

Index

- Abell, D. 106
Abisaad, R. 31–2
Achoui, M. 133
Adams, J. 27
Adler, P. 136, 143, 144, 155, 204
advisory board, creation of 51–2, 53, 55
 see also professionalization of family business and decision-making (Spain)
Africa, sub-Saharan, social capital opportunities and dilemmas *see* social capital opportunities and dilemmas (Uganda)
Allen, N. 93
Allman, J. 135
Allouche, J. 113
Amann, B. 113, 152
Amit, R. 5, 6, 9, 27
Applebaum, S. 117
Aristotle 28
Aronoff, C. 38, 58, 113
Arrègle, J. 114, 131, 132, 136, 142, 144, 200
Ashby, W. 66, 79
Astrachan, J. 58
Au, K. 2, 62–87, 192, 196–7
Auletta, N. 148–71, 200–201
- Balunywa, W. 128–47, 199–200
Bandura, A. 70, 79
Barker, R. 22
Barnard, C. 5
Barney, J. 5, 6, 7, 8, 9, 27, 47, 66, 175, 192
Baumeister, R. 24
Beck, T. 152, 153–4
Bennedsen, M. 45
Bird, B. 45, 47
Blodgett, M. 22
Blow, A. 22
- board of directors, creation of 52–4, 55
 see also professionalization of family business and decision-making (Spain)
Bohannon, P. 133
bonding and familiness 135–7, 140–41, 143
 see also familiness
Bourdieu, P. 131, 136, 142
Brigham, K. 4
Brockhaus, R. 113
Bullvag, E. 178
Busenitz, L. 47
business
 capabilities *see* capabilities
 ethics 24–5
 resources *see* resources
business evolution 94–105
 see also ownership transitions, successful, and leveraging tacit knowledge (US)
business partners, importance of trusted 183–4, 185
 see also reputation
business strengthening stage 99–101
 see also ownership transitions, successful, and leveraging tacit knowledge (US)
- Cabrera-Suárez, K. 45, 47, 92, 116
Cadieux, L. 113
Cameron, K. 38
Canada, social capital role in succession *see* social capital role in succession
capabilities
 decision-making *see* decision-making
 innovation, organizational learning for 81, 82
 and knowledge *see* knowledge
 leadership *see* leadership

- resilience capability *see under* hostile environments, coping with
social capital *see* social capital
succession *see* succession
values *see* values
virtues *see* entrepreneurial families as breeding grounds for virtues (Colombia)
see also resources
- Carayannis, E. 85
Carnes, C. 10
Carney, M. 5, 8, 152, 175, 177, 201
Carr, J. 114
Carter, S. 178–9
Cater, J. 112, 113, 122, 123, 198
change *see* entrepreneurial learning (Hong Kong); ownership transitions, successful, and leveraging tacit knowledge (US)
- Charan, R. 46, 59
Chen, W. 67
Cheng, J. 62–87, 196–7
China, Hong Kong, entrepreneurial learning *see* entrepreneurship and entrepreneurial learning
Chirico, F. 7, 91, 92, 93–4, 102, 106, 197
Chirita, M.-G. 110–27, 198–9
Chittipeddi, K. 104, 107
Chittoor, R. 45, 58
Chrisman, J. 7, 8, 45, 47, 115, 116–17, 131, 152, 154, 187, 195
Chua, J. 113
Cisneros, L. 110–27, 198–9
Clinton, E. 172–91, 201–2
Coeurderoy, R. 114
Cohen, D. 139
Coleman, J. 131, 136, 143
Colombia, entrepreneurial families as breeding grounds for virtues *see* entrepreneurial families as breeding grounds for virtues
community
involvement and social recognition and reputation 177
life and extended families *see* social capital opportunities and dilemmas (Uganda), community life and extended families
- competitive advantage
entrepreneurial families as breeding grounds for virtues (Colombia) 28
entrepreneurial learning (Hong Kong) 65
intangible resources, role of 6, 7, 9–10
multi-level nature of, and ownership transitions 92, 104
resource-based view (RBV), and reputation 175, 187
social capital role in succession (Canada) 114–15
conflict impeding development of ownership transitions 93, 98
- Conner, K. 115
Connolly, C. 181
Connolly, T. 46, 55
Cool, K. 5, 6–7, 10, 23
Cope, J. 64, 70, 77, 81
Corbett, A. 64, 78
Costa Rica, hostile environments, coping with 161, 163, 164, 168
