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STEP Newsletter, Vol. 5, Issue 3

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This is such an exciting time for the STEP Project! First, we have reached a significant milestone as we launched the STEP Quantitative Survey for family businesses in English on September 30! This enormous undertaking would not have been possible without the thoughtful guidance and leadership of our STEP scholars. We look forward to your continued enthusiasm and support as you enlist families to participate in this first of its kind collection of data, exploring entrepreneurial behaviors of family firms.

At the same time, the dedicated STEP Global Summit planning committee, led by the ESADE STEP scholars, continue to move forward coordinating a truly world class event in Barcelona. This unique forum is designed to bring together STEP families and scholars of prominent leaders in the family business realm, from four regions of the world. We will kick off the Summit on 14 – 16 November 2013! This event is an opportunity that only occurs every three years and is not to be missed by STEP scholars and families! Please register today---space is limited!

**STEP Project Milestone ~ Quantitative Survey for Family Business is Launched!**

On September 30, 2013, the Global STEP Project launched the first of its kind survey to explore transgenerational entrepreneurship practices in family businesses. Forty-two leading universities from around the world will be jointly investigating the impact of entrepreneurial attitudes and resources on performance and continuity in business families over time. Congratulations to the STEP community!

**NEW STEP Survey Administrator:** We are thrilled to announce the newly hired STEP Survey Administrator, Darlene Boylan! Darlene is a member of the STEP Global office and liaison between the survey team leaders and the survey vendor. She has quickly jumped on board and is ready to answer any questions you may have about the Survey process and protocol. She can be reached at STEPsurvey@babson.edu.

**Next Steps:**
- Survey team leaders should have received an email to access the online survey
- Each survey team leader should familiarize him or herself with the survey instrument
- Each team regardless of their survey language can begin the family business nomination process online.
- Teams should begin reaching out to their 20+ potential survey families

Please see updates on the Survey FAQs on STEP website!

**New AP Leadership Member**

We are excited to announce that Dr. Pinkaeo Krairoek (Associate Dean for Academic and Research – Business School, Bangkok University) will be joining the Asia Pacific Leadership Council (APLC). As a researcher, Dr. Krairoek has worked with Dr. Veerapong for developing STEP case studies in Thailand. Welcome aboard!
STEP Global Summit Updates

THIS JUST IN! We are honored to announce two fantastic Keynote Speakers for the STEP Summit!

- **Opening Key Note:** **JESÚS CASADO NAVARRO-RUBIO**, SECRETARY GENERAL OF EUROPEAN FAMILY BUSINESS.
  Former member of the Board of the Family Business Network (FBN).

- **Closing Key Note:** **DR. JÖRG MITTELSTEN SCHEID**, VORWERK & CO. KG, WUPPERTAL, Chairman of the Supervisory Board.
  Former director of Institutional Relations Instituto de la Empresa Familiar (IEF, Spain).

**REGISTRATION IS OPEN!** Attention STEP teams and STEP families! Less than 5 weeks left to register! Capacity is limited and spots are filling up quickly! If you have trouble registering, please contact **Maria José Parada** at ESADE.

**VISA REQUIREMENTS:** Please prepare in advance for visa issues from your country to Barcelona. Some countries may need more than a month to provide the Schengen visa.

**MORE UPDATES!** **PRE-SUMMIT Meetings for STEP Board members (13 November) and all Academics (14 November)**! This is a fantastic opportunity for STEP Academics from 4 regions, to work side by side and enjoy thought provoking dialogue from STEP colleagues while in Barcelona! See brief agenda below --more details will follow.

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**Pre-Summit Program and Summit Agenda**

**Wednesday, 13 November 2013**
- **STEP Global Board members** only will convene for an all-day meeting in Barcelona.
- **STEP Dinner** will follow ~ open to all STEP academics!

**Thursday, 14 November 2013**
- **STEP Academic Meeting** planned for all STEP scholars to attend! Program to be announced.

**Thursday evening – Summit Welcome dinner**
- The STEP Global Summit officially kicks off with a **Welcome Dinner** for all STEP academics and families!

