

# THE GEARS



OF NEXT-GENERATIONS  
DRIVING FAMILY BUSINESS  
RENEWAL AND ENDURANCE

# LEGACIES

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CONFERENCE PROCEEDINGS

ifera 2022  
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*Edited by:*  
*Maria C. Lopez Fernandez*  
*José C. Casillas*  
*Unai Arzubiaga*

# Welcome to IFERA 2022

We are happy to welcome you to the IFERA 2022 Annual Conference.

Despite the whole world continue to face a very complex situation, the show must go on. As the family firms around the world are doing, we have to overcome the fear of covid and war and, from the prudence, recover day-to-day activities.

We all are looking to be together again. To be able of talking, discussing, and networking. To share our research results and to hear the feedback of the IFERA community. The best evidence are the 203 accepted papers (a number not so far from the 238 received in 2020, one of the biggest in IFERA history). They are the best demonstration of the desire to resume normal activity.

About 230 people will visit Santander (Spain) for the different sessions. IFERA2022 will start with the Doctoral Consortium and the Paper Development Workshop in June 21. We have invited three prestigious keynote speakers (Cristina Cruz, Roy Suddaby and Bill Schulze) and this year we have included panel and special sessions in the three days of the Conference (June 22-24) that will complement the paper sessions. The social events will be also in June 22-24 with a renovated schedule. All these changes are the result of the learning of the previous editions, and we hope that help to make Santander 2022 an unforgettable scientific and human experience.

We invite you to be part of this experience.

Welcome to the Conference of the reencounter!

**The IFERA 2022 Program Chairs**

*María Concepción López-Fernández, Unai Arzubiaga, and José C. Casillas.*

# Conference Submissions, Chairs and Speakers

## SUBMISSIONS:

Full Papers: 95

Work in Progress: 73

Doctoral Consortium: 20

Summer School: 19

PDW: 9

## PAPERS INCLUDED IN THE PROGRAM:

Full Papers: 93

Work in Progress: 70

Doctoral Consortium: 20

Summer School: 19

PDW: 9

## SUBMISSIONS AUTHORS:

Number: 535

Countries represented: 42

## Submissions Country Distribution

Country	Number	Country	Number	Country	Number
Spain	93	Malaysia	8	Iceland	2
Germany	83	Colombia	7	Monaco	2
Italy	64	Netherlands	7	Norway	2
Belgium	56	Canada	6	Ukraine	2
United States	30	Czech Republic	6	Chile	1
Austria	19	Morocco	6	China	1
France	17	Cyprus	5	Ecuador	1
United Kingdom	17	Portugal	5	Finland	1
Ireland	15	Japan	4	Hong Kong	1
Sweden	15	Taiwan	4	Indonesia	1
Switzerland	13	Denmark	3	Luxembourg	1
Argentina	9	Mexico	3	Nepal	1
India	9	Singapore	3	Saudi Arabia	1
Australia	8	Hungary	2	United Arab Emirates	1

**REVIEWERS:**

Number: 141

**SESSIONS:**

3 Keynotes

31 Full Paper discussion sessions

18 Work in Progress discussion sessions

3 Plenary sessions

1 Paper Development Workshop

1 Doctoral Consortium

1 Summer School

4 Social events

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**Program Co-chairs:** Unai Arzubiaga, University of the Basque Country (UPV/EHU) and José C. Casillas, University of Seville

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Ilustre Colegio de Economistas de Cantabria.

Santander Convention Bureau. Ciudad de Santander. Santander destino inteligente.

**Thank you to all the tutors and coordinators of the Summer School, the Paper Development Workshop and the Doctoral Consortium for their outstanding contribution to our Research Development initiatives.**

# IFERA 2022 Awards

## **Award categories:**

- Best Conference Paper (Sponsored by Seidman School of Business. Gran Valley State University)
- Best Paper on Conference Theme (Sponsored by STEP Project)
- Best Papers Contribution to Practice (Sponsored by Wittener Institut für Familienunternehmen - WIFU. Witten/Herdecke University)
- Best Paper in Entrepreneurship (Sponsored by CYFE - Center for Young and Family Enterprise. Università degli Studi di Bergamo)
- Best Reviewer (Sponsored by IFERA)

## **Award nominations:**

### **Best Conference Paper (Sponsored by Seidman School of Business. Gran Valley State University)**

Nominated papers:

- Exploring Say-on-Pay Effectiveness in Listed Family Firms. Samuel Baixauli Soler, Gabriel Lozano-Reina, Gregorio Sánchez-Marín.
- Welcome or not? A mixed methods study on artificial intelligence technologies in family-influenced firms. Jonas Soluk, Ivan Miroshnychenko, Satish Nambisan.
- What Shapes a Family Constitution Towards a Role or Another? Analysing Drivers under the Regulatory Focus Theory. Raphaëlle Mattart, Fabrice Pirnay.
- A subjective state of mind; examining the role of the psychological contract, emotions and human resource management in employment relationships in family firms. Olivia O'Leary; Linda Murphy; Ultan Sherman; Stavroula Leka.
- The Family Business Paradox: How Family Business Groups Create Wealth and Inequality. Luciana Lima.

### **Best Paper on Conference Theme (Sponsored by STEP Project)**

Nominated papers:

- Owners as Strategists - Four Types of Strategist Identity of Owner-Manager in Family Business. Constantin Zeif, Christina Hoon.
- Generativity in Entrepreneurs: The Role of Agentic and Communal Motivations in Legacy Creation. Matthew Fox, Jessica Paek; Katrin Burmesister-Lamp; Kimberly Wade-Benzoni.
- Navigating Treacherous Transitions: How Successor Commitment is Developed (and Stifled) in Family Firms. Roland Kidwell, John Cater; Marilyn Young.
- Managerial Capabilities and Strategic Renewal during the COVID-19 Crisis: A Generational View. Wunnam Basit Issah, Muhammad Anwar, Thomas Clauss, Sascha Kraus,



## **Best Paper Contribution to Practice (Sponsored by Wittener Institut für Familienunternehmen - WIFU. Witten/Herdecke University)**

Nominated papers:

- How Can Board's Characteristics Boost the Internationalization of Family SMEs?. Claudia Pongelli, Antonio Majocchi, Jonathan Bauweraerts, Matteo Caroli, Salvatore Sciascia, Alain Verbeke.
- Choosing when to go undercover—how employees initiate and drive organizational change in family firms. Jana hermlle-Boersig; Nadine Kammerlander; Matthias Waldkirch.
- Ownership Succession Intentions Affecting Earnings Management in Private Family Firms. Ine Umans, Maarten Corten.
- Conflict Origin and Management Mechanisms in Family Firms. Marco Mismetti. Cristina Bettinelli, Alfredo De Massis.
- Governing the Business Family: A Matter of Fit. Claudia Astrachan, Isabel Botero.

## **Best Entrepreneurship in Family Business Paper (Sponsored by CYFE - Center for Young and Family Enterprise. Università degli Studi di Bergamo)**

Nominated papers:

- "Same Same but Different": Addressing Business Family Heterogeneity in Next Generation Founding Behaviors and New Venture Outcomes. Miriam Foerch; Dinah Isabel Spitzley; Reinhard Pruegl.
- Share Pledging, Family Businesses, and Entrepreneurship in Emerging Economies. Nandil Bathia; Nupur Pavan Bang, Sougata Ray, Kavil Ramachandran.
- Family new venture creation: The impact of external enablement characteristics on entrepreneurs' decision to involve family members in new venture creation. Jiyoun Kim.
- Continuing a Family Tradition as a Motive for Business: Effect on Expectation for Growth. Mahsa Samsani, Nuria Calvo, Maria Isabel Neira Gómez, Thomas Schott

## **Best Reviewer Award (Sponsored by IFERA)**

Nominated reviewers:

- Herman Frank
- Ivan Miroshnychenko
- Johan Karlsson
- Ignacio Requejo
- Ine Umans

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# **Boards and family councils in family firms**

## How Can Board's Characteristics Boost the Internationalization of Family SMEs?

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Friday, 24th June - 16:30: (ROOM 14) - Full Papers (FP)

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Extant research has identified Board of directors' characteristics as an important catalyst for firm-level internationalization. However, family SMEs often do not have a particularly 'professionalized' Board. Building upon a transaction cost theory (TCT) lens, and the related concept of bifurcation bias (BB), we investigate how Board professionalization represents a critical economizing mechanism for family SMEs. We show how it can facilitate strategic decision-making to internationalize. Our analysis of survey data from 328 Belgian family SMEs demonstrates that Board diversity, Board experience and the intensity of Board activities, all positively contribute to internationalization, especially (and perhaps paradoxically) when the family SME has a family member as CEO.