courage as virtue 29–31, 34
see also entrepreneurial families as breeding grounds for virtues (Colombia)
- Craig, J. 175, 177
Crook, T. 8
- Das, R. 45, 58
Davis, J. 8, 65, 66, 84, 177
Davis, P. 47
De Castro, G. 115
De Freyman, J. 114
De George, R. 25
DeCarolus, D. 154
decision-making
diversification *see* diversification decisions
entrepreneurial families as breeding grounds for virtues (Colombia) 22
entrepreneurial learning (Hong Kong) 78, 80, 83
ownership transitions, successful, and leveraging tacit knowledge (US) 92, 106–7
and professionalization of family

- business *see* professionalization
- of family business and decision-making (Spain)
- social capital role in succession (Canada) 122
- Deephouse, D. 175, 177, 187, 202
- Del Giudice, M. 70, 77
- Deschamps, B. 110–27, 198–9
- Dess, G. 4, 187
- DeWitt, R.-L. 88–109, 197–8
- Dierickx, I. 5, 6–7, 10, 23
- Distelberg, B. 22
- diversification decisions 35, 37
 - reputation types and effect on portfolio entrepreneurship activities 181–2, 184–5
- Donaldson, S. 25
- Donckels, R. 178
- Dowling, G. 175, 176
- Dumas, C. 22
- Durst, S. 115, 116
- Dyer, G. 176, 187, 201
- Dyer, W. 47
- Dyson-Hudson, N. 133
- economic sustainability 33–5, 37
- Eddleston, K. 98
- Eisenhardt, K. 23, 117, 155, 156, 159
- El Salvador, hostile environments, coping with 160
- Elkan, W. 135
- employee experience and knowledge transfer 93, 99–101, 104, 105
- entrepreneurial families as breeding grounds for virtues (Colombia) 20–41, 193–4
 - business ethics 24–5
 - capability development process 23
 - character strengths and core virtues 25–6
 - competitive advantage 28
 - courage as virtue 29–31, 34, 35
 - decision-making strategies 22
 - diversification strategies 35, 37
 - economic sustainability 33–5, 37
 - ethics definition 25
 - familiness 27, 194
 - family welfare and socio-emotional wealth 35
 - family's idiosyncrasy 28
 - future research 23, 37, 38–9
 - generosity and welfare 38
 - governance and hierarchy 35
 - honesty and transparency 36
 - industriousness and commitment 36
 - literature review of values and virtue ethics 24–6
 - loyalty 36
 - performance, unified systems perspective 26
 - reputation and integrity 35–6
 - resource-based view (RBV) 22–3, 27–8
 - resources and capabilities, distinction between 23
 - role models, importance of 27–8
 - school as reflection of family's values 20–22, 23–4
 - self-regulation 32, 34
 - socio-emotional endowment 36
 - technology, use of new 21, 37, 39
 - temperance as virtue 31–2, 34
 - values as resource 22–3, 193
 - values and virtues, distinction between 23–4, 27–8
 - virtue as embodied disposition towards positive moral behavior 24, 27–8
 - virtues in family firms 28–32
 - virtues in family firms, outcomes from 32–6
 - virtues fostering dynamic through generations 37–8
 - welfare of others 36
- entrepreneurial learning (Hong Kong) 62–87, 196–7
 - case study overview 62–4, 68, 70–72
 - change and variety, reacting to 66
 - competitive advantage 65
 - decision-making responsibilities 78, 80, 83
 - entrepreneurial exposure 67, 77–8
 - entrepreneurial learning 64–5, 74–7, 196–7
 - entrepreneurial learning, methods and activities 70, 77–8
 - expansion phase 73, 77–9, 82, 83
 - external work experience, effects of 67, 78–9

- familiness resource pool 67, 77, 80, 82
- future research 84
- innovation, organizational learning for 81, 82
- knowledge acquisition, importance of 67, 77–9
- knowledge transfer from multinationals 79
- learning as process to develop human and social capital 66
- resource-based view (RBV) 66
- revival phase and global financial crisis 74, 80–81, 82, 83
- situated learning perspective 67, 84–5
