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| **182x184**  **12TH WORKSHOP ON FAMILY FIRM MANAGEMENT RESEARCH**  **BRIDGING THE GAP –**  **INTEGRATING FAMILY BUSINESS THEORY & PRACTICE**  Zwolle, The Netherlands MAY 12-14, 2016  **CHAIRPERSONS**  **Ilse Matser, Karin Rozendal, Judith van Helvert, Chantal Remery, Magré Heetebrij,** Windesheim University of Applied Sciences, Netherlands  **Ethel Brundin, Mattias Nordqvist,** Center for Family Enterprise and Ownership **–** CeFEO Jönköping International Business School, Sweden  ***Program*** | |
| **Thursday 12 May** | 18.00-19.30 Welcome Reception - Opening words and Welcome: Ilse Matser  Museum de Fundatie (<http://www.museumdefundatie.nl/?lang=eng>) |
| **Friday**  **13 May** | *Conference day 1*  08.00-12.00 Registration, Central Hall X building  08.30-8.45 Opening words and welcome, room X.177  Professor Albert W.C.A. Cornelissen, president of Windesheim University of Applied Sciences and Mattias Nordqvist, CeFEO Jönköping International Business School  08.45-9.30 Keynote presentation by Georges Romme, Professor of Entrepreneurship & Innovation, Eindhoven University of Technology - *Toward a Design Science Perspective on Family Business Research,* room X1.77  09.30-11.00 Parallel sessions 1, 2 and 3  11.00-11.30 Coffee break  11.30-13.00 Parallel sessions 4, 5 and 6  13.00-14.00 Lunch, Central Hall X building  14.00-15.30 Parallel sessions 7, 8 and 9  15.30-16.00 Coffee break  16.00-17.30 Parallel sessions 10, 11 and 12  19.00-20.00 Tour and reception in “Waanders”, bookstore (family business) located in old church (see also <http://waandersindebroeren.nl/>)  20.00- 23.00 Dinner and best paper award ceremony offered by FBNed, the Dutch chapter of FBN (www.fbned.nl)  [http://o.homedsgn.com/wp-content/uploads/2013/09/Waanders-In-de-Broeren-04.jpg](http://www.google.nl/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjL9obGi9nKAhVFiQ8KHbYrCaUQjRwIBw&url=http://www.homedsgn.com/2013/10/10/waanders-in-de-broeren-by-bk-architecten/waanders-in-de-broeren-04/&bvm=bv.113034660,d.ZWU&psig=AFQjCNHUDettkYkTlsxlht8jmAJbBtza2w&ust=1454502850041386) |
| **Saturday 14 May** | *Conference day 2*  09.00-9.45 Keynote presentation by Peter Jaskiewicz, associate professor at Concordia University’s John Molson School of Business - *Families in business: asset or liability? How differences in family structure affect family firm performance around the world,* roomX1.77  09.45-10.00 Coffee break  10.00-11.30 Parallel sessions 13 and 14  11.30-13.00 Parallel sessions 15 and 