The STEP Europe members gathered on 30 May 2012 in lovely Jönköping, Sweden prior to the 8th EIASM conference. Hosts Leif Melin and Ethel Brundin (JIBS, European STEP Council members) said the STEP meeting was mainly devoted to planning and designing the upcoming European Summit 25-28 October 2012 in Greece, titled “Longevity of Enterprising Families – Overcoming Critical Situations – Six Years of STEP Research.”

The members presented ideas for the Summit content, and the day ended with a program that will be finalized by different group constellations. Alexis Komselis, Alfredo De Massis and Philipp Sieger are taking charge of the co-ordination. The content and design of the program was guided with ideas for valuable teachings with interactive, engaging discussions and sessions for the families. The STEP members were also given an update by Matt Allen (Babson) about the quantitative survey.

After the STEP meetings, the STEP scholars participated in the 8th EIASM conference on Family Firm Management Research: “The Family Business: A Beauty or a Beast?” The EIASM Program Committee included Leif Melin (Chair), Anna Blombäck, Ethel Brundin, Francesco Chirico, Annika Hall, Jenny Helin and Mattias Nordqvist. (Centre for Family Enterprise and Ownership, Jönköping International Business School, Sweden). There were 60 accepted papers presented and discussed in paper sessions. The keynote speeches were delivered by STEP scholar Prof. Dr. Arist von Schlippe (Chair of Leadership and Dynamics in Family Business Witten/Herdecke University, Germany) “Taming the beautiful family-business-beast - family strategy over generations” and Cristina Cruz, (Instituto de Empresa Business School, Spain) “The yin and yang of family business: A socioemotional wealth perspective.”

Volume 4, Issue 2
Welcome STEP scholars and friends to our June 2012 issue of STEPout!

We welcome two new teams to STEP from the Netherlands and Pakistan! We are now topping over 200 scholars from all over the globe that have joined the STEP Project! STEP teams have been busy planning productive Academic Meetings and engaging Regional Summits in 2012. The Global Summit planning committee continues to organize meetings for their very special event in Barcelona for all STEP families and scholars in 2013! With all the planning going on, our exceptional scholars continue to achieve recognition and contributions of scholarly works in the family business realm. In this issue, we also explore one team’s journey with STEP and a special column sharing the importance of building family bonds within a family business. We look forward to the busy months ahead and hope you enjoy this issue!
On 10 – 11 May 2012, Concordia University in beautiful Montreal, Canada hosted a successful Global Academic Meeting with 32 STEP scholars from all four Regions at the John Molson School of Business. The meetings were held prior to the Family Enterprise Research Conference (FERC). Pramodita Sharma, STEP Global Director, shared a presentation of STEP global updates including current STEP events, publications, publishing opportunities, and quantitative survey updates.

Carole Howorth and Jacqui Jackson from Lancaster Management University, presented an in depth analysis of the Global Qualitative database, providing several findings and recommendations for the scholars.

Some key observations and discussions from the meetings:

- Role that religion presence in a family may play in the longevity of a family enterprise
- Examined looking deeper into each of the 3 circles of family, ownership and management
- The power of pausing for growth in family enterprises.
- How are long lived entrepreneurial firms using demographic factors around the world?
- Discussed Marketing: Branding/social capital w/in family or outside, and impact through relationships/relationship based themes emerged in several cases
- Considered different ways in which enterprising families are using to build strong bonds within a family.
- Succession – A topic long discussed in the literature especially when it comes to the actual process of succession. Pre-succession and post-succession topics discussed.
- Goals and Top Management Teams of family / non-family members

**Attendance**

32 Scholars from
21 Universities representing
14 countries

**Case Presentations**

3 Asia Pacific
5 North America
1 Europe
1 Latin America
Welcome New STEP Affiliates!

Windesheim University
Zwolle, Netherlands

With more than 21,500 students, thousands of other study participants and 1,769 members of staff at sites in Zwolle, Lelystad and Almere, Windesheim is one of the biggest universities of applied sciences in the Netherlands. As well as providing study opportunities, Windesheim is an important research center. The university has several thriving research institutes studying a variety of themes.

