leading to the dismissal of the nonfamily CEO. We discuss nonfamily CEO psychological ownership in relation to family owner attributions and subsequent defensive territorial behavior. We explain how this can damage the family owner nonfamily CEO collaboration beyond repair. We discuss the theoretical implications and directions for future research.</p> <p>Keywords: Psychological ownership; Succession outcomes/performance; Trust; Trust; Emotions</p>	

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Title	Ceo Centrality - Disentangling the Risk Behavior of Family Firms in the M&A Context (FP)
Authors	Markus Kempers, Max P. Leitterstorf and Nadine Kammerlander
<p>Abstract: This paper investigates the impact of family firm status and CEO status on risk behavior in the M&A context. Drawing on agency theory and socio-emotional wealth (SEW) arguments, we hypothesize that family firms engage in smaller deals and in less deals compared to non-family firms due to their risk aversion. Within the group of family firms, we further differentiate between family and non-family CEOs, because a family CEO might reinforce preferences of the respective business-owning family. We test our hypotheses based on a panel data set of 1620 firm-years. Interestingly, we observe only minor differences between family firms and non-family firms, but we find that family firms with a family CEO are distinctly different from other family firms or non-family firms in terms of their M&A behavior.</p> <p>Keywords: Familiness, family involvement, family influences; Finance/Financial management; Ownership, family control</p>	

Title	'Will You Marry Me?': Ties of Big Businesses in Time - A Multigenerational View from South Korea (FP)
Authors	Francis D. Kim
<p>Abstract: This paper uses unconventional source of evidence, marriage records of multi-generational business families, to examine their informal networking behaviour over different political regimes in time. Types of marriage generate variation in connectedness within the business families, allowing me to ameliorate endogeneity concerns that plague the literature when comparing economic outcomes of connection between politically connected firms with unconnected firms. I find the inverse U shape in the frequency of political networking to peak at the late industrialization period under the military dictatorship, suggesting that political ties within family ties appear to have filled the "institutional voids" in the emerging market context. Unlike the public conception, the political networking of these business clan through marriage has drastically declined with series of violent pro-democratic movements under the more democratic regime with elected presidents. An event study around their wedding dates at daily level shows investors react especially to their political marriages with supranormal returns, demonstrating the economic significance of these informal human networks in light of the "Who Fills Institutional Voids" line of research. Tangent to the recent discussion on weighing the importance between family and political ties, this suggests a long-run historical evidence for theorization that the family ties in family business provide adaptive quality to provide needful resources, including political ties especially when political connections appeared to matter more to fill institutional voids in the emergence of the economy.</p> <p>Keywords: Social judgements; Networks, networking; Family capital; Time and temporality; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Ownership, family control</p>	

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Title	When Following the Business Path of Your Parents: Identifying Network Formation Strategy for Maximizing Family-Advantage by Simulation (WIP)
Authors	Jiyoung Kim
<p>Abstract: This research examines time-varying effects of network formation strategies (i.e. integration and/or expansion) undertaken by new business entrants who start a business, especially when they are part of a network environment, successfully established by the business of their family members. By theoretically articulating and expanding the cocoon hypothesis proposed in Burt's network theory of competitive advantage (2019), this paper answers to the question "to what extent a new business entrant needs to develop his/her own business networks by exploiting existing family network". Agent Based Modeling and Simulation technique is used to reproduced and validate the arguments developed in the network theory of competitive advantage. Applying network perspective is relatively novel approach to view family relations, which has been at the core of family business literature. Thereby, this paper delivers somewhat different implications from those in existing literature that used family-embeddedness perspective.</p> <p>Keywords: Family embeddedness; Family capital; New venture creation</p>	

Title	Status Conflict in Privately-Held Family Firms: Antecedents and Effects (WIP)
Authors	Aleš Kubiček and Ondřej Machek
<p>Abstract: The research on intragroup conflict has revolved around three predominant types of conflict: relationship conflict, task conflict and process conflict. In recent years, however, several authors identified disagreements about members' relative status in the group, also known as the status conflict. To date, there is no empirical evidence at all on its antecedents and effects in family firms. At the same time, in family firms, there are two overlapping hierarchies: the family and business hierarchy. With this research, we aim to contribute to the understanding of how status conflict emerges, how it affects performance, and how these relationships are interrelated. Based on a multinational sample of German and Czech family firms, we will test seven hypotheses about the relationships between altruism, perceived fairness, open communication, control concentration, and the four types of conflicts.</p> <p>Keywords: Family relationships; Emotions; Conflict</p>	

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Title	Keeping One's Options Open: Intermittent Exporting, Family Ownership and Foreign Background (FP)
Authors	Andrea Kuiken and Lucia Naldi
<p>Abstract: Intermittent exporting - a process of repeatedly exiting and re-entering exporting - is often associated with the initial stages of internationalization. However, for some small and medium-sized enterprises (SMEs), including family firms, intermittent exporting is a strategy beyond these initial stages. Drawing on socioemotional wealth and real options reasoning, we hypothesize and confirm that family firms follow a more intermittent process than non-family firms. We also find evidence that this relationship is moderated by the international background of the CEO. The hypotheses are tested using a unique longitudinal dataset of Swedish SMEs in the manufacturing and retail industry.</p> <p>Keywords: Growth; Internationalization; Exit; Ownership, family control</p>	

Title	The Capabilities Dilemma: Family Influence, Resource Allocation, and Innovation Output (FP)
Authors	Malgorzata Kurak, Miguel García-Cestona, Teresa García-Marco and Peter Vogel
<p>Abstract: Prior research building on agency theory has generally shown that family firms are more efficient at allocating resources to increase innovation. However, research has also shown that family firms suffer from distinctive types of agency costs, such as family conflicts, which could negatively affect innovation. Here, we reconcile these competing theoretical perspectives and show that family influence can lead to firms more efficiently allocating some types of resources towards innovation, but less efficiently allocating others. More precisely, we predict that family influence will lead to better allocation of firm's financial assets (often referred to as "technological capability"), but will negatively affect the firm's management of human resources related to innovation (often referred to as "knowledge workers"), due to the emotional complexity involved in dealing with employees. Using a comprehensive sample of 4,824 Spanish firms for the years 1991 to 2015, we find that increasing levels of family influence in the firm strengthens the effect of financial resources on innovation output, but weakens the effect of human (knowledge worker) resources on innovation output. Our integrative approach allows us to provide insights about the capabilities' dilemma that occurs in family firms.</p> <p>Keywords: R&D/Innovation; Familiness, family involvement, family influences; Decision making; Human resource management</p>	

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Title	Together We Are Stronger: Evidence from a Co-Operative Owned by Independent Family Firms in the Service Station Business (FP)
Authors	Hannu Laitinen and Matti Koironen
<p>Abstract: By using the abductive case study approach the present study examines: how has a co-operative, created and owned by family firms, made it possible for the owners to preserve their freedom of choice as independent family fuel dealers and to be resilient in a hostile and oligopolistic market environment? The unit of analysis is the network between the family firms and their jointly-owned co-operative. The co-operative (called SEO) makes it possible for the members to control the whole logistical chain from importing the fuel to the final sales. The position of a local operator in the SEO network is experienced to be more independent than being a dealer in a bigger national or multinational chain (like Shell, Esso, Lukoil/Teboil, S-group/ABC, or Neste, for example). The empirical data are based on authentic documents, statistics, interviews, and participative observation. The time frame is 40 years, from the start-up of the co-operative in 1978 till 2018. A lot of evidence was found that the selected business format (a co-operative owned by family enterprises) has increased the resilience of the members in the market. Bearing in mind the demanding market environment (oligopoly) and the major technological changes in the field (like automated, unmanned delivery points; the ban of leaded petrol, etc.), this has been beneficial to the member-owners who are typically copreneuring couples, siblings or multigenerational business families. We summarize our findings by describing the value-adding process of the SEO network.</p> <p>Keywords: Familiness, family involvement, family influences; Joint ventures/M&A/Alliances; Supply chain management; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Decision making; Corporate social responsibility; Commitment; Ownership, family control; Ownership</p>	

Title	Financing of Family Smes After the Global Financial Crisis (WIP)
Authors	Eddy Laveren
<p>Abstract: Since 2008 the banking sector claim that credit policy became easier and that the volume of credit being granted to companies increased. Surveys of family business-owners, however, were saying that less credit had been granted, that lending conditions had been tightened and that the banks were setting stricter requirements when granting credit. SMEs do not always have sufficient internal funds. This means that they have to obtain external financing, either through an injection of capital or by taking out credit. In this paper we will discuss the situation regarding the funding of Family SMEs over the period 2008-2018 in comparison of non-family SMEs.</p> <p>Keywords: Finance/Financial management; Capital structure; Ownership</p>	

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Title	The Ability and Willingness Paradox – How Successor’s Embeddedness Influences Family Firm Innovation (FP)
Authors	David Michael Lehmann and René Mauer
<p>Abstract: In this article, we examine the relationship between successors and the ability and willingness of family firms to innovate. Using a multiple case study design, we analyze in-depth four entrepreneurial families and their succession processes in Germany. We apply a relational embeddedness perspective to family firm succession and argue that ability and willingness are closely related to the quality of embeddedness of successors in the family firm. Based on prior research and our empirical insights, we propose an enhanced definition of ability to include knowledge and resources and theorize a model with a moderating role of willingness for the relation between ability and innovation.</p> <p>Keywords: Innovation/product development; Succession process; Social capital</p>	

Title	The Joint Moderating Effects of Ceo Generational Differences and Firm Age on the Relationship Between Leadership Duality and R&D Intensity: A Conservation of Resources Perspective (FP)
Authors	Hsing-Er Lin, Chiung-Wen Tsao and Rebecca Jen-Hui Wang
<p>Abstract: Contradictory findings of family influence on innovation investment call for additional research on leadership duality and R&D intensity. Drawing from the conservation of resources theory, we examine how firm age and leadership by a successor CEO influence a family firm’s R&D intensity. Using a dataset that comprises 528 Taiwanese family-controlled firms observed from 2008 to 2016, we estimate a three-way interaction model and find that leadership by a successor CEO negatively moderates the relationship between leadership duality and R&D intensity. Furthermore, the three-way interaction among leadership duality, successor CEO, and firm age on R&D intensity is positive and significant. Our findings suggest that successor CEOs attaches more value on leadership duality than founder CEOs that results in preserving leadership duality rather than intensifying R&D intensity. Successor CEOs in older firms are more inclined to utilize their leadership duality to intensify R&D than those in younger firms. This study contributes to two bodies of literature – family innovation and the conservation of resources theory – by providing theoretical conceptualization and empirical evidence that explain how and why family leaders of different generations make R&D investment decisions.</p> <p>Keywords: R&D/Innovation; Succession outcomes/performance; Decision making; Ownership, family control; Generational issues</p>	

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Title	A Configurational Analysis of Innovative Family Firms: How Incentives for Innovation Should Vary Depending on the Tradition Attachment (FP)
Authors	Christian Linder, Elisa Villani and Alfredo De Massis
<p>Abstract: Human resource management (HRM) has been considered an important source of competitive advantage. However, existing studies have scarcely analyzed the role of HRM, and more specifically of incentive systems, in family firms (FFs).</p> <p>We analyze the relationship between incentive systems (i.e., formal and informal) and innovative FFs, by differentiating them according their family tradition attachment. By adopting a QCA approach, we find that innovative family businesses adopt different configurations of incentive systems depending on the extent of their tradition attachment. Formal incentives have a higher relevance for innovative FFs with low family tradition attachment, while FFs with high family tradition attachment favor informal incentives to motivate the workforce towards innovation.</p> <p>Our paper contributes to the FF innovation literature in several ways. We demonstrate that incentive systems are a key antecedent of innovation in FFs, and that they are a useful mechanism to manage the tradition-innovation paradox and unlock FFs innovation potential. Moreover, we prove that heterogeneity in FFs behavior can lead to the same outcome (i.e., innovation).</p> <p>Our findings also provide a more general contribution to the management literature on tradition and innovation on the inappropriateness of thinking in terms of “either/or” decisions.</p> <p>Keywords: R&D/Innovation; Human Capital; Innovation/product development; Human resource management; Cognition</p>	

