

# 1. Introduction: a framework for studying the ‘double embeddedness’ of business enterprising

**Jennifer E. Jennings, Kimberly A. Eddleston,  
P. Devereaux Jennings and Ravi Sarathy**

---

Over a decade ago, Aldrich and Cliff (2003) called for a ‘family embeddedness’ perspective on entrepreneurship research, urging scholars to consider how family-related factors impact—and are impacted by—venture creation processes and outcomes (see also Rogoff and Heck, 2003). As noted by Sharma, Melin, and Nordqvist (2014), the reciprocal influence of family and business has been of even longer-standing interest within the family enterprise literature, arguably constituting the field’s distinctive focus. While research in both areas has progressed rapidly, knowledge of the myriad ways in which the families and firms of owner-managers affect one another is far from complete. In the entrepreneurship literature, empirical studies consistent with the family embeddedness perspective remain relatively rare (for examples see Eddleston and Powell, 2012; Gras and Nason, forthcoming; Powell and Eddleston, 2013; Zellweger, Sieger, and Halter, 2011). And even in recent reviews of the family business literature, the need for greater attention to family variables is a dominant refrain (Danes, 2014; James, Jennings, and Breitzkreuz, 2012; McKenney, Payne, Zachary, and Short, 2014; Yu, Lumpkin, Sorenson, and Brigham, 2012).

Paralleling the call for increased consideration of family-related factors is that for an enhanced appreciation of the broader economic, institutional and cultural environments in which business enterprises are also embedded. Within the entrepreneurship literature, the latter appeal is a salient if not primary theme cutting across numerous essays (for example, Ucbasaran, Westhead, and Wright, 2001; Welter, 2011; Zahra and Wright, 2011; Zahra, Wright, and Abdelgawad, 2014) and special issues of academic journals (for example, Bruton, Ahlstrom, and Obloj, 2008; Jennings, Greenwood, Lounsbury, and Suddaby, 2013; Krueger, Liñán, and Nabi, 2013). It is also a key *raison d’être* of the Global Entrepreneurship Monitor (GEM) initiative. Within the family business literature, the need

for greater attention to the effects of broader external environments is increasingly recognized as just as germane (see, for example, Gupta and Levenburg, 2010; Howorth, Rose, Hamilton, and Westhead, 2010; Sharma et al., 2014; Wright, Chrisman, Chua, and Steier, 2014). Indeed, upon observing that only 7 of the 124 empirical articles within their recent bibliographic analysis included firms from more than one country, De Massis, Sharma, Chua, and Chrisman commented that ‘cross-country empirical studies . . . are necessary for a better understanding of the role that culture and institutions play in modifying the effects of family influence on firms’ characteristics, behaviors, and performance’ (De Massis et al., 2012: 51).

In combination, the above-noted calls point to the need for research on what we have termed the ‘double embeddedness’ of business enterprising; that is, the joint embedding of firms within the meso and macro contexts of both families and countries, respectively. We responded to this need by creating a collaborative initiative comprised of research teams responsible for collecting, analyzing and interpreting data from a relatively standardized survey within one of five distinct macro environments: the United States, Switzerland/Germany, China, Brazil and India. This book summarizes the preliminary results from this collaboration. Below we explicate our choice of focal country contexts and collaborators, the study’s guiding conceptual frameworks, and our overarching expectations regarding the relative influence of family-related factors on owner-managers and their firms within and across different socio-economic environments.

## CHOICE OF FOCAL COUNTRY CONTEXTS AND COLLABORATORS

For comparability with much extant research within the family business and entrepreneurship literatures, we selected the United States as the baseline country context for our investigation. As documented by De Massis and his colleagues (2012), studies focused exclusively upon US firms constituted the largest proportion—45 percent—of major empirical family business articles published within academic journals between 1996 and 2010. As noted by Davidsson (2004; 2006; also see Felzensztein, Gimmon, and Aqueveque, 2013), US-based studies have historically been the norm for academic journal articles on entrepreneurship as well. Two of the book’s editors, Dev Jennings and Jennifer Jennings, handled the US data collection and analysis effort, with doctoral student Youngbin Joo joining as a co-author on one of the chapters.