Ilse Matser is Professor of Family Business Management at Windesheim University of Applied Sciences. At the campus, based in Zwolle, the Netherlands, she is head of a new research group that is started in 2010. Ilse is also managing director of the Dutch Centre for Family Businesses, an expertise center for family firms. Her primary research interests are in the field of strategic management and governance in closely-held firms.

Judith van Helvert is a doctoral student at the chair Family Business Management at Windesheim University of Applied Science. Next to that, she works as a researcher at the Dutch Centre for Family Businesses, an expertise center for family firms. Her research focuses on strategizing and the role of governance in the strategy process in family firms.

Chantal Remery is senior researcher at the chair Family Business at Windesheim University of Applied Science and assistant professor at Utrecht University. Her research interests include gender diversity, succession and governance in family business.

Frank Bos is a researcher in the field of Family Business Management at Windesheim University of Applied Sciences. In his research, Frank focuses on entrepreneurship related topics in the family firm context. Further, Frank is a lecturer Business Administration at the Windesheim Business School.

Institute of Business Administration
Karachi, Pakistan

Established in 1955, IBA is the oldest business school outside North America. IBA’s curriculum and testing methods were developed under the guidance of scholars from the Wharton School of Finance and the University of Southern California. Over time IBA has adjusted these foundations to establish its own reputation of high standards, academic traditions, relevant and forward-thinking business education, conducive to scholarship and research. The institution’s 1600 students are encouraged to take responsibility for their own learning, to become active participants and leaders, and to apply their knowledge in real-world context.

Look for IBA scholars’ biographies in the next issue of STEPout!
STEP Scholar Spotlight and News

**FFI International Award recipient**

Established in 2000, The International Award recognizes an individual or organization for outstanding achievement in furthering the understanding of family business issues which occur between two or more countries. We are proud to announce that **Leif Melin**, the Director of the Center for Family Enterprise and Ownership and a professor at Jönköping International Business School (JIBS) received this honorable award from FFI. His latest work, “Managerial Practices in Family Owned Firms: Strategizing Actors, their Arenas and their Emotions” was recently published in a new book from Oxford University Press. ([Read more…)](Read more…)

![Leif Melin](Image)

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**Academy of Management Appointment**

**Carlo Salvato**, professor at Bocconi University, has been elected the Professional Development Workshop (PDW) Chair of the Academy of Management Entrepreneurship Division. Dr. Salvato, together with Justin Craig of Bond University, published “The Distinctiveness, Design, and Direction of Family Business Research: Insights From Management Luminaries” in the March 2012 special anniversary issue of FBR, of which he is an associate editor.

![Carlo Salvato](Image)

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**STEP Scholars to serve on Family Firm Institute (FFI) Committees!**

**Juha Kansikas**: FFI Best Dissertation Awards Committee

Each year since 1989, FFI has presented an award for the Best Dissertation on a family business topic. This year, the distinguished panel of judges includes STEP scholar Juha Kansikas! Professor Kansikas is a visiting associate professor at the Concordia University John Molson School of Business, an associate professor of entrepreneurship at the University of Jyväskylä, and adjunct professor of entrepreneurship at the University of Lapland and Brno Mendel University. He has written extensively on family business from a management perspective and also about Finnish Family Firms.

![Juha Kansikas](Image)

**Mattias Nordqvist**: FFI Best Unpublished Research Award Committee

The Best Unpublished Research Award from FFI was first given in 1989 and has included recipients from across the globe. This year, Mattias Nordqvist (Jönköping International Business School) has been selected as a member of the Best Unpublished Research Award Committee! Mattias Nordqvist is the Hamrin International Professor of Family Business and Co-Director of CeFEO at JIBS, and a two-time winner of the FFI Award for Best Unpublished Research Paper (2005, 2011).