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Title	Non-Family Managers in Family Business: Understanding their Expectations and Contributions. (WIP)
Authors	Maria Piedad Lopez-Vergara and Diogenes Lagos
<p>Abstract: The integration of Non-family managers (NFM) can have a positive impact on the competitiveness and survival of the FB.</p> <p>The objective of this exploratory study is to identify the non-family managers' expectations when they get involved in a FB and their contributions to FBs. Two research questions are explored: RQ1 What are the expectations of the non-family members when working for a FB? and RQ2 What is the contribution of the non-family members during its passage through a family business?. We use a convenience sample. The final sample consisted of 10 NFM who have worked in FBs. Results showed that RQ1 are focused on three aspects: i) motivations to work in a FB; ii) expectations about their role in the company; and iii) the contributions made to the FB. Related to RQ2, three categories emerged in relation to this question: i) definition of the business strategy; ii) structuring of corporate governance; and iii) alignment of the organizational culture with the purpose of the family legacy.</p> <p>The theoretical implications highlight the need to link the presence of previously studied factors with the economic and strategic results of the FB. Practical implications focus on that FB can generate favorable spaces to potentiate the results of the decisions executed by the NFM.</p> <p>Non-family managers' contributions to the FB focus on the definition of business strategy, the structuring of corporate governance and the alignment of organizational culture with the purpose of family legacy.</p> <p>Keywords: Regional development; Time and temporality; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Family life (cycle) span</p>	

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Title	Should I Continue Working for My Family Firm? (RD)
Authors	María Piedad López-Vergara and Luz Elena Orozco
<p>Abstract: This case study seeks to analyze the situation of María Saldarriaga, who has waited a long time for the succession process in JKL Constructions, the family business that is led by her father. In the case study, the family dynamics and the role of each family member are analyzed highlighted. JKL Constructions is a firm located in the construction sector of Bucaramanga in Colombia, which began operations in 1967 under the leadership of Mr. Saldarriaga. At the moment of the decision, María had served JKL for more than 25 years in different positions, acquiring comprehensive knowledge of the firm. She was also part of one failed attempt to begin the succession process at JKL. Although it was Mr. Saldarriaga's intention to proceed with the succession, and he participated in its planning, he was not enough convinced and the plan was not developed. María has been offered a marketing manager position at a different company and must soon give an answer, which has motivated her to consider her options. She must decide between accepting the offer, continuing to work for the family firm, or starting her own business (an idea that she has had for some time). If she continues to work at JKL, she also must decide if she will insist on the execution of the succession plan or give up on the succession plan and focus on her duties.</p> <p>Keywords: Family relationships; Succession process; Generational issues</p>	
Title	The Protocol and its Effect on the Continuity of the Family Business Through Structural Equation Models (RD)
Authors	María De Los Angeles Lucero Bringas and Patricia Norma Caro
<p>Abstract: Family businesses are representative of the economy in Argentina. They are characterized by a strong vocation for continuity as part of the family legacy. However, their permanence has been hindered in most cases by lack of management of the business family. The high rate of disappearance is due in most cases to family-type setbacks. The family protocol is a tool that contributes to progress of family businesses, facilitating management of the company and the business family. The objective of this work is to find correlation among behaviour of family businesses and the family protocol as a management tool for the permanence of the family business. Structural equations models (SEM) were applied, where on the one hand, the latent variable "continuity"- which indicates the perception that members of family businesses have - was defined and on the other hand, if "having a protocol" has an implication on their endurance. It is concluded that having a family protocol which includes the guidelines for family and business management contributes to permanence of the family business with all the benefits that this implies both for the business family itself and for the society and economy in which it is immersed.</p> <p>Keywords: Familiness, family involvement, family influences; Family governance; Professionalization</p>	

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Title	The Emerging Family Enterprise: Business and Family, Opposed and Complementary Systems. A Quantitative Approach Through Structural Equation (WIP)
Authors	Maria De Los Angeles Lucero Bringas and Margaret Abbott
<p>Abstract: Set off in the 60's and following Gersik et al. (1977) publications, Family Businesses have been subject of multiple studies. Taguiri and Davis's two circle model in the 80's contributed further to scholarly examination of particular aspects of the family business phenomenon. A common view amongst scholars, Tapies (2011) states that notwithstanding business and family are -both- business growth promoting institutions, conflict is inherent to this bin omen. Through the years, many efforts have been oriented to explore it's origin and causes, including classifying by generations and segmenting, shaping our current view of conflict accordingly. Globally, in parallel, rapid changes have triggered changes Scharmer (2017): VUCA environ-ment, globalization, changing economies, discoveries like neuroscience (Goleman 2004) etc., al-lowing multidisciplinary research and discussions in search of answers to the emerging enterprise and human challenge (Echeverria 2013). Coaching, Appreciative Enquiry, Emotional Intelli-gence, etc., to mention some. Requiring a paradigmatical change of view of the family business, whereby conflict can be antic-ipated and avoided to a degree by means of cutting-edge multidisciplinary approaches, this in-vestigation searches new answers to new challenges of the emerging family enterprise.</p> <p>Keywords: Familiness, family involvement, family influences; Sustainability, viability; Leadership and leadership development; Time and temporality; Coaching/mentoring</p>	

Title	The Backfiring Effect of Trust Advantages. How Family Firms Outlive Brand Crisis? (FP)
Authors	Maximilian Lude, Natalie Rauschendorfer, Dinah Spitzley and Reinhard Prügl
<p>Abstract: Brand trust is known for being a key asset for any marketing relationship. Companies frequently are implicated in value-related brand crisis, which can tremendously harm brand trust. Recent evidence suggests that value-oriented organizations like family firms might have a trust advantage compared to their non-family analogues. Little is known about how this potential trust advantage of family firms evolves following a value-related brand crisis and whether it serves as protective shield or as a burden accelerating the trust damage. Based on an experimental research design (n=345) we confirm a pre-crisis trust advantage of family firms. After the announcement of a crisis, however, the positive effect of family firms on brand trust fires back as we show that the loss of brand trust looms significantly larger for family firms, erasing the pre-crisis trust advantage. Although responding with an unambiguous apology partly recovers brand trust, family firms are not able to regain their trust advantage over their non-family counterparts.</p> <p>Keywords: Trust; Trust; Image/reputation; Branding/advertising; Communication; Consumer behavior</p>	

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Title	Family Business, Community Embeddedness, and Civic Wealth Creation (FP)
Authors	G. T. Lumpkin, Sophie Bacq and Justin Craig
<p>Abstract: Family embeddedness theory addresses the importance of family support to the survival of family firm startups by helping bear their economic burden and conferring legitimacy and moral support on young firms. Building on recent evidence pointing to family business involvement in alleviating societal issues, we extend the notion of family embeddedness to community embeddedness (CE)—from the impact of the family on the family firm to the impact of the family firm on the community where it is located. When family firms help grow and develop the communities where they are embedded, it suggests the idea of civic wealth creation (CWC), a term that captures the local flavor of many positive societal change efforts being taken on to improve and empower communities. We propose that three antecedents—altruism, legacy, and long-term orientation—influence the level of CE by family firms, and that two factors—financial performance and number of family business generations—moderate the CE-CWC relationship. We illustrate the novelty and usefulness of our framework with three cases of community-embedded family businesses, discuss the implications of extending the concept of family embeddedness to CE, and address several future research avenues for investigating CE and the CWC of family firms.</p> <p>Keywords: Familiness, family involvement, family influences; Regional development; Philanthropy; Family embeddedness</p>	

Title	A Transactive Memory Systems Approach to Knowledge Complementarity and Family Firm Innovation (WIP)
Authors	Kristen Madison, Joshua J. Daspit and Emily Garrigues Maret
<p>Abstract: This study integrates transactive memory systems theory from the psychology literature with the knowledge-based-view of the firm to provide insight into how family firms can effectively leverage their internal resources for innovation. Using primary triadic data of CEOs, family employees, and nonfamily employees in 38 U.S. firms and dispersion composition modelling, results demonstrate that how employees perceive their knowledge resources relative to other employees directly effects firm innovation. These findings highlight the importance of ensuring that employees—especially those who belong to different groups—have shared perceptions. Even though value lies in having complementary knowledge within the family firm, if resources are not leveraged due to differing perceptions among employees, the firm may experience lower levels of innovation. This study demonstrates the importance and relevance of leveraging psychology research in the study of family firms and in considering the voices of both family and nonfamily employees. Theoretical contributions and practical implications are discussed.</p> <p>Keywords: Human Capital; Innovation/product development; Family capital; Coordination and relationship management; Cognition; Professionalization</p>	

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Title	Be Yourself: How Role Identities Influence Transgenerational Entrepreneurship in Family Firms (FP)
Authors	Canovi Magali and Succi Chiara
<p>Abstract: Despite interest in transgenerational entrepreneurship, research has been limited by the need to better understand how families bring new streams of value to their business activities to survive and flourish across generations. This study develops an identity-based rationale to investigate how family firms can foster and nurture entrepreneurship across generations. Using qualitative evidence from a single business family we theorise that the formation of next-generation family members' role identities is guided by four strategic actions, notably (1) reducing founder centrality, (2) satisfying exploration needs, (3) promoting individuality, and (4) providing experiential learning. Our findings offer insights that refine our understanding of transgenerational entrepreneurship in family firms.</p> <p>Keywords: Family governance; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Identity</p>	

Title	The Role of Banks in the Embeddedness of the Immigrant Family Business (WIP)
Authors	Ibrahim Malki
<p>Abstract: Due to the increased perception of the important economic role of the immigrant family businesses (IFBs) in the developed countries, there is a need to develop new institutional tools to help achieving effective embeddedness processes for these IFBs in the hosting context. Therefore, this paper aims at investigating the potential role of banks, being a vital source of knowledge, expertise and financing, in conducting an integrative process that could help IFBs to enhance their understanding of, and interaction with their broader surroundings, and thereby becoming mixed embedded into their co-ethnic and hosting contexts. As a first step of fulfilling this aim, a qualitative method will be used by interviewing officers from large banks in Sweden, in order to investigate the banks' potential integrative role and the required tools and institutions for initiating such role. In the second step, IFBs' owners will be also interviewed to investigate their perception and expectations of the banks' role in supporting the viability of their economic activities in the hosting context. The paper is intended to theoretically contribute to the understanding of IFBs' embeddedness, and practically in detecting potential gaps in the banks' integrative role and suggesting further development for more effective engagement.</p> <p>Keywords: Family embeddedness; Family capital; Ethnic, ethnicity, race, minorities, immigrants</p>	

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Title	Divestiture and Re-Investments in Foreign Markets by Family Firms (WIP)
Authors	Sergio Mariotti, Riccardo Marzano and Lucia Piscitello
<p>Abstract: The paper investigates how and to what extent the dynamics of foreign market entry may be influenced by the familiness. In particular, we study the patterns of divestitures from and re-investments into foreign markets and compare the behavior of FFs and non-family firms (non-FFs hereafter). In doing so, we go beyond the exploration into the FFs' reluctance to internationalize and go through the challenges faced by FFs when implementing their internationalization strategies. Preliminary evidence suggests that FFs are both more likely to divest and more likely to re-invest in the same host country.</p> <p>Keywords: Internationalization; Diversification; Decision making</p>	

Title	Understanding Succession Decisions in Family Businesses from Zimbabwe (FP)
Authors	Swithina Mboko and Isabel C Botero
<p>Abstract: Succession is one of the most studied topics in family firms. However the majority of this research comes from developed countries that are characterized by cultural norms that are very different from those in the developing world. This exploratory study was designed to explore succession decisions in family firms from Zimbabwe. We wanted to explore the different factors that influence succession decisions in ten different family businesses. To explore our ideas we conducted 17 in-depth interviews with current and next generation members. Our results indicate that there were 3 succession decisions that were more prevalent for the family firms in this study (i.e., who gets to join the business, who can become a successor, and how much planning is there for succession). The results points to the importance of cultural norms when discussing and interpreting succession decisions. Implications of these results are discussed.</p> <p>Keywords: Context of succession; Culture; Antecedents of succession</p>	