Given that a considerable amount of research on family businesses and entrepreneurial firms has also been conducted within Europe, we

approached two highly prolific researchers based in the region—Philipp Sieger and Thomas Zelwegger—about their willingness to head the European component of the study. Fortunately, our request dovetailed with the pending launch of their data collection effort targeting family owned and managed firms within Germany, the EU’s strongest economy, and Switzerland, a small but prosperous economy outside the EU but closely integrated with European and world economies. These countries thus formed the second focal macro-environmental context of our study. Doctoral candidate Melanie Ganter joined as a co-author on one of the Swiss/German chapters.

Heeding calls for family business and entrepreneurship research conducted outside of developed economies of North America and Europe—and within developing or transition economies in particular (for example, Basco et al., 2014; Felzensztein et al., 2013; Gupta and Levenburg, 2010)—we then reached out to potential collaborators within three of the largest countries widely considered to have emerging economies: China, Brazil and India (Khanna and Palepu, 2013). As summarized within Table 1.1, these countries differ in pronounced ways from the United States, Switzerland and Germany. As indicated, this is so not only with respect to key characteristics of their economies but also with respect to institutional and sociocultural characteristics of especial relevance to our investigation; specifically, the existence and nature of institutional frameworks conducive to business enterprising as well as the nature of and emphasis placed upon the institution of family.

The project team for each of the emerging-economy contexts included scholars based in the region, at least one of whom had a positive prior working relationship with one of the editors. Ascendant entrepreneurship scholar Yanfeng Zheng led the China initiative, forming partnerships with collaborators Jie Huang and Li Tian, each of whom had previously conducted research on entrepreneurs in the country. The Brazil and India teams were constituted by two of the book’s editors (Ravi Sarathy and Kimberly Eddleston) and scholars of entrepreneurship and/or family enterprise in either country; specifically, Tales Andreassi and Maria José Tonelli in Brazil, and K. Kumar in India.

## OVERARCHING CONCEPTUAL FRAMEWORKS

Each country-focused team produced two chapters for this book. The first chapter, which appears within Part I, focuses upon the organizational level of analysis, featuring findings pertaining to the effects of family upon the strategic orientations and business strategies of owner-managed

Table 1.1 Key economic, institutional and sociocultural characteristics of the study's focal country contexts

Countries	Key Economic Characteristics <sup>1</sup>	Key Institutional Characteristics	Key Sociocultural Characteristics
United States	GDP \$15.7 trillion; high per capita income = \$49,922; world's largest economy. Over half of all companies in the US are family businesses. <sup>2</sup>	Advanced industrial society, abundant availability of venture capital, rule of law and protection of property rights; US Small Business Administration (SBA) and government procurement support small and family entrepreneurs.	Individualistic, diverse society; high propensity for risk-taking, widespread consumerism; highly mobile society.
Switzerland and Germany	GDP \$363 billion for Switzerland (CH), GDP \$3.2 trillion for German (DE); high per capita income = \$45,418 for CH, \$39,028 for DE; considered wealthy nations. At least 60% of all European companies are family businesses.	Advanced industrial economies, strong welfare state and worker rights, significant family firms presence <i>Mittelstand</i> protected by favorable inheritance tax regulations; quality educational system featuring apprenticeships and universities, leading to competitive STEM outcomes; federal and state support for new and established small businesses, including consultancy, financial services and training.	High value placed on planning, order, punctuality, and separation of work and family; in the past Lutheran influence on work and saving; growing immigrant population and assimilation issues.
China	Second largest GDP, \$12.4 trillion; per capita income = \$9,162; population 1.35 billion; fastest growing emerging market over the 1980–2010 period, export-oriented. Approximately 85% of private enterprises are family owned.	Significant government involvement in economy through state-owned enterprises; major recipient of FDI inflows, ~\$120 billion annually; GDP growth at 9.3% annually; high levels of corruption, uneven implementation of laws, uneven IP protection; government support through the state councils and ministries providing loan guarantees for bank loans, lower tax rates, training and market exploration.	Somewhat guided by Confucian values, stressing harmony, group over individual welfare, and moderation; <i>Guangxi</i> , importance of networks and connections; central role of family, clan, paternalism, high power distance, and high long-term orientation.

