

Research Institute for Family Business

Forschungsinstitut für Familienunternehmen

Performance Report 2013-2017



MISSION STATEMENT

The Research Institute for Family Business...

- ... is actively involved in the national and international scientific discussion on family businesses through contributions to conferences and academic journals.
 - ... follows a multidisciplinary approach by cooperating with scholars from different academic fields (management, entrepreneurship, sociology, law and psychology).
 - ... is dedicated to basic and applied research.
 - ... engages in family business research and entrepreneurship research and builds a bridge between them contributing to the emerging field of family entrepreneurship.
 - ... aims at the consolidation of scientific insights and practical experience in the field of applied research.
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FAMILY BUSINESSES of all sizes make up more than 50 percent of all businesses in Austria (excluding sole proprietor businesses) and are therefore often called the backbone of the Austrian economy. Due to the coupling of family and business, family businesses exhibit special kinds of risks and



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chances. For instance, the interdependence can make them vulnerable to conflict but it can also be the source of initiative and creativity. In order to be successful in the long run, family and business need to be actively managed.

FOFU was founded in 2009 through the initiative of the Family Business Network (FBN) Austria. Since then, it dedicates itself to the investigation of family businesses and business families with the aim to attain a better understanding of the functioning of these systems and to identify factors that make

FOFU WAS THE FIRST ACADEMIC INSTITUTE IN AUSTRIA THAT EXPLICITLY AND EXCLUSIVELY ADDRESSED ITSELF TO FAMILY BUSINESSES. DUE TO ITS YEARS-LONG EXPERIENCE AND THE HIGH QUALIFICATION OF THE RESEARCH TEAM IT IS THE ADDRESS NO. 1 FOR FAMILY BUSINESS RESEARCH IN AUSTRIA.

them successful. In addition to research, it is our demand to disseminate our knowledge to students and practitioners. Thus, the researchers of the institute also put great emphasis on knowledge transfer to students and practitioners.



Hermann Frank



Alexander Keßler

THE TEAM

ao. Univ.-Prof. Dr. Hermann Frank

He is head of FoFU and professor at the Institute for Small Business Management and Entrepreneurship. Furthermore, he is visiting professor at the Witten Institute for Family Business, University Witten/Herdecke, Germany. After his habilitation he was invited for the entrepreneurship professorship at the University of Dortmund, Germany, and first choice for the professorship for Innovation Management at the University for Natural Resources and Life Sciences, Vienna. He was visiting professor in 1996 at the University of Halmstad, Sweden, as well as in 2000 at the University of Udine, Italy. From 2000 to 2006 he taught Entrepreneurship at the "Donauuniversität Krems" (MBA). Additionally, he is associate editor of the Journal of Small Business Management and member of the editorial boards of Entrepreneurship and Regional Development and the Journal of Small Business and Enterprise Development.

PD Dr. Alexander Keßler

He is senior researcher at FoFU and senior lecturer in the master program Export and Internationalization Management (ExInt) at the Department for Global Business and Trade at WU Vienna, where he habilitated in 2008. From 2008 to 2014 he was head of the Competence Team for Entrepreneurship at FHWien University of Applied Sciences, Vienna. Moreover, he was visiting lecturer at the Lajos Kossuth University Debrecen, Hungary (2000-2004) and at the Masaryk Universität Brno, Czech Republic (2003-2017). In addition to his teaching in the ExInt program, he also teaches in the specialization SME-Management in the bachelor program at WU Vienna. His research is focused on family business, entrepreneurship and new venture creation, corporate entrepreneurship/intrapreneurship and entrepreneurship education. Furthermore, he is member of the review board of Family Business Review.

Dr. Julia Süß-Reyes

She is senior researcher at FoFU and lecturer in the master program Export and

Internationalization Management and in the specialization SME-Management in the bachelor program. She holds a doctoral degree from WU Vienna and her research focuses on family governance, business families, familiness and innovations in family businesses.

Elena Fuetsch, MA

She is junior researcher and doctoral candidate at FoFU and lecturer in the master degree „Export and Internationalization Management“ and in the specialization „Small Business Management“ in the bachelor program. She focuses her research on innovation in agricultural family businesses.

AFFILIATED PROFESSORS

- › **Univ.-Prof. Dr. Nikolaus Franke** (head of the Institute for Entrepreneurship and Innovation)
- › **Univ.-Prof. Dr. Susanne Kalss** (professor at the Institute for Civil and Business Law)
- › **ao. Univ.-Prof. Dr.phil. Manfred Lueger** (head of the Institute for Sociology and Social Research and of the Competence Center for Empirical Research Methods)
- › **Univ.-Prof. Dr. Josef Schuch** (head of the Unit for International Tax Law of the Institute for Austrian and International Tax Law)
- › **o. Univ.-Prof. Dr. Josef Zechner** (until 2017; professor at the Institute for Finance, Banking and Insurance, co-head of the Research Institute for Capital Markets)

ADVISORY BOARD

- › **Dr. Karin Exner-Wöhrer** (bis 2017)
- › **DI Maximilian Hardegg** (seit 2017)
- › **Mag. Anette Klinger** (seit 2017)
- › **VR Univ.-Prof. Dr. Stefan Pichler** (seit 2016)



Julia Süss-Reyes



Elena Fuetsch

- › **DI Paul Senger-Weiss** (bis 2017)
- › **KR Heinrich Spängler**
- › **VR Univ.-Prof. Dr. Barbara Sporn** (bis 2016)
- › **Univ.-Prof. Dr. Josef Zechner** (bis 2017)