16  13.00-14.00 Lunch  14.00-15.15 Session: bridging the gap between theory and practice, room X.177  Live case Royal van der Most (<http://www.vandermost.com/en/royal-van-der-most>): interactive session with family business owner-managers, consultants and academics, moderated by Albert Jan Thomassen, managing director of FBNed  15.15-15.45 In conversation with Pramodita Sharma, professor at the Grossman School of Business, University of Vermont, room X1.77  15.45-16.00 Closing & welcome to the 2017 conference  16.00-16.30 Refreshments |

**SESSIONS**

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| **Session 1 Friday: 9.30-11.00 Room X1.90**  Marketing and reputation - Chair: Peter Jaskiewicz | | |
| **Title** | **Author** | **Co-Author(s)** |
| SHOW UP OR HIDE AND SEEK? HOW FAMILY BUSINESSES USE THEIR STRENGTHS IN MARKETING AND COMMUNICATION | BERENT-BRAUN, MARTA | ROBERTO FLÖREN |
| CONCERN FOR FIRM REPUTATION: A SERIAL MULTIPLE MEDIATION MODEL OF FAMILY ANTECEDENTS. | VAN GILS, ANITA | JOLIEN HUYBRECHTS TOMMASO MINOLA LUCIO CASSIA |
| FOR THE GOOD OF THE FIRM AND THE FAMILY: MANAGING FAMILY (AND) BUSINESS REPUTATION, THE CASE OF A HOTEL BUSINESS | WIELSMA, ALBERTHA |  |
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| **Session 2 Friday: 9.30-11.00 Room X1.50**  Institutional aspects - Chair: Lorraine Uhlaner | | |
| **Title** | **Author** | **Co-Author(s)** |
| WAGES, WAGE POLICY AND THE FAMILY FIRM: FIRM-LEVEL EVIDENCE ON THE NETHERLANDS | CREEMERS, SARAH | MARK VANCAUTEREN WIM VOORDECKERS BART LOOG |
| ALIGNING FAMILY-FIRM DUALITIES WITH INDUSTRY DUALITIES FOR COMPETITIVE ADVANTAGE | ACHTENHAGEN, LEONA | KAJSA HAAG |
| FAMILY BUSINESS RESEARCH – A MULTI THEORETICAL PERSPECTIVE | SINGH, RAJANI |  |
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| **Session 3 Friday: 9.30-11.00 Room X1.52**  Agricultural family firms - Chair: Mattias Nordqvist | | |
| **Title** | **Author** | **Co-Author(s)** |
| A CONTEXTUAL VIEW OF ENTREPRENEURIAL FARMING FAMILIES: A LOOK THROUGH ENTREPRENEURIAL STEWARDSHIP | DISCUA CRUZ, ALLAN FERNANDO |  |
| FAMILY HUMAN CAPITAL, MARKET DYNAMICS, AND THE SUSTAINABILITY OF FAMILY OWNERSHIP AND CONTROL | GOTTSCHALL, RICHARD |  |
| HUMAN CAPITAL AND THE WILLINGNESS TO CONTINUE THE FAMILY FARM | BOUMA, JELLE | ARJEN DEKKER ERIK VELDHUIZEN ARJEN DEKKER |

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| **Session 4 Friday: 11.30-13.00 Room X1.90**  Financial aspects I - Chair: EDDY LAVEREN | | |
| **Title** | **Author** | **Co-Author(s)** |
