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## STEP Newsletter Vol 4, Issue 1

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March 2012

Volume 4, Issue 1

**Newsletter  
highlights:**

- Montreal Meeting update
- Recent Publications
- STEP Accomplishments
- Meet NA Affiliates
- Call for Proposals
- Publishing Opportunities
- Upcoming Events
- New STEP Global Board members
- Connect with STEP

## Volume 4, Issue 1

*Welcome STEP scholars and friends to the latest issue of STEPout! STEP is off and running in 2012! Looking ahead, we have two Academic meetings planned in May 2012, one in Montreal and the other in Jönköping. We look forward to a busy fall with three Regional Summits planned for scholars to share their research/findings and collaborate with their family groups/businesses. We continue to add to our list of STEP related publications -- with a new Elgar STEP Global book series in the works and a Special Issue of the Case Research Journal for family business cases!*

*We would like to thank the Colombian and Thailand teams who are busy translating our STEP Global Booklet publication into Spanish and Thai for their upcoming Summits this fall. These translated Booklets will be available for all on our website once completed.*

*There is much more to talk about in this Spring 2012 Issue! See what we are up to and the exciting happenings that are coming up with STEP!*

### Montreal Meetings Update

The planning for the upcoming **Academic Meeting for STEP scholars** at Concordia University, Montreal on **May 10-11, 2012** is well under way! **Matt Allen, Carole Howorth, Leilanie Mohd Nor, Patricia Monteferrante, Aramis Rodriguez and Pramodita Sharma** are serving on the planning committee to coordinate this globally attended meeting - with scholars from all four regions attending and presenting cases. One of the many highlights of this event will be rich discussions on each case and to disseminate findings via book chapters, journal articles and teaching cases. We will have a designated Discussant who will have read the case closely and share reactions.

The STEP meetings are being held prior to the 2012 [FERC](#) event on May 11-13, 2012, at Concordia, Montreal. We hope that many STEP scholars will have the opportunity to attend these fantastic and rewarding events.

For more information please contact  
[step@babson.edu](mailto:step@babson.edu)



## Recent Publications Using STEP Data

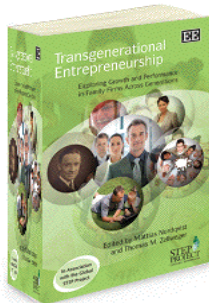
*Family Business Review* has recently been filled with publications using STEP data!

- **Chirico, Francesco, Gianluca Colombo, Edoardo Mollona, and Mattias Nordqvist.** ["Simulating Dynamic Capabilities and Value Creation in Family Firms: Is Paternalism an 'Asset' or a 'Liability'?"](#) *Family Business Review* (2011).
- **Craig, Justin B. and Carlo Salvato.** ["The Distinctiveness, Design, and Direction of Family Business Research: Insights From Management Luminaries."](#) *Family Business Review* (2011).
- **Minichilli, Alessandro, Raffaella Piccarreta, and Carlo Salvato.** ["Faster Route to the CEO Suite: Nepotism or Managerial Proficiency?"](#) *Family Business Review* (2011).
- **Au, Kevin, Ho Kwong Kwan, and Victor P. Lau.** ["Effects of Family-to-Work Conflict on Business Owners: The Role of Family Business."](#) *Family Business Review* (2011).
- **Dawson, Alexandra and Daniel Hjorth.** ["Advancing Family Business Research Through Narrative Analysis."](#) *Family Business Review* (2011).
- **Dehlen, Tobias and Thomas M. Zellweger.** ["Value Is in the Eye of the Owner: Affect Infusion and Socioemotional Wealth Among Family Firm Owners."](#) *Family Business Review* (2011).