Brazil	GDP \$2.4 trillion; per capita income = \$11,875; over-reliance on commodities, declining rates of growth as commodity prices falling. Approximately, 85–90% of businesses are family businesses.	High levels of labor inflexibility, income inequality, corruption; significant government bureaucratic controls on business, high tax burden at 34.8% of GDP; small business support through SEBRAE, SENAC and SENAI, and start-up financing through FINEP.	Extended family central part of culture; significant differences between industrialized south and rural poorer north of Brazil; diverse immigrant populations; personal relationships important in business.
India	GDP \$4.7 trillion; lowest per capita income = \$3,830; population 1.2 billion. Family firms account for two-thirds of India's GDP. <sup>3</sup>	High levels of corruption, high levels of business regulation, 5-year GDP growth of 6.8% annually, but high income inequality; large rural economy, poor transportation and infrastructure; low tax burden at 7% of GDP; small business support through Small Industries Development Organization (SIDO) and National Small Industries Corporation Ltd (NSIC) as well as financing support through State Bank of India and other banks.	Business groups dominant; reliance on political networks; high income inequality, importance of hierarchy derived from caste systems; chaotic democracy, tension between capitalist and socialist approaches to growth.

*Notes:*

1. All GDP and per capita incomes are PPP adjusted, in US \$, for 2013.
2. Family Firm Institute, Inc. <http://www.ffi.org/?page=GlobalDataPoints%22>.
3. KPMG (2013) <http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/family-business/family-owned-businesses-backbone-indias-economy.aspx>.

*Sources:* Heritage Foundation Index of Economic Freedom 2014; Family Firm Institute, Inc.; 2013 data unless otherwise indicated.

enterprises and the implications for firm performance. The second chapter, which appears within Part II, focuses upon the individual level of analysis, featuring findings pertaining to the effects of family upon the work–family interface strategies and experiences of business owner-managers and the implications for their psychological well-being. The overarching conceptual frameworks guiding each chapter are introduced and briefly elaborated below.

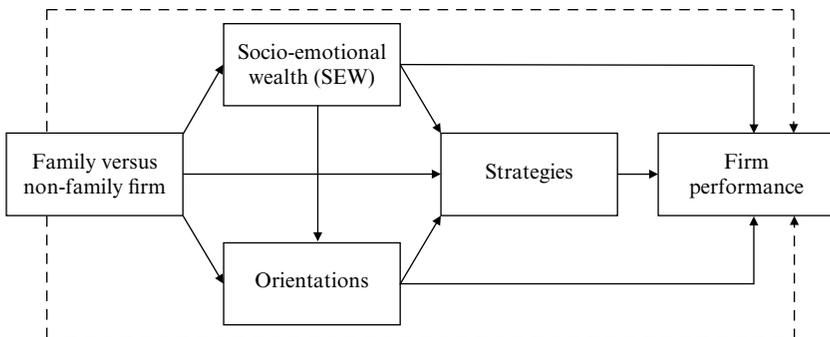
### Guiding Model for the Part I Chapters

Figure 1.1 presents the guiding model for each of the chapters in Part I. This conceptual framework was inspired by one of the conclusions drawn from De Massis et al.’s annotated bibliography of family business studies in general:

In sum, business strategy is an emerging area that deserves much more research in the future. Research is needed to explore further, both conceptually and empirically, the extent to which family involvement can result in distinctive behaviors concerning business strategy and the effect of these differences on family firms’ performance. (De Massis et al., 2012: 22–23)

Salvato and Corbetta’s more circumscribed and recent review of research on family business strategies, in particular, provided further inspiration—especially their decree that the focus of such enquiries ‘should be on the family itself’ (Salvato and Corbetta, 2014: 316).

Of all the potential family-related factors that could have been considered,



*Note:* Every conceptualized relationship is not explicitly examined within each Part I chapter; dotted lines signify that the family versus non-family distinction was considered primarily as a control variable in the performance models for most chapters.

