



UNIVERSITÀ DEGLI STUDI DI BERGAMO



## **10TH WORKSHOP ON FAMILY FIRM MANAGEMENT RESEARCH INNOVATION, FAMILY FIRMS AND ECONOMIC DEVELOPMENT**

### **CHAIRPERSONS**

**Alfredo De Massis(\*)**, **Tommaso Minola**, **Lucio Cassia**, Center for Young and Family Enterprise – CYFE University of Bergamo, Italy and (\*) Centre for Family Business, Lancaster University Management School, U.K.

**Leif Melin**, **Mattias Nordqvist**, Center for Family Enterprise and Ownership – CeFEO Jönköping International Business School, Sweden

### **PROGRAMME**

#### **Thursday 22 May 2014**

**18.00-20.00** Welcome Reception ([Gourmet Restaurant](#))  
Opening words and Welcome: Leif Melin, Lucio Cassia and representatives of the local Family Business Community

#### **Friday 23 May 2014**

**08.00-12.00** Registration (University Main Entrance)

**08.30-8.45** Opening words and welcome: Tommaso Minola (Room 2)

**08.45-9.30** Keynote presentation by Professor Kimberly Eddleston, Northeastern University  
*FOSTERING ENTREPRENEURSHIP IN FAMILY FIRMS: THE ROLE OF THE FAMILY*