- start-up phase 73, 77, 82, 83
- transgenerational entrepreneurship 66–8
- transition phase 73–4, 79–80, 82, 83
- vicarious learning in business transition 79–80
- entrepreneurship, portfolio *see* reputation types and effect on portfolio entrepreneurship activities (Ireland)
- environmental considerations
 - hostile *see* hostile environments, coping with
 - sub-Saharan *see* social capital opportunities and dilemmas (Uganda)
- Evans-Pritchard, E. 133
- expansion phase 73, 77–9, 82, 83
 - see also* entrepreneurial learning (Hong Kong)
- extended families and community life
 - see* social capital opportunities and dilemmas (Uganda), community life and extended families
- external (non-family) involvement
 - external managers, use of 45, 52–3, 55
 - investors and R&D investment 53
 - ownership transitions 93–9
 - work experience, effects of 67, 78–9
- familiness
 - and bonding 135–7, 140–41, 143
 - entrepreneurial families as breeding grounds for virtues (Colombia) 27, 194
 - resource pool, transgenerational entrepreneurship 67, 77, 80, 82
 - see also* social capital
- Feltham, T. 47
- financial crises
 - and hostile environments, coping with 149–50, 161–2, 163–4
 - revival phase and global financial crisis 74, 80–81, 82, 83
- financial obligations, and ownership transitions 100, 101
- Fombrun, C. 175, 176, 177, 202
- Forde, D. 133
- Frederick, S. 48
- Freeman, J. 99, 106
- Friesen, P. 152, 153, 188
- future research
 - entrepreneurial families as breeding grounds for virtues (Colombia) 23, 37, 38–9
 - entrepreneurial learning 84
 - professionalization of family business and decision-making 58
 - reputation types and effect on portfolio entrepreneurship activities 187–8
 - social capital opportunities and dilemmas 144
 - social capital role in succession 115, 124
- Gedajlovic, E. 5, 8, 152, 175, 177, 201
- Germany, hostile environments, coping with 159, 165, 167, 168
- Gersick, K. 94, 98, 113
- Gestrin, P. 133, 144
- Ghoshal, S. 9, 112, 115, 132, 136, 142, 143, 154, 200
- Gigerenzer, G. 48
- Gimeno, A. 42–61, 195–6
- Gioia, D. 104, 107
- Goleman, D. 196
- Gomez-Mejia, L. 6, 32–3, 35, 36, 102
- González C., G. 20–41, 193–4
- González L., A. 1–19, 88–109, 197–8
- Graebner, M. 155

- Granovetter, M. 115, 142
 Grant, R. 2, 5, 91, 107, 115, 153, 175, 177
 Guldenberg, S. 115, 116
 Habbershon, T. 1, 2, 6, 7, 8, 26, 27, 28, 38, 65, 66, 67, 68, 82, 131, 135–6, 154, 175, 187, 192, 200, 202
 Hall, A. 45, 46
 Hamel, G. 106
 Hamilton, E. 67, 78, 84, 85
 Handler, W. 113, 118, 198
 Hannan, M. 99, 106
 Harper, D. 122
 Harveston, P. 47
 Hitt, M. 7, 9–10, 45, 46, 47, 65, 66, 142, 154, 202
 Ho, Florence H.C. 62–87, 196–7
 Hoffman, J. 136
 honesty and transparency as virtue 36
see also entrepreneurial families as breeding grounds for virtues (Colombia)
 Hong Kong, entrepreneurial learning
see entrepreneurial learning
 hostile environments, coping with 148–71, 200–201
 Azucarera El Abuelo sugar mills, Costa Rica 161, 163, 164, 168
 Dencker freight business, Germany 159, 165, 167, 168
 economic and political crises effects 149–50, 161–2, 163–4
 family tradition and strategic changes 151
 Foto Rápida, photographic retail company, Venezuela 161–2, 166–7, 168
 Grupo Navidad pharmaceutical lab (El Salvador) 160, 166, 168
 industry sectors and capital flows, restricted 166–7
 Pastas Sorrento, pasta producer, Venezuela 162–3, 164, 168
 reputation, importance of 152, 159, 160, 162, 163, 164
 research data analysis 156–9
 research findings 159–67
 research methodology 155–9
 resilience capability 152, 153–4
 resilience capability, and social exchange 154, 159, 160, 162–5, 169
 resource mobilization, importance of 164–5
 Sánchez & Co., Venezuela 148–51