*Figure 1.1* Guiding conceptual framework for the chapters in Part I

the emphasis within the Part I chapters is upon the increasingly popular notion of ‘socio-emotional wealth’ (SEW). As elaborated by its originators and proponents, SEW refers to the motivation of family owners to preserve or enhance non-financial endowments and affective needs such as perpetuating the family’s legacy and image, identifying with and exerting influence over the firm, and maintaining strong internal and external relationships (Berrone, Cruz, and Gómez-Mejía, 2012; Berrone, Cruz, and Gómez-Mejía, 2014; Gómez-Mejía, Haynes, Núñez-Nickel, Jacobson, and Moyano-Fuentes, 2007; Gómez-Mejía, Cruz, Berrone, and De Castro, 2011). To date, however, very few studies have explicitly measured the construct of SEW—let alone empirically investigated relationships with key variables of interest to business strategy scholars.

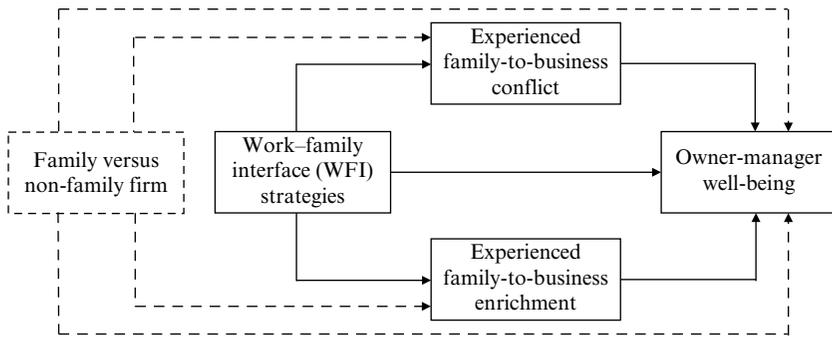
As implied by Figure 1.1, the chapters in Part I collectively examine the following fundamental questions related to SEW:

1. To what extent is SEW preservation and enhancement a motivation within owner-managed firms in general?
2. Is a concern for the preservation and enhancement of SEW higher within family than non-family firms in particular?
3. To what extent do SEW motivations influence standard variables of interest to strategy scholars, such as strategic orientations (in other words, towards growth, entrepreneurialism, and/or the long-term) and business strategies (in other words, exploration versus exploitation and causation versus effectuation)?
4. What is the impact of SEW motivations on firm performance relative to the effects of strategic orientations and business strategies?

Country-specific answers to the preceding questions can be found in the Part I chapters as follows: the United States (Jennings, Jennings, and Joo, Chapter 2); Switzerland/Germany (Sieger and Zellweger, Chapter 3); China (Zheng and Huang, Chapter 4); Brazil (Sarathy, Andreassi, Tonelli, and Eddleston, Chapter 5); and India (Sarathy, Kumar, and Eddleston, Chapter 6). Part I concludes with a comparative chapter assessing whether and how the answers to the above-noted questions vary across these diverse country contexts (Jennings, Sarathy, Eddleston, and Jennings, Chapter 7).

### **Guiding Model for the Part II Chapters**

Figure 1.2 depicts the conceptual framework for each of the Part II chapters. Two emergent conversations within the entrepreneurship and family business literatures provided the overarching inspiration for this guiding model. One is the increased interest in the non-economic outcomes



*Note:* Every conceptualized relationship is not explicitly examined within each Part II chapter; dotted lines signify that the family versus non-family distinction was considered primarily as a control variable in most chapters.

*Figure 1.2* Guiding conceptual framework for the chapters in Part II

associated with business enterprising; specifically, the growing attention paid to the personal well-being of owner-managers (see, for example, the special section within the most recent GEM report by Amoró and Bosma, 2014). The second is the increased awareness that comparatively little attention has been paid to how work–family interface (WFI) factors influence owner-managers and their firms (see, for example, Carr and Hmieleski, 2014; McKee, Madden, Kellermans, and Eddleston, 2014; Smyrniotou et al., 2003; Werbel and Danes, 2010).

More specific inspiration came from two key distinctions raised by entrepreneurship and family business scholars working within the WFI paradigm. The first is the distinction between the *strategies* that owner-managers use to manage the interface between work and family domains and their *experiences* at this interface (Jennings and McDougald, 2007). The second is the distinction between the *enrichment* versus *conflict* perspectives; that is, the notion that families and businesses can be ‘allies’ as well as ‘enemies,’ capable of exerting both beneficial and detrimental effects on one another (Eddleston and Powell, 2012; Powell and Eddleston, 2013). While advocates of either perspective have argued that WFI considerations possess implications for firm-level outcomes, the Part II chapters follow most empirical work to-date in focusing upon outcomes at the owner-manager level of analysis; specifically, on psychological indicators of well-being.