**09.30-10.00** Coffee break

**10.00-11.30** Parallel sessions 1, 2 and 3 (Room 1, 3 and 4)

**11.30-13.00** Parallel sessions 4, 5 and 6 (Room 1, 3 and 4)

**13.00-14.00** Lunch

**14.00-15.30** Parallel sessions 7, 8 and 9 (Room 1, 3 and 4)

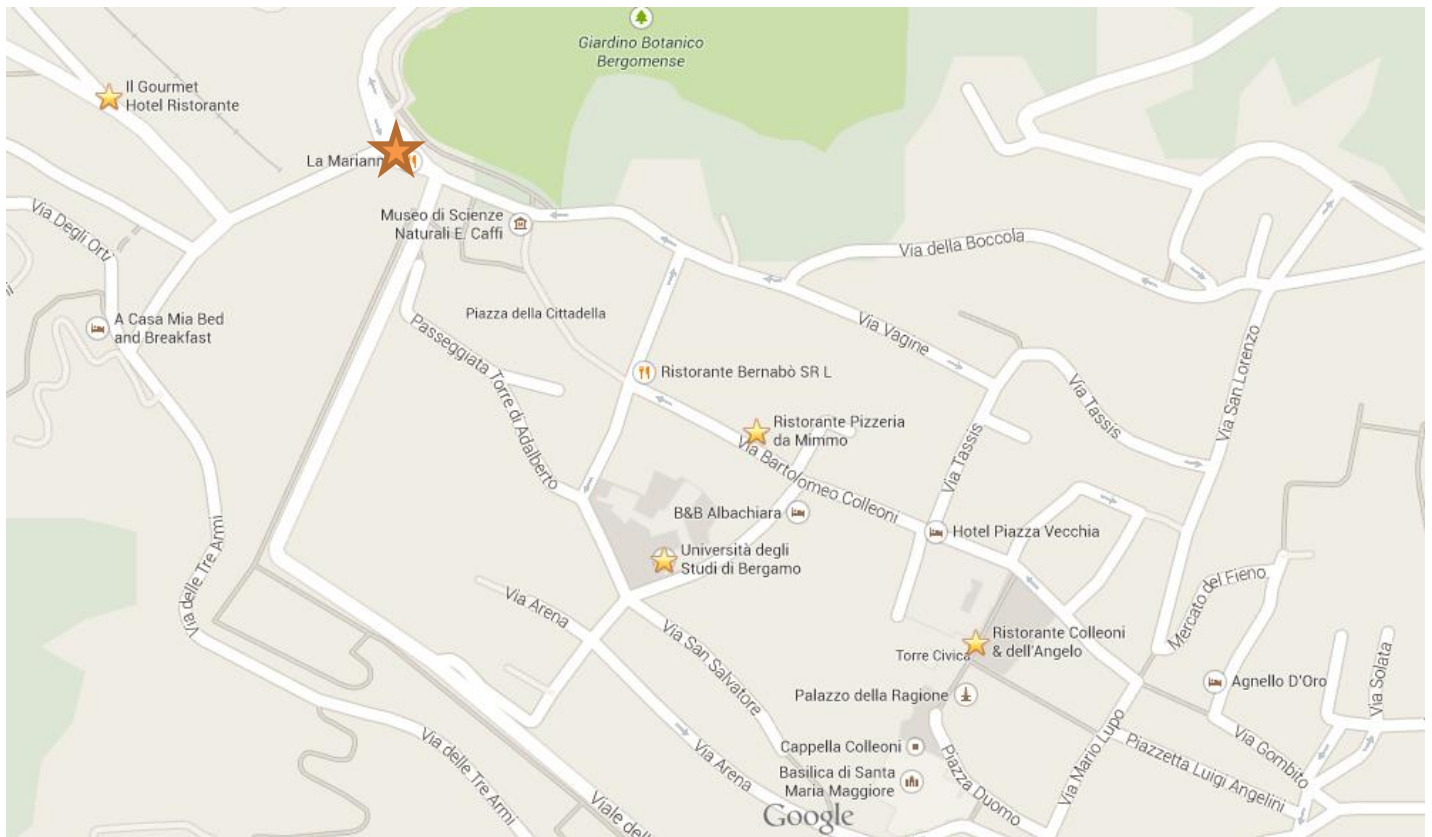
- 15.30-16.00** Coffee break
- 16.00-17.30** Parallel sessions 10, 11 and 12 (Room 1, 3 and 4)
- 19.00-20.00** EIASM WORKSHOP ON FAMILY FIRM MANAGEMENT RESEARCH 10<sup>th</sup> ANNIVERSARY  
Special Social Event: *“Art, Handcraft and Passion from Piazza Vecchia in Bergamo: a History of Entrepreneurial Families in the Renaissance”* (Special guided tour)
- 20.00-** GALA DINNER ([Taverna del Colleoni dell’Angelo](#)) and BEST PAPER AWARD CEREMONY

**Saturday 24 May 2014**

- 08.30-08.45** Opening words and welcome: Alfredo De Massis (Room 2)
- 08.45-9.30** Keynote presentation by Professor David Audretsch, Indiana University (Room 2)  
*DOES FAMILY BUSINESS RESEARCH BELONG IN THE ENTREPRENEURSHIP LITERATURE?*
- 09.30-10.00** Coffee break
- 10.00-11.30** Parallel sessions 13, 14 and 15 (Room 1, 3 and 4)
- 11.30-13.00** Parallel sessions 16, 17 and 18 (Room 1, 3 and 4)
- 13.00-14.00** Lunch  
*(in parallel) “Meet the Editors” Session (Room 2)*  
Special Issues of: Journal of Family Business Strategy (*Family Business and Regional Development*), Small Business Economics Journal (*Management Processes in the Family Firm: From “What” to “How”*) and Global Strategy Journal (*Family Firms and Family Governed Multinationals in the Global Economy*)
- 14.00-15.30** Parallel sessions 19, 20 and 21 (Room 1, 3 and 4)
- 15.30-16.00** CLOSING & WELCOME TO THE 2015 CONFERENCE (Room 2)  
Leif Melin and Lucio Cassia
- 16.00-16.30** Refreshments

## MAPS AND DIRECTIONS

### Old City Map with Workshop Locations



#### Bus Arrival

“Università degli Studi di Bergamo”, Via Salvecchio, 19, Bergamo  
*Conference Venue*