| WHICH INVESTOR FITS BEST TO FAMILY FIRMS? – A COMPARISON OF PRIVATE EQUITY AND FAMILY INVESTOR BEHAVIOR | THIELE, FELIX | OLAF ROTTKE |
| OWNERSHIP STRUCTURE, ASSET INTENSITY AND FIRM PERFORMANCE | WEISSKOPF, JEAN-PHILIPPE | PHILIPPE MASSET |
| HETEROGENEITY IN ORIGIN OF RUSSIAN FAMILY FIRMS: DOES IT MATTER FOR INNOVATION AND INVESTMENT ACTIVITY? | GOLIKOVA, VICTORIA | BORIS KUZNETSOV |
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| **Session 5 Friday: 11.30-13.00 Room X1.50**  Knowledge and learning - Chair: Marie José Parada | | |
| **Title** | **Author** | **Co-Author(s)** |
| KNOWLEDGE INTEGRATION IN FAMILY FIRMS. AN EMPIRICAL ANALYSIS IN SPANISH FIRMS | BARROS, ISMAEL | JUAN HERNANGÓMEZ BARAHONA NATALIA MARTÍN CRUZ |
| DOES THE FAMILY NATURE OF A BUSINESS INFLUENCE THE RELATIONSHIPS BETWEEN LEARNING, MARKET AND ENTREPRENEURIAL ORIENTATIONS? | HERNÁNDEZ, REMEDIOS | REMEDIOS HERNÁNDEZ-LINARES Mª CONCEPCIÓN LÓPEZ-FERNÁNDEZ FRANZ W. KELLERMANNS SOUMODIP SARKAR |
| IMPACT OF CONFLICT MANAGEMENT STRATEGIES ON KNOWLEDGE TRANSFER AND SUCCESSION IN FAMILY BUSINESS | MLAKIC, TANJA |  |
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| **Session 6 Friday: 11.30-13.00 Room X1.52**  Succession I - Chair: Pramodita Sharma | | |
| **Title** | **Author** | **Co-Author(s)** |
| BUILDING A LEGACY: CEO FOUNDER-SUCCESSION IN ASIA | ANG, SER KENG | SER-KENG ANG SIAN OWEN JO-ANN SUCHARD |
| COMMITMENT AND FAMILY BUSINESS CONTINUITY: INVESTIGATING THE MEDIATING ROLE OF FAMILY-TO-FIRM IDENTITY FIT AND EMOTIONAL ATTACHMENT | BASLY, SAMI | PAUL-LAURENT SAUNIER |
| FAMILY OR NON-FAMILY CEO? THIS IS THE QUESTION! THE ROLE OF COMPETITIVE RESOURCES AND TMT CONFIGURATIONS | CAMPOPIANO, GIOVANNA | ANDREA CALABRÒ RODRIGO BASCO |
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| **Session 7 Friday: 14.00-15.30 Room X1.90**  Social and cultural aspects - Chair: Chantal Remery | | |
| **Title** | **Author** | **Co-Author(s)** |
| FAMILY LEADERSHIP AND CONTROL OF INTER-ORGANISATIONAL RELATIONSHIPS: A SOCIAL CAPITAL PERSPECTIVE | GLYPTIS, LOUKAS | ELIAS HADJIELIAS KOSTAS GALANAKIS |
| THE ROLE OF WOMEN IN FAMILY BUSINESS: EVIDENCE FROM THE ITALIAN CONTEXT | FARAUDELLO, ALESSANDRA | LUCREZIA SONGINI YULIYA PANKOVA |
| CORPORATE CULTURE IN FAMILY-OWNED WORLD MARKET LEADERS FROM AUSTRIA | JUNGWIRTH, GEORG |  |
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| **Session 8 Friday: 14.00-15.30 Room X1.50**  Succession II - Chair: Marcela Ramirez-Pasillas | | |
| **Title** | **Author** | **Co-Author(s)** |