As suggested by Figure 1.2, the chapters constituting the second part of our study collectively address the following questions related to the WFI of owner-managers:

1. What is the nature of the WFI strategies, experienced family-to-business conflict versus enrichment, and psychological well-being of business owner-managers in the focal country context?
2. To what extent do the WFI strategies enacted by business owner-managers influence their experienced family-to-business conflict and enrichment?
3. To what extent do the WFI strategies, experienced family-to-business conflict and experienced family-to-business enrichment of business owner-managers influence their psychological well-being?
4. Which of the WFI strategies and experiences are the most impactful for the psychological well-being of owner-managers?

Part II of the book is structured similarly to Part I, with the country-specific responses to the preceding guiding questions presented as follows: the United States (Jennings and Jennings, Chapter 8); Switzerland/Germany (Sieger, Ganter, and Zellweger, Chapter 9); China (Tian and Zheng, Chapter 10); Brazil (Sarathy, Andreassi, Tonelli, and Eddleston, Chapter 11); and India (Sarathy, Kumar, and Eddleston, Chapter 12). Part II also concludes with a cross-country comparison by the editors (Eddleston, Jennings, Jennings, and Sarathy, Chapter 13).

## OVERARCHING EXPECTATIONS REGARDING THE RELATIVE INFLUENCE OF FAMILY-RELATED FACTORS

Heading into this study, we had two overarching expectations regarding the relative influence of family-related factors upon owner-managers and their firms. First, given the greater degree of family member involvement in the operation and/or governance that is likely within businesses deemed to be family enterprises by their owner-managers (Astrachan, Klein, and Smrynios, 2002), we were anticipating that our focal family-related constructs of SEW motivation and WFI experiences would be higher within and potentially exert stronger influences upon such organizations than those considered to be non-family firms. Second, in light of arguments and evidence that economic activity tends to be more intertwined with kinship ties and family households in regions beyond the developed Western world (see, for example, Gras and Nason, forthcoming; Gupta and Levenburg, 2010; Khavul, Bruton, and Wood, 2009; Peredo and McLean, 2013; Zellweger, Nason, and Nordqvist, 2012), we also expected that family-related considerations would exert stronger influences—either positive or negative—upon the outcomes of owner-managers and their firms within

China, Brazil and India than within the United States, Switzerland and Germany.

For details on the degree to which the empirical data supports these expectations at the organizational and individual levels of analysis, see the cross-country comparisons reported in Chapters 7 and 13, respectively. A broader discussion of the study's overall findings, limitations, contributions and implications appears in Chapter 14 (with key measurement scales and comparative methodological/sample details presented in Appendices A and B respectively). As will become apparent in the intervening country-specific chapters, however, the findings weren't exactly as we had anticipated.

## REFERENCES

- Aldrich, H.E. and J.E. Cliff (2003), 'The pervasive effects of family on entrepreneurship: Toward a family embeddedness perspective,' *Journal of Business Venturing*, **18** (5), 573–596.
- Amoró, J.E. and N. Bosma (2014), 'Global entrepreneurship monitor 2013 global report.'
- Astrachan, J.H., S.B. Klein, and K.X. Smyrnios (2002), 'The F-PEC scale of family influence: A proposal for solving the family business definition problem,' *Family Business Review*, **15** (1), 45–58.
- Basco, R., A. Discua Cruz, G. Jimenez-Seminario, K. Ramachandran, L. Xin-chun, and F. Welter (2014), 'Call for papers: Family business in emerging, developing, and transition economies' <http://euram-online.org/conference/2015/> (retrieved February 3, 2015).
- Berrone, P., C. Cruz, and L.R. Gómez-Mejía (2012), 'Socioemotional wealth in family firms: Theoretical dimensions, assessment approaches, and agenda for future research,' *Family Business Review*, **25** (3), 258–279.
- Berrone, P., C. Cruz, and L.R. Gómez-Mejía (2014), 'Family-controlled firms and stakeholder management: A socioemotional wealth preservation perspective,' in L. Melin, M. Nordqvist, and P. Sharma (eds), *The SAGE Handbook of Family Business*, London: Sage Publications, pp. 179–195.
- Bruton, G.D., D. Ahlstrom, and K. Obloj (2008), 'Entrepreneurship in emerging economies: Where are we today and where should the research go in the future,' *Entrepreneurship Theory and Practice*, **32** (1), 1–14.
- Carr, J.C. and K.M. Hmieleski (2014), 'Differences in the outcomes of work and family conflict between family- and non-family businesses: An examination of business founders,' *Working Paper*.
- Danes, S.M. (2014), 'The future of family business research through the family scientist's lens,' in L. Melin, M. Nordqvist, and P. Sharma (eds), *The SAGE Handbook of Family Business*, London: Sage Publications, pp. 611–619.
- Davidsson, P. (2004), *Researching Entrepreneurship*, Boston, MA: Springer.
- Davidsson, P. (2006), 'Nascent entrepreneurship: Empirical studies and developments,' *Foundations and Trends in Entrepreneurship*, **2** (1), 1–76.
- De Massis, A., P. Sharma, J.H. Chua, and J.J. Chrisman (2012), *Family Business*

