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Volume 5, Issue 4

Seasons Greetings

STEP Global Summit – ESADE, Barcelona

STEP Project academics and families gather for an exceptional week in Barcelona, 14-16 November 2013, for the 2nd STEP Global Summit!!

First, our hats off to Alberto Gimeno and Maria Jose Parada, from ESADE and hosts of the event, and the Organizing Committee (Allan Cohen, Rocki Lee DeWitt, Ana Cristina Gonzalez, Leif Melin and Leilanie Mohd Nor) for planning and implementing a seamless, world-class event for our STEP families and STEP members. Summit attendees received a warm welcome from our hosts, with interactive sessions during the day, and festive celebrations filled with local cultural events and landmarks of the beautiful city of Barcelona in the evening! In this issue—please read more about this spectacular event and about the teams that participated with their STEP families!

"This summit was very good!! Our Swedish family took with them a lot of new learnings and reflections. I think all researchers participating also got interesting thoughts and ideas for both future research and future interactions with families/practitioners. And, certainly a big thanks to all families for their open sharing!"

--Leif Melin, Jönköping International Business School, Sweden

Contact: step@babson.edu
ESADE team hosts 2nd STEP Global Summit for members and families!

Seventy-eight academics and family business owners from 22 affiliate countries participated in the 2013 Successful Transgenerational Entrepreneurship Practices (STEP) Global Summit at ESADE, Barcelona from November 14-16, 2013.

Families who participate in the STEP Project are invited to join with academics every three years for a STEP Global Summit. The Summit is a distinctive part of the STEP Project’s applied research design, allowing the families to receive immediate value from the findings and the academics to better understand the needs of the families. In a unique live learning model leveraging the research foundation of the event, session topics are designed based on themes emerging from the research and cross-regional teams are assigned to develop and deliver each session.

Twenty of ESADE’s graduate students participated and contributed to the conference by acting as personal hosts for visiting family members and conference participants.

On Thursday, November 14, the ESADE team hosted a Welcome dinner for all the families and STEP teams at the Fábrica Moritz restaurant. Attendees not only enjoyed delicious native tapas dishes throughout the evening, guests were entertained by a duo of "move for fun" dancers! These instructors were dedicated to teaching guests how to move and dance with each other collectively as a group and to enjoy the sounds and movements! The guests happily participated with much laughter, and were very creative!

We kicked off the Summit events with a warm welcome speech from ESADE Dean Alfons Sauquet Rovira. The guests also enjoyed keynote speeches from two very distinguished gentlemen: Secretary General Jesús Casado from European Family Businesses and Dr. Jörg Mittelsten Scheid, from Vorwerk, Honorary Chairman of the Supervisory Board and member of the Vorwerk family.

"Congratulations for a wonderfully well planned and smooth working Global Summit! A rich balance of families and scholars from all around the world, made this a truly Global STEP meeting! If there ever came a time in life that I could ONLY go to one meeting a year, I think I would choose the STEP Global Summit."

--Pramodita Sharma, STEP Global Director, Babson College/UVM
STEP Global Summit Sessions

The interactive Summit sessions held on Friday and Saturday, November 15 and 16, evolved around five extraordinary themes allowing for thought provoking parallel sessions, with most including family businesses discussing their own experiences.

- **Ideas for the New World**
  - When Outsiders Bring New Ideas
  - When the Only Son Wants to Start His Own Business
  - Fostering Innovation in Uncertain Environments
  - Technological Innovation and Corporate Venturing

- **Developing Resources & Capabilities**
  - How Family Businesses Can Develop Entrepreneurial Resources
  - Top Management Teams: Developing a Highly Competent Group of Siblings
  - Family Values: Building Organizational Capabilities and Corporate Identities

- **Developing Next Generations**
  - Tools and Practices for Developing Next Generations
  - Developing Next Generation Entrepreneurial Capabilities
  - Developing Shareholder Competence

- **Entrepreneurial Mindsets Around the World**
  - Pursuing Happiness
  - Collaborating Globally: As Only Business Families Can!
  - Creating an Entrepreneurial Family Team