FORMER EMPLOYEES

- › **Dr. Daniela Weismeier-Sammer**
- › **Dr. Lavinia Nosé**
- › **Daniela Suchy, M.A.**
- › **Dipl.-Ing. Mag. (FH) Stefanie Schock**

UNIVERSITY EXTERNAL PARTNERS

- › **Family Business Network (FBN) Austria**
- › **Prof.(FH) Reinhard Altenburger** (IMC FH Krems)
- › **Prof. Wolfgang H. Güttel** (Johannes Kepler Universität Linz)
- › **Prof. Christian Korunka** (University of Vienna)
- › **Prof. Hans Landström** (Lund University)
- › **Prof. Eddy Laveren** (University of Antwerp)
- › **Prof. Reinhard Prügl** (Zeppelin University Friedrichshafen)
- › **Prof. Arist von Schlippe** (University Witten/Herdecke)

RESEARCH PROJECTS

In the past years, FoFu was very successful in raising funds for numerous projects through competitive review processes:

- › **Managing business families: Success factors of business families in different generational stages**

Business families are of enormous importance for the development of any economy. Well-functioning business families are an indispensable prerequisite for prospering family businesses and successful business families contribute substantially to the reproduction of entrepreneurship. However, the societal and politico-economic relevance of business families is still undervalued. This shortcoming is also represented in family business research which has almost exclusively focused on the functioning of family businesses whilst neglecting the “family variable”. By bringing business families and their multidimensional challenges into focus, this research project aims to carve out characteristics that are relevant to understanding the mode of operation of business families and their specific approach to success and failure.

Researchers: Hermann Frank, Elena Fuetsch, Alexander Keßler, Manfred Lueger, Julia Süss-Reyes

- › **Innovations in family businesses: contextual factors, processes and performance effects**

Innovation can be key for the creation of competitive advantage and thus plays a central role in driving business performance and business growth. The literature is inconsistent, suggesting that family businesses are both more and less innovative than non-family businesses. These inconsistencies may be due to paradoxical effects of family involvement, as the family can constitute a liability but also a resource for innovation. For instance, family businesses prefer to avoid projects associated with high risk because they do not want to endanger family heritage. They prefer continuity which prompts them to rely on the tried and trusted and adhere to family traditions, instead of trying new things. Yet, the family can be a source of creativity and motivation that drives new ideas. The question of how family businesses make use of their innovation capacity and why some family businesses are better innovators than others is the focus of this research project.

Researchers: Reinhard Altenburger (IMC FH Krems), Hermann Frank, Elena Fuetsch, Alexander Keßler, Julia Süss-Reyes



› **The Social Structure of the Family Business Research Community**

Family business research is a growing field that emerged from entrepreneurship and which has largely replaced SME research by the eighties of the last century. In the meantime the community of family business scholars considers itself as an independent community dedicated to the research of the specificities of family businesses of all sizes. The research projects aims to find out the topical, theoretical and methodological orientations and the networks among family business researchers and thus contributes to the self-reflection and social identity of family business scholars.

Researchers: Hermann Frank, Hans Landström (Lund University, Sweden), Torsten Pieper (Kennesaw State University, USA, IFERA President), Reinhard Prügl (Zeppelin University, Friedrichshafen, Germany)

› **Agricultural family businesses in Lower Austria: How innovative, entrepreneurial and sustainable are they?**

The Lower Austrian agriculture is dominated by family businesses. These are characterized by the participation of several family members and frequently even several family generations. Likewise, these businesses usually have a longstanding tradition to pass the business on to the next family generation. However, having a look at recent figures, this tradition is facing severe challenges: Budget cuts, climate-related crop losses, hardly predictable price fluctuations and the lack of successors are among the main factors leading to a decline in the number of agricultural family businesses. Therefore, traditional farms are increasingly forced to act in a more innovative, entrepreneurial and sustainable way. With this research project, the FoFU provides first in-sights into the innovativeness, entrepreneurial orientation and sustainability of agricultural family businesses in Lower Austria and provides recommendations for practice.

Researchers: Hermann Frank, Julia Süss-Reyes, Elena Fuetsch, Alexander Keßler

› **Family Business Governance in Austria: Good Practice Case Studies**

The main characteristic of family businesses is the overlap of at least two social

systems (family – business). Since social processes are organized in a different way in the family and in the business, discrepancies of interest might occur. Depending on the handling of these diverging interests, the family influence on the business can affect the sustainable development of competitive advantages positively or negatively and consequently the success of the family business. Family business governance supports a family through managerial, supervisory and advisory bodies, or a binding set of rules to reduce the possible negative influence of the family, and to boost the positive potential of the business family in a sustainable and professional manner. Despite the importance of family business for the local economy, there is a lack of research focusing on the question if or how such governance activities can be useful for this type of business. With this research project, the Research Institute for Family Business provides a comprehensive examination of good practices of family business governance in Austrian family businesses by conducting a set of research case studies.

Researchers: Manfred Lueger, Hermann Frank, Daniela Weismeier-Sammer, Julia Süss

› **The Measurement of Familiness: Capturing the development, manifestations and impacts of family influence**

The involvement of the family in the business is of vital interest within the scientific community, especially regarding the influence of the family in the business and its relation to performance, innovation or competitive advantage. With this research project, we provide an all-embracing examination of familiness by various means: First, we provide a thorough literature review to show how the topic of familiness developed over time. Second, we employ a case-based approach to gain in-depth insights into Austrian family businesses to reconstruct their specific familiness. Third, we develop a familiness scale to capture the essence of familiness. After consolidating the results, we test the developed familiness scale by applying it to an Austrian sample of family businesses.