![Mattias Nordqvist](Image)
Congratulations to our PhD candidates!

Congratulations to Ana Cristina Gonzalez from Universidad de los Andes, Colombia for successfully defending her dissertation titled “Boards of Directors and Top Management Teams: Composition and Performance in Private Family Businesses” on June 13th. Ana will graduate from the A.B. Freeman School of Business at Tulane University in New Orleans, Louisiana in August.

We also wish to congratulate Iluminada Severino from Pontificia Universidad Católica Madre y Maestra in the Dominican Republic. She will be receiving her Doctorate of Management from the University Montesquieu - Bordeaux IV, Bordeaux, France!

Family Business Wiki, April 2012

Check out Frank Hoy’s blog “How to Prepare Intrepreneurs: Entitlement Versus Abuse: “Interpreneurship.” A word coined by Ernesto Poza, author of Family Business (Cengage, 2009), now in its third edition. Poza felt a special label was needed to identify those who were not just inheriting ownership or management positions in their families’ enterprises, but who were being prepared to join as intergenerational entrepreneurs, leading the ventures to further success. (Read more…)

“As the Past President of NACRA (North American Case Research Association), I thoroughly enjoyed the format of the STEP Program in Montreal because it was so reminiscent of the format at NACRA. The participants in both organizations give such generous feedback to assist writers in developing their cases into a form that is publishable. I look forward to sharing in the database on family business that STEP is developing which should help us all uncover fresh theory on enterprises that are shared by multiple generations of a family.”

- Dr. Marlene M. Reed
Entrepreneur in Residence, Baylor University

NEW Column – Thoughts from the STEP Scholars

Building Family Bonds
Strategies enterprising families are using for building family bonds

When you are known for beautiful mountains, pristine waters and quaint villages sitting beside roads that wind through this natural bounty throughout the state of Vermont, it’s not surprising that families build and strengthen their emotional bonds with time shared skiing, sledding, hiking, boating and sailing. With the upcoming 4th of July holiday, many of these families will be found sharing stories, meals, and water play at their family cottages along the banks of Lake Champlain. Yet, still others will be hard at work, with their time away together occurring off-season. For those families whose family businesses are less tied to tourism but nevertheless have a seasonal rhythm of their own; heading for the mountains and snow once the demands of the “fifth season” have been met can be a beacon that helps retailers and those who support them stay focused during the peak season. These getaways become an element of what defines the family as a family. Celebrations for the first ride down the mountain, getting up on the water skis, or the perfectly toasted marshmallow resonate long after the momentous event, balancing out the inevitable disagreements that occur when a larger number of individuals than usual are attempting to coordinate their activities.

--Contributed by Rocki Lee DeWitt and Daniel Van Der Vliet, University of Vermont, USA, North American Region
Publishing Opportunities

**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.

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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 if you have opportunities that would be good to highlight here in the future.

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- **Management International** – Special Issue: *Stakeholders in Family Business Succession: What Roles, Implications, Stakes?* Deadline: 30 June 2012
- **International Journal of Entrepreneurship and Innovation Management (IJEIM)** – Special Issue: *Technology Strategy in Family Firms.* Deadline: 30 June 2012
- **Edward Elgar STEP Global Book Series – Volume 1: Exploring Transgenerational Entrepreneurship: The Role of Resources and Capabilities.** Deadline for papers: 1 July 2012
- **Case Research Journal** – Special Issue: *Teaching cases on family enterprise.* Deadline for cases/instructor manual: 31 July 2012
- **The Revue de l'Entrepreuriat** – 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. 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: *Social Issues: In the Family Enterprise.* Deadline: 31 May 2013

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**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](#)
Upcoming Events

