



SIG 04: Family Business Research

During the past decade, family business studies have advanced significantly although research still largely focuses on a limited number of topics, hence theory development requires an ongoing attention. The European Academy of Management with an ad-hoc “Special Interest Group on Family Business Research” aims to be the ideal opportunity to assess the conceptual development, empirical research, and future directions of the FB field.

We envision the Family Business SIG as an international arena to attract scholars’ contributions providing new insights on topics that have received significant attention in the past, such as succession, professionalization, conflict, performance dimensions, family processes, and governance. In particular, we encourage scholars to undertake innovative papers and discussions of topics that have not received much attention but are important in the field, such as family governance systems, relational governance, socio-emotional wealth, the role of trust, the role of enterprising families, trans-generational entrepreneurship, innovation, internationalisation, etc.

We therefore encourage submissions from a variety of theoretical (agency theory, resource based view, stewardship theory, institutional theory, transaction cost theory, etc.) and methodological approaches that contribute to developing effective research projects to address major theoretical and empirical debates in this area and to guide future scholarly investigations. We welcome papers investigating one or several dimensions of family businesses, with multi-theoretical and level approach (e.g. management, entrepreneurship, finance, psychology, sociology, etc.) and cross-cultural research. We are particularly interested in advancing “Family Business” as an autonomous Research Field with contributions that offer Rigor to the Academia and Relevance to owner-managers, practitioners, and local communities.

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SIG General Track

04-00 Family Business Research

Family-owned firms are one of the foundations of the world's business community. Their creation, growth, and longevity are critical to the success of the global economy. During the past decade, although family business research is progressing in terms of theory building, it still lacks a systematic adoption of thorough and theoretically based frameworks (Chrisman, Chua, & Sharma, 2003; Sharma, 2004; Zahra & Sharma, 2004).

Theory is crucial for the scientific advancement of a field, because it allows scholars to explain and predict phenomena of interest (Colquitt & Zapata-Phelan, 2007). On the other hand, family firm research is still dominated by a limited number of topics, the main ones being succession, economic performance, and firm governance (Chrisman et al., 2003; Debicki, Matherne, Kellermanns, & Chrisman, 2009; Zahra & Sharma, 2004). While this reflects the key issues for family business managers (Chua, Chrisman, & Sharma, 2003), there are gaps in the literature concerning other topics on effective management and governance of family firms. One such area relates to the trade-off between economic and non-economic goals of family firms, the emotional aspects of performance, and the avoidance of the conflict that may arise from the incongruity of such goals (Debicki et al., 2009; Klein & Kellermanns, 2008; Gomez-Mejia et al., 2007;). Other underdeveloped areas are relational governance and its antecedents and consequences (Mustakallio et al., 2002; Uhlaner et al., 2007) as well as the role of families in fostering entrepreneurial behaviour (Kellermanns & Eddleston, 2006). We especially encourage scholars to undertake innovative papers and discussions of topics that have not received much attention but are important in the field, such as family governance systems, relational governance, non-economic goals, the role of trust, the role of enterprising families, psychological/responsible ownership, internationalization, capital structure, etc. We therefore encourage submissions from a variety of theoretical (agency theory, resource based view, stewardship theory, institutional theory, transaction cost theory, etc.) and methodological approaches that contribute to developing effective research projects to address major theoretical and empirical debates in this area and to guide future scholarly investigations. We welcome papers investigating one or several dimensions of family businesses, with multi-theoretical and level approach (e.g. management, entrepreneurship, finance, psychology, sociology, etc.) and cross-cultural research. We are particularly interested in advancing "Family Business" as an autonomous Research Field with contributions, which offer Rigor to the Academia and Relevance to owner-managers, practitioners, and local communities.

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Keywords:

Family business	Theoretical development	Multi-theoretical and level approach
Empirical issues	Future directions	New perspectives

SIG Standing Tracks

ST_04-01 Family Business Governance

Family-owned firms are one of the foundations of the world's business community. Their creation, growth, and longevity are critical to the success of the global economy. Although facing many of the same day-to-day management issues as publicly owned companies, they must also manage many issues specific to their status.