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(alphabetical order first author)

Title	The Theory of the Foundation As a Methodology for Characterizing Foundations: The Edmond De Rothschild Foundation as a Case Study (FP)
Authors	Nava Michael-Tsabari, Galia Feit, Guy Schultz and Maya Moshkovitz
<p>Abstract: In this study we apply “The Theory of the Foundation” (TOF) to evaluate the activities of the Israeli Edmond de Rothschild Foundation. This model is based on three core elements: the foundation’s “Charter”, it’s “Social Compact” and it’s “Operating Capabilities”. A “Charter” includes the relationship between the foundation and its founder, the foundation’s governance and the way it makes decisions. The data revealed a number of additional issues that are unique to the Edmond de Rothschild Foundation. A “Social Compact” affects the way in which the foundation defines its license to operate within the network of its relationships with its stakeholders. This includes matters such as obligations, issues of relevance and legitimacy, transparency and approach to risk. We found evidence of changes in the Foundation in recent years in response to changes in the world of global philanthropy and local factors affecting the Foundation in Israel. The “Operating Capabilities” element refers to the description of the parameters of the Foundation’s core competencies. In addition to the description of these capabilities, this study also addresses the Foundation’s relationship with the international network of Rothschild foundations and the value of professionalism</p> <p>Keywords: Family governance; Wealth management; Ownership</p>	

Title	How, Who, and When? The Role of the Advisor for Post-Succession Outcomes in Family-Owned Sme (FP)
Authors	Alexandra Michel, Philipp Sieger and Nadine Kammerlander
<p>Abstract: Advancing literature on family-owned SME succession and advisors, we suggest and empirically confirm a positive influence of an external advisor’s tertius iungens behavior on important individual- and firm-level outcomes: the incumbent’s and successor’s satisfaction with the advisor as well as the firm’s post-succession performance. Additionally, we explore the influence of typical advisor characteristics and find that the relationship with satisfaction tends to be stronger when the advisor is of formal (versus informal) nature and that the relationship with performance is stronger when the advisor is involved in the full succession process compared to being only involved in parts of it.</p> <p>Keywords: Succession process; Succession outcomes/performance; Advising/Consulting; Performance, success</p>	

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Title	Corporate Venturing in Family Business: A Developmental Approach of the Enterprising Family (RD)
Authors	Tommaso Minola, Mara Brumana, Giovanna Campopiano, Robert Paul Garrett and Lucio Cassia
<p>Abstract: This conceptual article discusses when and why family firms are motivated to engage in entrepreneurial activities. Drawing on family development theory, we offer midrange reasoning about the impact of enterprising family dynamics—such as the birth of a child or children leaving home—on the motivation for corporate venturing and its changes over time. Moreover, our model also accounts for the contingent effect of ownership and business developmental dimensions. Finally, we predict that motivation for corporate venturing can, in turn, spur the development of the enterprising family.</p> <p>Keywords: Ownership, family control; Family life (cycle) span; New venture creation</p>	

Title	The Mixed Gamble of Strategic Market Focus in Family and Nonfamily Firms (FP)
Authors	Ivan Miroshnychenko, Alfredo De Massis, Kim A. Eddleston and Josip Kotlar
<p>Abstract: We integrate the behavioral agency model with the mixed gamble view to study the importance of strategic market focus for family vs. nonfamily firms. Accordingly, we propose that negative performance gap changes how family vs. nonfamily firms view the mixed gamble of strategic market focus, thereby leading to different scale of strategic market focus over time. We also consider in our framework the role of market leadership, change in rivals’ speed and market contestability as boundary conditions in shaping family vs. nonfamily firms’ strategic market focus to different levels of negative performance gap. Our analysis of Spanish firms during 2002-2012 supports our theoretical framework.</p> <p>Keywords: Familiness, family involvement, family influences; Diversification; Decision making</p>	

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(alphabetical order first author)

Title	Conflict and Cohesiveness in Family Firms: Review of the Literature (WIP)
Authors	Marco Mismetti and Cristina Bettinelli
<p>Abstract: In this working paper we propose a systematic literature review of 153 articles on conflict and cohesion family firms. The work in progress aims at providing a mapping framework that highlights the drivers, contingencies, and processes of conflict and cohesion in family firms, including and their impact on this specific type of organisations. An important preliminary evidence of our study is that the literature on conflict and cohesion in family firms seems highly fragmented. One explanation for this fragmentation is that scholars tend to approach the topic through different disciplinary and conceptual lenses. Moreover, this literature seems relatively fragmented also regarding the levels of analysis, being the topic primarily studied at the organizational or individual levels and only partially at the family level. Our review (when completed) aims at making the following value-adding contributions. First, we aim at addressing the need for systemic approach that bridges the two apparently competing forces (cohesion and conflict) by showing if and how they can co-exist in family firms, under what conditions and with what outcomes. Second, our review will identify critical knowledge gaps and offer clear and challenging directions for a future research agenda that we hope will be informative and inspiring.</p> <p>Keywords: Familiness, family involvement, family influences; Family relationships; Conflict</p>	

Title	Business Models of Family Firms (WIP)
Authors	Anna Motylska-Kuzma, Krzysztof Safin and El bieta Stanczyk
<p>Abstract: Aim: The main objective of the study is to identify and compare elements of business models present in family and nonfamily firms Methodology: The research use the data from the department of official statistics and the sample was constituted by 44.9 thousand small and medium enterprises, with in 14,7 thousand considered their company to be a family firm. The survey conducted by Central Statistical Office (GUS) across Poland between December 2017 and January 2018 and assessed the groups of factors proposed in terms of their importance and impact on the development and success of the firm's activities.</p> <p>Keywords: Sustainability, viability; Performance, success; Goals/objectives</p>	

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Title	Open Sports Argentina: Corporate Social Responsibility of a Small Family Businesses (CS)
Authors	Claudio Muller and Natalia Christensen
<p>Abstract: In 1996, José María Cardellino, founder of Open Sports, died unexpectedly. His son, Marcelo Cardellino became responsible for running this successful Argentine shoe and sportswear store, based in the city of Mar del Plata, Argentina, country that suffered multiple political and financial crises in the 70's and 80's, that Open Sports had resiliently resisted by over 35 years, but it would also foresee the imprinting of family values in the company to successfully face the following economic ups and downs of Argentina, reflecting a business identity that evolved toward professionalization in corporate social responsibility practices, demonstrating that an ethical organizational culture can provide competitive advantages, actively and voluntarily contributing to social, economic and environmental improvement despite prevailing socio-economic circumstances within the country.</p> <p>Keywords: Familiness, family involvement, family influences; Corporate social responsibility; Business ethics</p>	

Title	R&D Sources and the Innovation Performance of Family versus Non-Family Businesses (FP)
Authors	Fernando Muñoz-Bullon, Maria J. Sanchez-Bueno and Alfredo De Massis
<p>Abstract: This paper examines the complementary effect of internal and external R&D sources on innovation performance by comparing family and non-family firms. We posit that family firms may better protect the firm from the negative side-effects accompanying the simultaneous pursuit of external collaboration and internal R&D, with the ensuing positive impact on innovation performance. In addition, we argue that the relationship between the combination of internal and external knowledge and innovation performance in family firms is dependent on firm performance. Specifically, we propose that a negative gap between aspirations and performance strengthens the positive impact of internal and external innovation activities on innovation performance in family firms. Our analysis of data from the Spanish Survey of Business Strategies for the period 1990-2014 confirms all these expectations.</p> <p>Keywords: R&D/Innovation; Family relationships; Performance, success</p>	

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Title	Next-Generation Family Leaders Informal Learning (WIP)
Authors	Michael Mustafa and Carole Elliott
<p>Abstract: Family firms are distinctive and this affects the complex processes in which they engage. One of the most distinctive features of family firms is succession across generations; a complex multi-staged process fraught with many challenges.</p> <p>Central to the succession is successors' learning and development. Successors' with the right preparation can help build a family-firms competitive advantage by constructing a future vision that is consistent with the firm's legacy and the needs of future generations, they can also ensure continuity and success. While various theoretical frameworks have been used to explore the peculiarities of success in family firms, there remains a paucity of conceptual and empirical work targeted at understanding successors individual learning during this process. This is especially the case when it comes to understanding the informal learning methods of family firm successors.</p> <p>This study looks at successors informal learning in family firms. Specifically, the study focuses on the specific characteristics of successors informal learning, and the family firm characteristics that shape it. Empirical evidence was drawn from the successors of 4 Family-SMEs. Regarding successors informal learning, trial and error based, relationally focused, highly operational/client related and slow and episodic, were identified as main themes.</p> <p>Regarding the family firm characteristics that influence successors informal learning, family long-term orientation, highly unstructured work environments and job tasks, the family's attitudes towards gender and leadership and familial relationships, were identified as main themes</p> <p>Keywords: Context of succession; Leadership and leadership development; Coaching/mentoring</p>	

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Title	When Does Family Firm Support Effect their Employees Pro-Organisational Attitudes (WIP)
Authors	Mike Mustafa and Hazel Melanie Ramos
<p>Abstract: When does family firm support effect family firm employees pro-organisational behaviours and attitudes. Family firms are increasingly needing to employ and manage a significant number of non-family employees in order to meet their developmental goals.</p> <p>Non-family employees can be differentiated from family employees by the fact that although they are employed in a family firm, they are not part of the owning family. Various authors have acknowledged that non-family employees are instrumental in strategic decision making, increasing social capital, raising financial capital and thus overall critical for family firm success. Non-family employees are more likely to contribute to the family firm when they are satisfied with their jobs and committed. Family firms can develop climates that focus on specific values and practices, based on the practices and behaviors firm leaders emphasize, support, and reinforce.</p> <p>However, little is known regarding how non-family employees disposition influence their perceptions of a supportive family firm environment and their pro-organisational behaviours and attitudes. We test this hypothesis, by drawing on non-family employees emotional intelligence as a possible moderator in this relationship. Data was drawn from 172 non-family employees across 72 SMEs. Findings from this study show that POS has a positive effect on both organisational commitment and job satisfaction. Furthermore, employee EI was found to only moderate POS and organisational commitment.</p> <p>Keywords: Human Capital; Emotions; Commitment</p>	

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Title	Family Firm Density and Performance: The Mediating Role of Job Security (FP)
Authors	Jeroen Neckebrouck, Daniel Pittino and Francesco Chirico
<p>Abstract: A substantial body of research has examined the performance consequences of family control at firm-level, yet little is known about the potential performance consequences of family firm prevalence at regional level. In this paper, we integrate insights from family firm and social exchange theory to argue that family firm density in a region has a positive effect on the performance of both family and non-family firms in that region. We introduce job security offered to employees as a central mediating mechanism through which such impact occurs. We furthermore argue that this mechanism operates differently for family and non-family firms and explore the moderating role of the family versus non-family status on the family firm density/job security and the job security/performance relationships. With supportive empirical results on a unique longitudinal dataset of Belgian firms, our study offers important contributions and paths for future research that are shared in the concluding section.</p> <p>Keywords: Regional development; Markets/industries/sectors; Ownership</p>	

Title	Start-Up, Development and Growth of a Family Enterprise in Two Diverse Business Sectors (CS)
Authors	Cecile Nieuwenhuizen
<p>Abstract: This case study is about the start-up and growth of two family businesses. The one company provide business services to small and medium enterprises (SMEs), which outsourced some of their non-core business functions. The services provided include Industrial Relations (IR), Human Resources Compliancy, Payroll Services, Accounting Services and Tax Advisory Services. The second company develop and manage various retirement villages with homes and units for independent living as well as care centres for assisted living and frail care accommodation for those in need of assistance at various levels in their activities of daily living. The entrepreneurial orientation, involvement of a number of family members, adaptation to change and related issues are highlighted to illustrate the business process of a family business that grew from a micro business of four family members to an employer with 500 employees over a ten year period.</p> <p>Keywords: Growth; Family capital; Entrepreneurial orientation; Family life (cycle) span; Generational issues; Opportunity creation/recognition/discovery</p>	