Researchers: Hermann Frank, Daniela Weismeier-Sammer, Julia Süss



ARTICLES IN SCIENTIFIC JOURNALS

2017

- › **Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J./Weismeier-Sammer, D.:** Capturing the Familiness of Family Businesses: Development of the Family Influence Familiness Scale (FIFS). *Entrepreneurship: Theory and Practice*, 41(5), 709-742.
- › **Fuetsch, E./Suess-Reyes, J.:** Research on innovation in family businesses: Are we building an ivory tower? *Journal of Family Business Management*, 7(1), 44-92.
- › **Nosé, L./Korunka, C./Frank, H./Danes, S.:** Decreasing the Effects of Relationship Conflict on Family Businesses: The Moderating Role of Family Climate. *Journal of Family Issues*, 38(1), 25-51.
- › **Süss-Reyes, J.:** Understanding the transgenerational orientation of family businesses: the role of family governance and business family identity. *Journal of Business Economics (JBE)* (former: *Zeitschrift für Betriebswirtschaft ZfB*), 87(6), 749-777.

2016

- › **Frank, H./Korunka, C./Lueger, M./Weismeier-Sammer, D.:** Intrapreneurship education in the dual education system, *International Journal of Entrepreneurial Venturing*, 8(4), 334-353.
- › **Frank, H./Landström, H.:** What makes entrepreneurship research interesting? Reflections on strategies to overcome the rigour-relevance gap, *Entrepreneurship & Regional Development*, 28(1-2), 51-75.
- › **Hauck, J./Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.:** Measuring socioemotional wealth using the FIBER Scale: Validation for family-owned and -managed firms, *Journal of Family Business Strategy*, 7(3), 133-148.
- › **Kalss, S./Dauner-Lieb, B.:** Töchter unerwünscht? Weder die einzelne Gesellschaft noch die Wirtschaft können sich das leisten. *Der Gesellschafter - Zeitschrift für Gesellschafts- und Unternehmensrecht (GesRZ)*, 45(4), 249-259.
- › **Kalss, S./Probst, S.:** Was ist der Einfluss in der Gesellschaft wert? Nachlese zum 4.

Familienunternehmertag auf Stift Göttweig. *Der Gesellschafter - Zeitschrift für Gesellschafts- und Unternehmensrecht (GesRZ)*, 45(3), 178-184.

- › **Röd, I.:** Disentangling the family firm's innovation process: A systematic review, *Journal of Family Business Strategy*, 7(3), 185-201.
- › **Suess-Reyes, J.:** Understanding the transgenerational orientation of family businesses: The role of family governance and business family identity, *Journal of Business Economics (JBE)* (früher: *Zeitschrift für Betriebswirtschaft ZfB*), 1-29.
- › **Suess-Reyes, J./Fuetsch, E.:** The future of family farming: A literature review on innovative, sustainable and succession-oriented strategies, *Journal of Rural Studies*, 47(Part A), 117-140.

2015

- › **Kalss, S./Cach, C.:** Unternehmensnachfolge "neu" - Was bringt die Erbrechtsreform 2015?. *SWK*, 659-665.
- › **Kalss, S./Probst, S.:** Syndikatsverträge in Familienunternehmen - rasch überprüfen! *GesRZ*, 3, 154-160.

2014

- › **Kalss, S.:** Vom offenen Wort zum Geheimnisverrat – Informationspflichten im Familienunternehmen. *UnternehmerCircle*, 1, 4-8.
- › **Suess, J.:** Family governance - Literature review and the development of a conceptual model. *Journal of Family Business Strategy*, 5(2), 138-155.
- › **Weismeier-Sammer, D./Hatak, I.:** Succession in the Family Business: Challenges for Successors from an Entrepreneurial Perspective. *International Journal of Entrepreneurship and Innovation*, 15(4), 279-284.

2013

- › **Nosé, L./Korunka, C./Frank, H./Suchy, D.:** Familienklima und Konflikte in Familienunternehmen: Eine empirische Analyse ihrer Erfolgswirkungen. *Zeitschrift für KMU und Entrepreneurship (ZfKE)*, 61(1/2), 55-82.
- › **Süss, J./Weismeier-Sammer, D.:** Familiness: Der Einfluss der Familie auf das Unternehmen. *Austrian Management Review*, 3, 60-66.



- › Von Schlippe, A./Frank, H.: The Theory of Social Systems as a Framework for Understanding Family Businesses. *Family Relations*, 63(3), 384-398.
- › Weismeyer-Sammer, D./Frank, H./Von Schlippe, A.: Untangling 'Familianness': A literature review and directions for future research. *International Journal of Entrepreneurship and Innovation*, 14(3), 165-178.

CONTRIBUTIONS IN SCIENTIFIC BOOKS

2017

- › Kalss, S.: Die Organisation von Familienunternehmen in Österreich, in: Lange, K. W./Windthorst, K. (eds.): *Sicherung des Familieneinflusses in Familienunternehmen*, 117-147. Baden-Baden: Nomos.
- › Kalss, S.: Rechtsformalternativen in Familiengesellschaften, in: Vogt, H.-U./Fleischer, H./Kalss, S.: *Recht der Familiengesellschaften*. Siebtes Deutsch-österreichisch-schweizerisches Symposium, 1-26. Tübingen: Mohr Siebeck.
- › Von Schlippe, A./Frank, H.: Conflict in Family Business in the Light of Systems Theory, in: Kellermanns, F.W./Hoy, F. (eds.): *The Routledge Companion to Family Business*, 367-384. New York/London: Routledge.