Over the last few years, research on corporate governance in family businesses has increased significantly providing new insights into the dynamics of governance and decision-making in these organizations. Literature about family business is growing extremely fast in view of the number of published articles and scholars who are involved in researching this field.

However, there is still much that needs to be done in order to understand governance in family businesses with clear breadth and depth. For instance, there are issues deriving from boards of directors, ownership structure, and family governance mechanisms such as a family council, the interplay between contractual and relational governance mechanisms. Moreover, relating the different structures and processes of governance to key outcomes, such as financial performance, growth, strategy, succession, internationalisation, innovation, and continuity.

Since research on governance in family businesses has great potential to contribute to the wider field of corporate governance, we aim to create a forum where researchers can explore many ways in which research on family business governance can inform and extend the general knowledge on corporate governance. For this track, we therefore encourage submissions from a variety of theoretical and methodological approaches that contribute to developing effective research projects addressing major theoretical and empirical debates in this area of research.

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Keywords:

Boards of directors	Ownership structure	Family governance
Relational governance	Firm outcomes	

Topics sponsored by the SIG

T_04-01 Family Firms and Stakeholders: CSR, Branding, Image and Reputation

Stakeholders play a highly relevant role in the life of any company, as they may affect and be affected by the achievement of a company's objectives (Freeman, 1984). Stakeholder theory investigates how companies can satisfy the interests of their diverse stakeholders, assuming that the long-term survival of a firm depends on the continuous cooperation of its numerous constituents (Donaldson & Preston, 1995). Family firms represent a particularly interesting arena to analyse how stakeholders can influence, for example, the goal setting, decision-making or other behavioural patterns that can be observed in organizations. As compared to non-family companies, stakeholder management in family firms is comparably more complex due to the

“intimate involvement of family members [which] often results in different goals and behaviours than what is typically found to exist in non-family firms” (Mitchell et al., 2011, p. 235).

The management of a family firm’s diverse stakeholders has become an important topic in family business research, *e.g.*, in the realms of Corporate Social Responsibility (CSR) – which has been defined as a company’s voluntary contribution to sustainable development which goes beyond legal requirements (Carroll, 2000; Crane & Matten, 2007). There has been a growing interest in questions such as whether the owning family’s involvement influences how the firm responds to its stakeholders’ ethical and environmental demands (Deniz & Suarez, 2005; Fitzgerald et al., 2010). While prior research indicates that family firms may be more likely to adopt CSR practices, our understanding as to how other stakeholders contribute to family firm CSR, how CSR practices in family and non-family firms differ, and ultimately, how they affect family firm performance, remains limited.

Another area of research where stakeholder theory is applicable is family business branding, the question of why and how family firms portray themselves as family-owned to their stakeholders. Several studies have found that family firms may benefit from signalling their family firm status to their stakeholders (Binz et al., 2013; Craig et al., 2008; Kashmiri & Mahajan, 2010; Zellweger et al., 2012). However, despite these assumed positive effects of a distinct family firm image, little is known as to how exactly branding the family firm affects different stakeholders’ perceptions of family owned firms, and how it contributes to firm performance.

We invite scholars to submit manuscripts that address these or other topics related to stakeholder management in family firms and nurture the ongoing debate to contribute to this promising research stream.

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Keywords:	Stakeholders	CSR	Branding
	Image	Reputation	Competitive Advantage

T_04-02 Family Business in Emerging, Developing, and Transition Economies

Family businesses dominates the economic landscape around the world. While considerable attention has been given to family businesses in academia the vast majority of research focuses on developed countries. This is evident as more than 85% of research findings (qualitative or quantitative) published about family businesses in leading journals in the last three years uses samples from developed counties. Developing, emerging, and transition economies are underrepresented in family business field.