“Ristorante Gourmet”, Via S.Vigilio, 1, Bergamo  
*Welcome Cocktail Venue*

“Taverna del Colleoni dell’Angelo”, Piazza Vecchia, Bergamo  
*Gala Dinner Venue*

“DaMimmo Ristorante”, Via Bartolomeo Colleoni, 17, Bergamo  
*Lunches Venue (just in case of rain)*

## THE SESSIONS

**Friday**

<b>S1 / FRIDAY: 10,00-11,30 – Chair: Andrea Calabrò</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>BRUMANA, MARA</b>		THE INTERNATIONALIZATION OF FAMILY FIRMS: EXPLORING THE EMERGENCE OF A HEADQUARTER-SUBSIDIARY PERCEPTION GAP
<b>DARWISH, NIDAL</b>		INTERNATIONAL OPPORTUNITY RECOGNITION OF FAMILY FIRMS IN DEVELOPING COUNTRIES: THE CASE OF PALESTINE
<b>KUIKEN, ANDREA</b>		FAMILY BUSINESS INTERNATIONALIZATION AS A NON-LINEAR PROCESS

<b>S2 / FRIDAY: 10,00-11,30 – Chair: Tommaso Minola</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>BJUGGREN, PER-OLOF</b>	MICHEL ELMONIZO LAUFER	BANK FINANCING OF STARTUPS - FINDINGS FROM A SURVEY
<b>KUMETO, GERSHON</b>		FINANCIAL GOALS, NON-FINANCIAL GOALS, AND INTER-FIRM COOPERATION OF FAMILY FIRMS: A DUALITY THEORY PERSPECTIVE
<b>MOLLY, VINCENT</b>	DIANE ARIJS, JOHAN LAMBRECHT	PRIVATE EQUITY AND THE FAMILY BUSINESS: HOW TO TURN A SEEMINGLY INCOMPATIBLE COMBINATION INTO A FRUITFUL COOPERATION?

<b>S3 / FRIDAY: 10,00-11,30 – Chair: Cristina Bettinelli</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>MARTÍNEZ FERRERO, JENNIFER</b>	LÁZARO RODRÍGUEZ ARIZA, MANUEL BERMEJO SÁNCHEZ, MARÍA CONCEPCIÓN LÓPEZ FERNÁNDEZ	CAN FAMILY OWNERS CONTROL CORPORATE DECISIONS? ANALYSIS OF THE RELATIONSHIP BETWEEN FAMILY FIRMS AND EARNINGS MANAGEMENT
<b>RIVA, PATRIZIA</b>	LORENZO GELMINI, FRANCESCO BAVAGNOLI	CONTROL NEEDS IN ITALIAN PRIVATELY HELD FAMILY FIRMS
<b>SONGINI, LUCREZIA</b>	CHIARA MORELLI, LUCA GNAN, PAOLA VOLA	THE DETERMINANTS OF FAMILY BUSINESSES' MANAGERIALIZATION EVIDENCES FROM NORTHERN ITALY

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**S4 / FRIDAY: 11,30-13,00 – Chair: Alfredo De Massis**

<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>HUYBRECHTS, JOLIEN</b>	FRANK LAMBRECHTS, WIM VOORDECKERS, LLOYD STEIER	SUSTAINING PRODUCT INNOVATION IN MULTI-GENERATION PRIVATELY HELD FAMILY FIRMS: THE IMPORTANCE OF TEMPORAL ORIENTATION
<b>ASABA, SHIGERU</b>	TETSUO WADA	CONTACT HITTERS OR POWER HITTERS? R&D BEHAVIOR OF FAMILY FIRMS IN THE JAPANESE PHARMACEUTICAL INDUSTRY
<b>CUCCULELLI, MARCO</b>		TIME PREFERENCES, RISK PREFERENCES AND PRODUCT INNOVATION. EVIDENCE FROM ITALIAN FAMILY FIRMS.
<b>MENZIES, TERESA</b>		DIMENSIONS OF INNOVATION FLEXIBILITY: APPLYING THIS THEORY IN THE FAMILY BUSINESS CONTEXT