2015

- › Fuetsch, E./Frank, H.: Die Familienverfassung: Strukturierung der Beziehung zwischen Familie und Unternehmen, in: Lueger, M./Frank, H. (eds.): *Zukunftssicherung für Familienunternehmen*. Good Practice Fallanalysen zur Family Governance, 93-114. Vienna: facultas.
- › Kalss, S.: Der Beirat einer Familienstiftung eines österreichischen Industrieunternehmens, in: Lueger, M./Frank, H. (eds.): *Zukunftssicherung für Familienunternehmen*. Good Practice Fallanalysen zur Family Governance, 175-197. Vienna: facultas.
- › Korunka, C./Fuetsch, E.: Implementierung und Veränderung eines Beirats: Kritische Erfahrungen und Lernprozesse, in: Lueger, M./Frank, H. (eds.): *Zukunftssicherung für Familienunternehmen*. Good Practice Fallanalysen zur Family Governance, 117-139. Vienna: facultas.

- › Lueger, M./Froschauer, U.: Mediation und externe Beratung: Strategien der Konfliktbearbeitung in Familienunternehmen, in: Lueger, M./Frank, H. (eds.): *Zukunftssicherung für Familienunternehmen*. Good Practice Fallanalysen zur Family Governance, 41-91. Vienna: facultas.
- › Lueger, M./Süss-Reyes, J.: Family Governance als Strukturierung der Familie: Lehren aus den Fallanalysen, in: Lueger, M./Frank, H. (eds.): *Zukunftssicherung für Familienunternehmen*. Good Practice Fallanalysen zur Family Governance, 199-235. Vienna: facultas.
- › Süss-Reyes, J.: Family Governance: Sicherung der Zukunftsfähigkeit von Familienunternehmen, in: Lueger, M./Frank, H. (eds.): *Zukunftssicherung für Familienunternehmen*. Good Practice Fallanalysen zur Family Governance, 13-39. Vienna: facultas.
- › Süss-Reyes, J.: Implementierung einer komplexen Family Governance Lösung: Kontext, Prozess und Wirkungen, in: Lueger, M./Frank, H. (eds.): *Zukunftssicherung für Familienunternehmen*. Good Practice Fallanalysen zur Family Governance, 141-174. Vienna: facultas.

(EDITED) BOOKS

2017

- › Süss-Reyes, J./Fuetsch, E./Keßler, A./Frank, H.: *Erfolgsfaktoren landwirtschaftlicher Familienbetriebe in Niederösterreich*. Vienna: facultas

2015

- › Lueger, M./Frank, H. (eds.): *Zukunftssicherung für Familienunternehmen*. Good Practice Fallanalysen zur Family Governance. Vienna: facultas.

2013

- › Kalss, S./Probst, S.: *Familienunternehmen*. Vienna: Manz.



EDITED BOOK SERIES

Co-editorship of Hack, A./Calabro, A./**Frank, H.** /Kellermanns, F. W./Zellweger, T.: Familienunternehmen und KMU. Wiesbaden: Springer.

2017

- › Heider, A. K.: Unternehmenskultur und Innovationserfolg in Familienunternehmen
- › Wittig, T.: Crisis and Turnaround in German Medium-Sized Enterprises. An Integrated Empirical Study

2016

- › Schäfer, J.: Pay Variation in Family Firms
- › Döring, H.: Wissensmanagement in Familienunternehmen
- › Geyer, A.: The Growth Behavior of Family Firms. Theoretical and Empirical Elaborations
- › Halder, A.: Innovationsfähigkeit und Entrepreneurial Orientation in Familienunternehmen. Der Familieneinfluss und die Rolle des Familienunternehmers

2015

- › Engel, P.: Outside Director Compensation in German Public Family Firms. An Empirical Analysis

2014

- › Pijanowski, T.: Lending Behavior toward Family Firms
- › Ahlers, O.: Family Firms and Private Equity. A Collection of Essays on Value Creation, Negotiation, and Soft Factors

2013

- › Wessel, S.: Goals, Control and Conflicts in Family Offices. A Conceptual and In-depth Qualitative Study
- › Hauswald, H.: Stakeholder Trust in Family Businesses
- › Kammerlander, N.: Organizational Adaptation to Discontinuous Technological Change. The Effects of Family Influence and Organizational Identity
- › Krafczy, N.: Innovations in Small and Medium-Sized Family Firms. An Analysis of

Innovation Related Top Management Team Behaviors and Family Firm-Specific Characteristics

LECTURES AT SCIENTIFIC CONFERENCES (REVIEWED)

2017

- › **Frank, H./Fuetsch, E./Kessler, A./Suess-Reyes, J.:** A new approach to business families: from familiness to enterpriseness. Conference on SMEs Financing and Governance, Paris, France, 16.10.
- › **Fuetsch, E.:** Between Innovation and Tradition: Agricultural Entrepreneurship as a Balancing Act. Institute for Small Business and Entrepreneurship (ISBE) Conference, Belfast, United Kingdom, 08.11.-09.11.
- › **Suess-Reyes, J./Fuetsch, E./Frank, H./Kessler, A.:** Reflections on the enterpriseness of business families: A research agenda. International Family Enterprise Research Academy (IFERA) Annual Conference, Zadar, Croatia, 28.06.-01.07.
- › **Süss-Reyes, J./Fuetsch, E./Frank, H./Kessler, A.:** „Du gehörst jetzt auch dazu“. Grenzmanagement von Unternehmerfamilien. Conference of German-Speaking Research Centers and Institutes for Family Business (Konferenz der deutschsprachigen Forschungszentren und Institute für Familienunternehmen, FiFu DACHLi), Berlin, Germany, 06.03.-07.03.
- › **Suess-Reyes, J./Fuetsch, E./Kessler, A./Frank, H.:** Introducing the enterpriseness of business families: A research agenda. European Institute for Advanced Studies in Management (EIASM) Workshop on Family Firm Management Research, Bilbao, Spain, 25.05-27.05.