**Friday and Saturday, 15-16 November 2013**
- Summit meetings and learning sessions commence.

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Our gratitude to the many STEP scholars working hard to make this an amazing event for our beloved STEP families and colleagues!

**STEP Summit Planning committee**
- Alberto Gimeno, ESADE, SPAIN
- Maria Jose Parada, ESADE SPAIN
- Allan Cohen, Babson College, USA
- Ana Cristina Gonzalez, UVM, Colombia
- Rocki Lee DeWitt, UVM, USA
- Leilanie Mohd Nor, UNIRAZAK, Malaysia
- Leif Melin, JIBS, Sweden
- Pramodita Sharma, Babson/UVM, USA
- Val Duffy, Babson College
- Andrea Calabrò, Witten Herdecke, Germany

Please visit the [STEP Global Summit](#) website for updates!

**QUESTIONS?**
- Alberto Gimeno
  alberto.gimeno@esade.edu
- Maria José Parada
  mariajose.parada@esade.edu
STEP Scholar Spotlight and News

Dublin City University ~ Centre for Family Business

We are happy to announce that the Centre for Family Business at DCU, Ireland, has launched under the guidance and leadership of STEP scholar Dr. Eric Clinton. So far, there are six faculty, two PhD students, and one Masters student working in the Centre. The official launch is October 10, 2013 from 11-1pm in the Helix. Special guests in attendance include An Taoiseach (Irish Prime Minister) Enda Kenny, DCU President Brian MacCraith, DCU Chancellor Dr. Martin McAleese, DCU Business School Dean Dr. Anne Sinnott, and Professor Justin Craig (Northeastern University). Congratulations! Please contact Eric for more details at eric.clinton@dcu.ie.

Chinese University of Hong Kong is recipient of FFI International Award!

The FFI 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. Founded in 1963, The Chinese University of Hong Kong (CUHK) is a comprehensive research university with a global vision and a mission to combine tradition with modernity, and bring together China and the West. The Center for Family Business was established by The Asia-Pacific Institute of Business (APIB) at CUHK in 2012. The center serves as a major driver of family business activities in Hong Kong and the Asia-Pacific region. CUHK has collaborated with FFI to deliver its certificate programs for the past three years. Kevin Au, assistant professor at the university's Asian-Pacific School of Business, sits on the FFI board of directors.

2013 FBR’s Best Reviewer Awards

The winners are chosen from all the FBR reviewers in the past 12 months. They are considered based on the action editor’s rating of the review for its timeliness and quality of comments, and if a reviewer has received “Outstanding Review” rating from at least two different action editors. Congratulations to Matt Allen of Babson College, USA! Matt was one of only ten to receive an Excellent Reviewer Award. The award presentation will be done at the Annual Conference of FFI in San Diego, California, USA, held October 16-19, 2013.

The SAGE Handbook of Family Business

This handbook captures the conceptual map and state-of-the-art thinking on family business – an area experiencing rapid global growth in research and education over the last three decades. It reflects on the development and current status of family enterprise research in terms of applied theories, methods, topics investigated, and perspectives on the field’s future. The book is edited by Leif Melin (JIBS, Sweden), Mattias Nordqvist (JIBS, Sweden) and Pramodita Sharma (UVM, USA), with contributions from the most prominent scholars in the field. Order your copy now and save 30%! Please click here for more details and discounts.

See what reviewers of leading scholars of management had to say!
Upcoming Events

**STEP Related Events**

- **Pre-Summit BOARD Meeting** 13 November 2013  ESADE, Barcelona, Spain
- **Pre-Summit ALL STEP ACADEMICS Meeting** 14 November 2013  ESADE, Barcelona, Spain
- **STEP Global Summit** 14 – 16 November 2013  ESADE, Barcelona, Spain
- **2014 STEP Global Academic Meeting (prior to FERC event)** 5 June 2014  OSU, Portland, Oregon, USA