### Dissertations using STEP Data

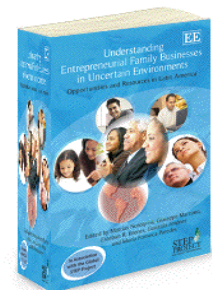
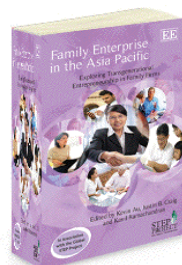
- **Laakkonen, Anne.** "Construction of the Entrepreneurial Identity in the Family Business Context: A Cross-Cultural Study." University of Jyväskylä, Finland, 2012.
- **Sieger, Philipp:** ["Long-term Success of Family Firms: Investigating Specific Aspects of Firm-level Entrepreneurship and Individual-level Antecedents."](#) Universität St.Gallen, Thesis. St.Gallen: Niedermann Druck, 2011.

## Now Available: Elgar STEP Book Series



[Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations](#)

[Family Enterprise in the Asia Pacific: Exploring Transgenerational Entrepreneurship in Family Firms.](#)



[Understanding Entrepreneurial Family Businesses in Uncertain Environments: Opportunities and Research in Latin America](#)

## Celebrating STEP Accomplishments

In 2007, FFI Fellow Joe Goodman generously sponsored a research project entitled the FFI/Goodman Study on Longevity in Family Firms. Four STEP scholars – **Robert Nason** (then at Babson College), **Mattias Nordqvist** (Jönköping International Business School) and **Thomas Zellweger** (University of St. Gallen) – undertook the project by revisiting and reviewing a classic, often quoted, study conducted by John Ward in 1987. As Professor Ward himself noted, this 25-year old study has several limitations.

As the four researchers were making a new conceptual approach to the issue of longevity, they started by developing a survey after seeking expert advice from a variety of sources, including senior US-based STEP scholars **Tom Lumpkin** (Syracuse University), **Candy Brush**, **Tim Habbershon** and **Elaine Allen** (all from Babson College).

A final report was presented at the FFI annual conference in Chicago in 2010. Since then an article, [From Longevity of Firms to Transgenerational Entrepreneurship of Families: Introducing Family Entrepreneurial Orientation](#), published in *FBR* in 2011, was written summarizing and discussing the results. At the 2011 FFI annual conference in Boston, the results were also presented to the FFI Family Enterprise Advisory Committee. Reactions to the study, which are just beginning, have been positive about a new paradigm for understanding longevity in family firms.

A more in-depth article on the study from can be [found here](#) from Family Business Magazine.

### SAVE THE DATE: 14-16 November 2013 ~ 2<sup>nd</sup> STEP GLOBAL SUMMIT ~ Engaging, Inspiring, and Classic Sessions



- Where do we go from here? - evolution models- future of the family business
- Family Business vs. quoted companies with disperse ownership: a different way of understanding businesses
- Family strategies to creating, maintaining and sharing value
- Family Business entrepreneurship around the globe: cultural differences
- Entrepreneurial leaders vs. family leaders: are they the same; how to support each other
- Followers: supporting entrepreneurial leaders from the back office
- How families harvest entrepreneurial mindsets
- Family business entrepreneurship and social entrepreneurship: a different kind of CSR

• • •  
***We are pleased to announce two new  
STEP case  
contributions so far in 2012!***

**Lancaster University Management School**  
(Lancaster, UK) with a case about a family-  
owned line of hotels

**Inter American University** (Puerto Rico) with  
a case on a fresh fruits and vegetables  
producer.

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### **IMPORTANT REMINDERS!**

- *STEP Agreements due March 31, 2012!*
- *ANNUAL STEP CASES DUE June 30, 2012!*

We introduced our new North American affiliates in Volume 3, Issue 2 of STEPout. Since then, **Utah State University** and the **University of Vermont** have assembled two remarkable teams that are profiled below. Thank you and welcome!

## Utah State University

Logan, Utah, USA



**Jim Davis** is a Professor and Department Head of Management at the Jon M. Huntsman School of Business. Dr. Davis was an Associate Professor and the John F. O'Shaughnessy Professor in Family Business at the University of Notre Dame. His research

interests and publications are in the areas of corporate governance, strategic decision-making, trust, stewardship and social capital.



