Universitat Autònoma de Barcelona

International Doctorate in Entrepreneurship and Management

The Creation of Family Firms in Catalonia: An Institutional Approach

Doctoral Thesis

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This PhD thesis investigates the influence of environmental factors on the creation of family firms in Catalonia. The origins of my interest in this research come from the combination of two of my passions: family firms and entrepreneurship. In fact, my family is a family with a long tradition in the business arena and I've always been associated with the family business. In addition, entrepreneurship, present in my family since time immemorial, has always accompanied, now becoming one of my great interests from the academic and business perspective.

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ABSTRACT

Family firms play an important role in economic and social development of countries and regions, strengthening the industrial base and generating jobs. That is not surprising because the family firm is the most common type of company in all western countries. In the light of Spain's modern history, family firms have been the major actors in the Spanish economy of the twenty-first century. Geographically, family firms had a strong representativeness in the Mediterranean (Catalonian textile family firms) and the Cantabrian Sea (Basque metal family firms). Since the early 2000s, academia has intensifying the research and interest in the study of this phenomenon. Given its complexity, in this thesis, a family firm is identifies based on three dimensions proposed by Litz (1995): ownership, management, and intention of the family in developing the family business. The literature in the field has evidenced the remarkable progress in the analysis of this phenomenon in several aspects such as: identifying the elements to define a family firm, the strategy/management processes, the business succession, the relationship between family and firm, among others. In the Spanish context, some studies have been explored the family firms' traditions and their influence on the intensity and/or survival of those firms or the obstacles to increase competitiveness. However, few investigations have studied the influence of sociocultural factors on the creation of family firms.

The objective of this research is to identify and analyze the main factors that influence the creation of family firms in Catalonia. More concretely, the study will focus on environmental factors related to cultural or informal institutions according to institutional approach (North, 1990 and 2005). Also a comparison among the factors that affect the creation of family firms and non-family firms will be developed. Thus, the specific objectives of the research are the following: (SO1) to propose a conceptual framework about the role of environmental factors in the creation of family firms adopting an institutional economic approach (Chapter 2); (SO2) To explore qualitatively the influence of certain informal factors (socialization, networks, role models, attitudes) in the creation of family firms in Catalonia (Chapter 3 and Chapter 4); and (SO3) to explore quantitatively the role of certain informal factors (socialization, networks, role models, attitudes) in the creation of family firms in Catalonia (Chapter 5 and Chapter 6).

In order to achieve these objectives and based on an extensive literature review about the sociocultural dimensions (informal factors) involved in family firm creation in Catalonia, the thesis adopted a combined qualitative and quantitative methodological approaches. Regarding to the qualitative phase, the socio-cultural dimensions that operate in the creation of six Catalan firms (2 new family firms, 2 established family firms and 2 non-family firms) were analyzed in depth. Concerning the quantitative methodology, the impact of sociocultural conditions (informal factors) on the creation of 350 Catalonian firms (213 family firms and 137 non-family firms) was analyzed using a logistic regression and structural equation models. The main findings highlight the important role of sociocultural factors in the creation of family firms. Specifically we identify four institutional factors that are involved in the process of family firms' creation: socialization process, social networks, role models, and entrepreneurial attitudes. These factors have higher effect on the family firms than on non-family firms. Also, social networks are the most important factor. This research advances the literature by applying institutional economics as an appropriate conceptual framework for the analysis of the environmental conditions that influence the creation of family firms. From the practical perspective, the research could be useful for the design of policies to support the creation of family firms.

Key words: Family Firm, Business Creation, Institutional Approach, Socialization Process, Social Networks, Role Models, Entrepreneurial Attitudes, Catalonia.

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1. INTRODUCTION

1.1. Problem statement and objectives of the research

It is recognized that any type of entrepreneurship plays an important role in the economic and social development of countries and regions, strengthening the industrial base and generating jobs (Alsos et al., 2014; Bird and Wennberg, 2014; Howorth et al., 2010; Lumpkin, et al., 2011). Therefore, as any type of entrepreneurship, family firms play a key role in the global economy; particularly, family firms have participated in the transformation of developing countries by flexibly connecting regional networks of consumers and producers with foreign resources of technology and capital (Puig and Perez, 2009).

A good example has been the Spanish case. During the last 15 years, Spain has become a major net capital exporter based on the number of Spanish multinational firms that have emerged (Pérez and Raposo, 2007). Previous studies show that in Spain family firms account for 75% of all firms, and in the Eurozone and the United States account for 70% and 95%, respectively (Debicki et al., 2009; Salvato and Aldrich, 2012; Sharma et al., 2012; Litz et al., 2012; Benavides-Velasco et al., 2013; Sharma, 2013). Available data also show that about 40% of the 1000 largest Spanish multinational firms are family owned and managed (Galve and Salas, 2003; Pérez and Raposo, 2007). In the light of Spain's modern history, family firms have been the major actors in the Spanish economy of the twenty-first century. Geographically, Puig and Fernández (2008) found that family firms had a strong representativeness in the Mediterranean (Catalonian textile family firms) and the Cantabrian Sea (Basque metal family firms).

Based on those arguments, it is important to understand why family firm collective action originated in these regions. In this sense, research related to the field of family firms is nowadays very relevant within the academia. The literature in the field has evidenced the remarkable progress in the analysis of this phenomenon in several aspects such as: identifying the elements to define a family firm, the strategy/management processes, the business succession, the relationship between family and firm, among others (Xi et al., 2015). In the Spanish context, some studies have been explored the family firms' traditions and their influence on the intensity and/or survival of those firms (Pérez and Raposo, 2007). Similarly, other studies about Spanish family firms have analyzed the obstacles (e.g., size, resistance to going public or accepting outsiders into their ownership or management, etc.) which such firms overcame to increase competitiveness (Galve and Salas, 2003).

However, relatively few investigations have studied how to lunch family business and especially it has been under studied the cultural factors involved in this process. In fact, a current publication about entrepreneurship research and the emergence of opportunities published by Busenitz et al. (2014) recognizes the relevance to understand the environmental factors (e.g., regulatory adjustments, sociocultural factors, etc.) that influence the emergence of new entrepreneurial opportunities. Therefore, opportunities-based research has strong potential in the analysis of interface among individuals/teams, mode of organizing, and the environment. Following this perspective, the general objective of this research is to identify and analyze the main factors that influence the creation of family firms in Catalonia. The study will focus on environmental factors related to cultural or informal institutions according to institutional approach (North, 1990 and 2005). Also a comparison among the factors that affect the creation of family firms and non-family firms will be developed. Thus, the specific objectives of the research are the following:

SO1. To propose a conceptual framework about the role of environmental factors in the creation of family firms adopting an institutional economic approach.

SO2. To explore qualitatively the influence of certain informal factors (socialization, networks, role models, attitudes) in the creation of family firms in Catalonia.

SO3. To explore quantitatively the role of certain informal factors (socialization, networks, role models, attitudes) in the creation of family firms in Catalonia.

In order to achieve these objectives and based on an extensive literature review about the sociocultural dimensions (informal factors) involved in family firm creation, the thesis adopted a combined qualitative and quantitative methodological approaches. Regarding to the qualitative phase, the socio-cultural dimensions that operate in the creation of six Catalan firms (2 new family firms, 2 established family firms and 2 non-family firms) were analyzed in depth. Concerning the quantitative methodology, the impact of cultural conditions (informal factors) on the creation of 350 Catalonian firms (213 family firms and 137 non-family firms) was analyzed using a logistic regression and structural equation models.

1.2. Linking family firm research and institutional economic approach

1.2.1. An overview of family firm research in the field of entrepreneurship

Entrepreneurship is a multidimensional field that centered the attention on the individuals who takes risks (Knight, 1921; Johaninsson, 2003), on the process of discovery, evaluation and exploitation of new opportunities (Reynolds, 2005; Reynolds et al., 1994; Shane and Venkataraman, 2000) to create, innovate (Bhave, 1994; Schumpeter, 1934), and on the generation of sensible outcomes (Weick, 1979). More concretely, Gartner (1985) argues that entrepreneurship includes the analysis of four dimensions involved in the creation of new ventures (see Figure 1.1):

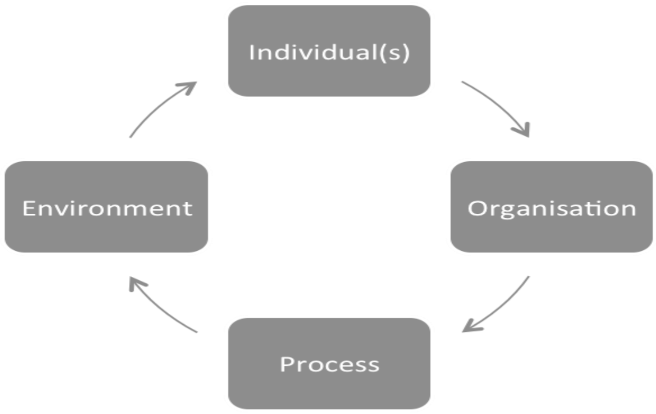
(a) The *entrepreneur* (individual), which refers to the personal characteristics of the entrepreneur;

(b) The *organization*, which includes the analysis of the characteristics of the created organization itself (type of property, sector of activity, strategies, etc.);

(c) The *process*, understood to mean the set of activities or dynamic functions related to business creation; and

(d) The *environment*, with the understanding that business creation is affected by the economic, political, social and cultural environments in which it develops.

Figure 1.1: Multidimensional approaches to entrepreneurship



Source: Gartner (1985)

Adopting the Gartner's model, it is possible to understand the main elements of the research in any type of entrepreneurial initiative or dimension or phenomenon (e.g., women entrepreneurship, academic entrepreneurship, social entrepreneurship, family entrepreneurship, etc.). Particularly, the research on family entrepreneurship also includes the analysis of: (i) the personal characteristics (Brockhaus, 1982; Brockhaus and Horwitz, 1986; Khilstrom and Laffont, 1979; McClelland, 1961; Mill, 1984; Mitton, 1989; Rotter, 1954) or education and experience (Collins and Moore, 1970, 1964; Cooper, 1970; Liles, 1974; Roberts, 1991) of entrepreneurs that also are members of the family; (ii) the characteristics of the new business (type, culture, organization) and the involvement of the family in the property, management, and direction of company (Litz, 1995); (iii) the involvement of the family in the decision making and actions required across each stage of the entrepreneurship process (e.g., identification/generation of opportunities, the recourses, the market, creation and consolidation of the firm); and (iv) the environment where emerges the family firm that play a relevant role in the creation of new firm (Gnyawali and Fogel, 1994).

According to Nordqvist and Mellin (2010, p. 211), with the exception of a limited number of pioneering studies, the fields of entrepreneurship and family firms research have, for a long time, developed separately. Entrepreneurship scholars have mainly focused on the pursuit of opportunities, the creation of new businesses and the renewal of established organizations through innovation and new venturing. Family firms' scholars have traditionally directed their attention towards governance and succession issues in organizational contexts where family relations are a predominant theme. In this respect, Anderson et al. (2005, p. 135) stated that the increasing recognition of the significance of family matters to entrepreneurship has its roots in theoretical developments concerning the sociocultural context of entrepreneurship. Therefore, the family is an important and fundamental instrument for combining and creating behaviors described in the literature as entrepreneurial behavior and experience (Danes et al. 2008; Rogoff and Heck 2003; Zachary et al., 2013). More concretely, Danes et al. (2008) explain that families provide resources to the entrepreneurial endeavors of family members such as social capital (interrelations among family and non-family members), human capital (experience, time and energy), financial (money, access to credit or financial investments) and physical capital (land, real estate, or equipment). Complementary, Aldrich and Cliff (2003) provided a wide-ranging view about the link between entrepreneurship and family exploring the issues related to the cultural values of the family. Stewart et al., (1999) analyzed the factors that affect the propensity to take on three basic aspects: self-realization, risk aversion and preference for innovation of family firms. Greve and Salaff (2003) explored the role of social networks used by family firms. Based on these insights, the research in family firms has been growing over the last decade but is still an emerging field of study (Chrisman et al., 2008). For instance, the lack of consensus on the exact definition of family firms is an indicator, although scholars are making great efforts to develop a generally accepted definition (Litz, 1995; Miller et al., 2007). In this research, a family firm is identifies based on three dimensions proposed by Litz (1995): ownership, management, and intention of the family in developing the family business.

Regarding the theoretical approaches, previous studies have adopted the agency theory to analyze the efficiency of family firms (Gallo, 1996; Pearson et al., 2008; Schulze et al., 2003), and the resources-based view to analyze the similarities and differences between the resources and capabilities of family and non-family firms (Steier, 2003; Zahra et al., 2004). More concretely, Zachary et al. (2013) enlist several approaches or conceptual models that have emerged in the family entrepreneurship: (i) the Sustainable Family firms Theory Model (Danes et al., 2008; Heck et al., 2006); (ii) the open-system approach (Pleper and Klein, 2007); (iii) the family embeddedness perspective (Aldrich and Cliff, 2003); (iv) the F-PEC scale (Astrachan et al., 2002); (v) the theory of agency and altruism in family firms (Schulze et al., 2003); (vi) the resource-based view (Habbershon and Williams, 1999); and (vii) the unified systems perspective of family firm performance (Habbershon et al., 2003). These frameworks fall in the identification or recognition that the family is a system in relation to the business entity, though they each conceptualize these systems and their relationship to each other differently (Danes et al., 2008; Dimov, 2007; Jennings and McDougald, 2007; Greenwood, 2003; Heck et al., 2006: Rogoff and Heck, 2003). The increasing number of conceptual frameworks allows analyze the phenomenon under several points of view or perspectives. However, due to the peculiarities of the family firms, the study of the factors involved in the creation and development could varies in each specific context (Anderson et al., 2005). A few studies have analyzed the conditional factors involved in the family firm creation (Brockhaus, 1994; Cliff and Aldrich, 2003; Greve and Salaff, 2003; Hall et al., 2001; Stewart et al., 1999) following an institutional approach (Anderson et al., 2005). In fact, Busenitz et al. (2014) recognizes that opportunities-based research requires more studies about the interface among individuals/teams, mode of organizing, and the influence of environment (e.g., regulatory adjustments, sociocultural factors, etc.). Therefore, an interesting research opportunity is exploring the impact of certain informal environmental factors (sociocultural) in the creation and development of family firms (Hall, et al., 2001; Thornton et al., 2011) using an institutional economic perspective.

1.2.2. Family firm research under an institutional perspective

The institutional approach analyses the nature of institutions and their impacts on economic and social development. According to North (1990), institutions are defined such as "the rules of the game" in a society. Therefore, institutions may include any form of constraint that human beings devise to shape human interaction. In this sense, institutions could be formal (political rules, economic rules, contracts, etc.) or informal (attitudes, values, behaviors, etc.). According to North (1990), formal institutions are subordinate to informal ones in the sense that they are the deliberate means used to structure the interactions of a society in line with the norms and cultural guidelines that make up its informal institutions. Therefore, informal institutions shape the collective sense-making and individual understanding of social values and rules, which are in turn dependent on previous experience and knowledge (Welter and Smallbone, 2008). In this sense, North (1995) also draws attention on the path-dependent behavior of informal institutions, which are deeply rooted in society, describing their embedded character as a result of their cultural content. In this respect, North (1990, p. 37) points out that "informal institutions come from socially transmitted information and are part of the heritage that we call culture". Hence, while they evolve spontaneously and unintentionally over time, also act as a restriction for behavioral change.

Although many of the research using institutional theory have focused on formal institutions (Chrisman et al., 1987; Lerner and Haber, 2001; North et al., 2001), in modern studies the popularity of informal institutions has increased, and their importance has been remarkable (European Commission, 2003, 2004; Krueger et al., 2000; van Auken et al., 2006). Moreover, in recent years, a renewed and broad scientific interest in institutions and the institutional approach has allowed the development of new applications of this perspective, providing empirical understanding of different topics related to entrepreneurship and SMEs (Urbano and Alvarez, 2014; Guerrero et al. 2015; Toledano and Urbano, 2008; Veciana and Urbano, 2008; Stephen et al., 2009). In this context, informal institutions are viewed as the culturally accepted basis for legitimating entrepreneurship (Wade-Benzoni et al., 2002) through the determination of the collective and individual perception of entrepreneurial opportunities.

In the context of the family firms, it is clear then that the family provides the entrepreneur a set of cultural inputs that should be analyzed. In this sense, the institutional perspective offers great possibilities to analyze the impact of the environment on the creation of family firms. More specifically, this thesis explored the role of certain informal factors associated to the socialization process, the role models, the social networks, and the entrepreneurial attitudes. Firstly, socialization is the process by which individuals within a given society learn and internalize a repertoire of cultural values and ways of perceiving reality, allowing them to perform satisfactorily in social interaction (Vallejo, 2008). If we focus on the case of the family firms, the process of socialization is the process by which family members learn the values, norms, traditions and behaviors that influence both personality and the enterprise (Astrachan et al., 2002; Berrone et al., 2012; Garcia-Alvarez et al., 2002; Sharma, 2004; Sharma and Manikutty, 2005). Secondly, in the development of people, role models are a key factor. In the context of family firms, any person, situation or conduct that can produce changes in individual roles and encourage entrepreneurship can be considered a role model (Hoffmann, et al 2015; Vaillant and Lafuente, 2007; Radu and Redien-Collot, 2008). Thus, if individuals identify other individuals who have created a company in similar circumstances, they will be more likely to become an entrepreneur and start their own business. Thirdly, network theory suggests that the specific set of relationships between various groups or actors provides multiple interconnections and chain reactions, resulting in circulating information and ideas, and facilitates the creation of the company (Aldrich and Zimmer, 1986). The family network, understood as a social network, plays a key role in entrepreneurship (Greve and Salaff, 2003) and its function is particularly important in the family firm environment (Lee, 2006; Pagliarussi and Rapozo, 2011; Distelberg and Blow, 2011; Brannon et al., 2013) mainly thanks to the impact of trust (Zahra et al., 2006; Sundaramurthy, 2008). Fourthly, in the business process, entrepreneurial attitudes are vitally important because they determine, in large part, the final behavior of starting a business (Krueger et al., 2000). There are different models that explain the development of entrepreneurial attitudes. In general, they agree on the influence of environmental factors. In the field of family firms there are some studies that have applied these models of intentions. Some research has provided information on how the process resulting in the intention to start a new business (Hall et al., 2001; Lee, 2006; Kellermans et al., 2008; Zellweger et al., 2011). In summary, Table 1.1 shows the operationalization of informal institutions that affect the development of family firms is presented in the light of North's institutional perspective (1990, 2005).

Table 1.1: Operationalization of informal factors involved in the creation of family firms

Informal factors	Variables related
Socialization process	Education, family firm environment, etc.
Role models	Parental role models, family role models, prestige of family firms, etc.
Social networks	Family networks, friendship networks, trust, advisers, etc.
Entrepreneurial attitudes	Intentions, fear of failure, etc.

Source: Based on North (1990 and 2005).