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Title	Consumers' Perception of Family Enterprises' Sign (Evidence from Poland) (WIP)
Authors	Anna Maria Nikodemska-Wolowik and Piotr Zientara
<p>Abstract: The work-in-progress paper situates itself at the interface between consumer behaviour and semiotics in the wider context of family enterprises (FE) studies. It is based on a survey conducted in the year 2018 among 1091 Polish buyers, supported by qualitative research in stages before and after the quantitative one. We investigated the potential of a concept of family enterprises' sign as a collective certification trademark. This semiotic and concurrently legal construct has not been examined in scientific research yet. The findings allowed us to distinguish several propositions of such sign – a perceptible communication tool addressed to consumers. We posit that even superficially neutral signs have hidden codes which may reveal strong emotions and influence purchasing decisions. In the aforementioned context, the study deepens our understanding of consumers' perceptions of and associations with FE, thereby contributing to the literature on consumer behaviour and family enterprises. Moreover, the analysis indicates what attributes were ascribed to FE by particular segments of buyers, as identified in the paper. The findings show which sign could have influence over which segments in the purchasing process. The paper discusses theoretical and practical implications.</p> <p>Keywords: Family relationships; Image/reputation; Branding/advertising; Consumer behavior</p>	

Title	Cui Bono? Dyad-Level Norms of Social Exchange In Family Business (FP)
Authors	Bruno Noisette and Jan Lepoutre
<p>Abstract: Looking at the growing stream of publications on family in management and entrepreneurship journals, we observe that most family business scholars define their object of study based on how the business benefits to the family, whereas entrepreneurship scholars commonly focus on resources brought to new ventures by founders' families. We argue that this difference corresponds to a tipping of the balance of social exchange between founders-owners and the rest of the family over time, as the former reciprocate support received from family once the business is established. Building on the anthropology of kinship, we define family as a dense and stable – although not frozen – network made of ties loaded with specific norms of social exchange. This enlightens that family networks are made of qualitatively different types of tie. This diversity of family relationships at the dyad level differentiates kinship networks from other kinds of stable, close-knit networks and explains why family influence on business can be so heterogeneous across contexts and situations. We use Fiske's typology of fundamental forms of relationships to show which sorts of resource flows are likely to be observed at several stages of family-business life-cycle and suggest new perspectives on seminal family business issues.</p> <p>Keywords: Familiness, family involvement, family influences; Portfolio/Serial entrepreneurship; Family embeddedness; Altruism; Family relationships; Succession process; Family science; Human resource management; Professionalization; New venture creation</p>	

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Title	Bonding Family Social Capital Trans-Generationally: An Empirical Case from China (FP)
Authors	Rong Pei, Jianli Wang, Cizhi Wang and Yong Wang
<p>Abstract: Trans-generational bonds are crucial for maintaining family cohesiveness, yet the extant literature rarely touches upon this family firm unique asset. In the limited studies, attention is paid to bonds at the immediate family level (JIATING), while the trans-generational bonds between JIATINGs among an extended family (JIAZU) are ignored. This article focuses on the transgenerational bond within the extended family. Drawing upon the social capital theory, the study examines a JIAZU, which has 85 family members and more than 20 JIATINGs. Through collecting secondary data including archives, family records, and others, and semi-structured interviews with family members, the trans-generational bonds are investigated via three mechanisms, respectively the authority of family patriarch, the family teachings and the family meetings. The study taps into a new research domain and offers empirical evidence on social capital development through generations.</p> <p>Keywords: Family relationships; Family governance; Social capital; Generational issues</p>	

Title	Socioemotional Wealth, Risk Context, and High-Performance Work Systems In Family Firms (RD)
Authors	Juan David Peláez-León and Gregorio Sánchez-Marín
<p>Abstract: Despite an increasing number of studies suggesting the use of formal human resources (HR) policies and practices in family businesses, the evidence for the use of high-performance work systems (HPWS) remains ambiguous. In this research, we build on previous work using the socioemotional wealth (SEW) approach and the behavioral agency model (BAM) to point out that the preservation of SEW is critical to explaining the adoption of HPWS when risk conditions that confront family firms are considered and when both the degree of family involvement in management and the family generation controlling the firm are distinguished. Using a hierarchical multiple regression methodology with a sample of 453 medium-sized and private family firms, our findings indicate that the importance of preserving SEW has a positive influence on the adoption of HPWS and that this relationship is greater when family involvement in management is higher and when the second generation controls the firm. As expected, these relationships are much more prominent when family firms face high-risk conditions compared to family firms in low-risk conditions, allowing us to confirm BAM principles and to extend the SEW approach in the context of human resource management (HRM) in family firms.</p> <p>Keywords: Familiness, family involvement, family influences; Decision making; Human resource management</p>	

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Title	The Thread that Binds Family and Business Dynamics: The Case of Smfob (WIP)
Authors	Michal Perry and Helena Desivilya
<p>Abstract: Purpose – Family owned businesses are a major part of the world economy. They face unique challenges, as family members take on the roles of coworkers in their own business. The purpose of this study is to examine owner-manager relationship patterns, alongside parent-child relationship patterns, and how they contribute to the success of the Small-Medium Family Owned Business (SMFOB). It also aims to expand the knowledge of the interdisciplinary sphere that binds organizational consulting and family studies. Methods – The study constitutes an empirical qualitative research, using a constructionist approach. It is based on 2-3 case studies of SMFOB in Israel, undergoing organizational consulting process by the first author. The research comprises semi-structured individual interviews, analysis of documents, participant observations, and a field reflective diary. Thematic analysis will be conducted on the collected data through open coding. Findings – Initial findings are based on two companies displaying their main characteristics.</p> <p>Keywords: Family relationships; Succession outcomes/performance; Advising/Consulting; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Efficiency/efficacy; Family science; Conflict; Decision making; Performance, success; Communication; Generational issues</p>	

Title	Tracing Differences in Organizational Behavior Between Family Business and Non-Family Business – A Reciprocity-Based View (RD)
Authors	Martina Pieperhoff
<p>Abstract: In order to achieve common goals, family businesses and non-family businesses enter into cooperation. The functioning of these cooperative arrangements requires the coordination of the behavior of the actors involved. Organizational behavior can be coordinated by reciprocity. However, it remains unclear whether there are differences between family businesses and non-family businesses in terms of reciprocal coordination behavior. Due to the embeddedness of family members in their own enterprise, differences in organizational behavior are expected. The present study addresses this research gap and casts a family-business-based view at the behavioral coordination of cooperation in different stages of development. By applying a Qualitative Comparative Analysis, 91 qualitative interviews are analyzed. Results show that reciprocity as a mechanism for behavioral coordination is effective in both types of enterprises.</p> <p>Keywords: Networks, networking; Familiness, family involvement, family influences; Family embeddedness; Coordination and relationship management</p>	

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Title	Risk Containment and Balance in Family Firms' Acquisitions (FP)
Authors	Michele Pinelli, Alfredo De Massis, Alessandro Zattoni and Kurt Matzler
<p>Abstract: Family firms undertake fewer acquisitions than nonfamily firms because these transactions threaten their socioemotional wealth (SEW). Acquisitions are thus potential value creating opportunities that family firms forgo to preserve their SEW. Yet, we do not know whether the prioritization of SEW over economic wealth affects the acquisition behavior of the family firms that do decide to acquire. To fill this gap, we craft a theory of family firms' acquisition behavior that builds on both economic and SEW considerations. We argue that family firms' limit their exposure to the risk that economic gains from acquisitions will not realize and balance such risk with the risk that acquisitions cause SEW costs. Consistently with our theory, we find that family firms avoid undertaking acquisitions in poorly developed institutional environments where the outcomes of economic transactions are more uncertain. We also find that, in these contexts, family firms are more likely to undertake related acquisitions, which imply smaller threats to their SEW relative to unrelated acquisitions. Conversely, family firms acquire unrelated targets when economic risks are lower, i.e. when the deal is domestic and when host institutions are similar to the institutions of their home country.</p> <p>Keywords: Joint ventures/M&A/Alliances; Diversification; Decision making; Goals/objectives; Ownership</p>	

Title	Family Firms' Performance in Industrial Districts. The Contingent Effects of Family Embeddedness and Technological Intensity (FP)
Authors	Daniel Pittino, Francesca Visintin, Alessndro Minichilli and Cristiana Compagno
<p>Abstract: An Industrial District (ID) is "a socioterritorial entity characterized by the active presence of both a community of people and a population of firms in one naturally and historically bounded area. In the district, unlike in other environments, such as manufacturing towns, community and firms tend to merge" (Becattini, 1990, p. 38). In the present research we adopt a local embeddedness theoretical perspective aimed at: (1) assessing the magnitude of the "district effect" on performance for family firms in comparison to their non-family counterparts; (2) focusing on family firms and exploring the combination between district-level effects and industry-level effects, with special emphasis on the differences in industry's technological intensity. Our empirical research is carried out on the entire population of companies with turnover exceeding 20 million of Euros and located in Italy. Italy is an especially relevant context for this type of investigation, as industrial districts have supported the industrial development of the country after World War II and, notwithstanding the recent crisis, still account for a large part of the country's foreign account positive balance (70%) of the manufacturing sector</p> <p>Keywords: R&D/Innovation; Family embeddedness; Family governance; Ownership, family control</p>	

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Title	Can Puccinni and Mozart Assist Us in Teaching Family Business? (WIP)
Authors	Manel Plana-Farran, Unai Arzubiaga Orueta, Iolanda Dolcet Ibars, Teresa Ibars Chimeno and José Luis Gallizo Larraz
<p>Abstract: Management education and development practices that employ artistic methods and approaches are neither experimental nor a recent innovation (Gallos 2007). According to Gardner (1984, 1993, 1994), Jensen (2001) and Gallos (2007) using and learning through the arts has a long and proud global track record. Different works sustain that the use of artistic methods and the use of arts facilitates multi-level cognitive and socio-emotional growth (Fiske, 1999). Moreover, it also illustrates an evolution in pedagogical strategies, methods, and options for the field. As part of a Teaching Innovation Project recognised by the Faculty of Law, Economics and Tourism of the University of Lleida, the Chair of Family Business of this University (the responsible of the subject "Management of family business" in Business Administration degree), the use of different artistic disciplines for studying and analysing the family business phenomenon has been implemented. In this regards, opera, films and pictures provide another point for teaching and analysing key characteristics of family firms such as succession, rivalry between parents and sons, continuity, emotional aspects and cultural capital of family businesses.</p> <p>Keywords: R&D/Innovation; Motivation; Communication; Coaching/mentoring</p>	

Title	What Makes Family Firms Different: The Balancing Act Between Financial and Socio-Emotional Wealth (WIP)
Authors	Alain Praet
<p>Abstract: In this paper we investigate the link between socio-emotional wealth and financial performance in a sample of 561 private Flemish family firms. Relying on socio-emotional wealth (SEW) theory we measure both the stock of SEW as well as the behavior, flow, that is linked to it. We hypothesize that when SEW concerns are taken into consideration in families' decision making, this will have an impact of family firm performance. This impact, however, will depend on the stock of SEW already present in the family firm. To test this conjecture, we select three specific components of SEW, namely family harmony, family reputation and the bond between the family and the firm.</p> <p>Keywords: Conflict; Performance, success; Goals/objectives</p>	

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Title	Exploring the Family Constitution and its Role in Family Governance (WIP)
Authors	Stefan Prigge and Isabel C. Botero
<p>Abstract: The family constitution is a document that articulates the family policies that guide the relationships between family, ownership, and business roles in a family firm. This research project on family constitutions addresses two specific topics. First, based on the conceptual model developed by Gallo and Tomaselli (2006), we want to explore what motivates family businesses to develop and implement the family constitution. Second, based on equity theory, we want to identify how family firms use the family constitution. The data base consists of eight in-depth interviews with members of German families that dispose of a family constitution; in four of the cases, the family constitution is also available for our analyses. Preliminary results suggest that succession events and the presence of a powerful family member who is a convincing advocate for the family constitution are common driving factors for the development and implementation of a family constitutions. Moreover, there might be different driving forces for the initial development of a family constitution and for a major revision of an existing family constitution.</p> <p>Keywords: Familiness, family involvement, family influences; Family governance; Ownership, family control</p>	