Theorizing about family businesses has followed three main paths: borrow and replication, borrow and extending and inverse contribution (Pérez Rodríguez & Basco, 2011). Yet each approach has focused mainly on family business per se (Jansen & Basco, 2014) with little attention to the context. While some recent descriptive studies have attempted to focus on the external environment (*e.g.* Gupta & Levenburg, 2010), aiming to uncover the extent of family firm diversity across contexts, there is a timid focus on the context where family businesses are embedded into. Studies that acknowledge and explore further the context family businesses are embedded into

would contribute significantly to the family business field (e.g. Aldrich & Pfeffer, 1976;Welter, 2011).

The aim of this special track is to increase understanding about family businesses by focusing on specific environments/contexts - contextualizing theory (theories in context) and/or theorizing about context (theories of context) (Whetten, 2009), specifically in developing, emerging and transition economies (The International Monetary Fund' list of developing countries is used to determine the countries that fall within such category).

We strongly believe that the track “Family Business in Emerging, Developing, and Transition Economies” at EURAM (European Academy of Management) will contribute to family business research. First, by contextualizing family businesses we may have better understanding of the diversity of family firms across contexts. Second, by contextualizing borrowed theories (agency theory, institutional theory, etc.); we expect to test the applicability of mainstream theories to family business in specific contexts. Finally, by theorizing about the effects of context on family businesses we expect to generate the discussions that could lead to a theory of the context for family businesses.

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Keywords:	Family Business	Theory of context	Contextualizing family firms
	Theory in context	Developing, Emerging and Transition economies	context and family firm

T_04-04 Family business goals, family dynamics, behavioural processes, and innovation in family firms

The “Family business goals, family dynamics, behavioural processes and innovation in family firms” track aims to attract contributions which investigate both theoretically and empirically, the distinctive goals, values and motives that distinguish family form non-family firms, and the processes through which such goals produce distinctive innovation behaviours and outcomes.

Research examining innovation in family business is gaining momentum. Prior studies have shown that family firms differ from family firms in terms of innovation inputs, outputs and process (De Massis et al., 2012), and several scholars believe that a greater emphasis on family-centered economic and noneconomic goals may be a primary cause of such differences (Chrisman & Patel, 2012; Kotlar et al., 2014). However, we still know very little about the nature of such goals, their determinants, and how behavioural processes and family and business dynamics shape such goals (Kotlar & De Massis, 2013). Moreover, the processes and the mediating and intervening mechanisms through which family business goals influence innovation behaviour and performance are largely unknown (De Massis et al., 2014). Hence, research that aims at opening the “black box” of family goals and their influence on innovation is much needed.

We solicit authors to submit empirical, conceptual, and literature review contributions promising in advancing current understanding of goals, family dynamics, behavioural processes and

innovation behaviour and performance in family firms. We welcome the adoption of diverse theoretical and methodological approaches, and submissions by interdisciplinary, international, and mixed industry-academic co-author teams.

Topics of interest include but are not restricted to the following broad ones:

- Goal setting in family firms across the lifecycle.
- Goal conflicts and their impact on firm performance.
- The interplay between family dynamics and business dynamics.
- Behavioural processes in family firms affecting goal setting.
- The effects of family and business goals on innovation propensity.
- The role of family dynamics in the context of entrepreneurial orientation and innovation.
- Goal sets and their influence on the strategic importance of radical innovation.
- Critical success factors for innovation in family firms.
- Open and collaborative innovation in family firms.
- Succession and trans-generational innovation in family firms.
- Innovation during the succession phase in family firms.
- Models of inter- and intra-organizational diffusion of innovation in family firms.
- Responding to disruptive innovation in family firms.
- Achieving ambidexterity in family firms.
- Financing innovation in family firms.
- Family ownership, family management, and innovation performance.

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Keywords	Family business Behavioural processes	Goals Innovation	Family dynamics Succession

Other relevant information:

The FBR SIG Committee assigns every year the “FBR SIG BEST PAPER AWARD” to one accepted paper, which has got the highest scores during the review process.

The FBR SIG Committee assigns every year the “FBR SIG BEST REVIEWER AWARD” to one reviewer who has given his/her services for the FBR SIG EURAM 2015 reviewer activities.

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