**S5 / FRIDAY: 11,30-13,00 – Chair: Leif Melin**

<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>ARZUBIAGA, UNAI</b>	AMAIA MASEDA, TXOMIN ITURRALDE	THE IMPACT OF THE TOP MANAGEMENT TEAM IN THE ENTREPRENEURIAL ORIENTATION OF FAMILY FIRMS: WHAT IS THE ROLE OF THE BOARD OF DIRECTORS?
<b>LOHUES, MARTINE ANNA MARIA</b>		THE SUCCESSOR DECISION IN FAMILY BUSINESSES
<b>WALDKIRCH, MATTHIAS</b>	MATTIAS NORDQVIST	NON-FAMILY CEOS AND THE NEXT GENERATION - A RELATIONSHIP FOR CONTINUITY IN FAMILY FIRMS

**S6 / FRIDAY: 11,30-13,00 – Chair: Arist Von Schlippe**

<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>ALUKO, OLU</b>	HELEN KNIGHT	FAMILY BUSINESSES ARE FROM MARS, BUSINESS ADVISERS ARE FROM VENUS: INVESTIGATING THE ROLE OF COMMUNICATION FORMS BETWEEN ACCOUNTANTS AND SMALL FAMILY BUSINESSES
<b>HUELSBECK, MARCEL</b>	KATHARINE WIRSCHING	TYPES OF FAMILY FIRM GOVERNANCE AND INNOVATION IN FAMILY FIRMS (ABSTRACT)
<b>VAN HELVERT-BEUGELS, JUDITH</b>	ILSE MATSER	SETTING UP AN ADVISORY BOARD IN THE FAMILY BUSINESS

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**S7 / FRIDAY: 14,00-15,30 – Chair: Mara Brumana**

<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>CAMPOPIANO, GIOVANNA</b>	ANDREA CALABRÒ, RODRIGO BASCO	FAMILY FIRMS' GROWTH RATES AND GROWTH SPEED: AN EXPLORATORY ANALYSIS ON A SAMPLE OF GERMAN FAMILY FIRMS
<b>MARIANI, GIOVANNA</b>	FRANCESCA BERNINI, ALESSANDRA COLI	IS CORPORATE ACQUISITION A GROWTH STRATEGY FOR THE FAMILY BUSINESS? AN EMPIRICAL ANALYSIS ON COMPANIES LISTED ON THE MILAN STOCK EXCHANGE
<b>BARROS, ISMAEL</b>	JUAN HERNANGÓMEZ BARAHONA, NATALIA MARTÍN CRUZ	KNOWLEDGE ACCUMULATION IN FAMILY FIRMS: AN EMPIRICAL APPROACH
<b>BROEKAERT, WOUTER</b>	PETRA ANDRIES, KOENRAAD DEBACKERE	FAMILY FIRMS' DYNAMIC CAPABILITIES AS ENABLERS OF INNOVATION

**S8 / FRIDAY: 14,00-15,30 – Chair: Marcel Huelsbeck**

<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>VEIDER, VIKTORIA</b>		EXPLORATION AND EXPLOITATION IN THE FAMILY FIRMS: HOW DIFFERENT TYPES OF FAMILY INFLUENCE SHAPE THE ABILITY TO PURSUE EXPLORATIVE AND EXPLOITATIVE INNOVATION
<b>BECK, SUSANNE</b>	REINHARD PRÜGL, PETER KENNING	THE ROLE OF PERCEIVED TRUSTWORTHINESS OF FAMILY FIRMS ON CONSUMERS' ACCEPTANCE OF INNOVATIVE PRODUCTS
<b>GIMENEZ FERNANDEZ, ELENA MARIA</b>		DRIVING INNOVATION IN FAMILY FIRMS. A NETWORK VIEW
<b>ARKALI, GOKCEN</b>	NIHAT ERDOGMUS, ERKAN ERDEMIR	FACTORS AFFECTING THE EVOLUTION OF FAMILY BUSINESSES AND THEIR INNOVATION PERFORMANCES: THE CASE OF TURKEY