Title	Family Business Advising, Strategic Work and Unfolding Spaces (WIP)
Authors	Sonia Quarchioni, Roberta Ciccola and Maria Serena Chiucchi
<p>Abstract: The purpose of this paper is to explore the ways in which the process of advising, as well as the family firm-professional advisor relationship, can unfold over time and perform strategic work. To achieve this aim, we rely upon the experience of a family firm and its evolving relationship with an external advisor in the management accounting field. Over a period of 15 years, strategy work was performed through (and shaped by) unfolding 'strategy spaces' within which the advisor made use of multiple material, spatial and discursive resources. By interpreting the empirical evidence with theoretical insights from the strategy-as-practice literature, as well as from organization studies on space, we combine and add to prior studies on advising and strategizing in family business by showing how the process of advising can help bring strategy into being.</p> <p>Keywords: Advising/Consulting; Management control systems; Goals/objectives</p>	

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Title	Job Benefits and Employee Happiness in Family and Non-Family Firms – The Role of Cultural Differences (FP)
Authors	Stephanie Querbach, Matthias Waldkirch and Nadine Kammerlander
<p>Abstract: Job benefits can raise employee happiness and thus contribute to a firm's overall success. However, little is known about how job benefits impact happiness across different forms of organizations. In this study, we argue that the fit between organizational culture and the type of job benefits offered to employees in family and non-family firms influences the extent to which job benefits lead to employee happiness. We build on a dataset of 2,180 German family and non-family firms rated by 172,381 employees gathered from an online employer evaluation platform to test our hypotheses. By applying a factor analysis, we identify three types of job benefits, namely, job benefits of care, status, and life quality. Regression analyses show that family firms benefit most from investing in job benefits of care, while non-family firms benefit most from investing in job benefits of life quality. Counter-intuitively to what we expected, we find that job benefits of status lead to higher employee happiness in family-firms. Our study carries relevant implications for the literature on job benefits and human resource management in family firm as well as clear implications for practice.</p> <p>Keywords: Human Capital; Familiness, family involvement, family influences; Psychological ownership; Family embeddedness; Family relationships; Leadership and leadership development; Career development; Motivation; Culture; Image/reputation; Branding/advertising; Ownership, family control; Human resource management; Ownership; Coaching/mentoring</p>	

Title	In Bed With the Enemy? Spousal Ambivalence During Intergenerational Succession of the Family Firm (WIP)
Authors	Miruna Radu-Lefebvre, Joshua Daspit and Valérie Denis
<p>Abstract: This study expands the rather limited insights of how the incumbent's spouse affects the success of intergenerational succession in the family firm. We introduce the role of 'spousal ambivalence' to describe how the spouse of the family firm's incumbent affects the succession process. We take a social exchange perspective and use a grounded theory approach to understand spousal ambivalence to examine six Belgium and Luxembourg family firms by focusing on what is said and done within family boundary. Initial insights suggest that the spouse exhibits opposite behaviors of supporting and resisting the transfer of power to offspring. This ambivalence relates to the spouse's roles of both parent and partner. Specifically, initial findings suggest that when the parental role is salient, the spouse tends to obstruct the succession process, whereas when the role as marital partner is salient, the spouse tends to facilitate the succession process. Further, the behavioral and attitudinal effects of the spouse are noted to influence both the offspring's intention to take over the family firm and the incumbent's decisions during successor selection and installation.</p> <p>Keywords: Family relationships; Context of succession; Succession process; Emotions; Communication; Generational issues; Identity; Antecedents of succession</p>	

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(alphabetical order first author)

Title	Mexican Spirit(S): A Study of Indigenous Family Entrepreneurship (WIP)
Authors	Marcela Ramirez Pasillas, Matthias Waldkirch, Leo-Paul Dana and Hans Lundberg
<p>Abstract: Craft beverages are an important aspect of Mexican culture and are intricately intertwined with indigenous people and their heritage. The most popular of these alcoholic beverages is mezcal – one variety of which is known as tequila. The tequila production has been dominated by large enterprises rather than by small indigenous family firms. However, over the last decades Mexico has seen a resurgence of traditionally made mezcal in Mexico, often seen as a movement against the delocalization of tequila.</p> <p>The revival mezcal produced by indigenous family enterprises associated with values, traditions and social practices is intended to create economic inclusion and recover human dignity. We combine research on indigenous and family entrepreneurship to investigate the role of tradition, artisanal and indigenous family origin in the production and distribution of mezcal. Further, we investigate how indigenous family firms balance traditional artisanal values with market forces that inevitably reach this increasingly popular beverage.</p> <p>Based upon a multiple case study approach, our study aims to contribute to indigenous entrepreneurship research by focusing on the role of family and by illuminating in-between spaces.</p> <p>Keywords: Regional development; Social entrepreneurship; Innovation/product development; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Ethnic, ethnicity, race, minorities, immigrants; Opportunity creation/recognition/discovery; New venture creation</p>	

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Title	High Involvement HR Practices and Non-Family Employee Innovativeness (WIP)
Authors	Hazel Melanie Ramos and Siti Khadijah Zainal Badri
<p>Abstract: Recently, there has also been a growing awareness regarding the importance of individual employees actions and behavior in the innovation process with respect to family firms. In this particular study, we focus on employees innovative work behavior (IWB).</p> <p>Numerous scholars have emphasized the importance of an innovation-supportive work climate that encourages employees' innovative work. Significant gaps in our knowledge continue to remain. In trying to close this gap, this study focuses on the role that family-firm HR practices play in encouraging their employees innovative work behaviours. Family business research suggests that HRM is one of the fundamental drivers for the success and longevity of family companies.</p> <p>However, it has been stated that family-firms are less likely to adopt professional HRM practices than are non-family firms. The reasons behind this fact include the potential for conflicts of interest between family and non-family members, altruistic behavior between family members or kinship relationships. A limitation of past studies in the area is that they have typically focused on how HRM practices in family firms influence performance and/or differences between family and non-family firms with respect to HR practice.</p> <p>To address this issue in the literature, the current study examines the non-family employee engagement in the family enterprise. Specifically, we examine whether non-family employees engagement mediates the relationship between family firm HR practices and employee innovative work behavior. We draw on the RBV and Social Exchange Theory (SET) as a means of explaining these relationships using data from 155 NFEs in family SMEs</p> <p>Keywords: Innovation/product development; Motivation; Human resource management</p>	

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(alphabetical order first author)

Title	The Satisfaction of Non-Family Employees With High Involvement HR Practices: Evidence from Family Smes (RD)
Authors	Hazel Melanie Ramos
<p>Abstract: Most family businesses employ more non-family employees than family employees, making them a crucial resource for family small-to-medium enterprises (SMEs). Thus, family SMEs must pay particular attention to developmental needs of such employees. However, there is limited empirical knowledge concerning how Family SMEs can manage and develop their non-family employees. Drawing on organizational justice theory, this study set out to investigate how and why non-family employees are satisfied with the High Involvement HR practices (HIHRPs) adopted by family SMEs. Empirical evidence was drawn from the experiences of 16 non-family employees from six SME family-owned enterprises. Findings suggest that a balance between formal and informal HIHRPs is need among family SMEs for non-family employees to be satisfied with them. Moreover, satisfaction with both formal and informal HIHRPs can encourage non-family employees' engagement with the enterprise and the development of their skills and capabilities. Findings also suggest that the satisfaction with HIHRPs varies with respect to the organizational positioning of non-family employees. Our findings make a valuable and timely contribution to the human resource development and SME literatures in general.</p> <p>Keywords: Motivation; Commitment; Human resource management</p>	

Title	Where Is the Love? How and Why a Family Firm Background Affects Consumer's Love Perception (FP)
Authors	Natalie Rauschendorfer, Maximilian Lude, Reinhard Prügl and Dinah Spitzley
<p>Abstract: This work examines whether communicating the family firm background has an influence on the consumers' product perception as well as intended behavior. Drawing on existing literature, the influence of signaling the family firm background on perceptual and intentional variables is investigated empirically in the first study. To this end, an online experiment with N=361 participants was carried out. The results reveal that consumers perceive a family firm more favorably and attribute not only a higher investment of love, or passionate care, to their production processes, but also consider their products as imbued with love. In the second study (N=66) we used priming to examine how individual family experiences affect the family firm perception. The results show that participants in the positive family experience condition had a significantly more positive perception of a firm signaling a family firm background than participants in the negative family experience condition.</p> <p>Keywords: Emotions; Image/reputation; Branding/advertising; Communication; Consumer behavior</p>	

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Title	Psychological Ownership and Joy of Work in the Context of Family Entrepreneurs: Unveiling the Bright and Dark Sides (FP)
Authors	Hannele Rautamäki and Matti Koiranen
<p>Abstract: The paper reports how entrepreneurs of family firms (FB) describe their experiences of psychological ownership (PSO) and joy of work (JOY). In particular, what are the features of and what facilitates PSO and JOY among the family entrepreneurs who operate in tourism sector? Methodologically, the paper is based on the multiple case study. Two out of ten interviewees were copreneurs. The results indicate that family entrepreneurs with strong PSO experience the highest level of JOY when gaining social acceptance and professional recognition. Working for family acts as a strong source of JOY. The results unveil also the dark side of being family entrepreneur, when FB is regarded as a burden. These experiences were strongly related to the resource constraints, such as those of time and money. Interestingly, the growth of FB from a small one to a bigger one seemed to mitigate PSO and JOY which increased the feeling of FB being a burden. Along with conclusions, the theoretical contribution and practical implications are discussed.</p> <p>Keywords: Networks, networking; Psychological ownership; Motivation; Emotions; Family science; Entrepreneurial orientation; Commitment; Affect</p>	

Title	Enterprising Business Families: Developing a Business Group (WIP)
Authors	Marita Rautiainen, Timo Pihkala, Maria José Parada and Allan Discua Cruz
<p>Abstract: This paper focuses on the development of family business groups, and especially on the role of the enterprising family in the group development. From enterprising family perspective, we have identified two streams of literature, transgenerational entrepreneurship and corporate venturing, both commenting on the development of family business. The paper contributes to the literature in several ways: first, it combines two separate streams of literature, the transgenerational entrepreneurship and corporate venturing. Second, it shows that in cases of family business transfers, the changes taking place are more fundamental in terms of entrepreneurship, diversification and group structure than earlier literature has suggested. Third, to extend understanding on the phenomena we explore empirical evidence to justify the use of the family level of analysis in entrepreneurship research. Using a case study methodology, the paper reports on the activities of the Finnish family business as a showcase for enterprising family. We illustrate how family form a business group structure through entrepreneurial activities and through these actions are both preserving and developing family business. The enterprising family is both growing their business as well as increasing the family wealth.</p> <p>Keywords: Portfolio/Serial entrepreneurship; Growth; Transgenerational entrepreneurship; Transgenerational entrepreneurship</p>	

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Title	Managing Legitimacy Through Conventionality Rather Than Alignment: Anti-Corruption At Family versus Non-Family Firms (FP)
Authors	Melanie Richards and Stefan Schembera
<p>Abstract: Organizations have to manage their legitimacy by conforming with societal expectations. Existing research usually equates conformity with similarity across organizations, referred to as 'alignment'. However, recent research suggests that, next to alignment, there is another form of conformity that it is motivated by organizations' intent to stand out from their peers, labelled 'conventionality'. We study the choice between alignment versus conventionality approaches to conformity taking the case of business ethics in the context of anti-corruption. Exploring the role of firm ownership, we argue that family firms engage more in conventionality rather than alignment to secure legitimacy compared to non-family firms. Moreover, family firms' preference of conventionality over alignment does not vanish with increasing firm size, but even intensifies. We test our hypotheses using survey responses of top managers in Germany and Switzerland and contribute to research on strategic conformity, family firms, and institutional theory.</p> <p>Keywords: Social judgements; Corporate social responsibility; Business ethics</p>	