1.3. Contributions and Implications

From a ***theoretical perspective***, this thesis modestly expects to contribute with a novel conceptual framework to understand the role of certain informal factors involved in the creation of family firm by adopting the institutional approach. Particularly, the findings will provide some insights about the key influence of socialization, social networks, role models, and entrepreneurial attitudes in the process of family firms' creation. Also, the results will provides some insights based on a comparison analysis about the influence of those informal factors on the family firms vs. non-family firms. From the ***practical perspective***, this research will have several implications for policy makers, family firms, and other stakeholders involved in the creation of family firms in Catalonia. For instance, the evidence obtained could guide the agencies and authorities responsible for stimulating business creation in the most appropriate courses of action with a view to encourage the creation of family firms.

1.4. Structure and phases of the research

The thesis is divided into three phases and six chapters plus Introduction, Conclusions and Annexes. More concretely, the first phase presents the literature review about the informal factors involved in the creation of family firms; the second phase includes the qualitative analysis; and the third phase shows the quantitative analysis used in this thesis.

Phase 1: Literature Review

Linked to the SO1, phase 1 in **Chapter 2** analyzes the content and evolution in the research about family firm creation from the institutional perspective. To achieve the SO1, an extend literature review was developed in two modalities. The first one was oriented to do a broad review to define the current state of development of research on the creation of family firms (using such as keywords: *"Entrepreneurship" and "Family firms / Firm"*). The second one was oriented to do a specific analysis about the sociocultural factors involved in the process of creation of family firms (using such as keywords *"Socialization Process", "Role Models", "Social Networks" and "Attitudes" combined with "family firms / firm").*

Both searches considered the period 1980 to 2015 (May) and selected journals from the Social Sciences Citation Index (SSCI) of Thomson Reuters that are also included in the Journal Citation Reports (JCR). Concretely, papers published in journals associated to family firms (*Family Firms Review*) and entrepreneurship (*Small Business Economics*, *International Small Business Journal*, *Journal of Business Venturing*, *Journal of Small Business Management*, *Entrepreneurship Theory & Practice*, *Entrepreneurship & Regional Development*, *Strategic Entrepreneurship Journal* and *International Entrepreneurship and Management Journal*). Also, the major journals in the field of business and management were included (*Academy of Management Review*, *Academy of Management Journal* and *Strategic Management Journal*). In addition, bibliography was added from both journals with other impact factors and classic articles to facilitate understanding of the key concepts developed in this thesis.

This literature review shows that the socialization process is the most widely discussed in the literature, although it the articles examined uses diverse theoretical approaches and therefore knowledge of this factor is very fragmented. On the other hand, social networks have attracted the interest of many researchers, specifically in the context of family firms, and they especially use network theory. As regards role models, there has been relatively little research in the field of family firms, and what there focuses on the role of the founder is. Finally, attitudes toward entrepreneurship have a very strong theoretical basis but very few contributions have been developed in the family context. In any case, the institutional approach has not been applied in the context of the creation of family firms, and thus provides a new perspective that advances our knowledge of the creation of family firms.

Phase 2: Qualitative approach

Phase 2 is linked to the SO2. In this sense, **Chapter 3** focused on the analysis of informal factors for the creation of family firms in the context of Catalonia. Using a qualitative methodology, the role of socialization, networks, role models and attitudes in the creation of two family firms and two non-family firms located in Catalonia were explored. The evidence support that the process of socialization within family firms develops certain conditions for the founders and impulse them to continue in the creation of the firm. In addition, the role models in the family firms are evident especially for the proximity (within the family) and the inherent emotional bond (Miller and Le Breton-Miller, 2014; Schepers et al., 2014). In this sense, founders recognize that unity and trust are vital elements that exist in the family firms and its environment. Also, the family founders' attitudes towards entrepreneurship are developed since an early age due to the environment in which they develop as person. Therefore, social networks are a singular characteristic of the family firms with a remarkable role during the collaboration and trust within the family and the family firm. For this reason, **Chapter 4** analyzed in depth the role of collaboration in terms of social networks in the context of the family firm. Based on the qualitative analysis of two Catalan family firms, results reaffirm that trust is a key element in the generation of new family businesses. Complementary, the role of communication, as well as, the frequency influence in each type of innovation.

Phase 3: Quantitative approach

In order to achieve the SO3, in **Chapter 5** and **Chapter 6**, phase 3 explores the impact of sociocultural factors involved in the creation of family firms and non-family firms using several statistical techniques. Based on a sample of 350 Catalan new firms (213[1] family firms and 137 non-family firms) with less than 42 months[2], **Chapter 5** tested the effect of sociocultural factors on the creation of family and non-family firms. Applying a logistic regression, the results show that the four dimensions (socialization process, role models, social networks and entrepreneurial attitudes) impact positively on business creation and the effect is much greater in family firms than in non-family firms. Social networks emerge as the most important factor, consistently with the findings of the qualitative phase. Also, the socialization process acts as a moderator of the other dimensions. Finally, paying special attention to family networks, **Chapter 6** uses a structural equation model to explore the relationships between family networks and the rest of sociocultural dimensions. Main findings shown that family networks are one of the variables

[1] It is following the suggestions of several authors such as Howorth et al. (2010), Lumpkin et al. (2011) about maintain the prevalence of family firms in comparative studies.

[2] Criteria adopted by Reynolds et al. (2002) in the Global Entrepreneurship Monitor to identify new firms

with higher impact on the creation of family firms, as well as, the positive relationship with the socialization process.

2. A REVIEW OF CONDITIONING FACTORS INVOLVED IN FAMILY FIRM CREATION: AN INSTITUTIONAL APPROACH

2.1. Introduction

As it was mentioned in the previous chapter, in recent decades the research on family firms has grown in a very remarkable way (Rogoff and Heck, 2003; Debicki et al., 2009; Salvato and Aldrich, 2012; Sharma et al., 2012; Litz et al., 2012; Benavides-Velasco et al., 2013; Sharma, 2013). However, few theoretical studies have been analyzed the role of environmental factors in the creation of family firms. In the light of the institutional approach, the main objective of this chapter is to review the existent literature about the environmental factors in order to understand their influence on the creation of family firms (North, 1990, 2005). To achieve this objective, this Chapter developed a broad review to define the current state of development of research on the creation of family firms using such as keywords: *"Entrepreneurship" and "Family firms / Firm".* Complementary, a specific analysis about the sociocultural factors involved in the process of creation of family firms was implemented using such as keywords *"Socialization Process", "Role Models", "Social Networks" and "Attitudes" combined with "family firms / firm".*

Methodologically, the literature review covers a period from 1980 to 2015 based a selection of papers published on: (i) journals included in the Journal Citation Reports (JCR) associated to entrepreneurship such as *Family Firms Review, Small Business Economics*, *International Small Business Journal*, *Journal of Business Venturing*, *Journal of Small Business Management*, *Entrepreneurship Theory & Practice*, *Entrepreneurship & Regional Development*, *Strategic Entrepreneurship Journal,* and *International Entrepreneurship and Management Journal;* (ii) the major journals in the field of business and management such as *Academy of Management Review*, *Academy of Management Journal,* and *Strategic Management Journal; and (iii)* journals with other impact factors and classic articles to facilitate understanding of the key concepts developed in this thesis.

After this brief introduction, Section 2.2 clarifies the main elements to identify a family firm. In Section 2.3, the process of business creation in the context of family firms is described. Later, Section 2.4 shows the analysis of published research about the main factors involved in the creation of family firms. A discussion about the main findings, potential research venues and research implications are also included.

2.2. Clarifying the definition of family firms

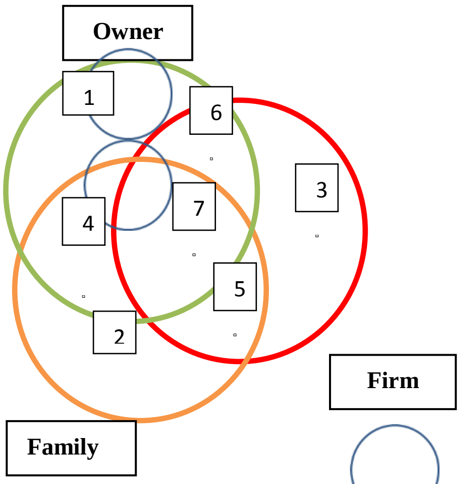
The study of family firms has growing from various fields and disciplines (Stewart, 2008). This trend is not surprising because the main economic networks from Western countries are dominated by family firms (Astrachan et al., 2002; Howorth et al., 2010). This fact evidences the necessity of innovative and robust conceptual frameworks in the analysis of the characteristics of family firms. However, the main challenge is to clarify the best criteria to define/identify a family firm (Colli, 2003; Chrisman et al., 2005; Debicki et al., 2009).

In this sense, Table 2.1 shows a selection of definitions identified in the literature review. According to Litz (1995), the criteria to identify a family firm could be the role of ownership and management type that evidences the intention of the members of the family to remain involved in the business that is one of the cultural aspects of interest in this thesis. For instance, the model proposed by Tagiuri and Davis (1996) shows the structure of family firms, as well as, the possible roles that can occur in the interdependence among family, company and property (Figure 2.1).

Figure 2.1: Roles in a family firm

Description:

1. Owner
2. Family members
3. Workers
4. Family members - owners
5. Family members - workers
6. Non-family owners
7. Family members - owners and workers



Source: Tagiuri and Davis (1996)

Another issue that needs to take into account in the definition or identification of a family firm is that family firm differs from other types of companies in terms of performance. According to the European Commission Expert Group (European Commission, 2009), to define a family firm is necessary to identify who takes the decisions (e.g., who established the firm, who have acquired the share capital of the firm, etc.). Following this point of view, a family firm has (i) the majority of decision-making rights are indirect or direct; (ii) at least one representative of the family or kin is formally involved in the governance of the firm; and (iii) listed such a family enterprise if the person who established or acquired the firm (share capital) or their families or descendants possess 25 per cent of the decision-making rights mandated by their share capital.

Table 2.1: Selected definitions of family firms

Author (year)	Definition
Donnelley, 1964 (p.94)	A family firm enterprise comprises at least two generations of a family and has had an influence on the policy of the company and the interests and goals of the family.
Barry, 1975 (p.46)	A company, which, in practice, is controlled by members of the same family.
Barnes and Harrison, 1976 (p.106)	Company in which the control and ownership are held by members of the same family.
Dyer, 1988 (p.40)	A family firm is an organization in which decisions regarding their ownership and / or management depend on a family (or several families).
Churchill, 1986 (p.22)	Family firms are generally understood as a company where there is a young family member who will take over the business from a family predecessor.
Lansberg, 1988 (p.2)	A company in which family members have legal control over property.
Litz, 1995 (p.77)	A company where ownership and management are concentrated within the family unit and the family unit strives to maintain and enhance intra-organizational relations based on family relationships.
Tagiuri and Davis, 1996 (p.61)	Interaction between two types of organizations, families and businesses, which establish the basic character of the family firm and define its uniqueness.
Chua et al., 1999 (p.22)	Family firms can be defined as under the ownership and control of the family, but it is necessary to distinguish the type of ownership control.
Astrachan et al., 2002 (p.51)	A more important issue is related to what extent and how the family influences the firm. Thus, there are three dimensions that influence the development of the family firms: power, experience and culture.
Chrisman et al., 2005 (p.560)	Family firm definitions seem to agree on the dimensions of "involvement" in the management and "essence" (influence, desire to maintain control of the company, corporate behavior and ownership of resources and capabilities inherent in the family). The definition of family firms has to differentiate them from the non-family ones for theoretical and practical purposes.
Sharma et al., 2012 (p.8)	The emerging consensus in the field is that it is the reciprocal role of family and business that distinguishes family business studies from other disciplines that focus solely on issues of importance to one system or the other (e.g., Astrachan, 2003; Rogoff and Heck, 2003; Zahra and Sharma, 2004). At the same time they indicate the gaps that remain in our knowledge because of the difficulty of measuring, if not explaining, the why, when, and how of the family- business relationship.

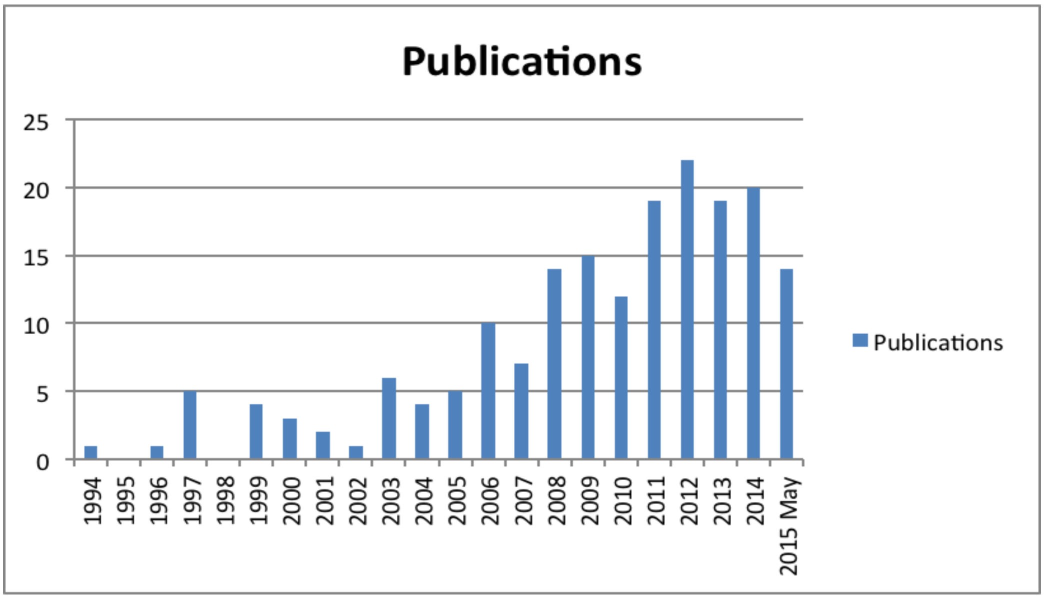
Source: Author

This section has evidenced the debate and, the lack of consensus on the exact definition of family firms. There is a wide diversity of definitions of what a family firm is, but most scientists agree that the determining feature is the ownership structure, in which people linked by kinship ties own the controlling voting shares or property. The way kinship ties are defined varies depending on cultural factors and may include blood ties as well as spiritual ties. As regards the percentage of voting shares or property needed to control the firm, these also vary depending on the legal framework governing entrepreneurial activity in each territory. According to Pérez and Raposo (2007), these issues have changed quite substantially in Spain, as in other European countries, in the last two centuries. Given its complexity, in this thesis, a family firm is identifies based on three dimensions proposed by Litz (1995): ownership, management, and intention of the family in developing the family business.

2.3. Understanding the creation of family firms

Based on methodology design, Figure 2.2 shows that articles on the creation of family firms appeared around 1993 (Brockhaus, 1994). Later, the number of papers has increased, especially in recent years, which indicate increasing interest from researchers.

Figure 2.2: Publications per year about creation of family firms



Source: JCR (2015)

Regarding to the number of paper published per journals, Table 2.2 summarizes the journals with more papers published about family firms. For instance, the majority of the papers have been published in the next relevant journals: *Family Firms Review* (44), *Entrepreneurship*

Theory and Practice (37), *Small Business Economics* (28), and *Journal of Business Venturing* (23). Furthermore, five special issues about this phenomenon has been published in *Journal of Business Venturing* (2003), *Journal of Small Business Management* (2008), *Family Firms Review* (2009), *Small Business Economics* (2012), *Entrepreneurship and Regional Development* (2010), *Entrepreneurship Theory and Practice* (2010, 2012) and *Strategic Entrepreneurship Journal* (2011). Thus, we can say that interest in both items increased as articles published as special issues contribute to this area of study.

Table 2.2: Journals with more articles published about family firm

Journal	Nº Items	%
Family Business Review	44	23.91%
Entrepreneurship Theory and Practice	37	20.11%
Small Business Economics	28	15.22%
Journal of Business Venturing	23	12.50%
Journal of Small Business Management	16	8.70%
International Small Business Journal	13	7.07%
Entrepreneurship and Regional Development	13	7.07%
Strategic Entrepreneurship Journal	7	3.80%
International Entrepreneurship and Management Journal	2	1.09%
Academy of Management Review	1	0.54%
Total	**184**	**100.00%**

Source: JCR (2015)

According to JCR (2015), Table 2.3 presents the authors and works that have received the most number of citations. Below are the 10 most cited papers. The bibliographic intersection between the keywords "Entrepreneurship" and "Family Business / Firm" has the most cited articles. In some of them, "Family Business / Firm" is not included in the title, but in the body of the article. For this reason it has been included here. The article that has more citations (243) is one by Aldrich and Cliff (2003) and gives a wide-ranging view of the topic of entrepreneurship in the family, delving into issues related to the cultural values of the family. Second, the work by Greve and Salaff (2003), with 195 citations, is a valuable study of social networks and their impact on business creation. The authors suggest that entrepreneurs continue to maintain the relationships they had prior to the founding of the company, noting that family networks are present in all phases before the creation of the company. Third, the investigation by Stewart et al. (1999), with 156 citations, analyses the factors that affect the propensity to take on three basic aspects: self-realization, risk aversion and preference for innovation. In the case of self-realization, it is noted that the family environment is very decisive. There are several items that have a similar number of citations; for example, Zahra et al. (2004) investigated the effect of organizational culture on both family and non-family firms. Kuratko et al. (1997) explain the process of creating family firms, highlighting the importance of the variable family safety in the early stages of the company.

It is reasonable to infer from the above that the field of research on the creation of family firms is developing slowly, but in recent years the publication of articles on this subject has accelerated. However, the probing of the factors explaining family firms requires new theoretical approaches that advance the understanding of how to create and develop family firms. Below, we propose an institutional economic perspective as a suitable theoretical framework.

Table 2.3: Investigations with more citations

Author (year)	Title	Journal	Citations
Aldrich and Cliff, 2003	“The pervasive effects of family on entrepreneurship: toward a family embeddedness perspective”	Journal of Business Venturing	243
Greve and Salaff, 2003	“Social networks and entrepreneurship”	Entrepreneurship Theory and Practice	195
Stewart et al., 1999	“A proclivity for entrepreneurship: A comparison of entrepreneurs, small business owners, and corporate managers”	Journal of Business Venturing	156
Zahra et al., 2004	“Entrepreneurship in family vs. non-family firms: A resource-based analysis of the effect of organizational culture”	Entrepreneurship Theory and Practice	148
Zahra, 2005	“Entrepreneurial risk taking in family firms”	Family Business Review	141
Zahra, 2003	“International expansion of US manufacturing family businesses: the effect of ownership and involvement”	Journal of Business Venturing	133
Buttner and Moore, 1997	“Women's organizational exodus to entrepreneurship: Self-reported motivations and correlates with success”	Journal of Small Business Management	105
Kuratko et al., 1997	“An examination of owner's goals in sustaining entrepreneurship”	Journal of Small Business Management	94
Olson et al., 2003	“The impact of the family and the business on family business sustainability”	Journal of Business Venturing	87
Wright et al., 1997	“Venture capitalists and serial entrepreneurs”	Journal of Business Venturing	69

Source: JCR (2015)

2.4. Factors involved in the creation of family firms under an institutional approach

Institutional Economic perspective and more specifically North (1990, 2005) considers a wide concept of institutions, defining them as the rules governing human interaction. In turn, North distinguishes between formal institutions (regulations, constitutions, directives, etc.) and informal (beliefs, values, ideas, attitudes, etc.). The dynamic relationship between the two will constitute the institutional framework in which will be developed human interaction. In this sense, if we apply the North's approach to the entrepreneurship study, then formal institutions could represent the costs, bureaucracy, procedures to start a business, help and support mechanisms, etc.., while informal institutions have to do with entrepreneurship, entrepreneurial culture, etc. Several authors in the field of entrepreneurship have applied this theory as conceptual support for their research (Aidis et al., 2008; Alvarez and Urbano, 2011; Thornton et al., 2011; Veciana and Urbano, 2008; Welter, 2005, 2011; among others), but none of them specifically in the area of family firms.