 social capital bridging 159–64
 social capital, external 152, 160–61, 162–7, 200–201
 social capital theory 154–5
 social capital theory and bonding 155
 Sverige Machines seeding drills, Sweden 160–61, 165, 167, 168
 technology, use of new 148, 150, 153, 154
 theoretical background 153–5
 Howorth, C. 46
 Huber, G. 66
 innovation, organizational learning for 81, 82
 intangible resources, role of 1–19, 202–5
 causal ambiguity 7
 competitive advantage 6, 7, 9–10
 critical nature of 204
 dimensionality of 204
 economic and social values 4
 family influence on firm resources 6–8
 firm resources, role of 4–5
 inimitability as advantage 6
 internal and external resources 2–3, 9, 11, 205
 resource-based view (RBV) 5, 9–10
 social complexity of firm resources 8
 socio-emotional wealth of family firm 6
 tacit knowledge 7
 and tangible resources, distinction between 5
 transgenerational entrepreneurship overview 3–4, 204
 types of resources 8–9
 unique historical conditions of family firms 6–7
 value creation 9–10
 Ireland, reputation types and portfolio

- entrepreneurship *see* reputation
types and effect on portfolio
entrepreneurship activities
- Ireland, R. 10
- Irving, P. 102
- Isenberg, D. 48
- Jaskiewicz, P. 187, 202
- Jaussaud, J. 152
- Jick, T. 156
- John, P. 93
- Justis, R. 112, 113, 122, 123, 198
- Kahneman, D. 48
- Kellermanns, F. 98, 176, 187
- Kepner, E. 114
- Khavul, S. 133
- Klein, G. 48, 58
- Klinger, D. 58
- knowledge
acquisition, importance of 67, 77–9
and education, school as reflection
of family's values 20–22, 23–4
learning, adaptive 66
transfer from multinationals 79
- knowledge, tacit 7
and ownership transitions *see*
ownership transitions,
successful, and leveraging tacit
knowledge
transfer 112, 115–16
transfer, problems with 47
- Ko, I. 25
- Kolvereid, L. 178
- Kontinen, T. 155
- Kor, Y. 5
- Krogh, G. 93
- Kwon, S. 136, 143, 144, 155, 204
- Landon, S. 175
- Lansberg, I. 94, 198, 199, 205
- Lant, T. 94
- Lave, J. 67, 70, 77
- Le Breton-Miller, I. 85, 99, 103, 105–6,
113, 155, 175, 177
- leadership
and business vision 45
new leadership and predecessor
disengagement 120–21
- Lengnick-Hall, C. 152, 153–4
- Leonard-Barton, D. 116
- Levi-Strauss, C. 133
- Litz, R. 177
- Long, N. 135, 142
- Long, R. 115, 116–17, 152, 154, 195
loyalty as virtue 36
see also entrepreneurial families as
breeding grounds for virtues
(Colombia)
- Lumpkin, G. 4, 187
- Luthans, F. 25
- Lwango, A. 114
- McCann, J. 154
- McHugh, A. 47
- Mahoney, J. 5
- Mair, L. 133
- Malecki, E. 115–16
- Manikutty, S. 6, 7, 136
- Marchant, G. 98
- Martin, J. 23
- Martínez, J. 46
- Mazzola, P. 46, 112
- Melin, L. 114, 142, 154, 155, 169
- Mezias, S. 94
- Miller, D. 103, 105–6, 152, 153, 155,
175, 177, 188
- Mintzberg, H. 47
- Molloy, J. 2, 5, 6, 7, 202
- Monteferrante, P. 148–71, 200–201
- Moore, K. 65, 66
- Nagujja, S. 128–47, 199–200
- Nahapiet, J. 9, 112, 115, 132, 136, 142,
143, 154, 200
- Nair, A. 5
- Narver, J. 153
- Nason, R. 1–19, 172–91, 201–2
- Nelson, R. 5, 7, 91
- networking opportunities 119, 138–9
see also social capital
- Neubaum, D. 153
- new market segment, breaking into
104–5
see also ownership transitions,
successful, and leveraging tacit
knowledge (US)
- non-family involvement *see* external
(non-family) involvement
- Nonaka, I. 78, 91, 92, 116

- Nordqvist, M. 2, 45, 46, 142, 155, 156, 176, 192, 201
- Ntamu, D. 128–47, 199–200
- Ojala, A. 155
- Orasanu, J. 46, 55
- Orozco C., L. 20–41, 193–4
- ownership transitions, successful, and leveraging tacit knowledge (US) 88–109, 197–8
- business evolution 94–105
- business organization experience 92
- business resources, utilization of 93–4
- business strengthening stage 99–101