**Michael J. Glauser** is the Executive Director of the Center for Entrepreneurial Excellence in the Jon M. Huntsman School of Business. He is the founder and former CEO of Golden Swirl Management Company and of Northern Lights. Both companies were sold to CoolBrands

International, a world leader in the frozen foods industry. Mike has held

faculty positions at the University of North Carolina, the University of Petroleum & Minerals and Westminster College. He has published numerous articles in magazines and professional journals, and two books on entrepreneurship.



**David Herrmann** is a Senior Lecturer in the Management Department in the Jon M. Huntsman School of Business, where he teaches courses on management and strategy. His research areas include management and entrepreneurship.



**Daniel V. Holland** is an Assistant Professor of Entrepreneurship in the Huntsman School of Business. He teaches a variety of classes in entrepreneurship, strategy, and management. His research centers on entrepreneurial decision-making with a particular interest in the factors that affect entrepreneurial persistence. Prior to joining academe, Dan worked for twelve years in a

variety of engineering, marketing, and management roles in the high-tech industry.



**Christopher R. Reutzel** is an Assistant Professor of Management in the Jon M. Huntsman School of Business at Utah State University. Dr. Reutzel's research interests include strategic leadership, corporate governance, entrepreneurship, and family business.



**Bradley A. Winn** holds a faculty appointment in leadership and strategy and directs the graduate HR executive program for the Jon M. Huntsman School of Business. He has held several executive positions including Assistant Commissioner for Academic Affairs (Utah State Board of Regents), Vice President (Utah Valley University), and Provost & Academic

VP (Snow College). He was elected to the Utah State House of Representatives after serving in the Governor's Office of Planning and Budget. His research focuses on entrepreneurship, transformational leadership & change, organizational virtuousness & trust, and strategic leadership competencies.

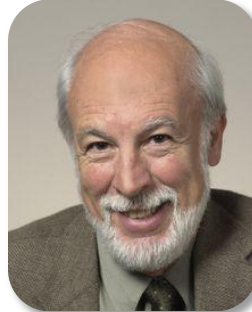
## University of Vermont

Burlington, Vermont, USA



**Rocki-Lee DeWitt** is a Professor of Management in the School of Business Administration and UVM's STEP Team Leader. An experienced academic administrator, Dr. DeWitt now focuses on her love of scholarship and teaching. Dr. DeWitt's research on strategies for downsizing, layoffs and corporate restructuring appears in premier journals. Her current

research focuses on the co-evolution of industries and family businesses with particular emphasis on land-based industries. Dr. DeWitt also serves as a consultant to family businesses, as a member of business community organizations, and a board member of Yankee Farm Credit.



**Michael Gurdon** received an honors degree in history from the University of Queensland, Australia and his Ph.D. in Industrial Relations from Cornell. His research has encompassed international employment issues, stakeholder governance, equity ownership by employees, as well as the commercialization of invention flowing from university-based

scientific discovery. Michael is a Professor of Management within the School of Business Administration.



**Barbara McIntosh** is a Professor of Management in the School of Business Administration, and her teaching and research focus on managing the changing global workforce. Strategic human resource management includes recognition of the implications of an aging workforce, managing multiple generations, emerging flexible work options, and knowledge transfer. Her

research has appeared in multiple publications and presentations, most notably for the U.S. Department of Labor and the Society for Human Resource Management. She has been recognized for this work by being named a Fellow by both the Gerontological Society of America and the Association for Gerontology in Higher Education.



**Pramodita Sharma** is the Sanders Professor of Family Business at the University of Vermont, Global Director of the STEP Project for Family Enterprising and a visiting scholar at Babson College, and the co-founder of the Family Enterprise Research Conference. Her expertise lies in entrepreneurship and family business studies, developing next generation

leaders, governance, and succession planning.



**Daniel G. Van Der Vliet** is Director of The Family Business Initiative. He is a 2001 graduate of the University of Vermont with a B.S. in Natural Resources - Recreation Management. He is a 2010 graduate of the Master of Education Interdisciplinary Studies program at the University of Vermont. As Director of the Vermont Family Business Initiative since 2003, Dann

works with owners and their successors to find solutions that work for both family and business. He teaches Leading and Managing the Family and Closely Held Business each fall semester.