According to this approach, the environment affects the decisions and behavior of individuals (Shapero and Sokol, 1982). Thus, the decision to create a company can be explained both by formal and informal institutions, although in the case of family firms, the importance of formal institutions (constitution procedures, government aid, etc.) is less relevant, as affects similarly any company of the same institutional framework, whereas informal institutions (cultural aspects related to entrepreneurship) are essential to explain the existence of family firms (Colli, 2003; Corbetta and Salvato, 2004; Ward, 2006). Therefore, and in line with Stewart (2008), using new theoretical frameworks for work in family firms, this literature review will focus on informal institutions as determinants of the creation of family firms.

In this research, informal institutions include the following sociocultural factors: socialization process, role models, social networks, and attitudes towards entrepreneurship. In this sense, 117 papers related to the informal factors that affect the creation of family firms were identified in the literature review. The distribution of those papers per factor includes: 48% for the socialization process, 20% for role models, 18% for social networks, and 14% for entrepreneurial attitudes (see Annex 1 for more details). Also, the 8% of those studies analyze simultaneously more than one factor. The descriptive analysis is presented in the next section.

2.4.1. A descriptive analysis

As it was mentioned above, in this literature review, we selected eleven JCR journals. Note that in this second search bibliographic roles were found for all of them except for the three more general ones (*Academy of Management Review*, *Academy of Management Journal* and *Strategic Management Journal*). Table 2.4 shows the distribution of articles by journal.

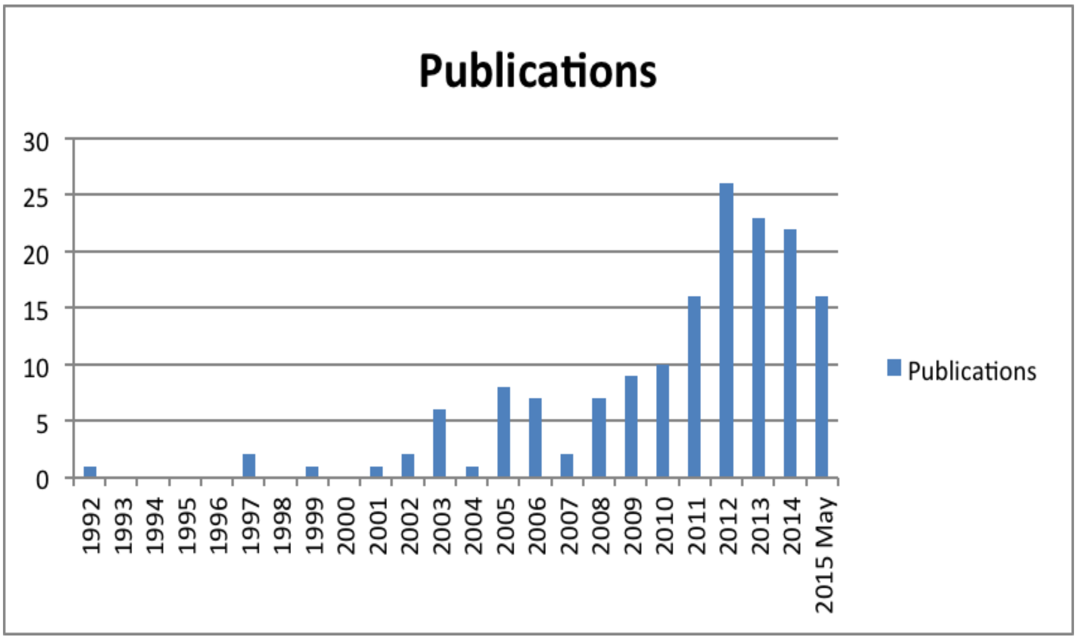
Table 2.4: Number of publications about informal factors and family firm per journal

Journal	Nº Items	%
Family Business Review	44	30.34%
Entrepreneurship Theory and Practice	35	24.14%
Small Business Economics	16	11.03%
Journal of Business Venturing	14	9.66%
Journal of Small Business Management	14	9.66%
International Small Business Journal	10	6.90%
Entrepreneurship and Regional Development	4	2.76%
Strategic Entrepreneurship Journal	4	2.76%
International Entrepreneurship and Management Journal	4	2.76%
Total	**145**	**100.00%**

Source: JCR (2015)

In this scenario, *Family Firms Review* is the journal that has the largest number of articles (30.43%) followed by the *Entrepreneurship Theory and Practice* (24.14%), the *Journal of Business Venturing* (11.03%) Other journals considered are: *Small Business Economics* (9.66%), *International Small Business Journal* (9.66%), *Journal of Small Business Management* (6.90%), *Strategic Entrepreneurship Jou*rnal (2.76%), *Regional Development Entrepreneurship* (2.76%), and *International Entrepreneurship and Management Journal* (2.76%). Concerning to the number of publications per year, as shown in Figure 2.3, the evolution is very similar to publications per year in creation of family firms (see Figure 2.2). The following figure shows the accumulation of work in recent years, especially since the special issues on family firms posted by those journals. It should also be said that the year 2012 is one in which there have been more publications, fact that reflects the development that is experiencing this field of study and research opportunities it offers. However, it seems that 2015 will be its completion in most publications.

Figure 2.3: Published works per year relative to sociocultural factors



Source: JCR (2015)

Regarding the theoretical frameworks, Table 2.5 summarizes the main approaches identified in the 145 papers analyzed. Interestingly, the 22.07% used an eclectic approach or a combination of several theories (social capital, networks, resources and capabilities, etc.), the 18.62% adopted a social capital approach, the 7.59% applied the network theory, the 6.90% adopted some model of intentions, the 6.21% used the resource-based view, and among others. These approaches have been the most used but other approaches have been identified such as the theory of agency, management theory, organizational learning, and others.

Table 2.5: Theoretical frameworks used

Theoretical Frameworks	Nº items	%
Eclectic	32	22.07%
Social Capital	27	18.62%
Literature Review / introductions	23	15.86%
Network Theory	11	7.59%
Intention Models	10	6.90%
Resources and Capabilities	9	6.21%
Agency Theory	7	4.83%
Management Theory	5	3.45%
Organizational Learning	2	1.38%
Other	19	13.10%
Total	145	100.00%

Source: JCR (2015)

Research methodologies identified in the various studies analyzed (Table 2.6) can be divided into three categories. The first is theoretical articles (26.90%), including both literature reviews as proposed theoretical models. The second is articles using qualitative methodology (14.48%), which includes empirical investigations after analysis of case studies or narrative (15.17%). Finally, we note empirical investigations of a quantitative nature using different statistical techniques: descriptive (11.03%), multiple regressions (10.34%), panel data (2.07%) and structural equation (2.07%).

Table 2.6: Research methodology

Methodology	**Nº articles**	**%**
Theoretical Studies	39	26.90%
Qualitative empirical Studies	21	14.48%
Case Study	18	12.41%
Narrative	4	2.76%
Quantitative empirical Studies	19	13.10%
Descriptive	16	11.03%
Regressions	15	10.34%
Data panel	3	2.07%
Structural Equations	3	2.07%
Total	**145**	100.00%

Source: JCR (2015)

The roles identified in the articles are usually a good indicator of their quality as seen by the academic community (see Table 2.7 that shows the 10 most quoted papers). Based on the literature review, we identified that the paper with the largest number of citations is that of Schulze et al. (2003) with a total of 235 citations. This work applies a quantitative theory of agency in the context of family firms. The second one was the paper published by Carney (2005) that provides an investigation on the impact of the family on the corporate governance of companies (234 citations). The third one has been the paper from Chrisman et al. (2005) that have 205 citations of their review of the different theoretical approaches used in the literature of family firms.

During this period of analysis, it is interesting to mention that authors such as Chrisman, Steier and Zhara have published 4 papers, as well as, Sharma and Chua have participated in three papers (see Annex 1 for more details about those investigations). Therefore, those authors have providing interesting insights about family entrepreneurship and have contributed in the advance of entrepreneurship field (Debicki et al., 2009).

Table 2.7: Articles with more quotations linked to informal factors and family firm creation

Author (year)	Title	Journal	Citation
Schulze et al., 2003	Toward a theory of agency and altruism in family firms	Journal of Business Venturing	235
Carney, 2005	Corporate governance and competitive advantage in family-controlled firms	Entrepreneurship Theory and Practice	234
Chrisman et al., 2005	Trends and directions in the development of a strategic management theory of the family firm	Entrepreneurship Theory and Practice	205
Zahra et al., 2004	Entrepreneurship in family vs. non-family firms: A resource-based analysis of the effect of organizational culture	Entrepreneurship Theory and Practice	148
Zahra, 2003	International expansion of US manufacturing family business: the effect of ownership and involvement	Journal of Business Venturing	133
Klein et al., 2005	The F-PEC scale of family influence: Construction, validation, and further implication for theory	Entrepreneurship Theory and Practice	129
Pearson et al., 2008	Toward a Theory of Familiness: A Social Capital Perspective	Entrepreneurship Theory and Practice	126
Karra et al., 2006	Altruism and agency in the family firm: Exploring the role of family, kinship, and ethnicity	Entrepreneurship Theory and Practice	91
Sharma and Manikutty, 2005	Strategic divestments in family firms: Role of family structure and community culture	Entrepreneurship Theory and Practice	79
Stavrou, 1999	Succession in family firms: Exploring the effects of demographic factors on offspring intentions to join and take over the business	Journal of Small Business Management	61

Source: JCR (2015)

2.5. Conclusions

As mentioned above, research on family firms has been developed very significantly in recent decades. However, little research examines the creation of family firms. In this context, the main objective of this study was to conduct a literature review on the environmental factors that influence the creation of family firms in the light of institutional economic theory (North, 1990, 2005). This literature review was focused on eleven refereed journals (SSCI-JCR), seven on entrepreneurship, one on family firms, and three general ones dedicated to the business management area.

Based on the 184 papers selected in this analysis, the three journals with more papers published about family firms and informal factors that conditioned their creation have been: *Entrepreneurship Theory and Practice*, *Family Firms Review* and *Journal of Business Venturing*. However, it is important to mention that there are other publications in other journals that also provide relevant insights about this phenomenon. Another relevant fact identified in the literature was the need to incorporate new tools to advance research with different approaches from those traditionally used (resources and capabilities, agency theory, among others). This fact reinforce the gap identified and that this paper tries to covers with the proposal of consider the institutional approach as a theoretical framework for the analysis of sociocultural factors involved in the creation of family firms.

In general, the literature review allows identifying certain informal factors explored in previous studies such as: socialization, role models, social networks and entrepreneurial attitudes. Given the nature and complexity, the most adequate variables used in prior studies to operationalize those informal factors, as well as, their influence on family firm creation were also identified. Based on this literature review, the theoretical bases to explore the role of sociocultural factors in the creation of family firms in the following chapters are emerged.

As a final conclusion, we again highlight the importance of the institutional approach as an inclusive and appropriate theoretical framework for the study of sociocultural factors that influence the creation of family firms. Development of both quantitative and qualitative methods and triangulation could help to consolidate this field of study. Future extensions of this work might consider other methodologies such as the bibliometric analysis[3] that represents a set of methods used to analyze academic literature (i.e., content analysis). Even than the common use is also associated to sophisticated quantitative analysis (i.e., co-citations), there are other modest ways to do this analysis (e.g., the paper published by Busenitz et al., 2014). In addition, another methodology that could be useful will be the “meta-analytic review” in order to test the influence of certain environmental factors on firm creation based on the samples, variables, and coefficients used in previous studies (e.g., the paper published by Bae et al., 2014). However, this last methodology requires a higher numbers of papers published, therefore, will take time for the mature of this research line.

[3] For further information, visit http://thomsonreuters.com/products/ip-science/04_030/using-bibliometrics-a-guide-to-evaluating-research-performance-with-citation-data.pdf

3. SOCIOCULTURAL FACTORS INVOLVED IN THE CREATION OF CATALONIAN FAMILY FIRMS: A MULTIPLE CASE STUDY

3.1. Introduction

Chapter 1 evidenced the relevance of family firms in our society. Although there are difficulties in determining the exact number (there is little consensus about its definition), there is no doubt that family firms represent a large majority of the business in any country (Howorth et al., 2010; Lumpkin et al., 2011). At academic point of view, Chapter 1 described the relationship between family and entrepreneurship (Alsos et al., 2014; Benavides-Velasco et al., 2013; Bird and Wennberg, 2014; Carlsson et al., 2013; Debicki et al., 2009; Litz et al., 2012; Salvato and Aldrich, 2012; Sharma et al., 2012; Sharma, 2013; Rogoff and Heck, 2003;). In addition, Chapter 2 evidenced that the research on family firms has been developed over years (Heck et al., 2008; Debicki et al., 2009; Sharma et al., 2012). Surprisingly, researches have focused on clarifying the definition of family firms, strategy, management, business succession or relationships, not on the creation of family firms. Particularly, several special issues have pointed out that the intersection between entrepreneurship and family firms is a potential opportunity for research (Benavides-Velasco et al., 2013; Brockhaus et al., 1994; Heck et al., 2008; Sharma, 2004; Uhlaner et al., 2013; Zahra, 2005).

In this sense, previous studies have adopted several theoretical approaches to analyze the creation of family firms. Entrepreneurship literature has evidenced the relevance of environmental factors explaining the development of new businesses (Adkins et al., 2012; Aidis et al., 2008; Alvarez et al., 2014; Chrisman et al., 2002; Guerrero and Urbano, 2012; Thornton et al., 2011; Veciana and Urbano, 2008; Welter, 2005, 2011; among others). However, a few studies have explored the influence of certain environmental factors on the decision to create family firms (Aldrich and Cliff, 2003; Hall et al., 2001; Pistrui, 2005; Steier, 2009). Adopting the institutional economic perspective (North, 1995, 2001), the main objective of this chapter is to explore the conditioning cultural factors that determinate the differences between the family/non-family firm creation processes. More specifically, this chapter explores how the socialization process, role models, social networks, and attitudes towards entrepreneurship affect the creation of family firms. Given the complexity and nature of the phenomenon, a qualitative methodology based on multiple case studies helps to test the propositions summarized in the next section 3.2. Modestly, the expected contribution of this chapter could be a better understanding about the role of socio-cultural factors in the creation of family firms, as well as, the main differences in those factors by comparing family and non-family firms.

The study is structured as follows. Section 3.2 presents the theoretical considerations and explain the main characteristics of the creation of family firms from an institutional perspective. In Section 3.3, the research design data method is described. Subsequently, Section 3.4 focuses on the main results. Finally, the chapter ends with suggestions for future research and implications of the findings.

3.2. Conceptual Framework

Based on the literature review presented in Chapter 2 and adopting an institutional perspective (North, 1990, 2005), the previously mentioned four informal factors involved in the creation of family firm are considered (socialization process, social networks, role models and attitudes towards entrepreneurship). A description about their role in the creation of family firms is presented in this section.

Socialization Process: Socialization is the process by which individuals within a given society learn and internalize a repertoire of cultural values and ways of perceiving reality, allowing them to perform satisfactorily in social interaction (Vallejo, 2008). If the analysis is focused on family firms, the process of socialization is the process by family members learn the values, norms, traditions and behaviors that influence at individual and organizational level (Astrachan et al., 2002; Berrone et al., 2012; Falck et al., 2012; Garcia-Alvarez et al., 2002; Sharma, 2004; Sharma and Manikutty, 2005). According to the literature review, 48% of the papers published analyze the beliefs and values shared by family members. At the same time, some researches highlight ethnicity (Bhalla et al., 2006; Steier, 2009) and issues related to values (Yan and Sorenson, 2006), family culture (Chirico and Nordqvist, 2010; Adkins et al., 2013; Powell et al., 2013; Sabah et al., 2014; Steier et al., 2004; Zahra et al., 2004; Zahra et al., 2008) and the relationship between power, experience and culture in family firms (Bjoernberg and Nicholson, 2007; Falck et al., 2012; Holt et al., 2010; Klein et al., 2005; Rutherford et al., 2008). Also, the characteristics of the community where the company operates may influence the socialization process and some of the articles identified comment on them (Fitzgerald et al., 2010; Sharma and Manikutty, 2005; Yan and Sorenson, 2006; Zahra et al., 2008). There are also numerous studies on social capital, its structure in the family firm and its effect on performance (Carr et al., 2011; Dyer et al., 2014; Gedajlovic et al., 2013; Pearson et al., 2008; Steier, 2009;). For instance, the succession process in family firms is especially noteworthy. Clearly, how it is done influences the socialization process of persons belonging to the family, and especially the new generations (Bjoernberg and Nicholson, 2012; Gersick et al., 1997; Pistrui, 2005; Salvato et al., 2010; Schlepphorst and Moog, 2014). This subject has been discussed in depth, but almost always from the perspective of business continuity and not that of the transmission of an entrepreneurial spirit (Steier et al., 2004; Steier, 2009; Wyrwich, 2014). The investigations that explore succession processes highlight the factors involved and the ways they are used to impact on the functioning of the family firm (Royer et al., 2008). Another recurring subject is the family vs. family firm conflict. Shepherd and Haynie (2009) and Chirico et al. (2011) investigate how the conflict can encourage entrepreneurial spirit within the family company. Also, the effect of new additions to the family and their influence on family culture is an issue that has recently drawn the attention of researchers (Howorth et al., 2010). Thus Mehrotra et al. (2011) analyze the effect of marriage, and Oezcan (2011) explores the role that couples develop as entrepreneurs in the process of business creation. Finally, adversity and problems arising from the failure of family firms have also been studied recently (Shepherd, 2009). Based on these arguments, we point out the following proposition:

P1. The socialization process has a favorable influence the creation of family firms.

Role models: The intentions or actions of the individuals are influenced by the existing role models. In particular, role models explain why in certain geographical areas more and better business networks occur than in other areas. An environment where there is a dominant industry or models of successful entrepreneurs produces a domino effect that stimulates the emergence of new entrepreneurs (Nueno, 1996). Therefore, societies where entrepreneurship is well appreciated or being entrepreneur provides a social prestige, can influence the individual roles and encourage entrepreneurship (Vaillant and Lafuente, 2007; Radu and Redien-Collot, 2008). Thus, if a person identifies other individuals in similar circumstances who have created a company, s/he is more likely to become an entrepreneur and start her/his own business. Also, the presence of experienced entrepreneurs in a given area and role models of successful business in the community have an equally noticeable effect on entrepreneurship (Baron, 2000; Begley and Boyd, 1987). Moreover, a family environment where entrepreneur roles have existed will condition the children to this type of business activity rather than to other professions, providing encouragement and social support. Thus, if a person has since childhood been involved in a family firm, s/he will be more motivated and more likely to create a company in maturity. Entrepreneurial activity is related, in some way, to the values in the family, which instils in childhood initiative, self-fulfillment and success (Mungai and Velamuri, 2011; Nordqvist et al., 2013). In the literature review, around 20% of the publications focused on the effect of role models on susceptible generations. It is therefore important to consider the roles played by different members of the family within the company, including the leadership role (Bjursell, 2012; Jayawarna et al., 2014; Mitchell et al., 2009; Stavrou et al., 2005; Vallejo, 2009). Some authors look at the direction of family firms by people outside the family and the consequent impact on performance (Salvato and Melin, 2008; Rothausen, 2009; Wennberg, et al., 2011).