- **Best Practices from Around the World**
  - Functional Ways of Dealing with Differences & Full Resource Utilization

On Friday evening, ESADE hosted an elegant Gala dinner at La Torre dels Lleons for all of the families and STEP members to celebrate the 2nd annual Global Summit and show gratitude for the many families that travelled from all over the world to attend. The ESADE hosts surprised the dinner guests with a traditional performance building castells, a Catalan custom of creating human towers, a tradition dating back to the early 18th century! The motto of Castellers is “Força, equilibri, valor i seny” (Strength, balance, courage and common sense). The Castellars performance was amazing and exemplified how teamwork, perseverance, physical and mental strength all come together to complete one goal. Some of our members were fortunate enough to participate in the cultural building of this human tower!

The warm and friendly hospitality of Alberto Gimeno, Maria Jose Parada, and their dedicated team at ESADE created friendly, warm, a family like atmosphere for all attendees, which in turn resulted in a successful and satisfying event for all.
Please share the 2nd STEP Global Summit Press Release in the Babson News!

Participants of the Summit (101)
- STEP members (55)
  - 21 from Europe
  - 17 from Asia Pacific
  - 10 from North America
  - 5 from Latin America
  - 2 STEP Global Office
- Family members (23)
- Opening and Keynote Speakers (3)
- Grad students (20): ESADE enlisted Grad students to assist with the Summit and provided guidance for the teams and families.

22 Countries Represented:
- Australia, Belgium, Brazil, Canada, China, Colombia, Germany, Greece, Hong Kong, Italy, Japan, Malaysia, Mexico, Netherlands, Singapore, Sweden, Switzerland, Spain, Thailand, UK, USA, and Venezuela.

Summit Guest Speakers
- Welcome speech from ESADE Dean Alfons Sauquet Rovira
- Opening Keynote : Secretary General Jesús Casado from European Family Businesses
- Closing Keynote: Dr. Jörg Mittelsten Scheid, from Vorwerk, Honorary Chairman of the Supervisory Board and member of the Vorwerk owner family.
Pre-Summit Events at ESADE

Prior to the Summit kick off, November 13 and 14 were very busy days for the STEP academics. On Nov. 13, the STEP Global Board held a very productive, all-day meeting at ESADE. The Board carefully considered governance structure, summit format, and many more important topics shaping the future of STEP. The following day, the Board’s recommendations were presented to the attending STEP scholars for feedback. We would like to thank to all the academics in attendance, for their thoughtful contributions to these discussions. The Board will address the recommendations at the next Board meeting in early 2014.

4th STEP Book Published!

We are very proud to announce the release of the 4th STEP Book published by Edward Elgar: Exploring Transgenerational Entrepreneurship: The Role of Resources and Capabilities. This book was edited by Pramodita Sharma (University of Vermont, USA), Philipp Sieger (University of St. Gallen, Switzerland), Robert Nason (Syracuse University, USA), Ana Cristina González (Universidad ICESI, Colombia) and Kavil Ramachandran (Indian School of Business, India).

**Exploring Transgenerational Entrepreneurship: The Role of Resources and Capabilities**

“This book represents a breakthrough in our knowledge of family business. You will read some fascinating stories in this book. But it is more than a collection of stories. The authors show you how you can learn from the stories others tell, and the lessons are both positive and negative. Here we are introduced to real family businesses, addressing real problems, both regarding the future of the firm and the relationships among family members. The authors of these chapters show us how theories can be practically applied in understanding and managing the family enterprise.

– Frank Hoy, Worcester Polytechnic Institute, USA

Professors and students of business and management, entrepreneurship and family business studies will find this book a fascinating addition to their libraries, as will family business owners, consultants and researchers.