**S9 / FRIDAY: 14,00-15,30 – Chair: Allan Fernando Discua-Cruz**

<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>LJUMIC, IVONA</b>	ALESSANDRA TOGNAZZO, GIANLUCA COLOMBO, PAOLO GUBITTA	SOCIOEMOTIONAL WEALTH AND FAMILY BUSINESS PERFORMANCE: DOES THE EXTERNAL ENVIRONMENT MATTER?
<b>LOPEZ-DE-SILANES, FLORENCIO</b>	TIMOTHEE WAXIN	FAMILY BUSINESSES AND CORPORATE PERFORMANCE: A SURVEY
<b>POSCH, ARTHUR</b>	NORA HAAS	THE INFLUENCE OF FAMILY INVOLVEMENT AND CEO DECISION-MAKING STYLE ON PERFORMANCE EVALUATION
<b>MARQUES, PILAR</b>	ANDREA BIKFALVI, ALEXANDRA SIMON, JOSEP LLACH , CHRISTIAN LERCH	FAMILY INVOLVEMENT AND SERVICISATION UNDER A SOCIO-EMOTIONAL WEALTH PERSPECTIVE: EUROPEAN INTERNATIONAL EVIDENCE

<b>S10 / FRIDAY: 16,00-17,30 – Chair: Katharine Wirsching</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>DIAZ MORIANA, VANESSA</b>	ERIC CLINTON JUSTIN CRAIG	LONG-TERM ORIENTATION AND INNOVATIVENESS IN MULTI-GENERATIONAL FAMILY FIRMS
<b>LÓPEZ-FERNÁNDEZ, MARIA CONCEPCION</b>	ANA M <sup>a</sup> SERRANO-BEDIA, MANUEL PALMA-RUIZ	WHAT HINDERS INNOVATION IN FAMILY FIRMS IN EMERGING COUNTRIES?
<b>MONTEMERLO, DANIELA</b>	SALVATORE TOMASELLI	THE “REAL” NATURE, CONTRIBUTION TO INNOVATION AND SUCCESS CONDITIONS OF FAMILY CONSTITUTIONS AND THE ROLE OF ADVISORS: A MULTI-DISCIPLINARY LITERATURE REVIEW
<b>VELLIN, DOMINIQUE</b>		INNOVATION STRATEGIES OF FAMILY INDUSTRIAL CHAMPIONS: PROPOSITION OF A THEORETICAL FRAMEWORK

<b>S11 / FRIDAY: 16,00-17,30 – Chair: Marco Cucculelli</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>BLOEMEN-BEKX, MIRA</b>	CHANTAL REMERY	IN- OR OUTSIDE THE FAMILY BUSINESS? THE CHOICE OF NEXT-GENERATION STUDENTS FOR AN OCCUPATIONAL CAREER.
<b>BONTI, MARIACRISTINA</b>	ENRICO CORI	ENTREPRENEURIAL SUCCESSION AND FIRM LONGEVITY IN ITALIAN FAMILY-OWNED SMES: THE MISSING LINK
<b>FERRARI, FILIPPO</b>		WHEN THE DAUGHTER JOINS FAMILY FIRM. STAFFING, ADVERSE SELECTION AND ORGANIZATIONAL JUSTICE IN FAMILY SMES

<b>S12 / FRIDAY: 16,00-17,30 – Chair: Lorraine Uhlaner</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>BETTINELLI, CRISTINA</b>	GIANPAOLO BARONCHELLI, SHARON LOANE BARBARA DEL BOSCO	THE INTERNATIONALIZATION OF FAMILY FIRMS: AN EXPLORATORY STUDY ON ITALIAN SMES.
<b>DAL MASO, LORENZO</b>	NICOLA LATTANZI	SPECIFIC FIRM FACTORS, VALUE STREAMS FOR INTERNATIONAL STRATEGIES AND INSTITUTION: THE CROSSING MATRIX BETWEEN FAMILY BUSINESS CHARACTER AND TERRITORIAL IDENTITY
<b>MAJOCCHI, ANTONIO</b>	JEAN FRANCOIS HENNART EMANUELE FORLANI	EUROPEAN DIFFERENCES IN THE EXTENT OF FAMILY FIRMS INTERNATIONALIZATION