**Conferences and Programs of Interest**

- **FFI Global Conference** 16 – 19 October 2013  San Diego, California, USA
- **FERC 2014** 6 – 8 June 2014  Portland, Oregon, USA
- **Diana International Research Conference** 15 – 17 June 2014  Stockholm, Sweden
- **IFERA 2014** 24 – 27 June 2014  Lappeenranta, Finland
- **Annual AOM Meeting** 1 – 5 August 2014  Philadelphia, Pennsylvania, USA

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**2014 Global Family Enterprise Case Competition**

*University of Vermont – Burlington, Vermont, USA -- January 8-11, 2014*

Twelve of the twenty-three confirmed teams for the **2014 Family Enterprise Case Competition at University of Vermont** (USA) are from STEP affiliates! Registration is officially closed, but there is a wait-list – [Click here](#) for details and email Dann Van Der Vliet at daniel.vdv@uvm.edu.

**Case Writing Competition – Call for Cases:** The deadline for the call for cases has been extended to **October 30, 2013.** Award for each selected case is USD1500!

**STEP teams competing in FECC:**

<table>
<thead>
<tr>
<th>Universidad de San Andres</th>
<th>Università Commerciale L. Bocconi</th>
<th>Jönköping International Business School</th>
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<tbody>
<tr>
<td>Buenos Aires, Argentina</td>
<td>Milano, Italy</td>
<td>Jönköping, Sweden</td>
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<tr>
<td>John Molson School of Business, Concordia University Montreal, Canada</td>
<td>Windesheim University of Applied Sciences Windesheim, Netherlands</td>
<td>Babson College Boston, Massachusetts, USA</td>
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<tr>
<td>Dalhousie University Halifax, Canada</td>
<td>Universiti Tun Abdul Razak Kuala Lumpur, Malaysia</td>
<td>Stetson University Deland, Florida, USA</td>
</tr>
<tr>
<td>Universidad de los Andes School of Management Bogota, Colombia</td>
<td>ESADE Business School Barcelona, Spain</td>
<td>University of Vermont Burlington, Vermont, USA</td>
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**JUDGING OPPORTUNITY:** Would you like to serve on a judging panel for **FECC 2014**? Students will be assigned cases focused on family enterprise issues to read, analyze, and develop a recommendation and supporting presentation in a limited time frame. Members of the judging panel will listen to these presentations, ask questions, and evaluate the student teams’ presentation and ability to handle questions. Not only will you come away with ideas about how to strengthen your own students’ capabilities, you’ll have an opportunity to interact with other judges and family business experts. At the event, you will be provided with clear judging criteria and some training in case competition evaluation. If interested, please email Pramodita Sharma at psharma@bsad.uvm.edu.
Publishing Opportunities

- **STEP SCHOLARS! The Global STEP Booklet: Volume II**, STEP scholars indicating interest by immediately contacting Mohar Yusof (UNIRAZAK) at mohar@unirazak.edu.my

- University of Vermont 2nd Annual Family Enterprise Case Competition Call For Cases. Deadline: 30 October 2013

- Academy of Management Learning & Education (AMLE): Call for the Essays, Dialogues, & Interviews (EDI) section on “Questions Business Schools Don’t Ask…” Submissions accepted: 1 February – 1 June 2014


Job Opportunities

**University of Vermont, School of Business Administration**

UVM invites applications for appointment to the newly created Steven Grossman Endowed Chair of Entrepreneurship (associate / full levels). Review of applications have begun and will continue until the position is filled. Please direct inquiries to Rocki-Lee DeWitt at (802) 238-0247 or Rocki.DeWitt@uvm.edu. In addition, UVM is also hiring:

- Steven Grossman Endowed Chair in Finance (associate / full professor levels)
- Steven Grossman Endowed Chair of Sustainable Business (associate / full levels)
- Assistant / Associate Professor in Global / International Business

[Click here for detailed position descriptions.]

**Mississippi State University, College of Business**

There are job openings for a full-time tenure-track position in management teaching undergraduate or graduate courses in one of the following areas: Entrepreneurship/Family Business, Strategic Management, and/or HRM. Start date is August 2014. [Click here](#) for job requirements, additional details, contact information, and how to apply.