**Jie J. Zhang** is an Assistant Professor of Operations Management and Information Systems at the School of Business Administration, University of Vermont. Her research interests include performance measurement system of environmental sustainability, service co-production, incentive design, and operations/marketing interrelated issues.

## Call for Proposals!

### **FAMILY BUSINESS REVIEW Special Issue March 2014 CALL FOR PAPERS**

#### ***Expanding the Temporal Dimensions of Family Enterprise Research***

Deadline: **1 October 2012**

#### **Guest Editors**

Carlo Salvato (carlo.salvato@unibocconi.it)  
Pramodita Sharma (psharma@jmsb.concordia.ca)  
Trish Reay (Trish.Reay@ualberta.ca)

[Click here](#) for complete information.

### **Global Family Enterprise Case Competition**

The University of Vermont, School of Business Administration announces the inaugural 2013 Global Family Enterprise Case Competition (FECC). STEP Global Director, **Pramodita Sharma** is organizing this first of its kind case competition. It will match undergraduate and graduate students enrolled in universities and colleges with the world's finest family business programs. Each team will consist of four student members at least one coach.

[Click here](#) for more information.

Team Registration: **30 May 2012**  
Competition: **9 – 13 January 2013**

**TO PARTICIPATE**, please send an immediate expression of interest via email to [FECC@uvm.edu](mailto:FECC@uvm.edu) or call 802-656-5897.

## Publishing Opportunities

- Family Business Review – Special Issue: [Advising Family Enterprise](#). Deadline: **31 May 2012**
- Journal of Family Business Strategy – Special Issue: [Trust and Relationship Commitment in Family Business](#). Deadline: **1 June 2012**
- Journal of International Entrepreneurship: Call for Papers for a Special Issue on the [Internationalization of Family Firms \(FSMEs\)](#). Deadline: **7 June 2012**. Publication of the Special Issue: **Early 2013**
- Management International – Special Issue: [Stakeholders in Family Business Succession: What Roles, Implications, Stakes?](#) Deadline: **30 June 2012**
- The Revue de l'Entrepreneuriat – Special Issue: [Entrepreneurship and the family businesses longevity: to face risks and misfortunes in turbulent environments](#). For more information, contact Lucie Bégin: [l.begin@em-normandie.fr](mailto:l.begin@em-normandie.fr). Deadline: **31 August 2012**
- European Journal of Work and Organizational Psychology: [Special Issue on Behavioral Issues in Family Businesses](#). Deadline: **31 August 2012**
- Family Business Review – Special Issue: [Expanding the Temporal Dimensions of Family Enterprise Research](#). Deadline: **1 October 2012**
- Family Business Review – Special Issue: [Social Issues: In the Family Enterprise](#). Deadline: **31 May 2013**

The journals and special issues in this section could make good homes for the dissemination of STEP research. Please send email to [step@babson.edu](mailto:step@babson.edu) if you have opportunities that would be good to highlight here in the future.

## Upcoming Events

### STEP Related Events

- Joint LA & NA Academic Meeting  
\*tied to FERC Conference 10 – 11 May 2012 Montreal, Canada
- European Academic Meeting  
\*tied to EIASM conference 30 - 31 May 2012 Jönköping, Sweden
- European Summit 25 – 28 October 2012 Greece
- Latin American Summit 14 – 15 November 2012 FDC, Brazil
- AP Summit 22 – 24 November 2012 Bangkok, Thailand
- [2013 Global Summit](#) 14 – 16 November 2013 ESADE, Barcelona, Spain