For instance, the influence of entrepreneurial parents on children who inherit the family firm or start their own business is another interesting aspect. Particularly, Mungai and Velamuri (2011) identify the determinants of potential successors in family firms and the positive correlation with entrepreneurship, Zellweger et al. (2011) investigate the reasons behind the professional career choice of students with family firms, and Salvato et al. (2010) explore how entrepreneurship is transmitted from generation to generation. Based on the literature review, we state the following proposition:

P2. Social networks have a favorable influence the creation of family firms.

Social Networks: Authors such as Birley (1985), Aldrich and Zimmer (1986) and Johannisson (1988) have shown the great impact of social networks on the process of business creation. Despite the extensive literature linking social networks to entrepreneurship, there are relatively few studies that explore the existence and structure of networks in the family firm environment, and their impact on the creation of these businesses. Network theory suggests that the specific set of relationships between various groups or actors provides multiple interconnections and chain reactions, resulting in circulating information and ideas, and facilitates the creation of the company. For emerging entrepreneurs within a network environment an appropriate organizational structure is essential; it should be specified the most fruitful situation for different types of interaction to occur (Aldrich and Zimmer, 1986). The interaction between businesses generates economically valuable new information, leading to what is known as learning by interaction (Johannisson, 1988, 1995). As regards the types of networks, we find a large variety. Specifically, Szarka (1990) distinguishes the following types of networks: sharing networks (consisting of companies and organizations with which the employer does business), communication networks (consisting of individuals and organizations with which the employer does not maintain trade links, but will report business aspects) and social networks (consisting of family and friends). In this sense, Curran et al. (1993) distinguish between compulsory networks (those to which the employer must belong in order to survive) and voluntary networks (not necessary for survival, reinforcing their position in the market). Birley (1985), on the other hand, distinguishes formal networks (banks, chambers of commerce) from the informal (family, friends, employees), noting that new entrepreneurs are served more latter than the formal networks. Regarding to the literature review, 18% of articles identified the role of social networks in the family environment. Greve and Salaff (2003) make a valuable contribution, examining how social networks work in terms of entrepreneurship. From this perspective, some investigations emphasize the influence of informal networks at the start of a company business (Anderson et al., 2005; Kellermans et al., 2012). Concerning the family firm itself, there are interesting contributions about the role of internal networks (Brannon et al., 2013; Distelberg and Blow, 2011; James et al., 2012; Lee, 2006; Ng and Rieple, 2014; Pagliarussi and Rapozo, 2011; Seaman, McQuaid and Pearson, 2014) and the role of trust (Zahra et al., 2006; Sundaramurthy, 2008) or altruism (Karra et al., 2006). The relationships between the company and its environment have also been reflected (Lester and Cannella, 2006; Kontinen and Ojala, 2011), confirming the ability of the family firms in terms of weaving networks (mostly informal) with their surroundings that permit access to valuable tangible and intangible resources key to performance. Finally, some studies investigate the role of networks in times of economic contraction (Dyer and Mortensen, 2005; Schjoedt et al., 2012). Then:

P3. Role models have a favorable influence the creation of family firms.

***Entrepreneurial Attitudes*[4]:** There are different models that explain the development of entrepreneurial attitudes. In general, these models agree on the influence of environmental factors, training and experience in personal competences, intentions, and corporate behavior. In the business process, entrepreneurial intentions are vitally important because they determine in large part the final act of starting a business (Krueger et al., 2000). Among the most relevant theoretical approaches, the theory of reasoned action deserves special mention (Fishbein and Ajzen, 1975). It emphasizes that the behavior of an individual is determined by her/his intentions, which, in turn, are conditioned by the hearts and minds of people belonging to that social environment - also called subjective norms (Fishbein and Ajzen, 1975; Ajzen and Fishbein, 1980; Ajzen, 1987). Thus, attitudes, subjective norms and intentions combine to produce certain behavior. Later, Ajzen (1991) reviews the theory of reasoned action and includes a new intention, perceived control, reflecting the individual's perception of her/his own ability to influence the outcome. The new extended model, called the theory of planned behavior, for interpreting the intention of undertaking is conditioned by the results the entrepreneur expects to get, the expectations that exist in the environment of her/his behavior and the perception of the entrepreneurial capacity to control and get results from entrepreneurial action. As was mentioned, the theory of planned behavior of Ajzen (1991) considers three main determinants of intention and action: behavioral beliefs, normative beliefs that form the basis of the determinants of subjective norms and perceived degree of control of behavior. Shapero and Sokol (1982) introduced the term "displacement" to identify the change of direction that encourages entrepreneurial behavior, adding a new concept to the ideas of Ajzen and Fishbein (1980). Furthermore, change in a person's attitude can occur as a result of positive or negative displacement. Specifically, according to Shapero and Sokol (1982) it is more likely that individuals will set up their business in response to a negative event (not finding work) than to a positive one. However, the fact of having financial support or a suitable economic environment,

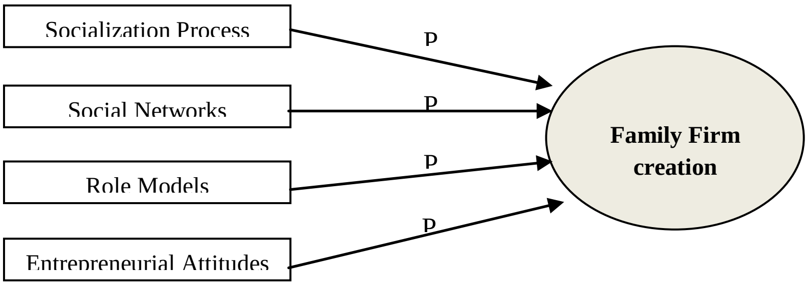
[4] This adopted a broad definition of entrepreneurial attitudes (Bae et al., 2014; Fayolle and Liñán, 2014).

both positive displacements, can also trigger the creation of a company. Internal displacements, such as specific events that alter the life path of the entrepreneur like the completion of their studies or reaching a certain age, and external displacement, such as job loss (Shapero and Sokol, 1982), also occur. Although there may be positive or negative offsets that predispose individuals to the development of their company, desire and feasibility are required. Moreover, desire and feasibility perceptions interact. For example, if it is perceived to be too difficult to set up a company, the individual might reject it as a professional option. Similarly, if they do not want to create a company, it is difficult to consider its feasibility (Shapero and Sokol, 1982). Shapero and Sokol's model (1982), called the "theory of business conduct", consists of three stages. In the first stage, a series of events, positive or negative, predispose the entrepreneur to incorporate their business. The second stage is generated from the desire of certain circumstances, among which is the formation of the entrepreneur, family, culture and friendships. The action phase occurs in which, under certain conditions, the person finally decides to start their own business. Finally, we must highlight the business potential model of Krueger and Brazeal (1994), which has been considered by some authors (Smallbone and Welter, 1999; Arenius and Minniti, 2005; Liñán et al., 2009) as the theoretical focus best suited to analyzing the process of business creation. Krueger and Brazeal (1994) suggest that entrepreneurs develop a mindset that emphasizes perceived opportunities on threats, and this process of identifying opportunities an intentional process. Their model (1994) is based on the theory of business conduct of Shapero and Sokol (1982) and the theory of planned behavior of Ajzen (1991) and focuses on the analysis of the perception of desire and viability as the source of the intention of creating a business. In this perspective, the perceptions of people are channeled through their intentions, which can promote or inhibit the identification of new business opportunities (Krueger et al., 2000). Once they perceive the creation of a company as desirable and viable t, they get a degree of "credibility" in terms of the possibility, which provides greater motivation for entrepreneurs to address the possible venture. When there is an individual with a significant business potential, there is no need for an intention to make it happen; simply, some event occurs that triggers the process of creation ("offset") which, together with the identification of an opportunity business as a real need to be met in the market, has a decisive influence on the final intention of starting a business (Krueger and Brazeal, 1994). Despite the importance of entrepreneurial attitudes in the field of entrepreneurship, not many works have been focused on family firms (14%). Lee's research (2006) identifies family factors such as cohesion and adaptability, which affect the decision to create new businesses. Other studies have analyzed attitudes toward entrepreneurship of the successors of the family firms (Caspersz and Thomas, 2015; Cruz and Nordqvist, 2012; Stavrou, 1999; Schroeder et al., 2011; Zellweger et al., 2011). Based on the literature review:

P4. Entrepreneurial attitudes have a favorable influence the creation of family firms.

Figure 3.1 shows the proposed model to explore the role of the sociocultural factors in the creation of family firms.

Figure 3.1: Proposed conceptual model about the sociocultural factors and family firm creation



Source: Author

3.3. Methodology

3.3.1. Multiple case study approach

This chapter uses a qualitative perspective to investigate the complex phenomenon of the creation of family firms, where the interaction between the phenomenon and the context is unclear (Yin, 1984). The main objective is to allow new theoretical insights to emerge through the process of gathering data from multiple sources, analyzing data, comparing them with the previous researches, and re-examining the data in the theoretical framework adopted in this research (institutional approach). This iterative process, which requires a balance of theoretical discipline with openness to additional interpretation, will allow us to gain a fresh perspective on the creation of family firms.

We particularly take a multiple case-study approach (Yin, 1984; Eisenhardt 1989) with the purpose of elaborating new theoretical propositions that expand existing knowledge concerning the creation of family firms. In this sense, we have applied an analytical rather than a descriptive approach, and used a theory-building methodology (Eisenhardt 1989, 2007) to analyze the data collected. Case study research involves the examination of a contemporary phenomenon in its natural setting (Yin, 1984), and it is especially appropriate for research in new areas. Moreover, multiple cases are also generally regarded as more robust than single studies, providing the observation and analysis of a phenomenon in several settings. The multiple-case design allows the treatment of different cases as a series of independent experiments, and follows replication logic (Yin, 1984). This method has been used in the field of research on family firms and was recently indicated as the most appropriate for in-depth knowledge of the creation of family firms with the intention of building theoretical models (Dawson and Hjorth, 2011). Based on the theoretical criterions, four cases of new firms located in Catalonia (two family firms and two non-family firms) were selected using SABI[5] data (see Table.3.1).

Table 3.1: Descriptive data of the cases

Group	Case	Generalities
Focus group (family firm)	**No. 1** **Year Founded:** 2009 **Turnover:** EUR 12 million **Generation:** third generation	Case 1 has been dedicated to the manufacture and sale of dental implants since 2009. It entered the international sector of implant dentistry with an innovative product, which guarantees in 99% of cases correct acceptance of the implant. The system created by Case 1 is the result of hard work in the fields of research and technological innovation, and the firm is willing to provide answers to the needs of the dental industry after years of research. Case 1 inherited the innovative spirit of its parent group, an industrial company, with over 50 years of history, traditionally specializing in the manufacture of precision metal components for the automotive industry, aerospace, etc. Its business career has been based largely on the importance given to R & D + I, a strategy that has placed it in a position of excellence in the field of implant dentistry, biotechnology and materials engineering. In 2011 it created another company dedicated to the commercialization of alphanumeric instructions for the manufacture of dental implants worldwide. In 2014, this company expects to manufacture knee and hip prostheses with the technology developed for dental implants.
	No. 2 **Year Founded:** 2009 **Turnover:** EUR 15 million **Generation:** second generation	Case 2 is the latest company created by one family with long expertise in creating and developing firms. Since the creation of the first company dedicated to vertical drilling and well construction (1984), the family has not ceased to initiate projects primarily focused on the design, construction, operation and commercialization of equipment for generating renewable energy (solar thermal, wind, geothermal, biomass, etc. ..). Case 2 is today a group of companies engaged in the fields of water purification and renewable energy, with subsidiaries in France and Germany. Its success is based on the development of innovative products such as thermal solar trackers or monitoring software return on investment in solar energy that informs real-time owners of the energy produced by their equipment. Currently it is developing a new company that will produce windmills for energy production. The novelty here is the extraordinary relationship between the watts generated and the small size of the mill.
Control group **(**Non Family firm)	**No. 3** **Year Founded:** 2009 **Turnover:** EUR 10 million	Case 3 is dedicated to the design and commercialization of vending machines for children, and is a firm founded by two friends. This company provides small toys and / or candy machines located on the street or in stores. Its strengths are the attractive vending machines and plastic balls containing gifts that provide an enjoyable user experience for children. The incessant search to introduce new incentives into the sales cycle has meant the company founders traveling throughout Asia and signing agreements with prestigious companies like Disney or Lollipop's. The parent company was founded in 1992, but entrepreneurship is insistent and several new companies were created, most recently in 2010 with the aim of introducing a new gift concept for children.
	No. 4 **Year Founded:** 2009 **Turnover:** EUR 2.5 million	This is a newly established company, founded by three friends, which sells sporting goods over the Internet using a web portal. Its policy is to offer very competitive prices on branded products with a high reputation. Its dynamism has allowed SeedRocket to win the annual award which will provide business angels and a major capital contribution. It is expected to expand to Central Europe and later enter the market in Latin America. This business requires high skills to positioning the website on the top of the search engines. Additionally, efficient products and price management are needed to offer the best conditions to consumers.

[5] SABI: "Servicio de Análisis de Balances Ibéricos".

3.3.2 Data collection and data analysis

Data were gathered by different methods and tools applying the concept of triangulation proposed by Yin (1984). In particular, we collected data using interviews, observations, and secondary sources, with interviews being our primary source. The data collection was conducted over a six-month period (September 2011 to March 2012). During this period, we visited and interviewed the founder of the family firm, one family member and a family firm worker. For non-family firms we interviewed the founder and one worker. The interviews were semi-structured so as to allow the conversation to flow more freely according to the answers of the interviewees, and to allow in-depth inquiry into the nature of the issues addressed. The interview guide used in the research was tested previously in a pilot study with one of the four cases included in this research, and those interviews are included in this study's total number of interviews (10).

Although a study protocol was used for all cases (see Annex 2), it was adapted as new aspects of interest were introduced. This allowed us to develop a better understanding of the particularities of the case studies. The overall interview questions were related to the institutional factors that influenced the creation of family firms, as well as how they contributed to their implementation. However, additional interview questions also resulted from the preliminary data analysis. This overlap of phases is a key feature of theory-building studies using cases, enabling the researchers to make adjustments during the data collection phase (Einsenhardt, 1989) and to probe more efficiently for emergent themes. Furthermore, in order to achieve greater richness and multiple perspectives on the phenomenon (Eisenhardt, 1989), interviews with relevant organizational and family members in terms of entrepreneurship were conducted.

According to Eisenhardt (2007), using numerous and highly knowledgeable informants who view the focal phenomena from diverse perspectives allows the mitigation of possible biases and helps to reduce the 'knee-jerk' reaction that is often provoked in interviews. All interviews were recorded and later transcribed. File notes, a means of facilitating data analysis concurrent with data collection (Eisenhardt, 1989), were another method used for recording the interview data. Specifically, detailed notes, which comprised both observation and analysis, were taken by a second interviewer who was not actively involved in the interview process. The average interview lasted for just over one hour, with the shortest taking 45 minutes, and some running for two hours. In addition, secondary sources included firms' websites, press releases, and information from the support institutions; other data obtained from reports or records of the official organizations and associations were examined as available. Finally, information was updated with a closing date of May 2012. This decision was based on the confirmation of data and the inclusion of new information in the case that had occurred.

Regarding data analysis, several procedures suggested by Yin (1984) and Eisenhardt (1989) were adopted. Matrices were employed as an analytical tool to organize and analyze data. We also used a general analytic approach that prioritizes information through the development of categories of data and the examination of similarities, using the software Atlas-ti (version 7.0). Specifically, the detailed interview notes and our other review and analysis articles were examined, and concepts were identified and recorded by hand. Next, the concepts were used to develop sub-themes and then progressively a smaller number of overall themes. This process involved numerous discussions and reviewing of text and various forms of tabular material, as we sought both conflicting and similar frameworks. We analyzed our qualitative data with the programme Atlas.ti (version 7.0). This software is one of the more advanced for qualitative data analysis (text, sound and video) and allowed us to extract, compare, explore, and reassemble meaningful pieces from extensive amounts of data in a flexible and systematic way (Mhur, 1997).

In all cases, we pursued a multi-variable analysis in three main steeps: (i) we initially carried out an in-depth, case-by-case examination by coding for themes until we obtained the final codebook; (ii) we explored the relationships between the concepts found, displaying graphical patterns in the coded data; and (iii) we developed a qualitative interpretation of cross-case patterns. This iterative qualitative analytical procedure can be described by the following sequential steps. First, we performed the textual analysis which comprised: (i) full transcription of the interviews, (ii) adaptation of the transcription form to work with Atlas.ti, (iii) creation of textual quotations, (iv) revision, (v) descriptive coding, (vi) revision, (vii) descriptive code reduction, (viii) revision. This was followed by the conceptual task: (ix) conceptual code reduction, (x) revision, (xi) networks, and (xi) revision. Finally, we added secondary information from our observation notes. The main objective of these completely qualitative 12 steps was to elaborate a final codebook containing, among other codes, concepts related to the creation of family firms from our sample (Garcia-Alvarez & Lopez-Sintas, 2001). The emerging themes are reported in depth in the following sections. These themes are also utilized for inducing propositions and developing theory using the theory building process (Eisenhardt, 2007).

3.4. Findings

As mentioned above, we have identified concepts of informal institutions involved in the creation of family firms through interviews, visits and information collected, tabulated and analyzed through Atlas.ti software. Based on that, we provide evidence to the proposition of each sociocultural factor.

3.4.1. Socialization process

The process of socialization is understood as an informal institution in the light of the institutional approach (North, 1990, 2005), in **Case 1** the impact of a rural **environment** and family on the founder and his personality is clear: *"I grew up wearing work clothes down wells; it even prevented me from studying. It was a way to learn to work, according to those who knew*". Somehow, the growth in an environment (a small village) and in a family where it was normal to work for oneself and not expect to be employed has influenced the decision to create companies. It also highlights the values of unity and teamwork within the family "*My father always taught that being united is the most important thing. When should we force the three brothers (I have a brother and sister, and we got it. It is the key)*". These evidences are consistent with some results found in previous literature, such as the role of the entrepreneurial and business environment (Astrachan et al., 2002; Sharma 2004; Sharma and Manikutty,2005; Adkins et al., 2013) and the influence of **family culture and values** in their development (Adams, 1996; Bhalla et al., 2004; Chirico and Nordqvist, 2010; Danes, 2008; Dyer, 1986, 1988; Garcia-Alvarez, 2002; Stravou, 1999; Steier et al., 2004; Zahra et al., 2004; Zahra et al., 2008; Powell et al., 2013; Sabah et al., 2014). Furthermore, evidence also shows that **trust** is involved in a relevant way in creating an environment conducive to entrepreneurship (Davis et al., 2010; Pagliarussi and Rapozo, 2011; Sundaramurthy, 2008; Scholes and Wilson, 2014). In contrast, some studies have questioned whether trust always acts as a positive factor in entrepreneurship (Cruz and Howorth, 2013; Zahra et al., 2004).

