



PREPARED EXCLUSIVELY FOR FFI MEMBERS

# Early Release: September 2019 Issue of *FBR*

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## INTRODUCTION



We are pleased to provide you with an advance look at the September 2019 issue of *Family Business Review (FBR)*.

## EDITORIAL

### **Construals matter: Painting the big picture or drawing the brushstrokes of the family firm**

*Nadine Kammerlander, Nicola Breugst*

[VIEW EDITORIAL](#)

This editorial introduces construal level theory, a promising psychological theory that explores the mental representations that individuals apply to their world, and aims to apply it to the research studying family businesses and business families. The authors aim to spur family firm research in this field, and to encourage interdisciplinary collaborations with researchers in fields such as psychology.



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**Nicola Breugst**  
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## ARTICLES

### Multilayered Socialization Processes in Transgenerational Family Firms

Zografia Bika, Peter Rosa, Fahri Karakas

[VIEW ARTICLE](#)

#### Research Questions

- Is socialization within the family and its focus on value transmission sufficient for a successful succession in long-lived family firms?
- How far is the adoption of different forms of socialization dependent on the influence of family internal preferences and planning?
- To what extent are different forms of socialization dependent on changeable wider economic and social forces affecting the family and the business, particularly across different generations?
- How do different forms and systems of socialization in family firms operate and interact in different social and economic contexts?



**Zografia Bika**

University of East Anglia



**Peter Rosa**

University of Edinburgh  
Business School



**Fahri Karakas**

University of East Anglia

### The Effect of Value Congruence between the Founder and Successor on Successor Willingness: The mediating role of the founder-successor relationship

Jean S.K. Lee, Guozhen Zhao, Feifei Lu

[VIEW ARTICLE](#)

### Research Questions

- Drawing upon social exchange theory, this research investigates how founder-successor value (in)congruence affects founder-successor relationship quality, in turn influences successor willingness to take over the family business.
- Adopting a dyadic approach, we propose a two-by-two matrix of value (in)congruence between founders and successors and examine the differential effects in different levels of congruence and incongruence.
- A founder-successor dyad can adopt either a generalized exchange or a restricted exchange in their interactions based on their dyadic family prosperity value, which makes family business succession an outcome of mutual fit between the two parties.



**Jean S.K. Lee**

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## The Contact-Hitting R&D Strategy of Family Firms in the Japanese Pharmaceutical Industry

*Shigeru Asaba, Tetsuo Wada*

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### Research Questions

- How can family firms, which are known to invest less in R&D than nonfamily firms, compete in R&D intensive industries?
- Do family firms produce more patents per R&D than nonfamily firms, and if so, how do family firms realize such higher physical innovation productivity?



**Shigeru Asaba**  
Waseda University



**Tetsuo Wada**  
Gakushuin  
University

## Family Firm Heterogeneity and Tax Avoidance: The role of the founder

*Alexander Brune, Martin Thomsen, Christoph Watrin*

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### Research Questions

- Do founders affect the level of tax avoidance in family firms when they have direct influence (i.e., serving as CEO)?
- Can founders – after stepping down as CEO – indirectly affect the engagement in tax avoidance by having substantial ownership or a seat on the board?



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## DATES TO REMEMBER

SEP  
1

Last day to enroll in GEN Q3 courses

[VIEW DETAILS](#)

SEP  
15

Last day to submit proposals for the 4th Review Issue of *Family Business Review (FBR)*

[VIEW DETAILS](#)

SEP  
24

London Regional event | 4:30PM to 7:30PM

Host: KPMG LLP, 15 Canada Square, London, England

Program: Master Class with Dr. Kris Verburgh, author of *The Longevity Code* and keynote speaker at the FFI Global Conference

[VIEW DETAILS](#)

OCT  
23-25

Annual Global conference in Miami

[VIEW COMPLETE PROGRAM AND REGISTER](#)

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## PREVIOUS EDITION



In February, the FFI board of directors voted to further extend its awards program to include both the European Academy of Management (EURAM) and Innovation, Entrepreneurship and Knowledge Academy (INEKA). These awards were presented on FFI's behalf by FFI Fellow Dianne Welsh in Verona, Italy (INEKA) and FFI organizational member Massimo Bau in Lisbon, Portugal (EURAM) in June.

Recipients receive a cash prize, a complimentary FFI membership for one year, and a complimentary registration to the FFI annual global conference in Miami in 2019. Winners are encouraged to submit the award-winning paper to *Family Business Review (FBR)* for publication consideration. Congratulations to all.

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