- Studies: An Annotated Bibliography*, Cheltenham, UK and Northampton, MA USA: Edward Elgar Publishing.
- Eddleston, K.A. and G.N. Powell (2012), 'Nurturing entrepreneurs' work-family balance: A gendered perspective,' *Entrepreneurship Theory and Practice*, **36** (3), 513–541.
- Family Firm Institute (2013), 'Global data points,' [www.ffi.org/?page=GlobalDataPoints](http://www.ffi.org/?page=GlobalDataPoints) (retrieved February 3, 2015).
- Felzensztein, C., E. Gimmon, and C. Aqueveque (2013), 'Entrepreneurship at the periphery: Exploring framework conditions in core and peripheral locations,' *Entrepreneurship: Theory and Practice*, **37**, 815–835.
- Gómez-Mejía, L.R., C. Cruz, P. Berrone, and J. De Castro (2011), 'The bind that ties: Socioemotional wealth preservation in family firms,' *The Academy of Management Annals*, **5** (1), 653–707.
- Gómez-Mejía, L.R., K.T. Haynes, M. Núñez-Nickel, K.J. Jacobson, and J. Moyano-Fuentes (2007), 'Socioemotional wealth and business risks in family-controlled firms: Evidence from Spanish olive oil mills,' *Administrative Science Quarterly*, **52** (1), 106–137.
- Gras, D. and R.S. Nason (forthcoming), 'Bric by bric: The role of the family household in sustaining a venture in impoverished Indian slums,' *Journal of Business Venturing*, <http://dx.doi.org/10.1016/j.jbusvent.2014.10.002>.
- Gupta, V. and N. Levenburg (2010), 'A thematic analysis of cultural variations in family businesses: The CASE project,' *Family Business Review*, **23** (2), 155–169.
- Heritage Foundation of Economic Freedom (2014), '2014 index of economic freedom,' <http://www.heritage.org/index>.
- Howorth, C., M. Rose, E. Hamilton, and P. Westhead (2010), 'Family firm diversity and development: An introduction,' *International Small Business Journal*, **28** (5), 437–451.
- James, A.E., J.E. Jennings, and R.S. Breitzkreuz (2012), 'Worlds apart? Rebridging the distance between family science and family business research,' *Family Business Review*, **25** (1), 87–108.
- Jennings, J.E. and M.S. McDougald (2007), 'Work-family interface experiences and coping strategies: Implications for entrepreneurship research and practice,' *Academy of Management Review*, **32** (3), 747–760.
- Jennings, P.D., R. Greenwood, M.D. Lounsbury, and R. Suddaby (2013), 'Institutions, entrepreneurs, and communities: A special issue on entrepreneurship,' *Journal of Business Venturing*, **28** (1), 1–9.
- Khanna, T. and K. Palepu (2013), *Winning in Emerging Markets: A Road Map for Strategy and Execution*, Boston, MA: Harvard Business Press.
- Khavul, S., G.D. Bruton, and E. Wood (2009), 'Informal family business in Africa,' *Entrepreneurship Theory and Practice*, **33** (6), 1219–1238.
- KPMG (2013), Website: <http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/family-business/Pages/family-owned-businesses-backbone-indias-economy.aspx>.
- Krueger, N., F. Liñán, and G. Nabi (2013), 'Cultural values and entrepreneurship,' *Entrepreneurship and Regional Development*, **25** (9–10), 703–707.
- McKee, D., T.M. Madden, F.W. Kellermans, and K.A. Eddleston (2014), 'Conflicts in family firms: The good and the bad,' in L. Melin, M. Nordqvist, and P. Sharma (eds), *The SAGE Handbook of Family Business*, London: Sage Publications, pp. 514–528.
- McKenney, A.F., G.T. Payne, M.A. Zachary, and J.C. Short (2014), 'Multilevel