Title	Are Narcissistic Ceos Good or Bad for Family Business Innovation? (FP)
Authors	Paola Rovelli, Alfredo De Massis and Luis Gomez-Mejia
<p>Abstract: Despite anecdotal evidence showing that some CEOs possess narcissistic personality traits, research on this individual characteristic is still lagging behind. While literature established that narcissistic CEOs may have implications for firm performance, it is not clear whether these individuals act as constructive or destructing forces in family firms. This is particularly important given family firms' attention towards the preservation of socioemotional wealth, which might in turn minimize the likelihood that individuals with such personality will succeed in climbing the organizational hierarchy. Still, the family business literature has remained largely silent on the presence of narcissistic CEOs and their implications for this type of business organization. By drawing on a behavioral agency perspective, we first study whether the level of CEO narcissism varies depending on family firm nature and CEO status. Second, we investigate whether and how CEO narcissism relates to the exploitation of innovation opportunities by family firms. Our analysis of unique data from Italian CEOs – collected through a survey and the administration of a psychometric test – reveal that CEO narcissism is lower in family firms, and family CEOs and heir CEOs report less narcissistic traits compared to nonfamily and founder CEOs, respectively. Moreover, in family firms, more narcissistic CEOs do exploit a greater amount of innovation opportunities, which is made possible as they favor a higher TMT strategic decision comprehensiveness.</p> <p>Keywords: Opportunity exploitation; Innovation/product development; Personality; Decision making</p>	

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Title	Opening the Black Box of the Owner Family Identity: An Empirical Investigation (FP)
Authors	Schell Sabrina, De Groote Julia, Kammerlander Nadine and Hack Andreas
<p>Abstract: Explaining the development of owner family identity is relevant for understanding family businesses We identify three dimensions of influence of the owner family that shape owner family identity. Drawing on social identity theory, family communication pattern theory and sense making, we offer an overall owner family identity framework. We employ a multiple case-study approach, within 20 Swiss owner families how owner family identity is built and how and why owner family identity affects, for example, decision-making procedures in a family business. With our study we introduce three different types of owner family identity: family oriented, balanced and business oriented. Our research contributes to a more fine-grained understanding of the owner family and its influence on family businesses through owner family identity.</p> <p>Keywords: Familiness, family involvement, family influences; Family relationships; Family science; Family life (cycle) span; Identity; Antecedents of succession</p>	

Title	Disentangling the Roles of Goal Alignment and Commitment as Antecedents of Innovative Behavior in Family Firms (FP)
Authors	Schell Sabrina, De Groote Julia, Stanley Laura and Cooper Joseph
<p>Abstract: Until today, mixed findings regarding innovation in family firms exist. In this study, we show that investigating commitment and goal alignment in family firms can provide further insights and explanations for innovative behaviour. To investigate this phenomenon, we use matched data from successors and predecessors from 122 Swiss family firms, to examine the relationships between commitment to the family firm and to the family, goal alignment between the family and the family firm, innovation, and performance. We discuss the implications of our results in the context of prior family business research.</p> <p>Keywords: Familiness, family involvement, family influences; Innovation/product development; Commitment; Performance, success</p>	

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Title	The Effect of Ownership Composition on Earnings Management: Evidence for the Mexican Stock Exchange (RD)
Authors	Juan Manuel San Martin Reyna and Jorge Alberto Duran Encalada
<p>Abstract: We aim at examining the relationship between different types of shareholders that command share ownership, family, institutions, or external blockholders and earnings management. Also, we examine the effect of company size on earnings management. Our results show that family and institutional ownership reduce the earnings management, but the impact is different depending on the company size. The ownership structure can provide corporate governance in Mexican listed companies with different monitoring and control capacities to influence companies' strategies, particularly in relation to the discretion of earnings management. For both companies' corporate governance and regulatory authorities, the results of this study may serve to better decision making in boards' overseeing mechanisms.</p> <p>Keywords: Board of directors; Management control systems; Financial accounting; Earnings management</p>	

Title	Working Together Across Generations: Teaching Synergy to Business Families (WIP)
Authors	Fernando Sandoval-Arzaga and Isabel C. Botero
<p>Abstract: Today it is not unusual to see multiple generations working at the same time within an organization. Changes in the demographic composition of family firms have created an important challenge: how do we help family members to work together across generations? There is not much information regarding how to prepare family members of different generations to work with one another in a way that is constructive and will help them be effective in their tasks. In this paper we present a practical model that was developed to help business families in Mexico learn to work together across generations.</p> <p>Keywords: Family relationships; Context of succession; Family governance; Generational issues</p>	

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Title	Family Firms and Csr Spending on Community, Environmental and Education Activities: Evidence from Emerging Economies (FP)
Authors	Palanisamy Saravanan, Aghila Sasidharan and Thenmozhi M
<p>Abstract: This study aims to examine the CSR spending pattern among family and non-family firms in emerging economies. We further look at how CSR spending varies in terms of spending on community, environment and education and attempt to establish if the pattern of spending have impact on firm value. Using panel regression on a sample of 1532 firms for India, 450 firms for China and 380 firms for South Africa during the period from 2013 to 2017, we find that family firms are spending more on community related activities in India and South Africa, whereas in China, non-family firms are spending more towards community activities. CSR spending by the firms for community, education and environmental activities have positive impact on the firm value in China and South Africa, whereas in India, CSR spending on community activities have positive impact on firm value. Overall, the findings of our study suggest that family firms are spending more on CSR activities than non-family firms. Our results provide interesting insights to both family business research and CSR reporting literature. This study contributes to the existing literature by identifying the specific activities within CSR spending that could make a difference in CSR policy of both family and non-family firms in emerging economies.</p> <p>Keywords: Familiness, family involvement, family influences; Family capital; Family governance; Ownership, family control</p>	

Title	An Exploratory Study on the German Single Family Office Landscape: Understanding Archetypes and Consequences (FP)
Authors	Antonia Schickinger, Max Peter Leitterstorf and Nadine Kammerlander
<p>Abstract: The term single family office (SFO) comprises all organizational units, owned by an entrepreneurial family, that manage (among other tasks) the assets of the respective family. While a rising number of SFOs around the world emphasize the importance of this specific vehicle for business families, scholarly knowledge on SFOs is surprisingly scarce. To better understand this phenomenon, we conducted and analyzed exploratory interviews with 109 German-speaking SFOs. We answer a call for research on SFO heterogeneity by identifying two salient dimensions of SFO heterogeneity: a) whether or not the family has divested the original family firm and b) whether or not the SFO has successfully undergone a succession process. Based on our observations, we outline how this heterogeneity of SFOs affects the goals, structures, investment behaviors, and governance mechanisms of SFOs.</p> <p>Keywords: Portfolio/Serial entrepreneurship; Family capital; Family governance; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Wealth management</p>	

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Title	Independence or Knowledge Spillovers: The Demand for Non-Audit Services Among Family Businesses (FP)
Authors	Bennet Schierstedt, Marisa Henn and Anja Müsch
<p>Abstract: This study investigates the impact of family involvement in top management teams, family firm life cycle stages and family firm identification on the family firm's demand for non-audit services (NAS). Based on a handcollected panel data set including 1,148 family firm-year observations, we show that high family involvement in top management teams is negatively related to the demand for NAS whereas a high family firm identification and a later life cycle stage positively drives the demand for NAS. By moderating auditor characteristics, we show that if the incumbent auditor belongs to the BIG4, family managers' NAS purchases remain similar to those of nonfamily managers. Moreover, the relationship between high family firm identification and the demand for NAS becomes even stronger when the incumbent auditor belongs to the BIG4.</p> <p>Keywords: Familiness, family involvement, family influences; Auditing; Identity</p>	

Title	The Effects of Predecessor Parenting Style on Successors and Employees in the Family Firm (FP)
Authors	Kristen K. Shanine, James G. Combs, Kimberly A. Eddleston and Kristen Madison
<p>Abstract: The intent to transfer control to the next generation is a defining characteristic of family firms. Yet, most family-controlled firms fail to transfer control and, when they do, the next generation's leadership often fails to meet expectations. Ironically, the succession literature fails to leverage sociology research and theory on the key aspect that makes family firms different – i.e., families. Therefore, this study introduces and extends parental control theory from sociology into the realm of family business research. Primary matched dyadic data collected from successors and employees in 137 family firms demonstrates that the predecessor's parenting style has a direct effect on the successor's psychological profile, which then impacts employee citizenship and deviant behaviors in the family firm. This study demonstrates that theories from sociology and family research are necessary to provide a more comprehensive understanding of family firm dynamics and outcomes.</p> <p>Keywords: Family relationships; Context of succession; Succession outcomes/performance; Family science; Personality; Generational issues</p>	

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Title	Corporate Entrepreneurship in Family Firms: Family Communication Patterns and Family Firms' Strategic Renewal (FP)
Authors	Sohrab Soleimanof and Daniel Holt
<p>Abstract: Despite family firms' strong desire to protect the family's tradition and legacy, they need to change and renew themselves to survive among different generations and through environmental changes. Family firms' propensity and ability to engage in strategic renewal greatly depend on their families' contexts and the impacts that their family institutions (e.g., family ideology, values, and norms) have on family firm members' cognitions and behaviors. This study's focus is on family communication patterns' influence on family firms' strategic renewal. We adopt the family communication pattern theory and the strategic renewal's 4I's framework to elaborate on how different types of family communication patterns (i.e., conversation- and conformity-patterns) can influence different stages of strategic renewal (i.e., intuition, interpretation, integration, and institutionalization). Furthermore, we explain how different configurations of these communication patterns can shape different types of family firms with varying abilities to balance exploration and exploitation.</p> <p>Keywords: Familiness, family involvement, family influences; Family embeddedness; Family relationships; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Family science</p>	

Title	How to Keep Up With Discontinuous Technology? A Multiple Case Study on the Digital Transformation Process in Family Firms (FP)
Authors	Jonas Soluk and Nadine Kammerlander
<p>Abstract: Digital technologies are increasingly affecting industries worldwide. Although their adoption by firms is studied extensively from a technical point of view, research lacks profound insight into the managerial aspects of digital transformation. In particular, it is unclear how small and medium-sized, family-controlled firms with resource constraints handle the adoption of digital technologies. This paper addresses this gap by drawing on rich data from 127 semi-structured interviews in a multiple-case study of 15 family firms from Germany, Austria, and Switzerland. All of these firms are active in the manufacturing industry but vary in terms of their progress in adopting digital technologies. Based on within-case as well as cross-case pattern analysis, we find that the adoption of digital technologies by family firms is a process consisting of three phases, namely, process digitalisation, product and service digitalisation, and business model digitalisation, and we reveal specific dynamic capabilities required throughout this process. Moreover, we identify three combinations of specific enablers and barriers that support or hinder the development of dynamic capabilities and thus accelerate or impede the advancement of the process of adopting digital technologies.</p> <p>Keywords: Opportunity exploitation; Innovation/product development; Digitalization</p>	

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Title	A Large-Scale Investigation of Digital Technology Adoption In Micro-Enterprises: The Concept of "Family and Community Openness" (FP)
Authors	Jonas Soluk, Nadine Kammerlander and Solomon Darwin
<p>Abstract: In our quantitative, survey-based study, we investigate how openness, social embeddedness, government support, and the adoption of digital technologies can contribute to micro-entrepreneurship in rural India. Entrepreneurship is often considered a key means to tackle the ongoing challenge of poverty among the rural Indian population; hence, studying the antecedents of entrepreneurship in rural India is not only important for a better theoretical understanding of the context-dependence of openness, but also results in important insights for policy makers.</p> <p>We test our hypotheses based on more than 1,000 survey responses from entrepreneurs of Indian micro-enterprises in various sectors and find support for some, but not all, of our hypotheses: We found marginally significant results indicating that openness leads to increased levels of entrepreneurship and strong support for our hypotheses that family support, community support, and government support lead to increased levels of entrepreneurship. Further, we found that the latter three relationships are strengthened when entrepreneurs adopt digital technologies.</p> <p>Our results indicate that in rural India, the canonical approach of openness is still important; due to the specific socio-cultural background, however, the entrepreneur's interaction with both family and local communities is of even greater importance.</p> <p>Keywords: Familiness, family involvement, family influences; Innovation/product development; Family embeddedness; Digitalization</p>	