2016

- › **Suess-Reyes, J./Fuetsch, E.** (2016). The future of family farming: A literature review on innovative, sustainable and succession-oriented strategies. International Family Enterprise Research Academy (IFERA) Annual Conference, Bogotá, Colombia, 27.06.-30.06.



- › **Suess-Reyes, J./Fuetsch, E./Kessler, A./Frank, H.:** Entrepreneurial families: A typology based on collective self-conceptions and governance structures. International Family Business Research Forum (IFBRF), Naples, Italy, 15.09.-17.09.

2015

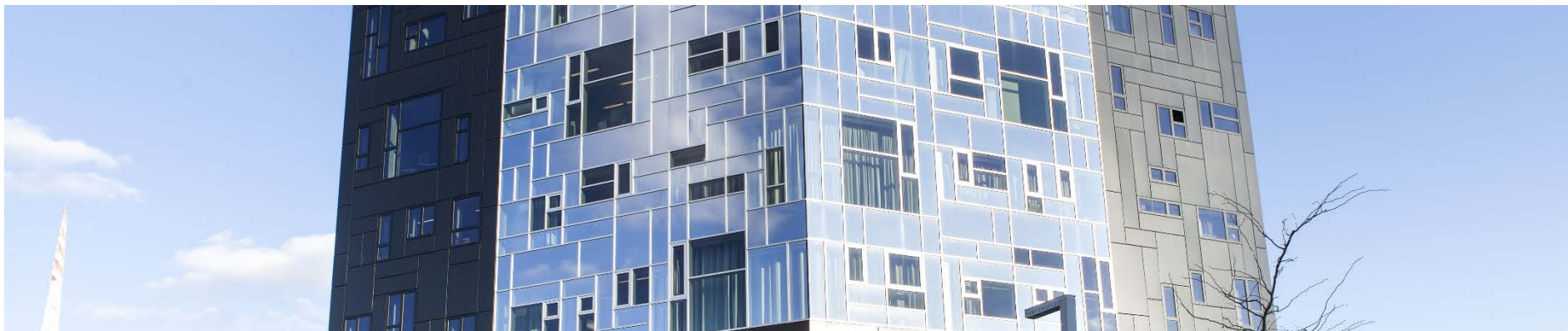
- › **Fuetsch, E./Suess-Reyes, J.:** Innovation research in the family business field: Are we building an ivory tower? European Institute for Advanced Studies in Management (EIASM) Workshop on Family Firm Management Research, Lyon, France, 29.05.-30.05.
- › Hasenzagl, R./Hatak, I./**Frank, H.:** Problematizing Socioemotional Wealth as Dominant Paradigm in Family Firm Research, International Council for Small Business (ICSB) World Conference, Dubai, UAE, 06.06.-09.06.
- › Hauck, J./**Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.:** Socio-emotional wealth: Validating and Re-defining the FIBER scale. European Institute for Advanced Studies in Management (EIASM) Workshop on Family Firm Management Research, Lyon, France, 29.05.-30.05.
- › Hauck, J./**Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.:** Socio-emotional Wealth: Validating and Re-Defining the FIBER Scale. Annual Meeting of the Academy of Management (AoM), Vancouver, Canada, 07.08.-11.08.
- › Hauck, J./**Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.:** Socio-emotional wealth: Validating and Re-defining the FIBER scale. European Academy of Management (EURAM) Annual Conference, Warsaw, Poland, 17.06.-20.06.
- › **Süss-Reyes, J.:** Die Rolle der Unternehmerfamilie für die generationenübergreifende Orientierung von Familienunternehmen. Conference of German-Speaking Research Centers and Institutes for Family Business (Konferenz der deutschsprachigen Forschungszentren und Institute für Familienunternehmen, FiFu DACHLi), Friedrichshafen, Germany, 02.03.-03.03.
- › **Suess-Reyes, J./Berent-Braun, M./Uhlaner, L.:** The role of family governance practices and bonding ownership social capital for predicting the commitment to growing family wealth (poster presentation). Annual Family Enterprise Research

Conference (FERC), Burlington, VT, USA, 04.06.-07.06.

- › **Weismeier-Sammer, D./Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J.:** Capturing the familiness of family businesses: The development of a multidimensional scale. International Family Enterprise Research Academy (IFERA) Annual Conference, Hamburg, Germany, 30.06.-03.07.

2014

- › **Frank, H./Weismeier-Sammer, D./Kessler, A./Rusch, T./Suess-Reyes, J.:** Making family influence in family firms measurable: Development of a familiness scale. International Council for Small Business (ICSB) World Conference, Dublin, Ireland, 11.06.-14.06.
- › Hatak, I./**Weismeier-Sammer, D.:** Trust in Inter-Family Firm Cooperation: A Case Study. International Family Enterprise Research Academy (IFERA) Annual Conference, Lappeenranta, Finland, 24.06.-27.06.
- › **Suess-Reyes, J.:** How to keep the family in business: Causes and effects of functional family governance. International Family Enterprise Research Academy (IFERA) Annual Conference, Lappeenranta, Finland, 24.06.-27.06.
- › **Süss, J.:** Die Implementierung eines Family Governance Regelwerkes: Eine Fallstudie. Conference of German-Speaking Research Centers and Institutes for Family Business (Konferenz der deutschsprachigen Forschungszentren und Institute für Familienunternehmen, FiFu DACHLi), Vienna, Austria, 17.03.-18.03.
- › **Suess-Reyes, J./Berent-Braun, M./Flören, R./Uhlaner, L.:** The economic and emotional value of governing the business-owning family. International Family Enterprise Research Academy (IFERA) Annual Conference, Lappeenranta, Finland, 24.06.-27.06.
- › **Suess-Reyes, J./Berent-Braun, M./Flören, R./Uhlaner, L.:** The economic and emotional value of governing the business-owning family. International Family Enterprise Research Academy (IFERA) Annual Conference, Lappeenranta, Finland, 24.06.-27.06.
- › **Weismeier-Sammer, D./Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J.:** Cap-



turing the familiness of family businesses: the development of a multidimensional scale. International Family Enterprise Research Academy Research Development Workshop (IFERA RDW), Vienna, Austria, 24.09.-26.09.