Case 2 is a different socialization process but the family also has a crucial role. The founder is the son-in-law of the owner of the parent company and had no contact with the owner's family until the age of 32 when he married into it. He had by then developed a valuable academic and professional career (he graduated in business administration and also has two Master's degrees) in several companies and had lived for many years in the USA, Canada and Belgium. After this, he decided to return to Catalonia to work for his father-in-law. At this point his socialization in the company began. He soon discovered its values: "*I sincerely believe that the company is a reflection of what we want to be. Bold, curious, enterprising and especially constant, passionate and faithful to the project. We do not want to impose anything, we want people to feel comfortable in the company and make it theirs. We work well with no added pressure*". This thinking reflects the owner's personality and its impact on **corporate culture**, according to several authors (Block et al., 2013; Nordqvist and Melin, 2010; Steieret al., 2004; Salvato et al., 2010; Zahra et al., 2004). This cultural mix is the base for the creation of the new company, which combines the metalworking traditions of the first company with the innovation and modernity provided by the founder. Today the founder's children go to the company every day: "*When they finish school they come over here. Often we play at making implants. They know what each machine does. I did not have the chance to do that (I married in the family). But my wife also came to the company matrix as a child. While workers do not bother, I think it's a way to discover how to make money. In addition, we have too many hours to share, and that's one way to do it* ".

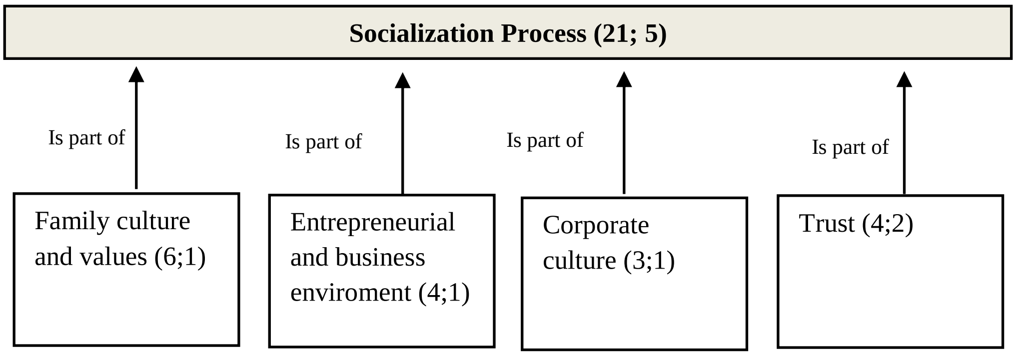
In both cases, the weight of the founders' socialization in the family is relevant but presented different patterns. The founder in **Case 1** was born into a family firm and in his words was "*directed*" to continue and develop the business. In the second case, the founder contacted family culture later and it was he who decided to enter the business. There are various reasons cited but return to country of origin and *"the responsibility to remain who we are*" are the most important. The latter consideration suggests that the underlying capital of surname (the family) is a factor that facilitates the creation of family firms. Indeed, the *capital of the surname*, in the sense of *"not to fail my predecessors*" (**Case 1**) and to maintain "*the essence of our family*" (**Case 2**) indicates a component of self-esteem (in the familiar collective sense) naturally leading to the creation of new businesses in the family. They conclude that "we do not know another way to work or to understand life without the company". This effect, here positive for entrepreneurship, has been suggested by other authors (Berrone et al., 2012; Bjoenberg and Nicholson, 2012; Schroeder et al., 2011), who have pointed out that excessive pressure on successors may encourage them to leave the family firm environment.

On the other hand, C**ase 3 and Case 4** have different socialization processes. **Case 3** founders worked together for over 15 years. The closure of the company and the lack of opportunities in the labor market made them decide to set up their own business. They had never thought to take this time and in its surroundings and there was no interaction with the business environment: "*The company I worked for closed. Was a company that did so after we did, but of very poor quality, regardless of the child's experience. One day we met my partner and said what do we do? We felt like making some tweaks to the product and wanting the company to be successful*". **Case 4** involves three childhood friends who one day decided to create a company "*to do something together and have fun*" and *"hang out*". The three founders have summered in a small town since they were children and have built great trust. Although they have never studied or worked together, however, they shared knowledge about the sector and effort during the creation of the company, as well as, quit her job to devote herself exclusively to the project. The other two partners continue their old jobs and devote part of their free time to the new company. None of the three partners comes from a family firm but they have developed as professionals in various fields (logistics, e-marketing and purchasing) in other companies, a fact that has allowed them to be very collaborative in the project.

Consequently differences can be observed between both types of companies, which are focused primarily on the influence of the company in the process of socialization of individuals. Family firms have the idea to pushes all family members (more or less explicitly) to create and develop family firms. However, both companies recognize that the firm creation has been a radical change and they have had to learn many things that they did not know: "*at first we were lost"* (**Case 4**). Furthermore, the creation of the two companies has been an adventure borne of a certain situation (job loss and the need to share something "funny") and not owed to family reasons.

Thus it is clear that the process of socialization has acted differently in familial and unfamiliar companies. To test these concepts, we tabulated and coded all information to facilitate understanding. Then special software was used to analyze qualitative data (Atlas.ti). Atlas.ti shows the relationships between evidences found (Figure 3.2). It explains that family culture and values, entrepreneurial environment, corporate culture, trust and the entrance of new members are parts of the socialization process. As regards the outputs of the Atlas.ti software, the first number that accompanies each item refers to the time that a quote has been associated with the item. The second relates to elements that have been associated with other elements.

Figure 3.2: Socialization process and creation of family firms



Source: Atlas.ti

As can be seen, the concept of "culture and family values" has more quotations. This repetition gives an idea of the power of the family environment in terms of entrepreneurship. In the light of the comments above, it seems clear that the members of a business family are socialized differently and are more influential in the creation of family firms. Somehow, the socialization process "pushes" them to follow the natural way of creating business and to develop their personality in the business. It should be added also that the capital of surnames and family self-esteem acts as a decisive factor in the creation of family firms, a factor certainly not found in non-family firms. From this evidence, we found that *t**he influence of the socialization process is greater in the creation of family firms than in the creation of non-family firms (P1).***

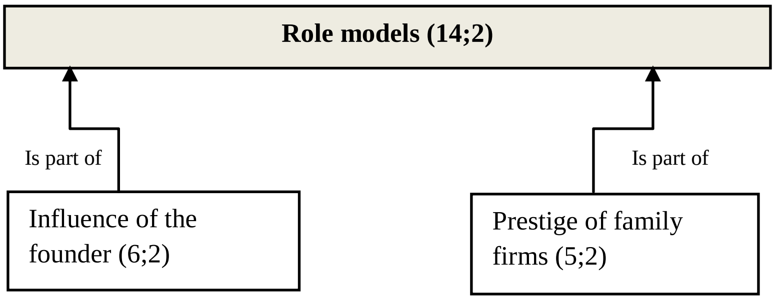
3.4.2. Role models

In the case studies analyzed the role models play a role in the creation of family firms. **Case 1's** participant identifies his father and grandfather as role models. He explains that helping his father as a child developed his entrepreneurial spirit. Similarly, in **Case 2** the role model is the founder of the company owner (and father). He explains, *"the founder is an entrepreneur who expected to change*" and points to other people who have inspired him (friends, politicians, and business people) but none has a closer relationship with the owner. They admire the fact of being an entrepreneur and making their own future. In the investigations carried out a clear emotional admiration is evident that goes far beyond the business. The two case studies suggest that the employer is frowned upon: "*is seen as a selfish person and only thinks about maximizing profit*." They regret this social image and expect change in the future: why should not *"anybody wants to be an entrepreneur*?"

The influence of the founder, owner or other family members has been described above. Specifically, the role model can be a reason to stay with the company and extend its legacy by founding new companies (Hoffmann et al., 2015; Zellweger et al., 2011) but sometimes if the business fails, and with it the role model, the opposite can happen (Velamuri and Mungai, 2011). This idea is also reinforced by other authors (Adkins, 2013; Jaffe and Lane, 2004; James et al., 2012; Schein, 1995) who describe how proximity to people leading and working in enterprises can induce another person to follow the same entrepreneurial path. Both cases also note the importance of recognizing the family firm in its area of influence. Somehow, the fact that society identifies the family firms as a positive element in the region increases the prestige of the owners. This idea is supported by previous studies (Radu and Redien-Collot, 2008; Vaillant and Lafuente, 2007). **Case 3's** participant, as mentioned, has no business in his direct environment and identifies schoolteachers as people who have influenced him. He also notes that he was born and raised in a village where there was a textile factory. In the industry the "Boss" was the owner of the company and he recognizes that his family could work thanks to him. **Case 4** does not evidence the influence of people in the context. "*Just remember that his previous owner made a lot of money and he thought I wanted to do the same. I admired him for his ideas and work capacity*".

The evidence suggests that the role models have a large impact on the creation of family firms. In particular it can be seen that role models in family firms have a much closer and sentimental relationship than those in non-family firms, which are more diffuse and are more governed by business criteria. The theoretical foundation can be seen in Figure 3.3, where the influence of the founder (or people close to the entrepreneur) and the social prestige of the company are part of the role models. The importance of role models in entrepreneurship (not strictly in the family) has been studied by various authors (Lucas et al., 2009; Scherer et al., 1989; Vaillant and Lafunete, 2007; Walstad and Kourilsky, 1998). Most of previous studies have evidenced that role models have a positive influence on entrepreneurship (Gnyawali and Fogel, 1994). Thus, and because in the family role models are closest to the entrepreneur, the effect is greater.

Figure 3.3: Role models and creation of family firms



Source: Atlas.ti

The information offered by Atlas.ti shows that there are clearly two factors involved: the influence of the founder and the prestige of family firms, which also share almost the same number of citations. The influence of the founder and the prestige of family firms are two relevant keys to understanding how the role models act in the process of creating a family firm. Therefore, based on this evidence, ***the influence of the role model is higher in the creation of family firms than in the creation of non-family firms (P2).***

3.4.3. Social networks

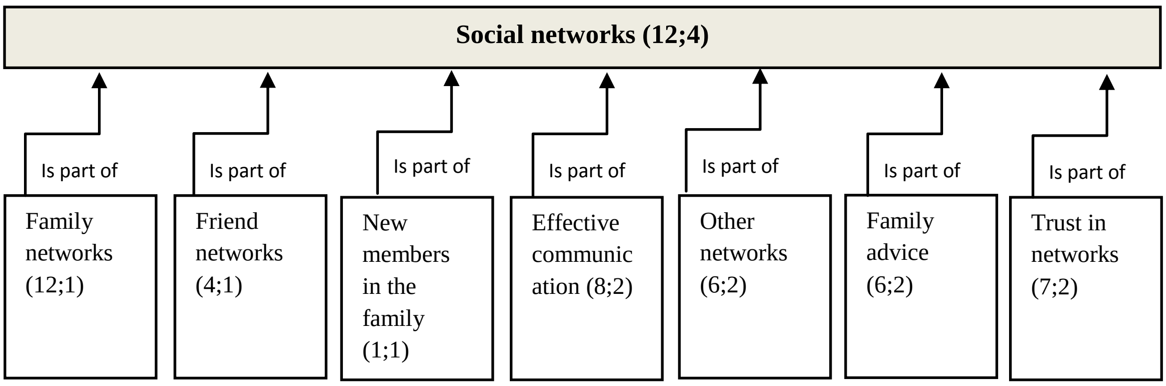
Social networks understood as informal institutions are the third element which we should investigate. The four case studies identify networks as crucial for the start-up of their projects. However, they develop very differently. **Case 1 and Case 2** do not hesitate to point out that many of the relationships are inherent in the family firm. Somehow the fact that they are successors of companies with a long history in the area contributes to social networks. They also say that the mere fact of belonging to **the family** makes it much easier to build new relationships (with administration, banks, suppliers, etc.) to assist creation and enterprise development. They also indicate that business organizations (Rotary and "Kaleidoscope") where they have an opportunity to meet other entrepreneurs are useful. In these meetings, they exchange information, explain new business and share their day-to-day experiences. The facility to interact with the environment and raise funds or find valuable information is consistent with the results found by Anderson et al. (2005), which identify the role of informal networks in obtaining important and intangible resources. It is also important to note that **social networks within the family** are very important (Ng and Rieple, 2014; Seaman et al., 2014).

Case 1 and Case 2 indicate that **trust in the family** (Davis et al., 2010; Pagliarussi and Rapozo, 2011; Sundaramurthy, 2008; Zahra et al., 2006;) and the union (between family but also between employees, some of whom are considered "*like family*") are two characteristic features in their organizations, especially considering the small entrepreneurial team (in case 1 marriage, a brother and a son and in case 2 the founder, father-in-law and a worker) created at the beginning: "*The best network to work is one where there are people who have trust and go together, reaching where there comes another and, above all, capable of assuming goals. The family usually has these features and can support business initiatives. The premise is not to argue but to agree*". This statement illustrates the importance of family as a support mechanism. This evidence is consistent with the role **of effective communication** within the family firms, a concept identified by Zahra et al. (2006) and Urbano et al. (2011). This research indicates that trust in the family is fundamental to the creation of new business, identifying communication as a way to cultivate trust. The trust and communication are clearly seen in **Case 1 and Case 2** as entrepreneurs; from the outset, they had the **advice of the more experienced** members of the family. The entry of "soon-in-law" in the family firms was a breath of fresh airs in the words of the founder "*somebody said that that the grandfather founded the company, the son made it grow and the grandson sold it*". *I think if we can reestablish a company like this, we set the counter to zero*". According to Mehtotra et al. (2011), **marriage (new members in the family)** can be a way to introduce new ideas and talent to the organization, contributing to its revitalization.

Moreover, **Case 3** indicates that social networks helped a lot in the beginning: "*We are both in the same situation, and we knew how to work together and we complemented each other. It was great luck that we met. The family was a bit on the sidelines at the beginning, we prefer to be separate. After some friends borrow us, we started with € 6,000*".This evidence explains how networks were vital for starting the business. The founders used the existing formal networks (suppliers) in the old company and **informal** (**friendship networks**) to start the project. Still, they soon realized that they were largely ignored by society and it creates mistrust about the project. Gradually their involvement in the business life of the area intensified and they made themselves known and gained legitimacy. Finally, **Case 4** was born without involvement of social networks. The three founders were true neophytes in the business world and did not have an extensive social network. The beginnings were hard and no one knew why they had difficulties in developing their business. Moreover, the situation was more serious because two of them worked for several years outside the region where the company was installed. The search for relationships was very intense during the first few months until one year after they won an international award, when they became known by more people: "*from this moment everything was easier*".

Analyzing the above information we see the importance of social networks in the creation of family firms. The family plays an important role because it acts as a facilitator and accelerator of social relations. The conceptual relationships between evidences found (Figure 3.4) shows that family networks, friendship networks, other networks and trust, advice and communication are part of social networks. Analyzing citations that we captured, we see a preponderance of family relationships within social networks emerging as the most important elements to the success. In the case of family firms we also observed an *embeddedness* concept in the sense that the social network around an entrepreneur already has an established track record in the entrepreneurship field and therefore it is easier to obtain resources (tangible and intangible). In addition, for entrepreneur is easier to be involved in networks characterized by the recognition and trust of their predecessors. Finally, the intimate and unconditional support of the immediate family is apparent, mainly because it already knows how business works. Based on this evidence, ***the influence of social networks is higher in the creation of family firms than in the creation of non-family firms (P3).***

Figure 3.4: Social networks and creation of family firms



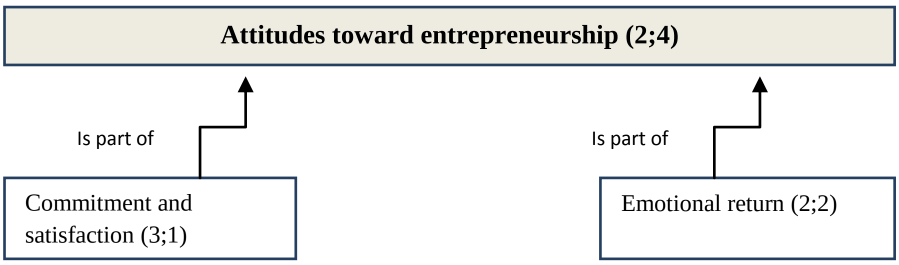
Source: Atlas.ti

3.4.4. Attitudes towards entrepreneurship

Attitudes towards entrepreneurship are the fourth factor to be analyzed. It is clear that in **Case 1 and Case 2**, the entrepreneurial spirit was strongly conditioned by the criteria of continuity, renewal and sustainability of family firms. According to **Case 1**: "*I thought we should evolve, do innovative things and fun. The truth is that money is not the reason. The reason is the need to evolve and move forward with the company that I inherited*". A worker at the company said: "*the founder is always thinking about how to improve and be more innovative. He is always alert to new business. He has a lot of energy, never stops*". This statement reveals the entrepreneurial spirit of the founder, as well as his persistence in innovating and creating value for the company. **Case 2** said: "*I created the company to give continuity to a family project that had symptoms of exhaustion. And pure pride. We can do it right! I feel I have given fuel to the family*". Thus, the transfer of the entrepreneurial mindset between generations is a key issue. The early evidence suggests that corporate culture, **commitment and satisfaction** of working explain the tendency to stay in the family company (Koropp et al., 2013; Lee, 2006). Further, we note the **emotional returns** (Astrachan and Jaskiewicz, 2008; DeTienne and Chirico, 2013) that the founder of the family firm can receive; they are closely linked to the **pride** of belonging to a family, and may partly explain the positive attitude toward entrepreneurship (Miller and Le Breton-Miller, 2014; Schepers et al., 2014).

In contrast, **Case 3** shows a "displacement", which was losing his job at a time with few job prospects. **Case 4** is the result of the interest of one of the founders who convinced others to join him in the project. Without the commitment of the founder the other two would never have built a business. Thus, it appears that the entrepreneurial attitude responds to different sources depending on the company created. The theoretical links can be seen in Figure 3.5 where commitment and satisfaction with family firms and the emotional returns are part of attitudes toward entrepreneurship

Figure 3.5: Attitudes toward entrepreneurship and creation of family firms



Source: Atlas.ti

Thus, the two factors discussed above lead us to think that in the case of the family firm entrepreneurial attitudes are the result of commitment and family satisfaction. As a result, ***the influence of entrepreneurial attitudes is higher in the creation of family firms than in the creation of non-family firms (P4).***

3.5. Conclusions and implications

The aim of this chapter was to understanding the role of environmental factors in the creation of family firms. Specifically in the light of the institutional economic perspective, the insights of four factors (socialization process, role models, social networks and attitudes toward entrepreneurship) involved in the creation of family firms and non-family firms were studied. In general, the evidence obtained from a multiple case studies of new firms located in Catalonia (two family firms and two non-family firms) confirms the relevance of conceptualizing entrepreneurship as a cultural phenomenon (Granovetter, 1985; Steyaert, 2007).