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Title	Digital Business Model Innovation in Family Vs. Non-Family Firms (WIP)
Authors	Jonas Soluk, Ivan Miroshnychenko, Nadine Kammerlander and Alfredo De Massis
<p>Abstract: New digital paradigms have pushed many firms to place a strong emphasis on their organizational capabilities to innovate their business models. Consequently, the set of capabilities required to cope with these new digital paradigms and innovation has been drastically changing. We examine the heterogeneity of organizations' capabilities and introduce such capabilities as a key driver of digital business model innovation (BMI) in family and non-family firms.</p> <p>Based on unique survey data from 1,444 German family and non-family firms, we examine organizational capabilities in terms of knowledge exploitation, entrepreneurial capability, risk management, networking, development and change management, as well as market and customer knowledge, showing that this wide range of heterogeneous organizational capabilities in combination fully mediates the positive relationship between family influence and digital BMI.</p> <p>However, when examined individually, our findings reveal that not all the different capability types play the same role. Taken together, these findings highlight that the effect of family influence on digital innovation is more complex than previously thought, holding important implications for the digital innovation and family business literature, and offering important insights into the crucial role of capabilities in the digital economy.</p> <p>Keywords: R&D/Innovation; Familiness, family involvement, family influences; Innovation/product development; Digitalization</p>	

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Title	Dynamics of Emotional Ownership and Career Choice of Next Generation Members (FP)
Authors	Dinah Spitzley, Reinhard Prügl, Natalie Rauschendorfer and Maximilian Lude
<p>Abstract: Emotional ownership is a key construct in family business research affecting major career choice options of next generation members of the enterprising family (successor, employee, founder). However, it is important to consider that career choice likelihoods of individuals change over time. We thus apply a dynamic view to those career choice options based on the next generations emotional relationship to the firm. Using data from a comprehensive longitudinal study on next generation members of enterprising families in Germany, we find that emotional ownership has a positive direct effect on the career choice likelihood of succeeding in the families' business that decreases over time while emotional ownership has a negative effect on the career choice likelihood of becoming an employee in a non-family business or founding a business that fluctuates over time.</p> <p>Keywords: Family relationships; Career development; Emotions; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Entrepreneurial orientation; Antecedents of succession</p>	

Title	Paradoxical Influence of Family Ownership on Innovation- Focused Organizational Change: Evidence from a Large Family Business Retail Firm (FP)
Authors	Izabela Szymanska
<p>Abstract: This research study investigates how processes aimed at utilizing knowledge resource evolve in the context of organizational change for increased innovativeness. As knowledge at a company is transformed in the process of organizational change, change can be conceived of as an activity during which new knowledge is generated (Balogun & Jenkins, 2003) and implemented. This study offers an empirical assessment of paradoxical effects on new knowledge search and utilization created by emotional attachment and ownership concentration on innovation management in family firms, a phenomenon postulated by Kotlar et al. (2016). The authors theorize that these two characteristics pulled innovation boosting initiative in opposite directions creating a unique dynamics beyond traditional models of economic rationality in innovation management. For the purpose of this study, the authors used a qualitative case method (Eisenhardt 1989; Yin 1994). Study data included three types of sources: Interviews, internal company documents and ethnographic notes collected during a 12-month part-time job in company's corporate office. Results of this study have practical implications for family business owners, managers active in these type of enterprises and consultants. Author(s) also discuss opportunities for future research that may emerge from current findings.</p> <p>Keywords: R&D/Innovation; Familiness, family involvement, family influences; Innovation/ product development; Decision making; Entrepreneurial orientation; Commitment; Ownership, family control; Identity</p>	

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Title	When Families Sell Sin. Tangible Metaphors and Moral Legitimacy Sources in an Italian Sinful Industry (FP)
Authors	Alessandra Tognazzo and Paolo Gubitta
<p>Abstract: Tobacco shop is a widespread business in Italy, there are more tobacco shops than bank and post offices. Since tobacco shops are run under a State monopoly regime they require a particular license that makes them family run by law. The paradox is that family firms who are deemed socially desirable offer something that is seen as socially undesirable. Using institutional logics as a theory and tangible cognitive metaphors as an original research tool, we investigate how and why small family business' owners legitimate the introduction of sinful products and services in their firm offering. We find that those tobacco shops whose main aim is family nurturance and satisfaction have a more sinful offering, while those whose main aim is to increase profitability through the help of the family are those less sinful. In other words, it appears that the end justifies the means as the family legitimates the profitability and the work linked to the sale of sin.</p> <p>Keywords: Trust; Trust; Social capital; Identity; Business ethics</p>	

Title	Managing Change in Family Business: The Amarelli Case (FP)
Authors	Salvatore Tomaselli, Donella Caspersz and Yong Wang
<p>Abstract: The aim of this paper is to describe research that explores how family in family business manage change. The dynamic nature of today's economy makes this an important focus to understand. Drawing on a single case study of a multigenerational family business, it is argued that managing change in family business is influenced by the dynamic capabilities of the family, in particular that of absorptive capacity. The analysis illustrates that this dynamic capability is related to a family agility to manage the socioemotional wealth of the family.</p> <p>Keywords: Sustainability, viability; Transgenerational entrepreneurship; Transgenerational entrepreneurship; Opportunity creation/recognition/discovery</p>	

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Title	Family Leaders' Values Orientation and Firm Performance: The Mediating Role of Employee Empowerment HR Practice (WIP)
Authors	Chiung-Wen Tsao, Andy Yu, Yi-Hsien Wang and Shyh-Jer Chen
<p>Abstract: A major challenge facing family firms is their endurance and sustainability across generations. The resource-based view (RBV) of a firm asserts that a firm's internal idiosyncrasies are identified as a critical component of its potential advantage, and a dedicated and talented workforce may serve as a valuable, scarce, non-imitable resource that can help firms enhance effectiveness. Thus, it is critical for family business owners and practitioners to comprehend how did some family firms succeeds in keeping hard working people longer, and developing strong employee affiliations. This study proposed that the values of business leaders provide a basis for employee empowerment HR policies and practices; when leaders' value orientations that emphasize business-first, and view talent retention are critical, and positively associated with organizational competitiveness by stimulating a sense of employee engagement and productivity, which in turn, enable organizational performance, may be more inclined to adopt employee empowerment HR practices.</p> <p>Keywords: Familiness, family involvement, family influences; Performance, success; Human resource management</p>	

Title	Corporate Control and Employment: Do Family Firms Provide More Jobs? (FP)
Authors	Pedro Vazquez and Magdalena Cornejo
<p>Abstract: This phenomenon-driven research finds that family control explains a higher amount of jobs provided compared to nonfamily firms utilising a multi country setting including private as well as public companies of a developing region scarcely investigated such as Latin America. Furthermore, we find evidence suggesting that this higher contribution to employment can be also associated to higher financial performance for some economic sectors. Moreover, family firms who provide more jobs are those locally governed, listed in the stock exchange, and with more women as well as more members in their boards of directors.</p> <p>Keywords: Familiness, family involvement, family influences; Sustainability, viability; Markets/industries/sectors; Corporate social responsibility; Ownership, family control; Performance, success</p>	

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Title	On the Goals of Family Firms: A Review and Integration (RD)
Authors	Pedro Vazquez and Hector Rocha
<p>Abstract: Since the seminal work of Tagiuri & Davis (1992), there have been several calls for further research on the goals of family firms. In spite of the recent proliferation of research on this topic, to date, no integration of this body of knowledge has been published by a peer reviewed journal. We intend to fill this gap by reviewing and integrating the findings of 76 articles published in peer-reviewed journals from 1992 to 2016 in order to answer two research questions: what are the goals of family firms and how are they integrated according to extant research? Our findings are twofold: first, the goals of family firms are diverse and classified in dichotomous categories; second, the majority of studies integrate these goals based on a trade-off logic. Contributions and suggestions for further research are detailed at the end of the paper.</p> <p>Keywords: Culture; Performance, success; Goals/objectives</p>	

Title	Past over Future? The Influence of Long-Term Orientation on Business Model Innovation Adoption Decision in Family Firms (WIP)
Authors	Pascal Vermehren and Elena Freisinger
<p>Abstract: In order to sustain over time, family firms need to adapt, change and innovate their business model at some point. However, business model innovation (BMI) research has so far either focused on BMI taking place in established firms or in entrepreneurial ventures, overlooking the fact that family firms entail different characteristics and needs when it comes to innovation. Family firms often face a so-called willingness-ability paradox concerning innovations and might decide against an innovation of the current business model in spite of potential performance improvements. We argue that especially long-term orientation and perceived innovation characteristics shape the decision process whether to adopt or reject a business model innovation. We therefore discuss Rogers (2003) innovation-decision model in the light of family firms and propose a theoretical conceptual business model innovation – decision model.</p> <p>Keywords: Innovation/product development; Time and temporality; Decision making</p>	

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Title	A Psycap Approach for Assessing Creativity in Family Firms (WIP)
Authors	Julia Vincent and Dianne H.B. Welsh
<p>Abstract: While scholars have widely investigated innovation in family firms, creativity has been underexplored. Do family firms favor or hinder creativity, and how does creativity develop? To answer these questions, we need to measure creativity. This article aims at proposing a method for measuring creativity in family firms, using Psychological Capital (PsyCap) (Luthans & Youssef, 2004). PsyCap is defined as the HERO within us, with the components of Hope, Efficacy, Resilience and Optimism and has been applied around the world in a myriad of industries and service organizations. Preliminary findings are presented from the first step in a three-step research design testing PsyCap in a highly creative organization. Future steps and research are discussed.</p> <p>Keywords: Innovation/product development; Leadership and leadership development; Motivation; Emotions</p>	

Title	Impact of Parenting by Promoting Family on Firm Performance in an Emerging Market (FP)
Authors	Anierudh Vishwanathan, Nupur Pavan Bang, Sougata Ray and Kavil Ramachandran
<p>Abstract: This paper explores the heterogeneity among family businesses by demarcating business group affiliated family firms from standalone family firms. Advantages associated with superior parenting by the promoting family of business group affiliated firms have been linked with the corporate strategy literature to explain their superior performance in an emerging market. Two proxies have been used to measure the extent of parenting namely, firm leadership by a family member and promoting family's shareholding in the group affiliate company. The study has been conducted in the Indian economic context using a dataset consisting of 3,728 listed companies. Results show that business group affiliation has a positive impact on financial performance. Also, superior parenting realized by non-family firm leadership and higher promoter shareholding leads to superior financial performance among family business group firms as compared to standalone family firms.</p> <p>Keywords: Familiness, family involvement, family influences; Family embeddedness; Family capital; Family relationships; Leadership and leadership development; Ownership, family control; Performance, success; Ownership; Professionalization</p>	

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Title	Towards Embeddedness Via Co-Creation: A Case Study of Family Businesses in Digitalisation from Australia (FP)
Authors	Yong Wang, Chris Lowe, Chris Graves and Henry Shi
<p>Abstract: Digitalisation has become more pervasive in industries, attributed to the escalating market demand for transparent access to products, superior operational efficiency, and personalised service. Irrespective of extensive market interests in digital technology, rarely is research executed on digitalisation in the family business context. Drawing upon the stakeholder and socioemotional perspectives, this paper intends to address this gap. It proposes that embeddedness as a non-economic goal motivates digitalisation in family businesses in the bus industry in Victoria, Australia. Furthermore, the paper suggests that the success of digital transformation can be achieved when interests of their cohort, likeminded family businesses that join their voluntary professional association (VPA), are aligned with the VPA acting as the family businesses agent and coaching them through change. The study taps into a new research domain and offers empirical evidence of family business adapting to the digital economy due to their desire for continuity and greater embeddedness in the communities in which they serve.</p> <p>Keywords: Family embeddedness; Digitalization; New venture creation</p>	