STEP members receive a special discount! Please contact Val Duffy for more information vduffy@babson.edu
Welcome to New STEP Team - China

China Europe International Business School (CEIBS)
Shanghai, China

STEP Team:
Jean Lee – Professor
Oliver Rui – Professor
Kathryn Feng – Executive Director
Wei Chen – Research Assistant
Rachel Lu – Research Assistant

CEIBS was established on November 8, 1994 in Shanghai. Based on its own campus in the Pudong district of Shanghai, the school is a not-for-profit joint venture established under an agreement between MOFTEC and the European Commission. Today, CEIBS also has offices and operates programmes in Beijing in Shenzhen, and offers a certificate programme in developing regions of China.

CEIBS is mainland China’s leading business school, with three programmes globally ranked by the Financial Times. The Institution’s vision is to become the most respected international business school by linking East and West in teaching, research, and business practice and by promoting China’s social and economic development through high-impact knowledge creation and dissemination.

FFI Global Conference Updates

2014 - Washington, D.C.

CALL FOR EDUCATIONAL SESSIONS
Family Enterprise: Complexities, Constituencies, and Constellations
October 8–11, 2014
WASHINGTON, D.C.
Hyatt Regency Capitol Hill

The deadline for submitting a proposal is 20 January 2014.
(Late proposals will not be considered)

2013 - San Diego
If you were unable to attend the FFI Global Conference in San Diego, CA in August 2013, there are select recorded sessions available online.

New STEP Case

Universidad de San Andres

We thank the Universidad de San Andrés for their 1st case submission regarding a 3rd generation family firm manufacturing aluminum-made pans.
STEP Teams – What’s New in Family Business?

Dr. Eric Clinton, Director of newly launched Dublin City University Centre for Family Business

On October 10, 2013, Taoiseach (Prime Minister) Enda Kenny launched a new centre at Dublin City University which will work directly with Irish family firms to address the unique challenges they face and to support their significant contribution to the Irish economy and to society.

The DCU Centre for Family Business will provide a platform to enhance the competitiveness of Irish family firms, offer insights into international best practice of family firm management and, ultimately, help shape future policy in relation to this thriving sector.

The Centre will help improve the knowledge, skills and abilities of these family businesses in the following areas:

- Managing the ‘family’ in the family business
- Family and business governance structures
- Planning for ‘next generation’ involvement in the family business
- Navigating the succession process
- The role of entrepreneurship and innovation in family business success
- The impact of a family’s personal values on family business survival and growth
- The entrepreneurial origins and growth patterns of Ireland’s largest family businesses.

To read more about the new DCU Centre of Family Business, click [here](#).

Alfredo De Massis, appointed as Director of the Centre for Family Business at Lancaster University Management School

Congratulations to Alfredo De Massis, STEP Global Board member and Chair of STEP European Leadership Council, on his appointment as the Director of the Centre for Family Business at the Institute for Entrepreneurship and Enterprise Development (IEED) at Lancaster University Management School.

The Centre for Family Business exists to provide rigorous international, collaborative and multidisciplinary research applied to real-world family businesses and enterprising families in the UK and abroad. In the UK alone, family businesses account for approximately half of the economic activity and private employment.

The vision of the Centre is to put family business at the forefront of management thinking and policy making, and its mission is to achieve excellence in research on family businesses and enterprising families that:

- Contributes to the development of theories of family business.
- Improves international understanding of the family firms and enterprising families in UK.
- Is relevant to practice.
Financial Times Article (Chinese)

STEP scholars Pramodita Sharma (University of Vermont, USA) and Greg McCann (Stetson University, USA) were both quoted in the article "Family concerns come second to cult of the entrepreneur" in the Financial Times (Chinese). The article speaks about the relationship between the entrepreneur and the family business, and it also touches on how family businesses are portrayed in the media.

Global Family Enterprise Case Competition (FECC)

The annual Family Enterprise Case Competition (FECC) prepares participants to understand the critical issues that are unique to family enterprise by applying the knowledge and expertise they have developed in the classroom towards solving complex family business cases. During four tough rounds of competition, teams present their case to a distinguished panel of judges who will determine which group best understood, analyzed and presented the case.