2013

- › **Weismeier-Sammer, D./Frank, H.:** The dimensions of familiness from a new systems theory perspective: A multiple case study. European Academy of Management (EURAM) Annual Conference, Istanbul, Turkey, 26.06.-29.06.
- › **Suess-Reyes, J.:** Family governance - Literature review and development of a conceptual model. International Family Enterprise Research Academy (IFERA) Annual Conference, St. Gallen, Switzerland, 02.07.-05.07.

LECTURES AT OTHER SCIENTIFIC EVENTS

2016

- › **Frank, H.:** Passing on to the next generation - Why we need more family business research centers and more succession research (keynote speech). Opening Conference "Family Firms at the Crossroads" of the Center for Family Businesses at Prague University of Economics, Prague, Czech Republic, 12.12.
- › **Frank, H.:** Thinking about key success factors of writing an insightful literature review (keynote speech). European University Network on Entrepreneurship (ESU) Conference, Lyon, France, 11.09.-17.09.

2015

- › **Frank, H.:** New System Theory as a framework for understanding family business (invited talk). International Family Enterprise Research Academy (IFERA) Annual Conference, Doctoral Consortium, Hamburg, Germany, 30.06.-03.07.

2014

- › **Frank, H.:** Der Familieneinfluss in Familienunternehmen: Entwicklung einer Familiness Skala. Doctoral Seminar, Zeppelin University, Friedrichshafen, Germany, 20.10.
- › **Frank, H.:** Making Family Influence in Family Firms Measurable - The Develop-

ment of a Familiness Scale. Work-in-progress series at the Groupe Sup de Co Montpellier Business School, Montpellier, France, 02.06.

AWARDS

- › WU award for outstanding research performance 2017:
 - **Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J./Weismeier-Sammer, D.** (Capturing the Familiness of Family Businesses: Development of the Family Influence Familiness Scale)
 - **Hauck, J./Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.** (Measuring Socioeconomic Wealth in Family-owned and -managed Firms: A Validation and Short Form of the FIBER Scale)
 - **Suess-Reyes, J.** (Understanding the Transgenerational Orientation of Family Businesses: The Role of Family Governance and Business Family Identity)
 - **Suess-Reyes, J./Fuetsch, E.** (The Future of Family Farming: A Literature Review on Innovative, Sustainable and Succession-oriented Strategies)
- › International Family Enterprise Research Academy (IFERA) Best Reviewer Award 2016: **Suess-Reyes, J.**
- › International Family Enterprise Research Academy (IFERA) Best Conference Paper Award for First-Time Presenter 2016: **Fuetsch, E.** (The future of family farming: A literature review on innovative, sustainable and succession-oriented strategies)
- › Journal of Small Business Management (JSBM) Editor's Choice Award 2015: Hasenzagl, R./Hatak, I./**Frank, H.** (Problematising Socioemotional Wealth as Dominant Paradigm in Family Firm Research)
- › IFERA Research Development Workshop Best Paper Award 2014: **Weismeier-Sammer, D./Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J.** (Capturing the Familiness of Family Business: The Development of a Multidimensional Scale)
- › WU Department of Global Business and Trade Top-Publication-Award 2014: **Weismeier-Sammer, D./Hatak, I.** (Succession in the Family Business: Challenges for Successors from an Entrepreneurial Perspective)



REVIEWS OF FAMILY BUSINESS PAPERS FOR THE FOLLOWING SCIENTIFIC JOURNALS:

- › African Journal of Business Management (Frank)
- › Austrian Management Review (Süss-Reyes)
- › Entrepreneurship and Regional Development (Frank, Süss-Reyes)
- › Entrepreneurship: Theory & Practice (Frank)
- › Family Business Review (Keßler)
- › International Journal of Entrepreneurship and Innovation (Frank)
- › Journal of Agricultural Science and Technology (Frank)
- › Journal of Entrepreneurial Behavior and Research (Frank)
- › International Journal of Entrepreneurship and Innovation (Frank)
- › Journal of Agricultural Science and Technology (Frank)
- › Journal of Entrepreneurial Behavior and Research (Frank)
- › Journal of Family Business Management (Frank, Süss-Reyes)
- › Journal of Family Business Strategy (Fuetsch, Keßler, Süss-Reyes)
- › Journal of Family Communication (Frank)
- › Journal of Managerial Issues (Frank)
- › Journal of Small Business and Enterprise Development (Süss-Reyes)
- › Journal of Small Business Management (Fuetsch, Keßler, Süss-Reyes)
- › Managerial Review Quarterly (Frank)
- › Review of Managerial Science (Frank, Keßler)
- › Zeitschrift für KMU und Entrepreneurship (Frank)

REVIEWS OF ENTREPRENEURSHIP AND FAMILY BUSINESS PAPERS FOR THE FOLLOWING SCIENTIFIC CONFERENCES:

- › International Family Business Research Forum (IFBRF) 2017 (Fuetsch, Keßler, Süss-Reyes)
- › International Family Enterprise Research Academy (IFERA) Annual Conference

- 2017, Zadar, Croatia (Frank, Süss-Reyes)
- › European Institute for Advanced Studies in Management (EIASM) Research in entrepreneurship and small business (RENT) Workshop 2017, Lund, Sweden (Frank)
- › European Institute for Advanced Studies in Management (EIASM) Workshop on Family Firm Management Research 2016, Zwolle, The Netherlands (Frank)
- › European Institute for Advanced Studies in Management (EIASM) Research in entrepreneurship and small business (RENT) Workshop 2016, Antwerp, Belgium (Frank)
- › Gründungsforschungs-Forum (G-Forum) 2016, Leipzig, Germany (Frank)
- › International Family Enterprise Research Academy (IFERA) Annual Conference 2016, Bogotá, Colombia (Frank, Süss-Reyes)
- › European Academy of Management (EURAM) Annual Conference 2015, Warsaw, Poland (Frank, Süss-Reyes)
- › European Institute for Advanced Studies in Management (EIASM) Workshop on Family Firm Management Research 2015, Lyon, France (Frank, Fuetsch, Süss-Reyes)
- › Gründungsforschungs-Forum (G-Forum) 2015, Kassel, Germany (Frank)
- › International Family Enterprise Research Academy (IFERA) Annual Conference 2015, Hamburg, Germany (Frank, Süss-Reyes)
- › European Academy of Management (EURAM) Annual Conference 2014, Valencia, Spain (Frank)
- › Gründungsforschungs-Forum (G-Forum) 2014, Oldenburg, Germany (Frank)
- › International Family Enterprise Research Academy (IFERA) Annual Conference 2014, Lappeenranta, Finland (Frank)
- › International Family Enterprise Research Academy Research Development Workshop (IFERA RDW) 2014, Vienna, Austria (Frank, Keßler, Süss-Reyes)
- › International Family Enterprise Research Academy (IFERA) Annual Conference 2013, St. Gallen, Switzerland (Frank)



REVIEWS OF RESEARCH PROJECT APPLICATIONS FOR THE FOLLOWING INSTITUTIONS:

- › Research Foundation Flanders (Frank)
- › Swiss National Science Foundation (Frank)

HOSTED SCIENTIFIC CONFERENCES

- › Hosting and co-organization of the International Family Business Research Forum (IFBRF) 2017
- › Hosting and organization of the International Family Enterprise Research Academy Research Development Workshop (IFERA RDW) 2014

OTHER CONTRIBUTIONS TO THE SCIENTIFIC COMMUNITY

- › Conference co-chair at the Symposium Strategisches Kompetenzmanagement 2016, Vienna, Austria (Frank)
- › Appointment selection panel, Hasselt University (2014; Frank)
- › Membership in the Presidium of the Förderkreis Gründungs-Forschung (FGF; Frank; since 2014); Co-initiation of the „Arbeitskreis Familienunternehmen“ in 2014, FGF e.V. launches a family business track at its annual conferences)
- › Editorship of the Journal of Small Business Management (JSBM; Frank)
- › Membership in the Editorial Reviewer Board in Journal of Family Business Strategy (JFBS; Süß-Reyes)
- › Membership in the Family Business Review (FBR) Editorial Board (Keßler)
- › Membership in the Entrepreneurship & Regional Development (ERD) Editorial Board (Frank)
- › Membership in the Journal of Small Business and Enterprise Development (JSBED) Editorial Board (Frank)
- › Membership in the Revue de l'Entrepreneuriat Editorial Board (Frank)

- › Membership in the International Family Enterprise Research Academy (IFERA) Board (Frank, 2012-2017)
- › Session chairs at several international conferences (European Institute for Advanced Studies in Management (EIASM), Research in Entrepreneurship and Small Business (RENT) Workshop, International Family Enterprise Research Academy (IFERA) Annual Conference, European Institute for Advanced Studies in Management (EIASM) Workshop on Family Firm Management Research, etc.)

SUPERVISION OF SCIENTIFIC THESES WITH FAMILY BUSINESS FOCUS

We experience a huge interest in family businesses also from the „next generation“. Numerous students have finalized their thesis on family business-related topics:

- › Finalized Doctoral Theses:
 - Caspary, S. (2017): Das Familienunternehmen als Sozialisationskontext für Nachkommen aus Unternehmerfamilien. Dissertation, WU Vienna University of Economics and Business, Austria.
 - Süß-Reyes, J. (2016): Family governance: Organizing the business family for family business continuity. Dissertation, WU Vienna University of Economics and Business, Austria.
 - Weismeier-Sammer, D. (2012): Different approaches to corporate entrepreneurship in family businesses. Dissertation, WU Vienna University of Economics and Business, Austria.
- › Current Doctoral Theses: 5
- › Finalized Master Theses: 11
- › Finalized Bachelor Theses: 49

FAMILY BUSINESS-RELATED TEACHING

- › 2016: Seminar „Innovation in Family Firms“ in the CEMS program, University of Economics Prague, Czech Republic (Frank, Süß-Reyes)



- › 1 family business-related course per semester in the bachelor program „SME-Management“(Frank, Fuetsch, Süss-Reyes)
- › „Family Business Management“ as elective course in the master program „Export and Internationalization Management“ (Frank, Süss-Reyes)