## Saturday

S13 / SATURDAY: 10,00-11,30 – Chair: Leona Achtenhagen		
Author	Co-authors	Title
HERNÁNDEZ, REMEDIOS	SOUMODIP SARKAR, M <sup>a</sup> CONCEPCIÓN LÓPEZ- FERNÁNDEZ	THE FAMILY BUSINESS DEFINITION UNDER THE MICROSCOPE- WHAT IS ITS ESSENCE?
HOWORTH, CAROLE	NICK ROBINSON	OUR FAMILY AND OTHER ANIMALS, IN AND OUT OF BUSINESS
RAMIREZ-PASILLAS, MARCELA	ETHEL BRUNDIN, LEIF MELIN	FAMILY MINDSETS, PROACTIVENESS AND COMPETITIVE AGGRESSIVENESS IN FAMILY BUSINESSES

S14 / SATURDAY: 10,00-11,30 – Chair: Daniela Montemerlo		
Author	Co-authors	Title
BROEKAERT, WOUTER	BART HENSSEN, JOHAN LAMBRECHT	THE ROLE OF PSYCHOLOGICAL OWNERSHIP DURING CHANGE PROCESSES IN FAMILY BUSINESSES: TOWARDS AN INTEGRATED MODEL AND FUTURE RESEARCH DIRECTIONS
FERANITA, FERANITA		THE DESIGN AND USE OF MANAGEMENT CONTROL SYSTEMS IN FAMILY BUSINESS
KOLADKIEWICZ, IZABELA		FAMILY MEETINGS AS A MECHANISM FOR FAMILY GOVERNANCE: A REVIEW OF EXPERIENCES

S15 / SATURDAY: 10,00-11,30 – Chair: Giovanna Campopiano		
Author	Co-authors	Title
UHLANER, LORRAINE	MARTA BERENT-BRAUN KIMBERLY EDDLESTON ROBERTO H. FLÖREN	PREDICTORS OF SME'S ENVIRONMENTALLY RESPONSIBLE BEHAVIOR: DIFFERENCES BETWEEN FAMILY AND NONFAMILY BUSINESSES
CAMPS MARTIN, SUSANNA	SHARON M. DANES PILAR MARQUES	SOCIAL CAPITAL AND FAMILY BUSINESS:ANALYZING STOCKS AND FLOWS UNDER THE LOGIC OF DECISION COMMUNICATION
DISCUA CRUZ, ALLAN FERNANDO	MANUEL GOMEZ SOLORZANO	UNDERSTANDING THE FORMALIZATION OF SOCIAL RESPONSIBILITY PRACTICES OF FAMILY SMES IN ALTERNATIVE CONTEXTS



<b>S16 / SATURDAY: 11,30-13,00 – Chair: Mattias Norqvist</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>CAMPOPIANO, GIOVANNA</b>	MARA BRUMANA, ROBERT PAUL GARRETT	DIFFERENT AND COEXISTING LIFE CYCLES IN ENTREPRENEURIAL FAMILY FIRMS
<b>IACOBUCCI, DONATO</b>	PETER ROSA	NEW BUSINESS DEVELOPMENT IN FAMILY FIRMS. ENTREPRENEURIAL TEAM FORMATION AND DYNAMICS
<b>KALLMUENZER, ANDREAS</b>	MIKE PETERS	ENTREPRENEURIAL DIMENSIONS IN FAMILY FIRMS: INTRODUCING "COMPETITIVE AGREEABLENESS"