Based on the institutional theory (North, 1990, 2005), evidence supports the propositions proposed of each informal factor about the creation of family firms in Catalonia. Also, differences were found from non-family firms which confirm that the family firm follows a different path for its creation. For instance, the process of socialization within a family firm develops conditions for the founders that reinforce them during the business creation process. The role models in the family firms are evident, especially for proximity (within the family) and the inherent emotional bond (Miller and Le Breton-Miller, 2014; Schepers et al., 2014). In this sense, the founders expressed the pride of belonging to a family firm and recognized that unity and trust are vital, elements that are described as existing social networks in the family firm and its environment. Attitudes towards entrepreneurship of the founders of family firms are built from an early age thanks to the environment in which they develop.

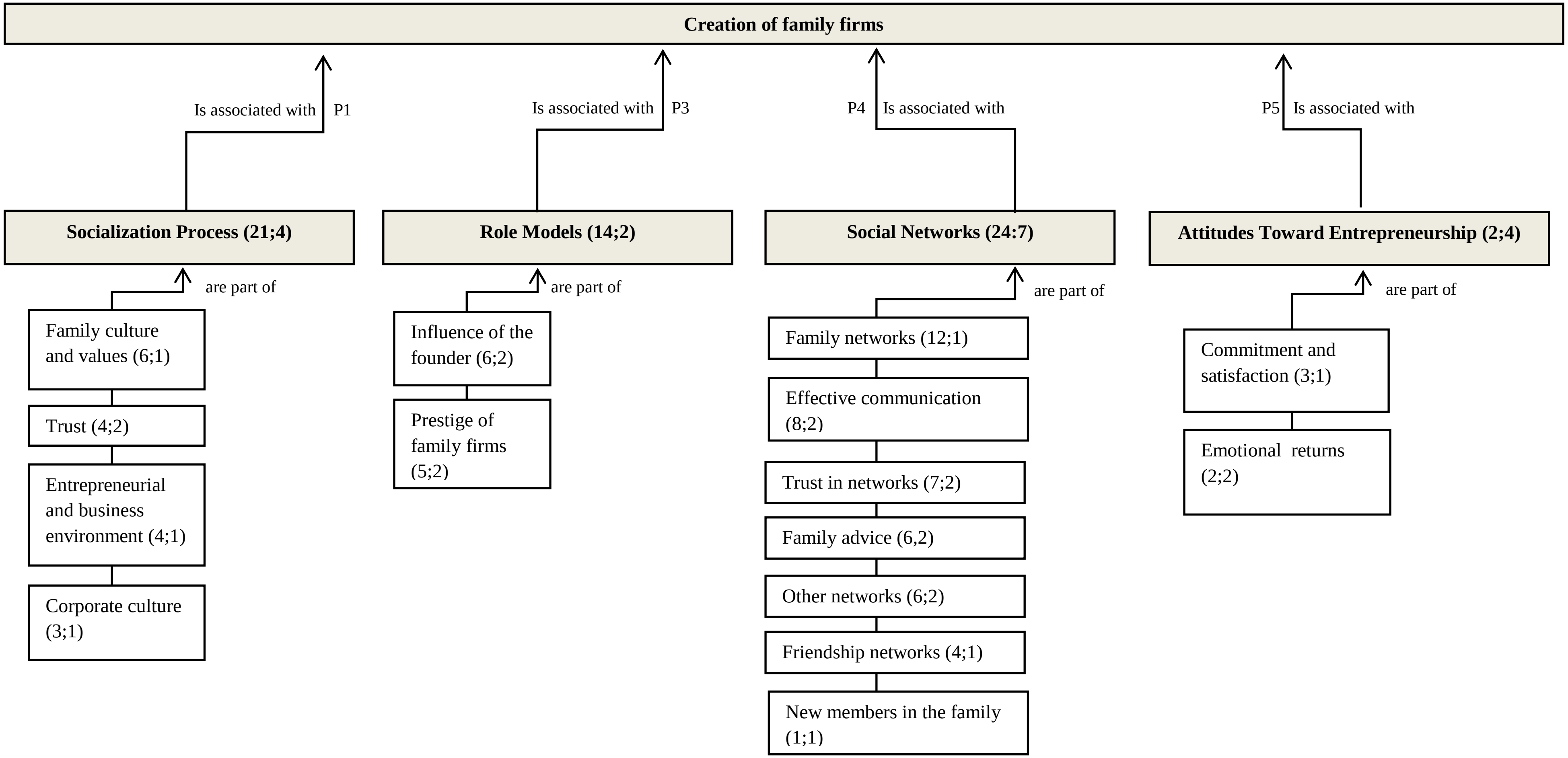
Using the Atlas.ti software, Figure 3.6 shows the conceptual relationships[6] founded for each of the formal institutions (socialization, role models, social networks and attitudes toward entrepreneurship). Therefore, the evidence shows that the interplay of the four analyzed sociocultural factors produces a "microclimate" inherent in the family firm that acts as a true business incubator. What is here termed surname capital (pride of belonging to a family) and family self-esteem can build trust (both own and third party) in the process of creating the company, an ingredient noted by several authors (Sundaramurthy, 2008; Urbano et al., 2011;

[6] Through the tool "Atlas.ti" codes have been assigned to theoretical concepts identified in the fieldwork (interviews, visits and secondary information) and supported by the literature. This software has also enabled trace relationships between different concepts and thus clarifies the theoretical substratum that explains the creation of family firms.

Zahra et al., 2006) as a fundamental prescription for success. Thus, the sequence pride-self-esteem-trust may be one factor differentiating family firm creation.

Based on the evidence, we infer several implications. In terms of policies towards the creation of family firms it is appropriate to recall that the family firm is the most abundant worldwide (Deibicki, 2009) and that its policies and features need specific support programmes. The family firm is a breeding ground for entrepreneurs and their culture is ideal. From an academic perspective, this paper contributes to the call made by several authors to investigate further the sociocultural factors involved (Thornton, 1999; Urbano, 2006; Guerrero and Urbano, 2014). Thus, the institutional approach is seen as a very suitable framework for further research. Finally, qualitative methodology has allowed us to learn more about this unexplored field of the creation of family firms. Not surprisingly, the results obtained using the qualitative approach have limitations because it cannot be generalized to other contexts because our analysis is applied in one specific Spanish region (Catalonia) and based on the analysis of four new firms. These limitations bring us potential research opportunities. Firstly, a strong triangulation process as suggested Yin (1991) is necessary to reinforce the results obtained through the Atlas ti. Secondly, other controls or variables need to be included in order to contextualize the evidence obtained in the creation of family and non-family firms in Catalonia. The new firms analyzed in this chapter could be influenced by some external socioeconomic conditions during the data collection (recessionary period). Given the nature of sociocultural factors, those external conditions could also determinate the influence of networks on firm creation. Even those limitations, one of the main contributions of this chapter was the propositions described that are the starting-point for the use of quantitative analysis to assess a representative sample of family firms and non-family firms, perhaps in different environments.

Figure 3.6: Sociocultural factors and the creation of family firms: relationships



Source: Atlas.ti

4. THE ROLE OF SOCIAL NETWORKS ON THE DEVELOPMENT OF ENTREPRENEURIAL ACTIVITIES BY CATALONIAN FAMILY FIRMS: A COMPARATIVE CASE STUDY

4.1. Introduction

Based on a multiple case study, Chapter 3 evidenced the role of several informal factors in the creation of three Catalonian family firms. In general, the results supported the idea about the positive influence of certain sociocultural factors during the creation of family firms. Interestingly, social networks played a decisive role in the creation of family firms. Given the complexity and nature of this phenomenon, the main objective of this chapter is to provide a better understanding about the influence of social networks in the developing of entrepreneurial activities within family firm (e.g., new firm creation, new business units, new products/services, new, etc.).

Previous studies have explored the role of collective entrepreneurship within the family firm (Brannon et al., 2013) with particular emphasis on the creation process and on the configuration of entrepreneurial teams for implementing innovations (Schjoedt et al., 2013). For instance, Spriggs et al. (2013) found an interesting link between innovative capacity and performance that is moderated by the collaborative network orientation and the dispersal of ownership of the family firm. These insights have contributed to comprehend the role of collaboration (social networks) as a way of revitalizing established family firms. However, there are still interesting research opportunities to be explored during the business creation process.

According to the general theoretical framework used in this research (Toledano and Urbano, 2008; Urbano, 2006; Veciana and Urbano, 2008; Urbano and Alvarez, 2014), this chapter adopts an institutional perspective to understand the influence of social networks (informal factors) in the developing of collaborative actions in order to generate entrepreneurial activities within family firm. To achieve this objective a comparative case study of two long-standing family firms trading in the metal sector in Catalonia was designed (Eisenhardt, 1989, 2007; Yin, 1984). Results provide a deeper understanding about the role of social networks during the introduction of innovations within family firms[7].

After this introduction, the chapter is structured as follows. Section 4.2 presents the conceptual; Section 4.3 explains the research methods adopted; Section 4.4 summarizes the

[7] It is a relevant component of a corporate entrepreneurship strategy according to Guth and Ginsberg (1990).

most important characteristics of the context of the study; Section 4.5 shows the empirical findings and a discussion of the cases analyzed; and Section 4.6 outlines the conclusion and implications for future research.

4.2. Conceptual framework

4.2.1. Understanding collaborative entrepreneurship

In the context of growing market globalization and a high rate of change in areas such as technology and industry, firms need to innovate constantly to improve their flexibility, competitiveness and reactivity (Carrier, 1996; Huse et al., 2005; Littunen and Virtanen, 2006). Previous studies in the field of corporate entrepreneurship[8] have highlighted several strategies based on innovation and entrepreneurship to revitalize or consolidate established firms (Antoncic and Hisrich, 2004; Arregle et al., 2015; Burgelman, 1983; Carnes and Ireland, 2013; Carrier, 1994, 1996; Covin and Miles, 1999, 2007; Covin and Slevin, 1991; Dess et al., 2003; Hamelin, 2013; Hitt et al., 2009; Ireland et al., 2009; Kuratko et al., 2005; McGrath and MacMillan, 2000; Pinchot, 1985; Sathe, 2003; Sharma and Chrisman, 1999; Zahra et al., 1999).

Following this perspective, a number of studies have examined the effect of corporate entrepreneurship on the development or acquisition of relevant organizational capabilities (Kuratko et al., 1990; Lim et al., 2008; Lumpkin and Dess, 1996; Soriano, 2005; Zahra, 1993, 1995; Zahra et al., 1999), and on the main determinants of innovate and entrepreneurial activities inside organizations (Altinay, 2005; Burgelman, 1983; Covin and Slevin, 1989; Hornsby et al., 2002; Kathuria and Joshi, 2007; Kearney et al., 2008; Miller, 1983; Zahra, 1991). At the same time, some researchers have emphasized the importance of certain environment factors such as the organizational culture. Based on those insights, a new discussion has emerged about the power of collaboration or social networks within existing firms (Ireland et al., 2009; Jassawalla and Sashittal, 1999; Miles et al., 2000, 2005; Miles and Snow, 1986; Ribeiro-Soriano and Urbano, 2009; Stewart, 1989; Weick and Roberts, 1993).

According to Miles et al. (2005, p. 1) and Medina-Muñoz and Medina-Muñoz (2004), collaboration is a process whereby two or more parties work closely with each other to achieve mutually beneficial outcomes. Therefore, collaborative entrepreneurship encompasses the relationships established among individuals in order to create new business within established

[8] According to Guth and Ginsberg (1990, p. 5), corporate entrepreneurship encompasses the following phenomena: (i) the birth of new businesses within existing organizations like internal innovation or venturing; and (ii) the transformation of organizations through renewal of the key ideas on which they are built, i.e. strategic renewal.

firms, introduce significant innovations and enhance a company's competitive position. Adopting this view, corporate entrepreneurship strategies arise from the collaboration efforts of innovation-minded players -employees and owners- (Kemelgor, 2002). Specifically, the collaboration among employees, owners and groups who share information and efforts to develop CE has been conceptualized in the recent literature as "collective entrepreneurship" (Hjorth and Johannisson, 2003; Johannisson, 2000a, 2000b, 2003; Lounsbury, 1998; Ribeiro-Soriano and Urbano, 2009; Stewart, 1989). Nevertheless, so far we know little about the way in which the process of collaboration reinforce or retard the creation of family firms.

4.2.2. Linking social networks, institutional economics and the development of entrepreneurial activities within family firms

As was explained, collective entrepreneurship understands entrepreneurship as a plural phenomenon in which several individuals become enabled through the construction of social networks (Aldrich and Zimmer, 1986) and shared cognitive frames (Berger and Luckmann, 1967) to promote some type of innovation (Gupta and Govindarajan, 2000; Miles et al., 2000). Since collective interests do not always produce collective action (Heckathorn, 1996), it becomes necessary, however, to provide an appropriate atmosphere for cooperation. According to Hargrave and van de Ven (2006, p. 874), cooperation relationships emerge among the actors who can achieve complementary benefits by integrating their functional specialization or institutional role.

In this context, social networks are considered as one of the main drivers of cooperation and collective action among employees (Floyd and Wooldridge, 1999). A network perspective proposes that ventures crystallize out of personal networks (Johannisson, 1992, 2000; Larsson and Starr, 1993; Taylor, 1999). The entrepreneurial career is considered as a set of interlocking ventures that are embedded in the personal network of the entrepreneur (Johannisson, 2002). The broad image of entrepreneurship, as independent entrepreneurship – creation of a new firm – or as corporate – birth of new business or innovative projects within existing organizations – can be perceived as the successive enactment of venture opportunities continuously produced by the personal network. In other words, entrepreneurship may be associated with those ties in the overall personal network that the entrepreneur or intrapreneur establishes and maintains in order to identify opportunities.

Therefore, the concept of social networks suggests collections of actors joined together by a certain type of relationship (Aldrich and Zimmer, 1986; Johannisson, 2002, 2000a, b). Concretely, the ideal type of social network advocates a truly symmetrical relationship between all the individuals involved so they share useful information/knowledge with other members, achieve mutual understanding, and develop a firm base for mutual trust that may eventually lead to collaboration to achieve individual as well as collective goals (Birley, 1985; Boojihawon, 2007; Granovetter, 1985; Johannisson, 2002, 2003; Sjöstrand, 1992, 1986; Witt et al., 2008). Within firms, social networks represent all the relations between owners, managers and employees, as they are structured by patterns of coordination and control which may influence the potential trust and outcomes of embeddedness (Dubini and Aldrich, 1991). As a consequence, entrepreneurial strategies are critical to family firm survival, profitability and growth (Kellermanns and Eddleston, 2006; Rogoff and Heck, 2003; Salvato, 2004)

From an institutionalism perspective, there are certain factors that incentivize human relations and exchanges, whether political, social or economic (North, 1990). Consequently, the institutional perspective may be a useful approach for analyzing the human interaction and exchange in collective entrepreneurship, particularly, to explain how employees and owner managers interact to develop collective actions which lead to entrepreneurial activities. Following these ideas, informal institutions are viewed as the culturally accepted basis for legitimating entrepreneurship through the determination of the collective and individual perception of entrepreneurial opportunities (Wade-Benzoni et al., 2002). In this sense, this chapter analyzes the role of collective entrepreneurship in the creation of family firms. Concretely, how entrepreneurial activities in small family firms are founded on human interactions or social networks.

The main assumption is that social networks allow the generation and sharing of ideas among employees and owners in order to generate innovations. In this scenario, trust acts as the bonding agent that allows social networks to realize and achieve their full potential. Specifically, trust is easier and more likely to emerge in those situations where biological relations such as kinship and family ties exist, in which cooperation as well as collective actions have been learned through the socialization process (Aldrich and Cliff, 2003). Therefore, based on these arguments, we assume that social networks (an informal factor according to North's perspective) create opportunities for small family firms to develop entrepreneurial activities.

4.3. Methodology

4.3.1. Case study approach

This chapter adopted an exploratory perspective using a case study approach (see Annex 2 for more detail) to understand how social networks influence the development of entrepreneurial activities in small-established family Catalonian firms (Eisenhardt, 1989, 2007; Yin, 1984).

Based on the previous literature review, the criteria to select the cases were: (i) firms recruited shared a similar family firm governance structure that is a critical issue to business creation, survival, profitability and growth (Kellermanns and Eddleston, 2006; Rogoff and Heck, 2003; Salvato, 2004); (ii) firms located in similar environmental contexts to ensure comparable cultures and human interactions (North, 1990); (iii) firms that operate in the same sector (e.g., metal sector which during 2008 has endured an economic crisis in Spain); and (iv) firms with an entrepreneurial orientation with a clear willingness to change in order to face a more dynamic/hostile environment (Covin and Miles, 1999, 2007; Covin and Slevin, 1991). Following those criterions, two family firms located in the Bages district of Manresa[9] (Catalonia, Spain) were selected.

4.3.2. Data collection and data analysis

The fieldwork was conducted over a period of three months during 2009. Later this information was updated with the intention of gaining a perspective on the events and recording their progress. This update was done during the months of March, April and May 2012. The collection of information was done with several data collection methods. Empirical data were mainly gathered via in-depth interviews from two family firms. Specifically, the study is mainly based on stories (Hjorth and Steyaert, 2004; Steyaert, 1997, 2007) of entrepreneurial activities told by different actors of the firms selected as well as people from the context in which the businesses have developed their activities.

In addition, the contact process took several months to create network contacts in the study region and to secure the participation of the individuals who knew the histories of the selected firms. Formal data collection began with a semi-structured interview of owner-managers of the family firms, using open-ended questions to gather data on the CE activities. The stories told by the key informants provided us with a great deal of data about the role played by innovation within the firms in order to remain in the competitive arena. How to develop and manage ongoing processes for facilitating a steady stream of such innovations as well as how networks among employees and owner-managers promoted the development of innovations were also explained during the semi-structured interviews, which were tape-recorded and transcribed. Also, informal interviews made available significant information about the type of relations that prevailed in the analyzed family firms. Moreover, a combination of several telephone conversations, information exchange by e-mail, and participant observation took place in order

[9] The tradition of Manresa metal and its surroundings can be traced to around the year 1323, when it is documented that under the aegis of Saints Matthew and Eloy there was a guild that grouped various trades related to the handling of metals: blacksmiths, locksmiths and knife-makers.

to complete the information in relation to activities, resources, people, relationships and incidents regarding the role of collective entrepreneurship in the development of entrepreneurial activities. Concretely, participant observation was used to gather direct evidence of the processes and activities involved in development of entrepreneurship activities. This involvement was also helpful for developing a sustaining personal contact with the field. Field notes were written before and after periods of participant observation. Secondary data, such as web sites of the family firms, were also employed.