**STEP Related Events**

- **LA Summit Planning Meeting** 30 Aug. – 1 Sept. 2012  
  Adolfo Ibañez School of Management  
  Miami, Florida, USA
- **European Summit** 25 – 28 October 2012  
  Crete, Greece
- **Latin American Summit** 12 – 14 November 2012  
  FDC, Brazil
- **Asia Pacific Summit** 22 – 24 November 2012  
  Bangkok, Thailand
- **2013 Global Summit** 14 – 16 November 2013  
  ESADE, Barcelona, Spain

**Conferences and Programs of Interest**

- **IFERA** 26 – 29 June 2012  
  Bordeaux, France
- **Academy of Management** 3 – 7 August 2012  
  Boston, MA, USA
- **SMS** 2 – 9 October 2012  
  Prague, Czech Republic
- **FFI Conference** 17 – 20 October 2012  
  Brussels, Belgium
- **FERC 2013** 10 – 12 May 2013  
  Viña del Mar, Chile

**Update on Latin American Summit Planning Meeting:**

The LA Summit Planning Meeting, scheduled for **31 August – 1 September**, chaired by **Teresa Roscoe**, is open to all LA teams. So far six countries have confirmed their attendance: Argentina, Brazil, Chile, Ecuador, Puerto Rico and Perú. The meeting will be held at Adolfo Ibañez School of Management, in Miami, Florida, USA.

**Update on Asia Pacific Summit Planning Meeting:**

The AP STEP Summit Planning Committee met via Skype on June 20th to discuss the upcoming AP Summit on **22 – 24 November** at **Bangkok University, Thailand**. In attendance were Veerapong Malai (Committee Chair, Bangkok University, Thailand), Allan Cohen (Babson College, USA), Chung Hsi Mei (National Sun Yat Sen, Taiwan), Leilanie Mohd Nor (UNIRAZAK, Malaysia), and K. Ramachandran (ISB, India).

**SAVE THE DATES!**

25 – 28 October 2012, Greece  
**European Summit**

12 – 14 November 2012, Brazil  
**Latin American Summit**

22 – 24 November 2012, Thailand  
**Asia Pacific Summit**

**Attending Academy of Management?**  
**STEP scholars contact Val Duffy (vduffy@babson.edu) for more information about a STEP social gathering!**
WE BEGIN OUR JOURNEY: I was given a big white envelope by Prof. Datuk Dr. Md Zabid, the President and Vice Chancellor of UNIRAZAK. Inside it was a cut-out from a major newspaper on the Li Ka Shing family and its business empire in Hong Kong. A small post-it was pasted on the right hand corner of the article, “Here’s what I found on board my flight”. Barely a month after that, I was on a flight to Hong Kong to attend as an observer at the Asia Pacific STEP Summit hosted by the Chinese University of Hong Kong. That was in November 2008, when I was hurled into a sea of information on Family Business, presented by some of the most respected scholars in this field. Soon after, the Global STEP Project Manager at that time, Robert Nason, started to brief me on some administrative matters and guidelines to conduct the STEP research for Malaysia.

WE ARE OFF AND RUNNING! I had to quickly form a team. Mohar Yusof, Roland Xavier and Dewi Amat Sapuan came on board as the initial STEP National Team for Malaysia. Our first STEP family, the Lob family was presented at the Asia Pacific STEP Summit 2009 in Seoul, Korea, followed by the Yaacub family in 2010, where were presented these 2 families at the Global STEP Summit 2010 in Boston, USA. And in 2011, we introduced another family at the Asia Pacific STEP Summit in Kaohsiung, Taiwan. This year, we are in the midst of recruiting two more families to the STEP project.

VALUE FOR UNIRAZAK: UNIRAZAK’s involvement in the STEP project has put us as the point of reference in the field of family business in Malaysia. We have had several phones calls and emails from doctoral students from other Malaysian universities, seeking our advice in assisting them with their doctoral research. We have also been invited to speak at seminars on the issues and challenges on Family Business.