<b>S17 / SATURDAY: 11,30-13,00 – Chair: Andrea Salanti</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>DIMITRI STORAI</b>	CUCCULELLI, MARCO	FOSTERING INDUSTRIAL DISTRICT COMPETITIVENESS. FAMILY BUSINESS, INTANGIBLES AND THE DECLINING ROLE OF THE "DISTRICT EFFECT".
<b>RODRIGO, BASCO</b>	RODRIGO BASCO, INGA BARTKEVICIUTE	IS THERE ANY ROOM FOR FAMILY BUSINESS INTO EUROPEAN UNION 2020 STRATEGY? FAMILY BUSINESS AND REGIONAL PUBLIC POLICY
<b>SALMON, UDENI</b>		DOES ENTREPRENEURIAL LEARNING CONTRIBUTE TO FAMILY BUSINESS SURVIVAL IN GREATER MANCHESTER

<b>S18 / SATURDAY: 11,30-13,00 – Chair: Giuseppe Criaco</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>GROBMANN, STEFFEN</b>	ARIST VON SCHLIPPE	CONFLICTS IN FAMILY BUSINESSES
<b>MARI, ISABELLE</b>		IN PRAISE OF A GROUP-BASED APPROACH OF TRUST IN MULTIPLE FAMILY BRANCHES FAMILY FIRMS
<b>SMITH, CELINA</b>	ISABELLE ROYER	WHEN TO CALL IT A DAY? ESCALATING COMMITMENT IN FAMILY BUSINESS

<b>S19 / SATURDAY: 14,00-15,30 – Chair: Donato Iacobucci</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>AKHTER, NAVEED</b>	FRANCESCO CHIRICO, MATTIAS NORDQVIST	EXIT STRATEGIES IN FAMILY FIRM PORTFOLIOS
<b>BAUWERAERTS, JONATHAN</b>		FAMILY LEADERSHIP, BOARD ROLES, AND ENTREPRENEURIAL ORIENTATION: PERFORMANCE IMPLICATIONS IN PRIVATE FAMILY FIRMS
<b>CRIACO, GIUSEPPE</b>	MATTIAS NORDQVIST	INHERITED OWNERSHIP EFFECTS AND SPAWNS' SURVIVAL

<b>S20 / SATURDAY: 14,00-15,30 – Chair: Rodrigo Basco</b>		
<b>Author</b>	<b>Co-authors</b>	<b>Title</b>
<b>ACHTENHAGEN, LEONA</b>	ETHEL BRUNDIN	TO BREAK IT AND MAKE IT. THE MEDIA REPRESENTATION OF WOMEN ENTREPRENEURS IN FAMILY BUSINESSES IN ONE OF THE MOST GENDER-EQUAL SOCIETIES
<b>BOERS, BÖRJE</b>	TORBJÖRN LJUNGKVIST	RESILIENCE OF FAMILY BUSINESSES AND REGIONAL CULTURE
<b>CELLA, RICCARDO</b>	CARLO BAGNOLI	TERRITORIAL IDENTITY, FIRM VISION AND LONGEVITY: LESSONS FROM FOUR CENTENARIAN VENETIAN FAMILY BUSINESSES.

<b>S21 / SATURDAY: 14,00-15,30 – Chair: Udeni Salmon</b>		
<b>BAÙ, MASSIMO</b>	LUCIA NALDI, FRANCESCO CHIRICO	PARENTAL ALTRUISM. A SPECIAL HANDLING FOR THE OFFSPRING IN BUSINESS?
<b>HAAG, KAJSA</b>	LARS-GÖRAN SUND	CONTINUING THE BUSINESS AFTER FAMILY FAILURE: EVIDENCE FROM THREE POST-DIVORCE CASES IN FAMILY BUSINESSES
<b>WIRSCHING, KATHARINE</b>		FAMILY INVOLVEMENT AND FINANCIAL PERFORMANCE: A META-ANALYTICAL REVIEW OF THE LITERATURE