- case study overview 88–9
- and competitive advantage, multi-level nature of 92, 104
- conflict impeding development of 93, 98
- decision-making 92, 106–7
- employee experience employees and knowledge transfer 93, 99–101, 104, 105
- experts and novices, distinction between 92
- family business characteristics, retaining 101, 104, 105–6
- family business potential, recognizing 101–3
- financial obligations 100, 101
- formal training and instruction 93, 104
- inability to codify tacit knowledge 92–3
- leveraging to pursue longevity 93–4, 99, 100–101, 103–5
- literature review 91–4
- new market segment, breaking into 104–5
- non-family members, utilization of 93–9
- practical implications of ownership change 103
- reputational advantage 98
- tacit knowledge influences 98, 100, 102
- transitions from management buy-out (MBO) to non-family ‘insider’ owner 94–9
- value recognition 93
- see also* social capital role in succession (Canada)
- Parada, M. 42–61, 169, 195–6
- Park, N. 25
- Parkin, D. 138
- Pasi, M. 116
- Patton, E. 117
- Pearson, A. 8, 131, 136, 154, 187, 204
- Penrose, E. 1, 2, 4–5, 9, 10, 202
- Peteraf, M. 6
- Peterson, C. 25, 26, 28–9, 30, 31, 32
- Pfiffner, J. 46
- Pistrui, J. 67
- Polanyi, M. 91, 116, 197
- political changes, effects of 129–30, 141
- political crises, effects of, and hostile environments 149–50, 161–2, 163–4
- Politis, D. 64
- Porter, M. 104, 153
- Portes, A. 142, 143, 144
- portfolio entrepreneurship, and reputation *see* reputation types and effect on portfolio entrepreneurship activities (Ireland)
- Poza, E. 66
- Prahalad, C. 106, 115
- professionalization of family business and decision-making (Spain) 42–61, 195–6
- administrative decision-making domain 48, 53, 54
- advisory board, creation of 51–2, 53, 55
- analysis and intuition in decision-making 48, 52–3, 54–5
- board of directors, creation of 52–4, 55
- Construct Co. 42–4, 47, 54
- decision-making process 44, 47–8, 195–6
- external investors and R&D investment 53
- family leaders, mental models and business vision 45
- future research 58

- generational transition and decision-making 45
- intuition and strategic decision-making 47, 53
- intuitive decision-making and founder dependence 47
- key operational positions occupied by family 50
- knowledge and skills transfer, problems with 47
- lack of understanding of 46
- non-family managers 45, 52–3, 55
- operational decision-making domain 48, 53, 54–5
- Pharma Co. 49–54
- professionalization in family businesses, need for 46–7
- strategic decision-making domain 47, 48, 53, 55
- strategic planning and use of consultancy group 52–4
- succession planning 52
- systematizing the business 50–52
- Putnam, R. 136, 142
- Radcliffe-Brown, A. 133
- Rae, D. 70, 77
- Ram, M. 178–9
- Ramachandran, K. 192–207
- RBV (resource-based view) *see* resource-based view (RBV)
- Redding, G. 72
- reputation
 - importance of, in hostile environments 152, 159, 160, 162, 163, 164
 - and integrity 35–6
 - maintaining 123
 - ownership transitions and reputational advantage 98
- reputation types and effect on portfolio entrepreneurship activities (Ireland) 172–91, 201–2
- business partners, importance of trusted 183–4, 185
- case study overview 172–4, 179–86
- community involvement and social recognition 177
- competitive advantage and resource-based view (RBV) 175, 187
- diversification decisions 181–2, 184–5
- entrepreneurial spirit, importance of 184–6, 201–2
- expansion decisions 182–4
- future research 187–8
- long-term orientation 181–3
- multidimensional construct 176, 187–8
- negative reputations, dealing with 177
- perceived quality dimension 177–8
- portfolio entrepreneurship and development process 178–9, 187