"The World Cup of Family Enterprise"

Hosted by UVM in Burlington, Vermont, the 2014 Family Enterprise Case Competition is poised to begin on Wednesday, January 8. With 20 teams competing from 10 different countries, this truly is the World Cup of Family Enterprise. In addition, we will also have judges participating from 12 different countries. For 2014, we have 14 undergraduate teams and 6 MBA level teams competing for two separate Family Enterprise Cups.

Final teams representing STEP teams:

- Concordia University (Montreal, Canada)
- Dalhousie University (Halifax, Canada)
- ESADE (Barcelona, Spain)
- Jönköping International Business School (Jönköping, Sweden)
- Northwestern University (Evanston, Illinois, USA)
- Stetson University (Deland, Florida, USA)
- Syracuse University (Syracuse, New York, USA)
- Universidad de los Andes (Bogota, Colombia)
- Università Commerciale L. Bocconi (Milano, Italy)
- Universiti Tun Abdul Razak (Kuala Lumpur, Malaysia)
- Windesheim University (Windesheim, Netherlands)
- University of Vermont (Burlington, Vermont, USA)
STEP Project Getting Attention at Inter American University
Contributed by Juan Rivera Algarín, Inter American University, Puerto Rico

Featured in Inter American’s INTEResante magazine. This issue’s principal focus is entrepreneurship, and there is an article (pages 7-8, Spanish only) on the STEP Project and Caribbean Produce, a family business that the Inter American STEP team studied. Following the article is an interview with Pramodita Sharma (pages 10-11, English only) about the STEP Project and Inter American University’s involvement and contribution.

STEP Project and Inter American University
Juan O. Rivera-Algarín

The most recent edition of our institutional magazine called INTEResante (INTEResting) is dedicated to entrepreneurship. Under the theme An Entrepreneurial Wave, the magazine explores the various entrepreneurship-related initiatives that have been taking place in the Bayamon Campus, among which the STEP Project has a prominent presence.

The magazine not only features an article about the nature and reach of the project, but includes two in-depth interviews: one with our Global STEP Director, Pramodita Sharma, and another with Gualberto Rodríguez, president of Caribbean Produce, a STEP Puerto Rican family business.

So far the feedback has been great. This kind of exposure not only helps build awareness of the project between our 11 campuses, but it creates external attention because it is circulated among the principal media outlets in Puerto Rico. We would like to thank Pramodita for sharing her thoughts and ideas for this issue.

For information on this STEP article, please contact Juan O. Rivera-Algarín.
Upcoming Events

**STEP Related Events**

- **2014 STEP Global Academic Meeting (prior to FERC event)**
  - 5 June 2014
  - OSU, Portland, Oregon, USA

**Conferences and Programs of Interest**

- **2014 Global Family Enterprise Case Competition (FECC)**
  - 8 – 11 January 2014
  - Burlington, Vermont, USA

- **Program for Advisors – Understanding Family Business**
  - 6 – 7 March 2014
  - SMU, Singapore

- **EIASM: 10th Workshop on Family Firm Management Research**
  - 23 – 24 May 2014
  - Bergamo, Italy

- **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

- **2014 FFI Global Conference**
  - 8 October 2014
  - Washington, D.C., USA

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**STEP SCHOLARS—Mark your calendars!**

The **STEP Global Academic meeting** hosted by Oregon State University will be held prior to FERC event on **5 June 2013**! This event has become an annual favorite among STEP scholars. More details will follow in January...

**Celebrate 10 Years of FERC!**

**FERC Dates: 6-8 June 2014**

Portland, Oregon, USA

The 2014 Family Enterprise Research Conference returns to Portland, Oregon to celebrate 10 years of research progress in the family business field. The Austin Family Business Program at Oregon State University (OSU) will be hosting this popular and well established family business research conference.
Publishing Opportunities