Title	From Institutional Duality to Institutional Trifecta: Implications for Family Firms' International Subsidiaries (WIP)
Authors	Heling Wang, Mathew Hughes and Elena Georgiadou
<p>Abstract: The extant literature established that subsidiaries are subject to institutional duality. However, we argue that the family itself introduces an important institutional pressure unique to their subsidiaries. We theorize that family firms' international subsidiaries are subject to a third institutional force, creating an institutional trifecta, that fundamentally affects the prospects of the family subsidiary. Specifically, we predict that: (1) the desire of family owners and managers in the domestic parental family firm to retain family control and family influence create a new third institutional pressure acting simultaneously on the family subsidiary; (2) that materially affect the behaviour and outcome of the subsidiary; and (3) potentially its survival by preventing the subsidiary from adapting to essential external institutional pressures. Given these institutional pressures, we are led by the following research question: how does the institutional trifecta manifest in the family subsidiary? How do family subsidiaries manage the trifecta of institutional pressures? What are the consequences for the family subsidiary from this institutional trifecta? We contribute to the family firm and international business literature by conceptualizing a third institutional force acting on the international subsidiaries of multinational family businesses and proposing how subsidiaries are affected by the synergy of institutional trifecta.</p> <p>Keywords: Familiness, family involvement, family influences; Internationalization; Performance, success</p>	

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Title	Does Tmt Structural Power Equality Matter for Family Firms' Innovation (FP)
Authors	Xiao Wei, Alfredo De Massis and Ling Chen
<p>Abstract: The TMT of publicly traded family firms can comprise family members and non-family members. Given family members likely wield significant influence through ownership power and control factors, disproportionate structural power distribution and influence may lower the non-family TMT members' participation willingness and ability, which lowers access to and integration of knowledge and perspectives from non-family members. Based on the research of power distribution in TMT, we argue that greater balance in structural power (or compensation, status, and representation) across family and non-family TMT members likely improves interaction processes in the family firm TMT, helping to balance economic and non-economic goals, increasing diversity resource and information exchange, and contributes to family firm innovation performance. Moreover, we posit that this relationship is stronger under higher independence director ratio and increasing environmental dynamism. Using a sample of 259 publicly traded family firms in China, representing 1,170 firm-year observations from 2009 to 2015, we find support for these proposed relationships.</p> <p>Keywords: R&D/Innovation; Top management teams; Decision making</p>	

Title	Turning Dynamic Capabilities Into Digital Business Model Innovation: The Moderating Effect of Socioemotional Wealth (WIP)
Authors	Vanessa Weimann, Gerken Maike and Marcel Hülsbeck
<p>Abstract: Digitization is the biggest challenge in business today and incumbent firms need to constantly strive for and recognize new opportunities. Research increasingly agrees upon a need to adapt a firm's BM as a new source of innovation but we still only have limited understanding of its antecedents. Few extant studies have primarily been driven by explorative and individual case studies. In this paper we add to research by quantitatively testing (n=154) how dynamic capabilities (DC) affect digital business model innovation (BMI) in family firms and how this relationship is moderated by the socioemotional wealth (SEW) of a firm. 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 pursuance of family-oriented goals is beneficial for the relationship between DCs and BMI. Measuring the constructs independently, our findings reveal strong transforming capabilities to be relevant antecedents of digital BMI and stress upon the moderating role of SEW for the relationship between reflecting and BMI, and transforming and BMI.</p> <p>Keywords: R&D/Innovation; Familiness, family involvement, family influences; Opportunity exploitation; Innovation/product development; Digitalization; Entrepreneurial orientation; Ownership, family control; Opportunity creation/recognition/discovery</p>	

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Title	J.M. Huber: In the Midst of the Leadership Transition (CS)
Authors	Marta Widz and Denise Kenyon-Rouvinez
<p>Abstract: The case elaborates on the CEO and the chairman succession that had taken place in 2009 at J.M. Huber, one of the largest and oldest family-held companies in the US. Huber was founded in 1883 as a dry-color business, and strategically re-positioned itself several times, becoming truly international with operations in more than 20 countries. A portfolio management company (PMC), J.M. Huber is a leader in hydrocolloids, specialty chemicals and minerals, as well as engineered woods, and in 2017 it booked sales of US\$2.3 billion. In 1993, Peter T. Francis, a fourth-generation family member, became chairman and CEO. In 2004 the firm had levered up its balance sheet to complete the largest acquisition in its history. 2006 brought the collapse of the US housing market, and the economic crisis of 2007 hit many of J.M. Huber's key markets hard, putting the group under pressure. In the midst of the crisis, the company faced another significant milestone in its long history: Peter T. Francis' planned retirement in 2009. The case builds a ground for the following discussion points. Owing to economic circumstances was the succession completed? How was it engineered? What came first: CEO or chairman succession? Were internal or external candidates, family or non-family members chosen? How was the post-succession and communication managed?</p> <p>Keywords: Familiness, family involvement, family influences; Context of succession; Succession process; Board of directors; Family governance; Ownership, family control</p>	

Title	Family Firm Identity, Family Influence and Firm Performance – Evidence from Hungarian Smes (FP)
Authors	Attila Wieszt
<p>Abstract: The concept of family firm identity, as the integration of family and firm identity (FFI) offers a powerful theoretical tool which can increase our comprehension regarding how the presence of family owners can exert an impact on firm's life. Despite its theoretical and practical importance, the assumed relationship between the influence of family in the firm, family firm identity, and firm performance lacks empirical validation. This paper tests these relationships on a sample of 250 Hungarian SMEs by correlation, with linear and logistic regression calculations and instrument variable analysis. Results show that there is no general enhancing, positive connection between FFI and business performance, and family influence and FFI. Findings also suggest that higher company performance does not reinforce FFI either. A weak relationship has been observed only between succession intentions and performance, where FFI plays a mediatory role. The paper concludes with a discussion of possible theoretical and practical implications.</p> <p>Keywords: Familiness, family involvement, family influences; Performance, success; Identity</p>	

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Title	The Mobility of Family and Nonfamily Firm Employees (FP)
Authors	Michael Withers, Giuseppe Criaco, Francesco Chirico and Massimo Baù
<p>Abstract: Drawing on human and social capital theories as well as organizational identity theory, we argue that nonfamily employees of family firms are less likely to change their job than employees of nonfamily firms. We then examine the mobility outcomes of such jobs changes. Finally, we also theorize about family employees' jobs changes and mobility outcomes. To examine these relationships, we utilize a unique dataset of all Swedish employees' job changes from 2001 to 2012. Overall, with supportive empirical results, the present study offers a deeper understanding of employees' mobility towards family and nonfamily firms.</p> <p>Keywords: Human Capital; Social capital; Human resource management; Identity</p>	

Title	Resource Bundles: The Impact of Family Social Capital on Resource Deployment in Chinese Entrepreneurial Firms (WIP)
Authors	Jeremy Woods and Hanqing Fang
<p>Abstract: One of the most important determinants of performance for any firm is the unique combination of resources the company possesses. The resource-based view of the firm theorizes that the source of sustainable differentiation for any firm stems from a company possessing a valuable, rare, non-imitable, and non-substitutable bundle of resources (Barney, 1991). Resource dependence theory postulates that a firm's top managers are one of the key conduits that bring in critical resources to a company (Pfeffer & Salancik, 1978). This paper combines these two theoretical perspectives to analyze resource acquisition in new venture startups in China. We examine how entrepreneurs in the country's Zhejiang Province include members of their nuclear families and their extended kin networks in their leadership teams to access different bundles of resources, leading to different performance results for their firms.</p> <p>Keywords: Human Capital; Family capital; Social capital</p>	

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Title	Family Firm Identification of Non-Family Employees: An Empirical Analysis (FP)
Authors	Omer Yazici and Esra Memili
<p>Abstract: Many family firms hire and rely on non-family employees. Nevertheless, non-family employees' organizational behavior in family firms has been under researched. Drawing upon organizational identity theory and the extant literature on family influence, this study examines non-family employees' perceived family influence, organizational identification, and turnover intentions on a sample of 301 family business non-family employees. Results show that non-family employees' perceived family influence can lead to family firm identification, in turn diminishing their turnover intentions. We conclude by discussing implications.</p> <p>Keywords: Human Capital; Familiness, family involvement, family influences; Human resource management; Identity</p>	

Title	The Peak Hotel – The Challenge of Succession and Family Firm Continuity (CS)
Authors	Anita Zehrer and Gabriela Leiss
<p>Abstract: 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> <p>Keywords: Family relationships; Succession process; Trust; Trust; Emotions; Conflict; Decision making; Generational issues</p>	

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Title	Can Nonfamily Ceo Affect Tmt Pay Dispersion in Chinese Family Firms? The Moderating Effect of Ceo Tenure and Institutional Environment (FP)
Authors	Wei Zhang, Ling Chen and Jianan Zhu
<p>Abstract: On the basis of social comparison theory, this study examines pay dispersion in family firms in China, that is, pay dispersion between CEO and nonfamily managers. In the context of professionalization, this work examines the antecedent variables which could have effect on the pay dispersion. Specifically, this study provides insights on how nonfamily CEOs influence such pay dispersion and examines the moderating effects of CEO tenure and organizational environment. An unbalanced panel data analysis of Chinese listed family firms from 2009 to 2015 shows that pay dispersion decreases when a nonfamily member holds the CEO position. We also obtain empirical support that the negative relationship between nonfamily CEO and pay dispersion weakens when CEO tenure is long and the institutional environment is mature.</p> <p>Keywords: Compensation and incentives; Human resource management; Professionalization</p>	

Title	Unravelling Entrepreneurial Endeavours: H. S. Lee and the Development and Commercial Bank in Malaysia (FP)
Authors	Victor Zheng, Siu-Lun Wong and Po-San Wan
<p>Abstract: This paper examines the entrepreneurial behaviour of exploring business opportunities and creating new businesses through the mobilization of socio-economic resources rooted in personal and family network capital. We use the case of H. S. Lee in setting up the Development and Commercial Bank Berhad in Malaysia in 1966 to illustrate: (1) how he was able to discover and identify this business opportunity and have the connections to secure a banking licence, (2) how he solicited the required resources for setting up the bank, and (3) the difficulties that he faced when he approached various friends for share subscriptions. It is argued that entrepreneurial endeavours may not be pure examples of causation, effectuation, or bricolage, but rather a mixture of these. In addition, an entrepreneurial endeavour may not necessarily be a "one-man fight", but can be a team adventure involving many partners of a similar mind and vision. It is suggested that favourable business environment should be created for start-ups, and that due attention should also be given to seniors, as they can be as entrepreneurial as younger people.</p> <p>Keywords: Entrepreneurial orientation; Opportunity creation/recognition/discovery; New venture creation</p>	

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Title	From Parental Rearing Behaviors to Next-Generation Family Members' Succession Intentions: The Mediating Role of Person-Job Fit (FP)
Authors	Fei Zhu
<p>Abstract: This research draws on developmental psychology research, the person-job fit literature, and family business succession literature to examine how parental rearing behaviors, specifically parental care and overprotection, influence next-generation family members' succession intentions. Results show that parental care increases next-generation family members' succession intentions through person-job fit, whereas parental overprotection does not have any significant impact.</p> <p>Keywords: Family relationships; Career development; Antecedents of succession</p>	

Title	The Importance of Corporate Governance in Family Business (FP)
Authors	Marcus Vinicius Moreira Zittei, Leonardo Fabris Lugoboni, Claudio Lima Da Silva and Helder De Azevedo
<p>Abstract: This research sought to answer the following question: How corporate governance in family businesses is used? The Corporate Governance is important for several circumstances in family business, mainly the ones with transparent management, quality mechanism in corporate governance, sustainable development with society and the environment, all that which are anchored in the theory of how business processes might be, and thinking about management succession in the family business with the collaboration of corporate governance, such as adoption of best practices in good corporate governance to ensure the success of family businesses for several generations. In the research with the company of the Wholesale and Retailer in the trade field in general, the interviewees A and B, the a youth company was identified the one it had his growth expedited due the practice of corporate governance is in the phase of implementation, being a family company there is still evidence of interference in the management of the company in: Positions Level and Wages, in the information and process system, culture, organizational structure and management control. In the company of the Cement, Concrete, and Aggregates segment of the interviewee C, there is no evidence of interference in the relationship between the family and the management of the company, due to the reason for having a high level of maturity and has been well managed in the good practice of corporate governance.</p> <p>Keywords: Familiness, family involvement, family influences; Succession process; Board of directors; Family governance; Decision making</p>	

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