| OWNERSHIP PROTECTION AND EXIT IN FAMILY FIRMS: GOOD IN THEORY BUT HOW ABOUT PRACTICE? | HAAG, KAJSA | LARS-GÖRAN SUND, HANNA ALMLÖF |
| NEGOTIATING CONTINUITY: A CASE STUDY OF TRANSITIONS AND CULTURAL ELABORATION IN FAMILY BUSINESS | ADIGUNA, ROCKY |  |
| IN THE SPIDER'S WEB. A LONGITUDINAL CASE STUDY APPROACHING THE DYSFUNCTIONAL DYNAMICS IN FAMILY BUSINESSES | FERRARI, FILIPPO |  |
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| **Session 9 Friday: 14.00-15.30 Room X1.52**  Financial aspects II - Chair: STEFAN PRIGGE | | |
| **Title** | **Author** | **Co-Author(s)** |
| FAMILY INFLUENCE ON EARNINGS SMOOTHING | KAISER, STEFANIE | MARTIN GLAUM |
| UNLISTED FAMILY FIRMS AND THE FINANCIAL-ECONOMIC CRISIS: DID THEY WEATHER THE GREAT RECESSION? | BROEKAERT, WOUTER | JOHAN LAMBRECHT BART HENSSEN |
| THE IMPACT OF PRIVATE EQUITY INVESTOR EXITS ON FAMILY-OWNED BUSINESSES | THIELE, FELIX | STEFAN PRIGGE SVEN BUSSE |
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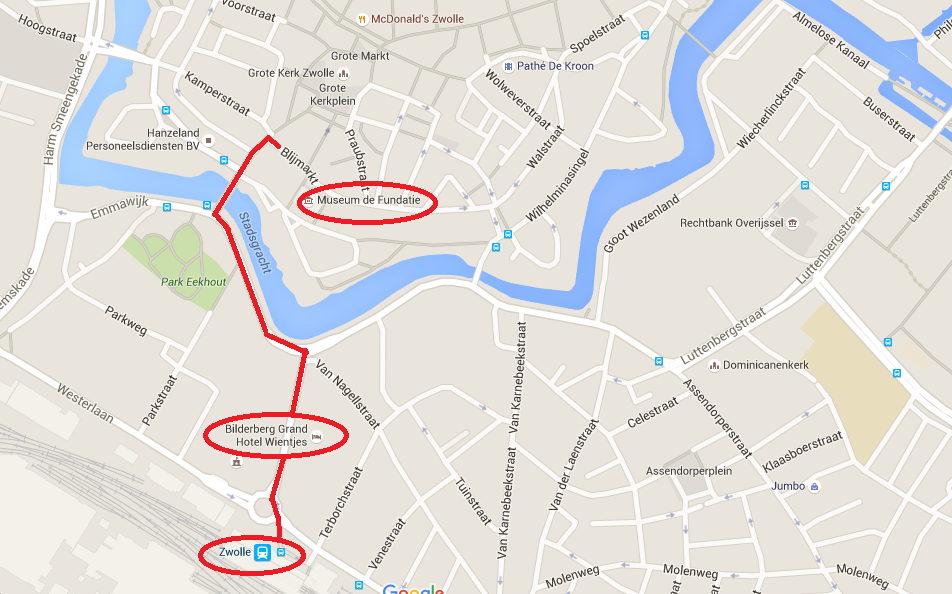
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| **Session 10 Friday: 16.00-17.30 Room X1.90**  Governance - Chair: Anita van Gils | | |
| **Title** | **Author** | **Co-Author(s)** |
| HOW IS THE QUESTIONING OF EXISTING INSTITUTIONAL LOGICS MANAGED IN OWNER FAMILIES OF FAMILY FIRMS? | JUNGELL, LENA | JOAKIM WINCENT SARA THORGREN |
| INSTITUTIONALIZING GOVERNANCE STRUCTURES IN FAMILY BUSINESSES | PARADA, MARIA JOSE | ALBERTO GIMENO LEIF MELIN MATTIAS NORDQVIST |
| FEEDBACK SEEKING BEHAVIOR AND DEFENSIVE ROUTINES AT WORK IN ADVISORY BOARDS IN FAMILY FIRMS: EXPLORING THE ROLE OF MINDSETS | VAN HELVERT-BEUGELS, JUDITH |  |
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| **Session 11 Friday: 16.00-17.30 Room X1.50**  Family capital - Chair: CAROLE HOWORTH | | |
| **Title** | **Author** | **Co-Author(s)** |
| CONSCIOUS ALIGNMENT OF FAMILY BUSINESS VALUES DURING GENERATIONAL TRANSITION, "REINVENTING THE SYSTEM AS CONDITIONS CHANGE" | VAN ZWOL, JACQUELINE |  |
| KNOWLEDGE INTEGRATION IN FAMILY FIRMS. AN EMPIRICAL ANALYSIS IN SPANISH FIRMS | BARROS, ISMAEL | JUAN HERNANGÓMEZ BARAHONA NATALIA MARTÍN CRUZ |
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| **Session 12 Friday: 16.00-17.30 Room X1.52**  Succession III - Chair: Shelley Farrington | | |
| **Title** | **Author** | **Co-Author(s)** |
| CONTINUITY AND CONNECTION AS BEHAVIORAL CHARACTERISTICS OF FAMILY FIRMS: ANALYSIS ON THE LIFE-CYCLE MANAGEMENT IN THE JAPANESE PHARMACEUTICAL INDUSTRY | ASABA, SHIGERU | TAICHIRO YANABE |
| GROWTH ATTRIBUTES – CLOSING THE GAP IN FAMILY-SMES | NEVILLE, METTE | TOVE BRINK |