Please send inquiries to Dr. Tim Barnett.

**Dalhousie University, Rowe School of Business**

Centre for Family Business and Regional Prosperity

Lecturer, Assistant Professor or Associate Professor of Family Business

All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority. The competition will remain open until the position is filled. [Click here for more details.](#)
In the year 2007, Waseda University celebrated the 125th anniversary of its founding by Shigenobu Okuma, scholar and government leader. Thinking about stream of time of Japanese long history, 125 years have been just a short period of time. However, from the perspective of universities' history, Waseda is one of the oldest private universities in Japan. After many years, Waseda was brought up as one of Japan's top private, co-educational institutions of higher learning. We have 13 undergraduate schools and 21 graduate/professional graduate schools; enrollment number is about 54,000, which is the second highest number among all universities in Japan.

Waseda's research and education are expanding through Asia and the rest of the world. Waseda's flagship project, 'Co-creation of academic excellence', has been leading the world with its advanced research and wide contribution to society. Having built powerful networks with many institutions of higher learning in Asia, Waseda is strongly positioned to foster advanced joint research and exchange, with its role constantly expanding as we plunge into the "Age of Asia". For budding business executives, the European Union commissioned Waseda to organize the Executive Training Programme Japan (ETP-J), which consists of specialized, high-level business and Japanese-language classes taught by the faculty of Social Sciences and the Graduate School of Commerce. Being chosen for the four-university consortium, along with the Institut des etudes politiques de Paris ("Sciences Po"), Bocconi University (Italy) and the University of London, proves the strength of Waseda’s business education, research and Japanese language teaching. This is only an example but we can tell that the numerous researchers link to us from various fields.

As for STEP AP Summit, Waseda University Entrepreneurial Research Unit (WERU), which belongs to Waseda Business School, will be organizing. WERU was established for the purpose of being as a hub among young entrepreneurs, supporters of entrepreneurs, researchers, and specialists, to make a profound entrepreneurship studies. Many of the faculties who teach entrepreneurship in Japan are produced from WERU. By the end of this school year, WERU will be organizing the alumni unit of Venture business managers and family business successors.

It is well known that family business companies, especially long-established stores run by the same family for some generations, called "Shinise" in Japanese, exist in large number compared to other countries.

Just recently, Tokyo was selected to host the 2020 Summer Olympics; the main stadium is located 4km from Waseda! In the final presentation by Japan, made right before the IOC voting, "Omotenashi" was featured as one topic. Omotenashi means not a simple hospitality but a service concept for which no simple translation exists. Thoughtfulness, dedication to customers' needs and meticulous attention to detail are key elements of such service. This Omotenashi spirit may be one of the keys to explain the large number of family business continuing in Japan.

It is a great honor to host the next STEP AP Summit in November 2014 here at Waseda University in Tokyo. We will do our best, of course with our Omotenashi spirit!
***Family Firm Institute Global Conference***

**San Diego 2013**

**16-19 October 2013**
San Diego, California, USA

*Register online here!*

Speakers include STEP Scholars:
- Frank Hoy
- Annie Koh
- Tom Lumpkin
- Leif Melin
- Ilse Matser
- Mattias Nordqvist
- Pramodita Sharma

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**Celebrate 10 Years of FERC!**

**FERC Dates: 6-8 June 2014**
Portland, Oregon, USA

The 2014 Family Enterprise Research Conference returns to Portland to celebrate 10 years of research progress in the family business field. The Austin Family Business Program will be hosting this popular and well established family business research conference.

**STEP SCHOLARS!** Mark your calendars! The STEP Global Academic meeting will be held prior to FERC event, on 5 June 2013. More details will follow.