Concerning data analysis, a research database was initially created with the resulting information from data collection. In analyzing the data, several procedures suggested by Yin (1984) and Eisenhardt (1989) were adopted. Matrices were employed as an analytical tool to organize and analyses data. We also used a general analytic approach that prioritizes information through the development of categories of data and the examination of similarities, using the software Atlas-Ti. Specifically, the detailed interview notes and our other review and analysis articles were examined, and concepts were identified and recorded by hand. Next, the concepts were used to develop sub-themes and then progressively a smaller number of overall themes. This process involved numerous discussions and reviewing of text and various forms of tabular material, as we sought both conflicting and similar frameworks. The presence of a case study database increased the reliability of the entire research (Yin, 1984). At the end of the database creation, as recommended by Yin (1984) and Eisenhardt (1989, 2007), we follow the steps required to conduct both within-case analysis and cross-case analysis. Through the first, the main characteristics of the context and case studies were summarized. Once the individual case studies were complete, a cross-case analysis was applied with the aim of identifying differences and similarities between the cases.

4.4. Findings

4.4.1. Contextualization of the Bages district of Manresa

In the seventeenth and eighteenth centuries, clusters and dealers acquired importance. In 1717, Manresa was one of the few centers in which the manufacture of weapons was allowed by the Board of Higher Government of Felipe V. From 1721, Manresa dealers more specialized jobs. The birth of the metallurgical sector, as understood in a modern sense, did not occur in Bages until the 1800s with the development of the textile industry. By the year 1890, Manresa had some 70 companies in the metal industry. In the early twentieth century, activity dedicated to smelter for the manufacture of railway carriages and wagons began. During the civil war (1936-39), the metal sector gained importance, especially as regards the construction of shells and other war material, and after the conflict it continued to be closely related to the textile industry until the crisis of the year 1962, when some employers began to penetrate metal-related activities, mainly in the automotive sector, but also in the manufacture of gas meters, dump trucks, machinery and so forth. Substantial growth in the sector made it the largest after textiles, so that in 1971 there were 495 companies involved in metal, with 5,715 workers.

During the global crisis of 1973 that affected Bages until 1977, the specialization of small and medium enterprises in certain products, including outsourcing, started to expand in the area. Recently, the Bages district has ranked first in terms of the number of workers and companies, and the value added of their production shows that metallurgical companies have emerged strengthened from the crisis and improved their technological capacity and productivity. Their entrepreneurial and competitive approach, with specialized equipment, highly professional staff and an acceptable pace of adoption of new technologies, justifies the key role played by the sector today. The entrepreneurial culture, along with the creation of new infrastructure, has given metal a significant role within the regional economy that is likely to intensify in the coming years, given the quantity and quality of the companies' equipment and personal property.

4.4.2. Case studies

Case 1: The family firm was founded in 1945 as a subsidiary company of the textile industry, and specializes in repairing boilers. This small Catalan firm was not stuck in time and moved towards the construction of heavy iron structures during the 1970s. A decade later, it changed to the production of thin sheet metal furniture, and is responsible, among others, for the parking meters in Barcelona. Its production also focuses on the manufacture of metal components, stainless steel and aluminum for the electronics, computing, automotive and safety sectors, among others. Currently, it has a plant of some 20,000m2 and 120 employees with a high level of training, attaining a turnover of €19 million in 2012. It has customers around the world, but essentially in Milan, Florence and Russia.

Case 2: The case study concerns three partners who developed a family firm in Manresa (Barcelona, Spain). In 1987, the three members of the family decided to develop their own business idea inspired by the tradition of the Manresa metal industry. The basic business idea was to offer to customers (other firms) a high-quality product for the automobile industry. In particular, the firm is dedicated to the design, development and production of dies for steel wheels up to 18 inches in diameter, and it also specialized in moulds and tooling for the automotive industry, focusing on the market of production automobiles and light trucks.

Currently the number of employees without graduate degrees is 40, and it is considered to be one of the leading steel wheel manufacturers in Europe (turnover €4.1 million in 2012).

4.4.3. A cross-case analysis

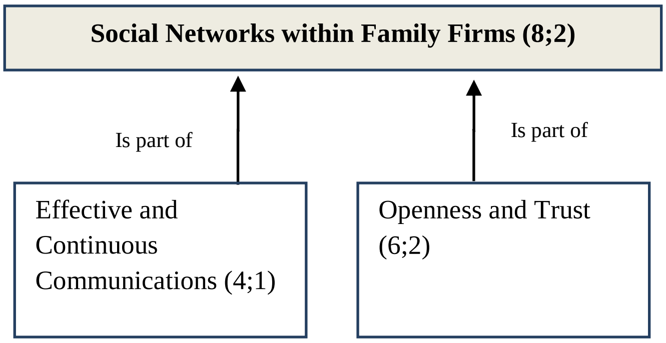
Network development

Interestingly, in the early formation phase of collective entrepreneurship, there are similarities reflecting the network status – previously stated as informal institutions according to North's (1990) perspective – of both cases. For both of them, the point of departure was a strong relationship between a small numbers of actors instead of the properties of each individual actor. Exchange and communication were repeated, voluntary cooperation became habitual, and the workplace was considered a familiar context, like the home. These observations led us to a redefinition of the workplace as a context of networks – informal institutions – that facilitate the emergence of collective entrepreneurship, which becomes a key determinant of the socialization process, according to Berger and Luckmann (1967). In this sense, it is also possible to recognize the work of Granovetter (1985) on the concept of "embedded" and of Johannisson (1992) on "network", where the way in which actors are embedded in social systems and develop collaborative relationships is taken into account.

Further, both cases were also quite similar in stressing as a basic condition for cooperation the existence of good personal relations based on personal trust. Certainly, one of the key observations concerning the ingredients that guided the collaborative actions was the high degree of mutual sympathy, empathy and confidence that characterized the relationships among actors. For instance, in **Case 2,** the existence of a collective identity around the new business which may be interpreted as a result of spontaneous sociability within the family was noted from informal comment between father (owner-manager) and son (employee). Similarly, relations based on mutual reciprocity were also common in **Case 1,** where the existence of family ties among the two owner-managers (first cousins) strengthened the feeling of working for a common entrepreneurial objective. Indeed, the shared commitment (Lee, 2006; Koropp et al., 2013) is an adhesive for an entrepreneurial team, which consists of family members and workers who share values and interact in trust (Cruz et al., 2013). Therefore, the case evidence shows that the entrepreneurs' positive attitudes toward the generation of good personal relationships within the businesses facilitated the building of trust among employees and owner-managers before the establishment of collective entrepreneurship (Stewart, 1989).

The encoding information using the Atlas.ti software allowed us to identify relationships between theoretical concepts in the literature. The figure below summarizes these findings. As was evidenced in **Chapter 2**, the first number that accompanies each item refers to the time that a quote has been associated with the item. The second relates to elements that have been associated with other elements. In this case, based on analysis of the citations and in light of the treated literature, we identified effective and continued communication and openness and trust as relevant for the social networks within family firms.

Figure 4.1: Communication and trust and the emergence of social networks



Source: Atlas.ti

Based on those findings and arguments emerged the following propositions:

P1: The more effective and continuous communication among employees and owner-managers, the greater the likelihood that networks will emerge within family firms.

P2: The greater openness and trust in networks among employees and owner-managers, the greater the likelihood that collaboration (co-operation) will emerge within family firms.

Collective entrepreneurship development and entrepreneurial activities

According to Guth and Ginsberg (1990), entrepreneurial activities may be effectively described, distinguishing the successful introduction of a new product or innovation and a new corporate venture. In **Case 1** the CE activity is inherently related to the product innovation process, whereas in **Case 2** it has typically been referred to as corporate venturing. Table 4.1 is a synthesis of points made by respondents and our observations, contrasting the two types of entrepreneurial activities.

Table 4.1: Main characteristics of entrepreneurial activities developed by family firms

Case 1	Case 2
It is a company dedicated to outsourcing which is always done by analyzing the production process in order to reduce costs and become more competitive while maintaining a production schedule based on the application of advanced technology that ensures tight control of the quality of this process. Therefore, the firm creates internal innovation by improving its processes and looking for maximum efficiency, and also remains attentive to entry into new businesses. As a result of the internal innovation two new lines of business were created. (a) A leading manufacturer of metal components. The strategy is based on offering comprehensive solutions to customers both domestic and international, and develops a wide range of solutions for solar energy installations, designed to deliver efficiency and sustainability. (b) A new industrial division of the firm which manufactures and packs kits for the automotive sector in the new division. Recently, it has specialized in the manufacture of machinery for leisure and entertainment and cooling systems for vehicles.	The firm created a new metal company (spin-off), not related to the automotive sector but within the metal tradition. The new spin-off produces metal machined parts for the rail industry, aeronautics, among others. The company was created to be legally independent, primarily to reduce financial risks and gain agility especially in relations with employees. It started with four workers, and is managed by two owners. The technical requirements for the machines are chosen according to criteria of experience and adaptability. Since its founding the company has been an auxiliary enterprise, a support business rather than an expanding one. This experience outside the traditional sector has brought new ways of development and growth. Currently, the company is preparing its exit MAB (Spanish Stock Market Alternative,) and funding to continue growing.

The differences in the results of entrepreneurial activities also reflected some variations concerning the development of collective entrepreneurship within the businesses. For instance, in **Case 1,** collective entrepreneurship was the result of owner-managers' initiatives in which highly specialized employees participated formally. One of the interviewees explained how the collective entrepreneurship started:

> "*The new ideas are generated at the board by all business owner-managers (my father and my two brothers who are involved in the business management), and other family members who are not involved in the management of business. But in particular I manage the new projects; my brother also works but he is focused on commercial tasks. Then we have regular meetings with employees who develop the ideas".*

This quotation suggested a formal link of dependence among skilled employees and owner-managers who work as a team in order to develop innovations in products and process. This suggests that in **Case 1** the possibilities for collaboration and collective entrepreneurship emerge from economic rationalities underlying the process of collaboration. In this sense, collective entrepreneurship may be understood as people who collaborate in order to follow opportunities to create new wealth (Stewart, 1989).

In contrast, in **Case 2,** a long history before the establishment of the entrepreneurial activity, the friendship ties among employees, and the initiative of the owner-manager were the main sources of collective entrepreneurship. In particular, the collective entrepreneurship story was often mediated and covered by the rhetoric of "family", "friendly support", and "need for security". Interviews with key informants also provided information above the lack of formalization regarding the process of collective entrepreneurship as well as the lack of skilled employees who participated in the entrepreneurial activity. This suggests that, in **Case 2,** entrepreneurial was more the result of an occasional proposal than a meditated activity. There was also evidence that teams of employees tried very hard, guided by a passion to work together in a more secure activity instead of being motivated by applying their specialized knowledge. As the owner-manager told us:

> *"The truth is that we started so disorganized [. . .] I undertook the project with the four workers. My son joined later, because he was studying psychology [. . .] My knowledge (engineering) together with the experience and knowledge of employees was sufficient".*

Therefore, the testimony of the owner-manager suggests a form of collective entrepreneurship based on personal ties and people's willingness to collaborate in a common project in order to improve their personal situations. This phenomenon of mobilization of key people to start the entrepreneurial process can be associated with the ability of the family firm to use its social capital and later, by group dynamics, implement innovations (Berent-Braun and Uhlaner, 2012; Nenque and Hill, 2014). Nevertheless, in spite of the differences noted above, in both cases the participants' active cooperation in the entrepreneurship process was evident and crucial. In particular, we found evidence that the commitment of businesses' members (employees, family and owner-managers) to companies and community along with the feeling of a generalized reciprocity between owner-managers and employees was considered as the key resource in the development of the entrepreneurial activity. In this sense, it is important to emphasize the participants' attitudes in entrepreneurship toward the local development of the community. Concretely, in **Case 1**, in answer to our question, "If, because of the current critical economic situation in which we are living in Spain, you have to sack to your employees and locate your business in another country, how easy or difficult would it be for you to make this decision?", the owner-manager said:

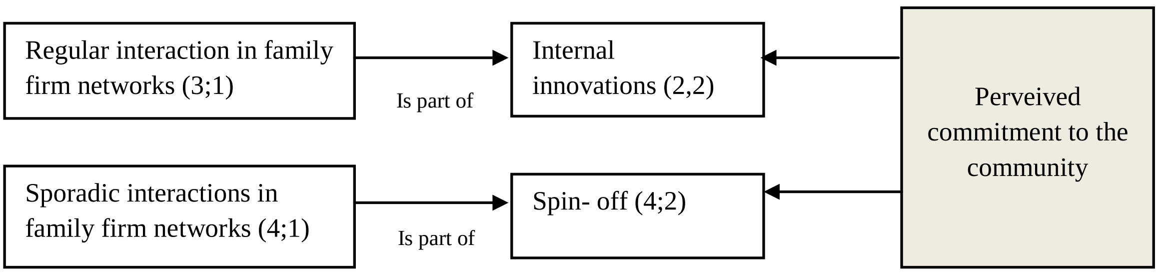
"Very difficult [. . .] We will do all we can in order to stay in this place. We believe that it is important for our community."

On the other hand, it is interesting to note that financial resources were certainly also important, and, for example, in **Case 2** the financial support from public organizations helped to develop new products. The changes which overtook both companies reinforce these findings. Indeed, in the period between 2009 and 2012, **Case 1** continued to generate new revenue from internal innovation, developing new knowledge-related products for various sectors. In turn, **Case 2** has followed a focused expansion of new business, to the extent that there is a need for external capital to continue its growth and it has turned to financial markets to capitalize. The most important resources for CE were human resources, as one of the key informants suggested to us:

"The creation of new business, as a CE activity, can only be achieved with employees' resources through a collective entrepreneurship".

When both business owners were asked in 2012 if they had changed any decision about their process of innovation or entrepreneurship, they suggested that this type of business development is just a process not a procedure, and that much of their success lies in the people and how to understand the company, i.e. the operating culture in the organization. This matching commentary emphasizes the importance of communication and transmission of culture within family firms. Analysis by Atlas.ti produces the following Figure 4.2 showing the role of regular/sporadic interactions and their internal or external impact (spin-off).

Figure 4.2: Interactions and entrepreneurial activities



Source: Atlas.ti

Based on those findings and arguments emerged the following propositions:

P3: The greater the regular interactions within a family firm, in terms of networks, the greater the likelihood that collective entrepreneurship will lead to internal innovations as a form of entrepreneurial activity.

P4: The greater the sporadic interactions within a family firm, in terms of networks, the greater the likelihood that collective entrepreneurship will lead to the creation of spin-off as a form of entrepreneurial activity.

P5: The greater the perceived commitment of owner-managers to the community, the greater the likelihood that collective entrepreneurship will be promoted in order to develop entrepreneurial activity.

4.5. Conclusions and implications

This Chapter focused on the role of social networks on the development of entrepreneurial activities from the perspective of family firms. A conceptual framework was developed adopting the concept of informal institutions from North’s (1990). More concretely, this perspective helps to understand how human interactions or social networks (generated within family firm) influence the development of entrepreneurship activities (e.g., new products, new innovations, new business units, new enterprises). With this aim, two family firms located in Catalonia were studied during 2009 with an update in mid-2012 to record their progress and reliability.

The results suggest that by creating arenas for promoting personal trust in the organizational context, social networks or informal institutions are generated within existing family firms promotes the development of collective entrepreneurship, and, in turn, entrepreneurial activities. The evidence also provides considerable implications for owner-managers, who in promoting trust in the organizational context may assume the role of intrapreneurs as network or human interaction builders within businesses, in order to promote entrepreneurial activities through collective activities. As human interaction pathways increase, employees and owner-managers communicate more often. Therefore, as more relationships and communication develop, trust strengthens, which generates greater opportunities to cooperate and develop entrepreneurial activities. Therefore, social networks or informal institutions may be understood as both an outcome of, and an antecedent to, successful collective action.

From a theoretical point of view, modestly, this Chapter makes a contribution about a better understanding about the key role of social networks in the stimulus of entrepreneurial activities in family firms. Previous studies have evidenced a variety of factors promote entrepreneurial activities in existing organizations (e.g. the external environment, structure and organizational culture), particularly, this Chapter highlights the relevance of trust and social networks in this process within small family firms in Catalonia. Nevertheless, based on some limitations of qualitative studies, the conceptual framework proposed in this chapter has not exhaustively tested. In addition, these descriptions represented the interviewees' perception of the reality upon which they based decisions for the family firms. Therefore, the conclusions that emerge from the study may not be appropriate in another context.

Ideally, fruitful future research should analyses potential research issues. Firstly, a strong triangulation process as suggested Yin (1991) will also provide additional insights that reinforce the results obtained using the Atlas ti. Secondly, the inclusion of the analysis of socioeconomic variables could also help us to contextualize the evidence obtained in the development of entrepreneurial activities by Catalonian family and non-family firms (e.g., variables that capture the effect of the economic crisis or recession experimented in Spain during the period of analysis). Thirdly, a longitudinal design will help us to explore in-depth the role of networks. Fourthly, try to generate quantitative insights about the role of social networks in the development of entrepreneurial activities in the context of family firms. In general, the qualitative analysis presented in Chapter 3 and Chapter 4 has been the starting-point for the use of quantitative analysis to assess a representative sample of family firms and non-family firms in Catalonia.

5. THE ROLE OF SOCIOCULTURAL FACTORS ON THE CREATION OF CATALONIAN FAMILY FIRMS: A QUANTITATIVE APPROACH

5.1. Introduction

Chapter 3 and Chapter 4 explored qualitatively the role of some informal factors in the development of entrepreneurship activities in Catalonian family firms. Those chapters provided interesting insights about the relevant role of social networks for family and non-family firms. As a result, several propositions emerged from this qualitative analysis. However, it is still required an analysis that allows understand and test causal relationships between those sociocultural factors and family firm creation.

As it was advanced before, given the nature of the family firm phenomenon, only few studies have studied the influence of cultural environment on the individuals' decision to create firms (Aldrich and Cliff, 2003; Benavides-Velasco et al., 2013; Chirico et al., 2011; Chrisman et al., 2002; Hall et al., 2001; Litz et al., 2012; Lumpkin et al., 2011; Reay, 2009; Salvato and Aldrich, 2012; Sharma et al., 2012; Zahra, 2010). Specifically, this research follows the two perspectives of family firm proposed by Litz (1995, p.168): (i) the structure-based approach, which considers family involvement in firm ownership and management, and (ii) the intention-based approach, which focuses on the realized and unrealized value preferences of the organization's upper echelons. This last dimension, the desire to be a family business, is linked to the sociocultural factors that make a family decide to start a family business. In order words, it is more aligned to the institutional approach that is adopted in this thesis.

Sociocultural factors are embedded (family culture) and lead the families to start their own business; therefore, those factors are an area to study the conditioning determinants of the decision to create a family business or their differentiation from non-family firms. In this context, this chapter tries to provide evidence about the statistical influence of the informal factors identified in the literature review on family firm creation, as well as, non- family firms; particularly, the socialization process, the role models, social networks, and the attitudes towards entrepreneurship.

After this brief introduction, the Chapter is structured as follows. Section 5.2 presents the theoretical considerations and explains the characteristics of the creation and development of family firms from an institutional perspective. In Section 5.3, the research methodology is described. Subsequently, Section 5.4 shows on the main results and testing of the hypothesis. Finally, Section 5.5 ends with the main conclusions for future research and implications.