- analysis in family business studies,' in L. Melin, M. Nordqvist, and P. Sharma (eds), *The SAGE Handbook of Family Business*, London: Sage Publications, pp. 594–608.
- Peredo, A.M. and M. McLean (2013), 'Indigenous development and the cultural captivity of entrepreneurship,' *Business and Society*, **52** (4), 592–620.
- Powell, G.N. and K.A. Eddleston (2013), 'Linking family-to-business enrichment and support to entrepreneurial success: do female and male entrepreneurs experience different outcomes?,' *Journal of Business Venturing*, **28** (2), 261–280.
- Rogoff, E.G. and R.K.Z. Heck (2003), 'Evolving research in entrepreneurship and family business: Recognizing family as the oxygen that feeds the fire of entrepreneurship,' *Journal of Business Venturing*, **18** (5), 559–566.
- Salvato, C. and G. Corbetta (2014), 'Strategic content and process in family business,' in L. Melin, M. Nordqvist, and P. Sharma (eds), *The SAGE Handbook of Family Business*, London: Sage Publications, pp. 295–320.
- Sharma, P., L. Melin, and M. Nordqvist (2014), 'Introduction: Scope, evolution and future of family business studies,' in L. Melin, M. Nordqvist, and P. Sharma (eds), *The SAGE Handbook of Family Business*, London: Sage Publications, pp. 1–22.
- Smyrnios, K.X., C.A. Romano, G.A. Tanewski, P.I. Karofsky, R. Millen, and M.R. Yilmaz (2003), 'Work–family conflict: A study of American and Australian family businesses,' *Family Business Review*, **16** (1), 35–51.
- Ucbasaran, D., P. Westhead, and M. Wright (2001), 'The focus of entrepreneurial research: Contextual and process issues,' *Entrepreneurship Theory and Practice*, **25** (4), 57–80.
- Welter, F. (2011), 'Contextualizing entrepreneurship – conceptual challenges and ways forward,' *Entrepreneurship Theory and Practice*, **35** (1), 165–184.
- Werbel, J.D. and S.M. Danes (2010), 'Work family conflict in new business ventures: The moderating effects of spousal commitment to the new business venture,' *Journal of Small Business Management*, **48** (3), 421–440.
- Wright, M., J.J. Chrisman, J.H. Chua, and L.P. Steier (2014), 'Family enterprise and context,' *Entrepreneurship Theory and Practice*, **38** (6), 1247–1260.
- Yu, A., G.T. Lumpkin, R.L. Sorenson, and K.H. Brigham (2012), 'The landscape of family business outcomes a summary and numerical taxonomy of dependent variables,' *Family Business Review*, **25** (1), 33–57.
- Zahra, S.A. and M. Wright (2011), 'Entrepreneurship's next act,' *The Academy of Management Perspectives*, **25** (4), 67–83.
- Zahra, S.A., M. Wright, and S.G. Abdelgawad (2014), 'Contextualization and the advancement of entrepreneurship research,' *International Small Business Journal*, **32** (5), 479–500.
- Zellweger, T.M., R.S. Nason, and M. Nordqvist (2012), 'From longevity of firms to transgenerational entrepreneurship of families: Introducing family entrepreneurial orientation,' *Family Business Review*, **25** (2) 136–155.
- Zellweger, T., P. Sieger, and F. Halter (2011), 'Should I stay or should I go? Career choice intentions of students with family business background,' *Journal of Business Venturing*, **26** (5), 521–536.