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| **Session 13 Saturday: 10.00-11.30 Room X1.50**  Entrepreneurship - Chair: Alan Discua Cruz | | |
| **Title** | **Author** | **Co-Author(s)** |
| THE MODERATING EFFECT OF THE BUSINESS FAMILY ON OPPORTUNITY INTENTION AND OPPORTUNITY BELIEFS AMONG COLLEGE STUDENTS | LORENZO-GOMEZ, JOSE DANIEL | ÁLVARO ROJAS-VÁZQUEZ |
| FAMILY INFLUENCE ON NEXT GENERATIONS’ ENTREPRENEURIAL PROCESSES: MODERATING EFFECT OF INCORPORATION TO FAMILY FIRM | LORENZO-GOMEZ, JOSE DANIEL | ÁLVARO ROJAS-VÁZQUEZ |
| FAMILY INFLUENCE AND THE RECOGNITION OF AND ACTION ON ENTREPRENEURIAL OPPORTUNITIES: AN EXPLORATORY ANALYSIS | NÚÑEZ-CACHO, PEDRO | ROJAS, ALVARO LORENZO, DANIEL |
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| **Session 14 Saturday: 10.00-11.30 Room X1.52**  Innovation and sustainable entrepreneurship - Chair: Giovanna Campopiano | | |
| **Title** | **Author** | **Co-Author(s)** |
| FAMILY FIRMS’ APPROACH TO GREEN INNOVATION: AN EXPLORATORY STUDY AMONG ITALIAN SMES | DANGELICO, ROSA MARIA | SIMONE PISA |
| THE INNOVATION CONDITION | SCHMITT, GREGOR |  |
| SUSTAINABLE ENTREPRENEURSHIP: DOING GOOD BY DOING NEW THINGS | SCHERRER, SYLVIE |  |

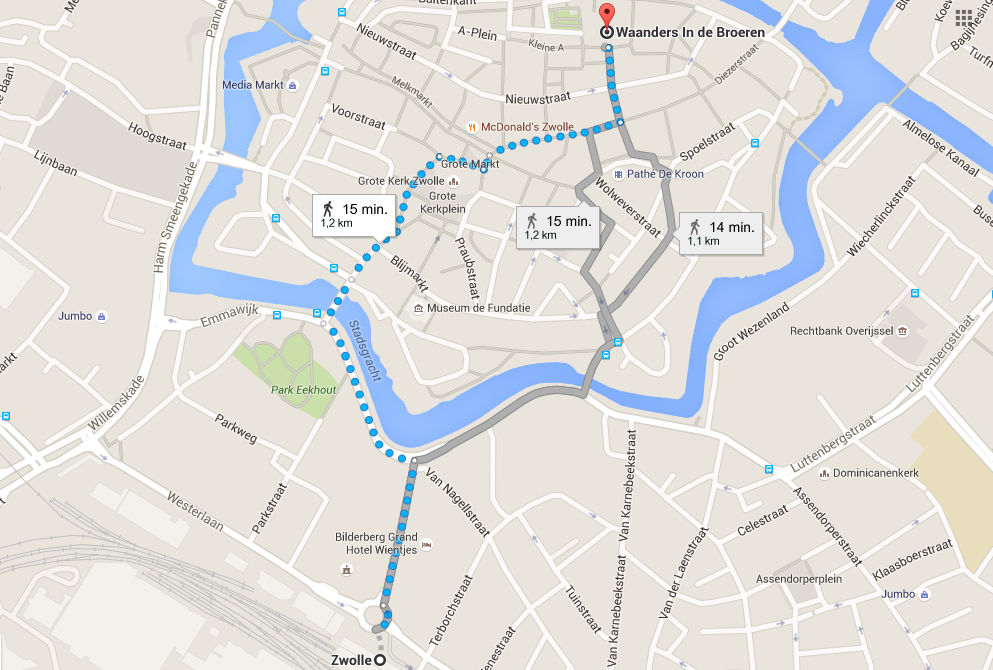
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| **Session 15 Saturday: 11.30-13.00 Room X1.50**  Psychological aspects - Chair: Ethel Brundin | | |
| **Title** | **Author** | **Co-Author(s)** |
| FAMILY BUSINESS DIAGNOSTICS | WEISS, DAN |  |
| TEAM PSYCHOLOGICAL SAFETY IN TEAM ENTREPRENEURSHIP IN THE FAMILY BUSINESS: A DYNAMIC PERSPECTIVE | HADJIELIAS, ELIAS | CAROLE HOWORTH, ELEANOR HAMILTON |
| PERSONALITY TRAITS OF NONFAMILY CEOS IN FAMILY FIRMS: AN EXPLORATORY STUDY | KELLECI, RUVEYDA | FRANK LAMBRECHTS WIM VOORDECKERS JOLIEN HUYBRECHTS |
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| **Session 16 Saturday: 11.30-13.00 Room X1.52**  Internationalization - Chair: Andrea Calabro | | |
| **Title** | **Author** | **Co-Author(s)** |
| FAMILY EMBEDDEDNESS IN IMMIGRANTS’ VENTURE DEVELOPMENT PROCESS | EVANSLUONG, QUANG | MARCELA RAMÍREZ-PASILLAS |
| INTERNATIONALIZATION OF FAMILY FIRMS: HOW TO EXPLAIN DIFFERENT ENTRY MODE CHOICES AND KNOWLEDGE TRANSFER STRATEGIES? | BRUMANA, MARA | DAVIDE GAMBA TOMMASO MINOLA LUCIO CASSIA |
| WHAT MAKES SOME FAMILY FIRMS EXIT FROM EXPORT MARKETS? | KUIKEN, ANDREA | LUCIA NALDI MATTIAS NORDQVIST |

**Maps**

Train station to Museum de Fundatie



Train station to diner location “Waanders”, bookstore



Train station to Windesheim Campus