For UNIRAZAK, the STEP team is continuously looking at the courses we offer and finding ways to incorporate the Family Business module into selected courses. On top of that, the team has also started writing cases using the STEP data to add richness to our classroom discussions.

EXCITING CHALLENGES AHEAD: The year 2012 brings so many more goals for the STEP Malaysia National Team to achieve. On a national level, we are planning for nationwide research to understand the Family Business landscape in Malaysia. However, on a much smaller scale, but certainly a bigger advantage to the scholarship of Family Business, we have streamlined the team’s key research areas by looking at the needs of our STEP family cases and what is the hot topic to do research on globally.

As the team leader, I understand that our objective is to create impact through research and publication. And in achieving that, we understand that there is so much more that needs to be done locally, and for us to create that impact globally. In addition, as a rather young group of scholars (young in experience, not by age), we felt that it was best to find our individual niche and collaborate with those from our regional and global STEP teams with similar key research areas. Today, our team includes 2 more scholars, Mohd Hanif Mohd Helmee and Noorseha Ayob.

SCHOLARSHIP and GUIDANCE FROM STEP: Through what we have seen, read, learned and gained from our STEP network, and our participation in the various regional summits and meetings, in bringing scholars and families together, we realized that it was not just us who have gained from this project, but our STEP families, too. Our STEP families have expressed their appreciation and how this project is beneficial to them as it has given them a greater understanding of the dynamics of family business, and of their own business.

What we, at UNIRAZAK have gained in the past 3 years could not have been achieved if it was not with the tremendous support and leadership of the STEP Executive team, who had guided and encouraged us to further challenge ourselves. We also have benefitted with working with so many other talented scholars and we get first hand exposure to their works and what’s coming up next. We look forward to the inspiring encouragement and the new insights in the years ahead!
Looking for a Good Read?

**Check out this article**
related to family enterprise and entrepreneurship!

**STEP Global Booklet in Spanish!**
A special thank you to the Universidad de los Andes team in Colombia for their Spanish translation of the STEP Global Booklet, Volume 1. Click on the link below to view it!
Folleto mundial de STEP. Volumen 1: Hallazgos prácticos, basados en evidencia para familias empresarias

New STEP Cases!

- Sun Yat-sen University (P.R. China) submitted a case about sports products, apparel, and footwear.
- Jönköping International Business School (Sweden) with a case about a brewery!

### 8th Family Enterprise Research Conference (FERC)
Concordia University & McGill-HEC Montréal, Canada | 11 – 13 May 2012

**Congratulations to the award-winning STEP scholars!**

1st place Best Paper, Doctoral Award: Josip Kotlar & Alfredo De Massis (University of Bergamo)
3rd place Best Paper: Alexandra Dawson (Concordia University), Pramodita Sharma (University of Vermont), Gregory Irving (Wilfrid Laurier University), Joel Marcus (Wilfrid Laurier University) & Francesco Chirico (Jönköping International Business School)
FOBI scholarships: Leif Melin & Ethel Brundin (Jönköping International Business School); Robert Nason, David Gras, G.T. Lumpkin (Syracuse University)

Panel Discussions: This year’s panels were filled with STEP scholars representing different organizations. On one panel, Justin Craig and Ken Moores from Bond University presented for “The Asia-Pacific and North American view,” along with Frank Hoy (Worcester Polytechnic Institute) and Pramodita Sharma (Concordia University). Another panel discussed “The European View” and was presented by Alain Bloch (HEC Paris), Leif Melin (Jönköping University), and Guido Corbetta (Bocconi University).

**CeFEO (Centre for Family Enterprise and Ownership)** at Jönköping International Business School, Jönköping, Sweden, is recruiting up to three doctoral students in Business Administration with a focus on family business and/or ownership and corporate governance issues. CeFEO is an internationally leading research center for family business and ownership issues. If you or someone you know may be interested, please view the following link:

CeFEO PhD Student Recruitment

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