### **Conferences and Programs of Interest**

- [FERC](#) 11 – 13 May 2012 Montreal, Canada
- [Babson Executive Education Program](#)  
Family Entrepreneurship: Growing the Family Business Across Generations 16 May 2012 Babson College, MA
- [EIASM](#) 31 May – 2 June 2012 Jönköping International Business School, Jönköping, Sweden
- [Babson Entrepreneurship Research Conference](#) 6 – 9 June 2012 Fort Worth, TX
- [IFERA](#) 26 – 29 June 2012 Bordeaux, France
- [Academy of Management](#) 3 – 7 August 2012 Boston, MA
- [SMS](#) 2 – 9 October 2012 Prague, Czech Republic
- [FFI Conference](#) 17 – 20 October 2012 Brussels, Belgium

### **Boston and STEP in Family Business Wiki**

Boston, the home of the STEP Project, was featured in Family Business Wiki as their 2012 Family Business City of the Year. The issue also recognized Babson College as a world class university-based center for family business education, research, networking and business support. It was also noted for being the headquarters of the [Family Firm Institute \(FFI\)](#) and the [New England chapter](#) of FFI. All the contributors for this special edition of the Family Business Wiki newsletter were family business professionals from the Boston area. Paul Karofsky, the founder and CEO of the Transition Consulting Group, recognized the increasing engagement of families in family enterprise thanks to the expanded research from Babson and the STEP Project. Also, **Matt Allen** of the Babson College STEP team, reflected his experiences so far at Babson and with the STEP Project.

[Read it here!](#)





## Welcome New Global Board Members:

### Babson College



**Julio O. De Castro** is currently a Research Fellow, STEP Project at Babson College and Professor and Chair of the Dept. of Entrepreneurship at IE Business School in Madrid, Spain. Prior to that, he was the Lewis Family Distinguished Professor of Global Management and Professor of Entrepreneurship at Babson College. He also taught strategy and

entrepreneurship at Instituto de Empresa and the University of Colorado at Boulder. Professor De Castro's research examines entrepreneurial and cross-cultural aspects of firm management and strategy. His work has been in multiple scholarly publications such as the *Academy of Management Journal*, *Journal of Business Research*, *Journal of Management Studies*, and the *Journal of International Business Studies*, amongst others.

### Chinese University of Hong Kong



**Kevin Au** graduated from the Chinese University of Hong Kong with a B.B.A. and earned his Ph.D. in management/international business at the University of British Columbia. He co-founded the CUHK Center for Entrepreneurship and has been an Associate Director. He also serves as Associate Director of the MBA programme. Professor Au's

research interests are international management, entrepreneurship, family business, social network, and cross-cultural research methodology. He has published dozens of academic articles, cases, and book chapters, and served on the editorial boards of several academic journals. His edited book "Family Enterprising in Asia: Exploring Transgenerational Entrepreneurship in Family Firms" was recently published in 2011. He has provided consulting and training for the government and business corporations.

### Bocconi University



**Alfredo De Massis** is an Assistant Professor in the area of Family Business and Entrepreneurship, and the Deputy Director of the research Center for Young and Family Enterprise (CYFE) at University of Bergamo, which is working in collaboration with Bocconi University for the STEP Project. Professor De Massis' research interests include

innovation management in family firms, transgenerational entrepreneurship and behavioural issues in enterprising families, intra-family succession, family business goals and conceptual and empirical indeterminacies in family business research. Prior to his academic career, he was a management consultant for family enterprises, serving as a manager in SCS Consulting and in the Strategy service line of Accenture.

### Universidad de los Andes



**Ana Cristina González** is an Assistant Professor in the area Strategy at Universidad de los Andes School of Management, in Bogota, Colombia. Professor González's research interests include entrepreneurship, leadership and governance in family businesses. She holds a bachelor degree in Industrial

Engineering and a Master degree in Economics from Universidad de los Andes and she is a Ph.D. candidate in Management from Tulane University, in New Orleans, USA. She has been a member of the STEP project since 2006.

## Connect with us!

Check out STEP's newest social media initiatives on Facebook, Twitter, and with Babson News. STEP Project information such as research, publications and outputs from our Summits will be shared via Babson College social media accounts and Babson News. Be sure to follow!

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