- prominence dimension 178
- reputation as generic non-tradable (GNT) asset 177
- reputation, theory of 176–8
- research findings 181–6
- research, lack of earlier 176
- research methodology 179–80
- social capital, external 185–6
- theoretical foundations 176–9
- value creation 177
- resilience capability *see under* hostile environments, coping with
- resource-based view (RBV)
 - and competitive advantage 175, 187
 - entrepreneurial families as breeding grounds for virtues 22–3, 27–8
 - entrepreneurial learning 66
 - intangible resources, role of 5, 9–10
- resources
 - business resources, utilization of, ownership transitions 93–4
 - employee experience and knowledge transfer 93, 99–101, 104, 105
 - familiness *see* familiness
 - financial obligations, and ownership transitions 100, 101
 - intangible *see* intangible resources, role of
 - knowledge *see* knowledge mobilization, importance of, in hostile environments 164–5
 - networking opportunities 119, 138–9
 - portfolio entrepreneurship *see* reputation types and effect on portfolio entrepreneurship

- activities (Ireland)
- and reputation *see* reputation
- social capital *see* social capital
- technology, use of new *see*
 - technology, use of new
 - values *see* values
 - virtues *see* virtues
- see also* capabilities
- revival phase
 - and global financial crisis 74, 80–81, 82, 83
 - see also* entrepreneurial learning (Hong Kong)
- Richmond, Y. 133, 144
- Rindova, V. 123, 175, 177, 178
- Roberts, P. 175, 176
- Robertson, C. 135
- Robinson, J. 98
- Rodriguez, A. 148–71, 200–201
- role models, importance of 27–8
 - see also* entrepreneurial families as breeding grounds for virtues (Colombia)
- Romanelli, E. 94
- Rondøy, T. 46
- Rosa, P. 128–47, 178, 199–200, 202
- Royer, S. 90, 91, 92, 94, 107
- Rumelt, R. 5, 176
- Salvato, C. 7, 67, 81, 91, 92, 93, 94, 106, 114, 154, 155, 169, 197
- Sandoval-Arzaga, F. 116
- Sardeshmukh, S. 78
- Schmalensee, R. 9
- Schoemaker, P. 5, 6, 9, 27
- Schultz, M. 177
- Schulze, W. 46
- Schuman, A. 85
- Schumpeter, J. 2
- Sciascia, S. 46
- Scott, M. 178
- Sekaran, U. 117
- self-regulation 32, 34
 - see also* entrepreneurial families as breeding grounds for virtues (Colombia)
- Seligman, M. 25, 26, 28, 29, 30, 31, 32
- Senge, P. 70
- Shamsie, J. 176
- Shanley, M. 175, 177
- Sharma, P. 1–19, 45, 47, 67, 93, 102, 113, 136, 143, 152, 155, 168, 169, 177, 192–207
- Shepherd, D. 45, 178
- sibling teams *see under* social capital
 - role in succession (Canada)
- Sieger, P. 4, 172–207
- Sirmon, D. 7, 9–10, 202
- Slater, S. 153
- Smith, C. 175
- social capital
 - bridging and hostile environments 159–64
 - external, portfolio entrepreneurship activities 185–6
 - and hostile environments *see under* hostile environments, coping with
 - networking opportunities 119, 138–9
 - see also* familiness
- social capital opportunities and dilemmas (Uganda) 128–47, 199–200
 - case study overview 128–31, 132, 139–43
 - familiness and bonding 135–7, 140–41, 143
 - future research 144
 - organizational performance and familiness 136–7
 - political changes, effects of 129–30, 141
 - research limitations 144
 - research methods 139
 - social capital advantages and disadvantages 137–8, 199–200
 - social capital as capability and resource for family firm 136
 - social capital definition 131
 - theoretical considerations 135–7
- social capital opportunities and dilemmas (Uganda), community life and extended families 132–5, 137, 140
 - and areas with kingdoms 135
 - community-based cohesion 137–8
 - external influences and social change 135, 138, 143
 - interaction, importance of 142

- and interdependence 142–3
- networking opportunities 138–9