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**Case Research Journal Special Issue-Family Business**

*The Case Research Journal Special Issue on Family Business*

The co-editors of the Case Research Journal Special Issue on Family Business include STEP scholars Pramodita Sharma (UVM, USA) Robert Blunden (Dalhousie University, Canada), Juan. O Riviera Algarin (Inter-American University, Puerto Rico), Justin Craig (Northeastern University, USA), and Thomas Zellweger (University of St. Gallen, Switzerland). This Family Business Special Issue is expected to be published in early 2014. We will continue to keep you updated on the progress!
Insights from Babson Guest Contributors

The MEL Index

A Tool for Assessing the Interactive Roles of the Managers, Entrepreneurs and Leaders in Creating and Sustaining Innovation

Contributed by Philip A. Dover, Associate Professor, Babson College and Udo Dierk, President, ConEdu, Germany. Co-founders of the MEL Institute.

In our long careers of working with both small and large organizations, we have repeatedly observed the challenges many companies face in concurrently operating two profoundly different types of business. On the one hand, there is the need to focus on exploiting existing capabilities for profit while, at the same time, allocating resources to explore new opportunities for growth. The decision to commence this applied multinational research project started with the a priori view that strategic and operational success depends, in large part, on the combination of skills evident in the leadership team of a firm. In particular, we became interested in the integrative impact of three types of personnel – managers, entrepreneurs and leaders – in the sustainable fortunes of the organization. Each brings different skills and capabilities to their roles which we have tentatively summarized as focusing on current complexity (Manager), focusing on change (Leader), and focusing on opportunities (Entrepreneur). A more detailed explanation of the conceptual underpinnings of our views can be found in an early Journal of Business Strategy paper.

The MEL data collected from a variety of companies in a number of contexts (size and type of company; country of origin; innovation intensity within industry, etc.), includes a number of privately-owned family businesses, many of which come from Germany. We have made some initial observations about the challenges of sustainable succession. These examples provide the tip of the iceberg into insights on the role of managers, leaders and entrepreneurs within family and other businesses. We do believe, however, that we have developed a powerful methodology that allows firms to assess and adjust the balance of personnel capabilities required to sustain innovation.

To find out more about MEL, please visit our website: www.mel-institute.com. We welcome you to contact Prof. Phil Dover, for comments, questions or how MEL can contribute to the broad applied research goals of STEP.

NEW STEP Case!

Dublin City University ~ Dublin, Ireland

One of the newest STEP teams, DCU, has submitted a research case to the STEP qualitative database! Dr. Eric Clinton and his team, studied and reported on a 4th generation family business in the tea industry in Ireland.
Looking for a Good Read?

**THIS JUST IN from Edward Elgar Publishing:**

**The Landscape of Family Business**

Clear and concise, with a focus on relationships in family business, this insightful book is both an enjoyable and informative read and will prove to be an asset to every bookshelf. Scholars, academics and family business owners and managers are sure to find The Landscape of Family Business an invaluable resource.

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**...More interesting family business reading!**

A review article on “The Internationalization of Family Firms: A Critical Review and Integrative Model” by Thilo J. Pukall and Andrea Calabrò, Witten/Herdecke University (Witten, Germany), is forthcoming in *Family Business Review* and now available in the journal’s OnlineFirst section. The article itself systematically reviews and critically examines 72 journal articles published (from 1980 to 2012) on the internationalization of family firms.

**How Does Knowledge Sharing Among Advisors From Different Disciplines Affect the Quality of the Services Provided to the Family Business Client? An Investigation From the Family Business Advisor’s Perspective**
Emma Su and Junsheng Dou, Zhejiang University. Family Business Review, September 2013 vol. 26 no. 3, 256-270

Check out the article published in *The Business Times* on 28 September 2013: “Room to build next generation of clients”, featuring Prof. Annie Koh (Singapore Management University). “For many families, the biggest worry is the curse of being rich. The first generation built the business from nothing, and they had a strong sense of having to work hard. While they want the kids to be stewards, they also want them to be stewards of value, not just of wealth.” Click [here](#) to read more of this interesting article!

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**Most-Read FBR Articles during August 2013**

Check out these popular articles from our STEP family business colleagues!


For more popular articles published in FBR go to: [http://fbr.sagepub.com/reports/most-read](http://fbr.sagepub.com/reports/most-read)

FBR was ranked #19 of 116 in Business in SAGE journals 2012 Journal Citation Reports® and increased its Impact Factor from 2.600 to 2.622 over the past year.