- **California Management Review (CMR):** [Call for Papers for Special Section on Managing Innovation and Entrepreneurship in Family Firms](#), Extended abstract deadline: **15 January 2014**
- **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**
- **Family Business Review (FBR):** [Call for Proposals for 1st Review Issue](#), Deadline: **1 March 2014**
- **10th EIASM Workshop on Family Firm Management:** [Call for abstract submission](#), Deadline: **5 March 2014**
- **Academy of Management Learning & Education:** [Call for Papers – 2015 Special Issue, Learning Patterns and Approaches to Family-Business Education Around the World](#), Deadline for initial submissions: **15 July 2014**
- **Journal of Family Business Strategy:** [Call for Papers – Special Issue: Family Business and Regional Development](#), Deadline: **15 September 2014**

Job Opportunities

**Stetson University, School of Business Administration**

**Associate Professor/Professor, Entrepreneurship**
The School of Business Administration is looking to fill a tenure-track position in Entrepreneurship at the rank of Associate Professor/Professor to serve as the Joseph C. Prince Entrepreneurship Program leader within the Department of Management. Starting state is August 15, 2014, and the Search Committee will review applications until the position is filled. [Click here for more details](#).

**Associate Professor/Professor – Chair, Management Department**
The School of Business Administration seeks to fill a tenure-track position in Management at the rank of Associate Professor or Professor to serve as chairperson of the Management Department. Starting state is August 15, 2014, and the Search Committee will review applications until the position is filled. [Click here for more details](#).

**Associate Dean of Undergraduate Business Programs and Associate or Full Professor of Business Administration**
This is a full-time, 12-month faculty position. Internal applicants are encouraged to apply. [Click here for more details and how to apply](#).

Inquiries regarding any of the Stetson opportunities may be directed to Tom Schwarz, Dean and Professor of Family Business at the School of Business Administration, at tschwarz@stetson.edu or (386) 822-7405.

**University of Alberta, School of Business**

**Tenure of Tenure – Track Faculty Position**
Dept. of Strategic Management and Organization

[The University of Alberta School of Business](#) invites applications for a tenure or tenure track position in the field of Family Business starting July 1, 2014. It is anticipated that the successful candidate will have a strong disciplinary focus in areas such as entrepreneurship, strategy or organizational theory. The competition will remain open until the position is filled. [Click here for more details](#).

* All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.
Looking for a Good Read?

*The Temporal Evolution of Proactiveness in Family Firms: The Horizontal S-Curve Hypothesis*
Alfredo De Massis, Francesco Chirico, Josip Kotlar, Lucia Naldi

*Temporal Dimensions of Family Enterprise Research*
Pramodita Sharma, Carlo Salvato and Trish Reay
Published online on December 6, 2013.

*Entrepreneurial Family Firms*
Frank Hoy, Pramodita Sharma
This book is available for custom order on Pearson. Instructors may custom order this book if they wish to only pay for chapters that they want their students to read.
To custom order this book:
1. Click here and link directly to the content of this book.
2. Go through the process of adding which chapters you want, utilizing the + sign to the right of the chapter.
3. Once your book is built and the order finalized, it will take 2-3 weeks for a black and white book.

…More interesting family business reading!

*Strategic management of a family-owned airline: Analysing the absorptive capacity of Cimber Sterling Group A/S*
Britta Boyd and Svend Hollensen.
University of Southern Denmark, Department for Border Region Studies, Alsion 2, 6400 Sønderborg, Denmark.

*Family Businesses from a World Perspective – Strategic, Ownership, Governance, and Socio-Psychological Heterogeneity.*
Editorial: Sustaining a Publications Career
Mike Wright and Pramodita Sharma
Family Business Review – December 2013 issue

*Family Business Review. Special Issue Panel: Advising Family Enterprise.*
From the Family Firm Institute Global Conference in October, 2013.
Panel members include Pramodita Sharma.
http://player.vimeo.com/video/77228273

Books:
*Family Firms: Case Studies on the Management of Growth, Decline, and Transition*
Authors: Malin Brännback, Alan L. Carsrud
*Family Firms in Transition: Case Studies on Succession, Inheritance, and Governance*
Authors: Alan L. Carsrud, Malin Brännback
*Understanding Family Businesses: Undiscovered Approaches, Unique Perspectives, and Neglected Topics*
Editors: Alan Carsrud, Malin Brännback