THIRD MISSION ACTIVITIES

Research-To-Practice Transfer

2017

- › Distribution of summarized research results from the project “Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“ to several hundred family farms
- › Interview in trend, 11.08., p. 28-31: Kann es wirklich nur einen geben? (Frank)
- › Interview in Wiener Zeitung, 09.08., p. 9: Bauer sucht Investor (Frank)
- › Interview in WU Vienna Pressespiegel, 12.06.: Goldene Ehrennadel der Wirtschaftsuniversität Wien an Paul Senger-Weiss verliehen; respectively in logistik-express.com, 14.06.: Vienna University of Economics honours Paul Senger-Weiss (Frank)
- › Interview in Kurier, 31.05., p. 3: Nein danke, kein Interesse. (Frank)
- › Article in Beziehungsweise. Informationsdienst des österreichischen Instituts für Familienforschung, 23.06., p. 1-4: Die Professionalisierung der Unternehmerfamilie. Eine Erfolgsformel für Familienunternehmen? (Süss-Reyes)
- › Speech titled „Erfolgsfaktoren für Familienbetriebe im ländlichen Raum“, Landwirtschaft – Gewerbe: Gemeinsam stärker (organized by Netzwerk Zukunftsraum Land in cooperation with the Austrian Economic and Agricultural Chambers), Vienna, Austria, 27.04. (Süss Reyes)
- › Interview in Die Presse, 14.03., p. 12: Wie Familienbetriebe überleben. (Süss-Reyes)
- › Speech titled „Zur Identität von Unternehmerfamilien – Wie kommt sie zustande?“, workshop organized by the Family Business Network Austria, Vienna,

Austria, 24.01. (Keßler)

2016

- › Speech and panel discussion about the research results of the project “Erfolgsfaktoren landwirtschaftlicher Familienbetriebe in Niederösterreich“, Bezirksausschusssitzung Chamber of Agriculture Mistelbach, Mistelbach, 19.10. (Frank)
- › Interview in DerStandard, 27.09., p. 18: Zerreißprobe für Familienkonzerne (Süss-Reyes)
- › Presentation of the research results of the project „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“, press conference hosted by Erste Bank, Vienna, Austria, 08.06. (Frank) followed by more than 10 media reports in several newspapers and TV channels
- › Interview in Kärntner Wirtschaft, Nr.12/13, 01.04., p. 3: Leistungen der Familien werden unterschätzt (Frank)
- › Speech and panel discussion with federal minister Dr. Karmasin, Mag. Hanni Rützler (expert for future food), DI Maximilian Hardegg (Gutsverwaltung Hardegg) and Dr. Thomas Uher (Chairman of Erste Bank Oesterreich and advisory board member of WU Vienna), Erste Bank Forum Weinviertel Landwirtschaftsgespräche „Landwirtschaftliche Familienbetriebe - ein Modell mit Zukunft?“, Hollabrunn, Austria, 30.03. (Frank)
- › Article in Vielfalt Familie by Landjugend Österreich, 10.02., p. 12: Familienunternehmen – Attraktiver Arbeitgeber oder Karrierebremse? (Fuetsch)

2015

Speech titled „Innovation: Wie man die Herausforderung meistert“, practitioners’ workshop organized by Family Business Network (FBN) Austria, Vienna, Austria, 14.04. (Frank)

2014

Article in IMI Konnect, 3(8), p. 4-5: Opportunity Recognition in Family Firms in the Context of Relationship Conflicts between Managing Family Members. (Fuetsch, Frank)



Project workshops

2016

- › Workshop and presentation of the research results of the project „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“, Dialogforum zeitgemäße Landwirtschaft (organized by FoFU and Gutsverwaltung Hardegg), WU Vienna, Austria, 02.06. (Frank)
- › Practitioners' workshop with several selected Lower-Austrian farmers to validate the research results of the project „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“, WU Vienna, Austria, 08.06., (Frank, Fuetsch, Keßler, Süß-Reyes)

2015

- › Workshop and presentation of the book “Family Governance. Zukunftssicherung für Familienunternehmen – Good Practice Fallanalysen zur Family Governance“, practitioners' workshop organized by FoFu and Family Business Network (FBN) Austria, WU Vienna, Austria, 05.10. :
 - Speech titled „Family Governance“ (Frank)
 - Speech titled “Implementierung und Veränderung eines Beirates: Kritische Erfahrungen und Lernprozesse” (Fuetsch)
 - Speech titled „Implementierung einer komplexen Family Governance Lösung: Kontext, Prozess und Wirkungen“ (Süß-Reyes)
 - Speech titled „Family Governance – Schlussfolgerungen aus den Fallstudien“ (Lueger)
- › Practitioners' workshop „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe in Niederösterreich“ with several selected Lower-Austrian farmers to support the development of a measuring tool (organized by FoFU and Erste Bank Mistelbach), Mistelbach, Austria, 28.09.
- › 3 workshops with the advisory council of the project „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“ to develop a sampling strategy and to plan the data collection and the development of a measuring tool, Vienna, Austria, 21.01.2015, 09.04.2015, 17.08.

2013

- › Practitioners' workshop and speech titled „Familiness: Der Einfluss der Familie im Unternehmen“, organized by FoFU and Family Business Network (FBN) Austria, Puch bei Salzburg, Austria, 17.04. (Frank, Weismeyer-Sammer, Süß)

BRIEF OUTLOOK TO 2018

Current business family project

Our current study focuses on structures and processes in business families which emerge due to the influence of the family business(es). For this project we already collected an internationally unique data set including 501 business families!

Planned publications for 2018

- › 1 peer-reviewed journal article
- › 12 contributions in scientific books
- › 2 (co-)edited books
- › 4 (co-)edited books in the book series „Familienunternehmen und KMU“
- › 7 participations at scientific conferences

CONTACT INFORMATION

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