- problems with 142
- and trust 142
- Western culture, influence of 135, 138
- social capital role in succession
 - (Canada) 110–27, 198–9
 - case study overview 110–12, 123
 - competitive advantage, effects on 114–15
 - decision-making 122
 - exploratory qualitative research 117–18
 - family business succession process 119
 - family succession to several heirs, phases of 112, 113–14
 - future research 115, 124
 - joint management, delegation and letting go 120, 122–3
 - literature review 113–17
 - network transfer 119
 - new leadership and predecessor disengagement 120–21
 - reputation, maintaining 123
 - research limitations 123–4
 - sibling team succession 121–3, 198–9
 - sibling team succession, relational capital as trigger 123
 - sibling team succession, structural capital as precursor 122–3
 - sibling team succession, suitability of siblings 122
 - social capital elements and family firm 114–15
 - social capital, forms of 115–16
 - tacit knowledge definition 116
 - tacit knowledge transfer 112, 115–16
 - see also* ownership transitions, successful, and leveraging tacit knowledge (US)
- Sonfield, M. 113
- Songini, L. 46
- Sorenson, L. 177
- South America *see* entrepreneurial families as breeding grounds for virtues (Colombia); hostile environments, coping with
- Spain, professionalization of family business *see* professionalization of family business and decision-making
- Spender, J. 5, 90, 91
- start-up phase 73, 77, 82, 83
 - see also* entrepreneurial learning (Hong Kong)
- Staw, B. 100
- Steier, L. 68, 116
- Sternberg, R. 91, 92, 93, 98, 105
- Stewart, A. 45, 46, 47, 133
- succession
 - planning, professionalization of family business 52
 - social capital role *see* social capital role in succession
- sustainability 33–5, 37
- Sweden, hostile environments, coping with 160–61, 165, 167, 168
- tacit knowledge *see* knowledge, tacit
- Tagiuri, R. 8, 65, 66, 84, 177
- Takeuchi, H. 78, 91, 116
- Tapies, J. 22, 23
- technology, use of new 21, 37, 39
 - hostile environments, coping with 148, 150, 153, 154
- temperance as virtue 31–2, 34
 - see also* temperance as virtue, entrepreneurial families as breeding grounds for virtues (Colombia)
- Tetlock, P. 48
- Tierney, J. 24
- Turner, N. 177
- Tushman, M. 94
- Ucbasaran, D. 178
- Uganda, social capital opportunities and dilemmas *see* social capital opportunities and dilemmas
- US, ownership transitions *see* ownership transitions, successful, and leveraging tacit knowledge
- values
 - as judgments of worth of positive moral actions 24, 27
 - recognition, ownership transitions,

- and leveraging tacit knowledge 93
 - as resource 22–3, 193
 - see also* capabilities; resources; virtues
- values creation
 - intangible resources, role of 9–10
 - portfolio entrepreneurship activities 177
- Van Essen, M. 8
- Venezuela, hostile environments, coping with 148–51, 161–3, 164, 166–7, 168
- virtues
 - entrepreneurial families as breeding grounds for *see* entrepreneurial families as breeding grounds for virtues (Colombia)
 - see also* capabilities; resources; values
- Wagner, R. 92, 98, 105
- Wall, T. 181
- Ward, J. 22, 23, 38, 45, 78, 79, 85, 113
- welfare
 - family welfare and socio-emotional wealth 35
 - of others 36
- Wenger, E. 67, 70, 77
- Wernerfelt, B. 5, 175
- Westhead, P. 46, 178
- Whetten, D. 176, 187, 201
- Wiklund, J. 178
- Williams, M. 6, 8, 26, 27, 28, 131, 135–6, 154, 187, 202
- Winter, S. 5, 7, 91
- Wright, J. 154
- Wright, M. 178
- Yin, R. 65, 68, 155
- Yli-Renko, H. 136, 155
- Yu, A. 22, 193, 198
- Zacharakis, A. 45
- Zahra, S. 45, 47, 65, 152, 153
- Zellweger, T. 1, 2, 4, 6, 8, 155, 156, 176, 177, 178, 187, 188, 192
- Zheng, V. 72, 78