5.2. Conceptual framework

As it was mentioned before, in the context of the family business and in light of institutional theory, the conditioning sociocultural factors of the creation of family firms are: socialization process, role models, social networks and attitudes towards entrepreneurship.

Socialization is the process by which individuals learn and internalize cultural values in a determine society. Applying this in the context of family firms, the socialization is the process by which the components of the family learn the values, norms, traditions and behaviors that influence both their personality and the business (Astrachan et al., 2002; Sharma 2004; Sharma and Manikutty, 2005). Therefore, this process is characterized by the beliefs and values shared by family members (Dyer, 1986, 1988; Adams, 1996; Bhalla et al., 2004; Danes, 2008), the characteristics of the community where the company operates (Denison, 2004; Sharma and Manikutty, 2005; Dyer and Mortensen, 2005), the process of succession (Barach, 1988; Gersick et al., 1997; Lambrecht et al., 2005; Pistrui, 2005; Shepherd and Haynie, 2009), the internal values of the family (Rogoff and Heck, 2003; Danes et al., 2004; Sundaramurthy, 2008), and the values that encourage new generations to become part of the existing business (Dumas, 1995; Steier, 2001; Mehrotra et al., 2010). Thus, all information, values, and beliefs from an early age are inherent in members of the family, condition their behavior and development, and evidently also of the company (Garcia-Alvarez et al., 2002, Vallejo, 2008; Marchisio et al., 2010). The development of individuals in a family business can bring with it cultural elements that facilitate the process of creating new businesses. In this sense, people are socialized in a family business and learn, internalize and embody the entrepreneurial function naturally through continuous interaction with the company. In contrast, in non-family firms, this repertoire of cultural variables that shape the socialization process is much more blurred and is external to the business environment (Adams, 1996; Bhalla et al., 2004). Accordingly, following hypothesis is proposed:

H1. The socialization process has a higher influence on the probability of the creation of a family business than a non-family business.

On the other hand, in the development of individuals, the role models play a key role because are considered a pattern or pathway to follow. In some regions, role models explain why certain geographical areas produce more and successful business communities than others. The environment dominates the configuration of certain industrial sector or the existence of entrepreneurial models that stimulates the emergence of new entrepreneurs (Nueno, 1996). Likewise, the presence of experienced or successful role models in the community has a positive effect in the entrepreneurship rates (Begley and Boyd, 1987; Baron, 2000). Therefore, the values, experiences, successes and failures in the society could reinforce or retard business creation (Vaillant and Lafuente 2007). In this sense, the entrepreneur's utility function depends on the degree to which society considers an activity respectable and prestigious and involves long-term effects. Moreover, family context could determine the inclination of the children to this type of business rather than to other professions, providing encouragement and social support. Thus, if a person has from childhood been embroiled in a family business s/he will be more motivated and more likely to create a company in maturity (Mungai and Velamuri, 2010). Entrepreneurial activity is related, somehow, to the values in the family, values held by instilling initiative, self-fulfillment and desire for success (Stavrou, Kleanthous and Anastasiou, 2005; Mitchell et al., 2009; Carlos Vallejo, 2010, 1995; Mungai and Velamuri, 2010). It is therefore important to consider the roles played by different members of the family within the company, either with a direct influence (ownership and / or management) or indirectly, that is, when the company is influenced by some family not involved in its management (Pistrui, 2005; Salvato and Mellin, 2008). These roles may have different effects on the creation of new firms by an entrepreneurial family. The role of the founder (Schein, 1995; Jaffe and Lane, 2004), the different components of the family (Dumas, 1989; Sharma, 2004), and the relationship between ownership, founder and workers (Tagiuri & Davis, 1996) are important. The influence of role models in family business creation can be explained by the proximity to people (in the family circles) who act as entrepreneurs or develop business functions. Thus, there may be a spillover effect that encourages people to create new businesses. Also, the emotional bonds within the family business can strengthen this phenomenon, especially, if this family business (and thus component family) enjoys good reputation and prestige in its socioeconomic environment. In the case of a non-family business, it is less likely that the role models will be so close and therefore that the effect of these reference people is much lower. According to these arguments, the next hypothesis is proposed:

H2. Role models have a higher influence on the probability of the creation of a family business than a non-family business.

Regarding social networks, authors such as Birley (1985), Aldrich and Zimmer (1986, 1987) and Johannisson (1988) have shown the great impact of the network in the process of business creation. However, there is relatively little research exploring the role of networks in the family business creation. The emergence of entrepreneurs within a network environment is essential for devising an appropriate organizational structure which specifies the most favorable conditions for the occurrence of different types of interaction (Aldrich and Zimmer, 1986). The interaction among firms creates new economically valuable information, leading to what is known as learning by interaction (Johannisson, 1988, 1995). The relationships between the company and its environment have also received some attention (Lester and Cannella, 2008; Kontinen and Ojala, 2011), confirming the ability of the family business to build networks and its relationship with success. Therefore, it is assumed that family networks or social networks play a key role in creating family business because reinforce the trust across the family members or provides resources/capabilities/experiences required during the creation and development of new entrepreneurial initiatives. Thus, entrepreneurs find it easier to cope successfully in networks, and thus create family business with members of the same network. In contrast, for the creation of family firms, the entrepreneurs have to weave new networks from the start, as they are unable to benefit from the experience of others or trust and advice from people nearby (Zahra et al., 2006). Therefore:

H3. Social networks have higher influence on the probability of the creation of a family business than a non-family business.

Concerning attitudes towards entrepreneurship, different conceptual models are explained the role of attitudes in the intention to create new entrepreneurial initiatives (Krueger et al., 2000; Guerrero et al., 2008). According to the theory planned behavior approach, there are certain motivational factors (attitudes towards entrepreneurship and perceived behavioral control) and subjective norms (social references) that conditioned the intention and action to create a business (Ajzen, 1991). In this perspective, the attitudes towards entrepreneurship are related to the attractiveness or desirability to be involved in entrepreneurial activities or identify opportunities (Arenius and Minniti, 2005; Liñán et al., 2009; Veciana et al., 2005). These expectations are also influenced by the closer environment of the individual (friends and family) and society (Liñán et al., 2011). In addition, when an individual has a potential intention, an event may occur that triggers the process of creation ("posting") which, together with the identification of a business opportunity in the market, has a determining influence on the ultimate intention of starting a business (Krueger and Brazeal, 1994). Previous researches in family business have applied these models of intentions to start a new business (Hall et al., 2001; Lee, 2006; Kellernamns et al., 2008; Zellweger et al., 2011). In this respect, Nordqvist et al. (2008) emphasize the family as the unit of analysis, studying its entrepreneurial orientation and its effect on intentions. In this sense, the entrepreneurial spirit can be endowed with greater frequency and intensity in a family because the family business is now more accustomed to making such decisions. If these occur, the context of the family business is the best scenario to create new family businesses. As a consequence:

H4. Entrepreneurial attitudes have higher influence on the probability of the creation of a family business than a non-family business.

5.3. Methodology

5.3.1. Data collection

To obtain data for the analysis of environmental factors affecting the creation and development of family businesses, we constructed a representative sample of family businesses and non-family firms in Catalonia. Concretely, 350 interviews were conducted (5% sampling error) with companies founded during the 42 months preceding the closing date of the database (December 2010), following the criteria of GEM (Global Entrepreneurship Monitor), which considers such companies as newly created (Reynolds et al., 2002) (see Annex 3 for more detail). Specifically, the sample comprised 213 family firms and 137 non-family firms adopting the criteria of prevalence of family firms vs. non-family firms suggested by several authors (Howorth et al., 2010; Lumpkin et al., 2011). Two stages were required to build the sample.

Firstly, the SABI database was used to select the Catalonian firms created during the period mentioned above. Adopting the proposed definition of family firms of Litz (1995), which identifies the dimensions of ownership, management and intention of the family in developing the family business, the family firms in this sample were identified using the variables “property” and “managers” and match those with family names. Therefore, it crossed the variables provided by the SABI ownership (shareholders) and management (board of directors) in search of names (to identify family relationships). Later we encoded this type of business as family (1) and the rest as non-family (0). To validate the third condition of the definition of Litz (1995), the companies were asked if they considered their firm such a family business and if they intended to remain so.

Secondly, we contacted companies by telephone. A survey was administered and responses were obtained about environmental factors affecting the development of family businesses. The questions were extracted from the literature review, and therefore were grouped around the four environmental factors explained above (the socialization process, role models, social networks and entrepreneurial attitudes). The answers were coded with five items (lowest to highest importance), except for some control variables like age, gender, level of education and the number of businesses created. Table 5.1 shows the variables used in this research.

Table 5.1: Description of variables

	Variables	Description
Dependent Variable	Family Business	1= Family Business 0= No Family Business
Socialization Process	Environment Trust	Family environment helped you to create the company Trust in people helped you to create the company
Role Models	Prestige FB (family business) Prestige NFB (non family business)	Prestige of family business in the society helped you to create the company Prestige of non-family business in the society helped you to create the company
Social Networks	Family Advice Experiences	Family advice helped you to create the company Family entrepreneurship experiences helped you to create the company
Entrepreneurial Attitudes	Fear of Failure Intention	Impact of fear of failure in the creation of your business Future intention to create another business
Control Variables	Age Gender Education	Age of the founder 1=man, 0=woman 1: Elementary education 2: Secondary education 3: University 4: Master 5: Professional education 6: Uneducated 7: Others
	Number of firms created	Number of firms created before the current firm

5.3.2. Data analysis

Given the binary nature of the dependent variables (1 = family firm, 0 = non-family business), we applied a logistic regression to analyze the impact of each variable considered in the creation of family businesses. In this case, logistic regression is a very appropriate methodology to determine the effect of various independent variables on a binary dependent variable (Greene, 2003). Several writers on entrepreneurship have applied this methodology with remarkable results (Levie, 2007; Hessels and Terjesen, 2010), as well as, in the family entrepreneurship field (Scholes et al., 2010). The logistic regression model we propose is the following:

$$U = P\ (FB_i = 1) = \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \delta Z_i + \mu i$$

where X_{1i} collects information related to the socialization process, X_{2i} collects information related to the role models, X_{3i} collects information about social networks, X_{4i} collects information about entrepreneurial attitudes, Zi is a vector about the control variables and μ_i is the random disturbance. Binomial logistic regression estimates the probability of an event happening. The binomial logit model assumes that the decision of the individual i depends on an unobservable utility index Ui (also known as a latent variable), which is determined by one or more explanatory variables in such a way that the larger the value of the index Ui, the greater the probability of the dependent variable taking the value of one.

5.4. Findings and discussion

Descriptive statistics for these variables divided between family and non-family business are presented in Table 5.2.

Table 5.2: Descriptive statistics

Variable	Full simple (n=350) Mean	SD	Family business (n=213) Mean	Non-family business (n=137) Mean	*T*-test for equality of means
Family Business	0.61	0.49	1	0	
Environment	2.35	1.08	2.35	2.36	-0.14
Trust	2.39	1.21	2.54	2.15	-3.03***
Prestige FB	2.84	1.03	3.04	2.54	-4.52***
Prestige NFB	2.3	0.86	2.44	2.08	-3.90***
Family Advice	2.50	1.27	2.83	1.97	-6.59***
Experiences	2.76	1.11	3.04	2.34	-6.04***
Fear of Failure	1.83	0.94	1.66	2.08	4.14***
Intention	2.39	1.29	2.67	1.96	-5.21***
Age	45.67	7.15	45.40	46.07	0.85
Gender	0.70	0.46	0.69	0.70	0.12
Education	2.45	1.00	2.42	2.50	0.72
Number of Firms	0.63	0.9	0.60	0.67	0.77

*** p<0.001, ** p<0.01, * p<0.05

The descriptive statistics indicate that the average age is 45.67 years, 70% of the respondents are males and they have created 0.63 firms on average. We used the student t-test, to compare family and non-family business in terms of age, gender, education and number of firms created but the t-test did not show any significant difference. Also, these results indicate that there are significant differences (p<0.001) between family and non-family business in terms of sociocultural factors, except in the case of family business environment.

Table 5.3 shows a correlations matrix. The results indicate that the variables considered, except family business environment, were correlated with family business. Diagnostic tests of multicollinearity (examining the variance inflation factors (VIFs)) confirm that multicollinearity is not a problem for the study results, with the highest VIF=1.16.

Table 5.3: Correlation matrix

Variable	1.	2.	3.	4.	5.	6.
1. Family Business	1.00					
2. Environment	0.01	1.00				
3. Trust	0.16**	0.40***	1.00			
4. Prestige FB	0.23***	0.21***	0.03	1.00		
5. Prestige NFB	0.20***	-0.02	-0.11*	0.29***	1.00	
6. Family Advice	0.33***	0.14**	0.40***	0.07	0.05	1.00
7. Experiences	0.31***	0.24***	0.35***	0.19***	0.07	0.34***
8. Fear of Failure	-0.22***	-0.30***	-0.22***	-0.17***	-0.11*	-0.18***
9. Intention	0.27***	-0.16**	-0.06	-0.05	0.06	-0.06
10. Age	-0.05	0.01	0.03	-0.01	0.06	-0.00
11. Gender	-0.01	-0.13*	-0.05	-0.08	-0.01	0.11*
12. Education	-0.04	0.01	-0.02	0.12*	0.15**	0.00
13. Number of Firms	-0.04	-0.09	-0.07	-0.10	-0.18***	-0.06

Variable	7.	8.	9.	10.	11.	12.
7. Experiences	1.00					
8. Fear of Failure	-0.28***	1.00				
9. Intention	0.02	-0.02	1.00			
10. Age	0.02	0.02	0.00	1.00		
11. Gender	0.07	-0.08	-0.07	-0.05	1.00	
12. Education	-0.02**	-0.00	-0.01	0.09	0.03	1.00
13. Number of Firms	-0.20***	0.10*	0.25***	0.07	-0.08	0.05

*** $p<0.001$, ** $p<0.01$, * $p<0.05$

Table 5.4 presents the results of the logistic regression for sociocultural factors and family business. **Models 1 to Model 4** present the logistic regression results with the sociocultural factors, including one factor for each model and control variables. Thus, **Model 1** includes socialization process, **Model 2** includes role models, **Model 3** includes social networks and **Model 4** includes entrepreneurial attitudes. Finally, **Model 5** is the full model, and Model 6 adds the interaction term. As we mentioned before, **Model 1** includes only variables of the socialization process, specifically family business environment and trust in family. The results suggest that socialization process is important for understanding the likelihood of family business, especially trust in family. The overall model is significant (p value of 0.000), and it predicts 62.57 % of the responses correctly. Trust in family coefficient is significant with a p-value $\leq$ 0.001, and it has the expected sign; however, family business environment is not significant. The importance of the trust in previous decisions to create a family business has been identified by several authors as more important than in the non-family business (Zahra et al., 2006; Sundaramurthy, 2008).

Table 5.4: Logit results predicting family business

	Model 1		Model 2		Model 3	
	dF/dx	**SE**	**dF/dx**	**SE**	**dF/dx**	**SE**
Socialization Process						
Environment	-.033	(.022)				
Trust	.079***	(.025)				
Role Models						
Prestige FB			.098 (***)	(.028)		
Prestige NFB			.100 (***)	(.034)		
Social Networks						
Family Advice					.115 (***)	(.024)
Experiences					.109 (***)	(.028)
Entrepreneurial Attitudes						
Fear of Failure						
Intention						
Control Variables						
Age	-0.03	(0.03)	-0.03	(0.04)	-0.03	(0.00)
Gender	-0.01	(0.06)	0.11	(0.06)	-0.27	(0.06)
Education	-0.01	(0.03)	-0.04	(0.03)	-0.18	(0.03)
Number of Firms	-0.02	(0.03)	0.01	(0.03)	0.14	(0.03)
Soc.Proc x Soc.Net						
Pseudo R-squared	0.0262		0.0656		0.1269	
Per. correctly pred	62.57%		61.71%		67.14%	
AIC	470.30		451.84		423.12	
BIC	497.31		478.84		450.13	

	Model 4		Model 5		Model 6	
	dF/dx	**SE**	**dF/dx**	**SE**	**dF/dx**	**SE**
Socialization Process						
Environment			-.059 (*)	(.032)	.058	(.075)
Trust			.021	(.029)	.019	(.029)
Role Models						
Prestige FB			.103 (***)	(.031)	.105 (***)	(.031)
Prestige NFB			.085 (*)	(.036)	.077 (*)	(.037)
Social Networks						
Family Advice			.132 (***)	(.028)	.133 (***)	(.028)
Experiences			.087 (**)	(.031)	.201 (**)	(.074)
Entrepreneurial Attitudes						
Fear of Failure	-.116 (***)	(.029)	-.063 (*)	(.034)	-.070 (*)	(.034)
Intention	.113 (***)	(.023)	.138 (***)	(.026)	.137 (***)	(.026)
Control Variables						
Age	-0.00	(0.00)				
Gender	-0.01	(0.06)				
Education	-0.01	(0.03)				
Number of Firms	-0.06	(0.03)				
SocProc x Soc.Net					-.046 (*)	(.026)
Pseudo R-squared	0.1014		0.2585		0.2648	
Per. correctly pred	66.57%		74%		75.71%	
AIC	435.06		365.43		364.49	
BIC	462.06		400.15		403.07	

AIC Akaike information criterion, BIC Bayesian information criterion or Schwarz criterion
Note: *** p < 0.001, **p < 0.01, p* < 0.1

In **Model 2** we incorporate variables related to role models (prestige of family and non-family business). The percentage correctly predicted in this model is 61.71%, lower than the percentage in Model 1, but the pseudo R-squared increases. Moreover, according to the Akaike criterion (AIC) and the Schwarz criterion (BIC'), **Model 2** is better than Model 1 at explaining the probability of a family business. Also, both variables have a statistically significant positive sign ($p \leq 0.001$). The importance of the prestige of companies (family and non-family) has been tested by different authors (Vaillant and Lafuente, 2007; Radu and Redien-Collot, 2008), who have identified the impact of role models in entrepreneurship. Likewise, in order to explain the impact of the social networks on family business, in **Model 3** two variables are added: family advice and family entrepreneurship experiences. The overall model is significant and it correctly predicts 67.14 % of the responses. Also, according to the Akaike criterion (AIC) and the Schwarz criterion (BIC'), **Model 3** is better than **Models 1 and 2.** Similarly, all coefficients of the social networks are statistically significant ($p \leq 0.001$), and they have the expected sign. This network provides them with valuable tools for the creation of the new company (Gersick et al., 1997; Pistrui, 2005; Salvato et al., 2010).

The combination of family networks and family advice shows the importance of relationships within the family in terms of creating a new company (Lee, 2006; Pagliarussi and Rapozo, 2011; Distelberg and Blow, 2011). **Model 4** shows the effect of entrepreneurial attitudes (fear of failure and future intention to create a business) on family business. The overall model is significant and it correctly predicts 66.57 % of the responses and the Akaike criterion (AIC) and the Schwarz criterion (BIC') are lower; thus this model is better than **Models 1 and 2** but worse than **Model 3.** The coefficients are statistically significant ($p \leq 0.001$), and they have the expected sign, negative in case of fear of failure and positive for future intention to create a business. This could imply that the founders of family businesses are more socialized to assume the risk to create companies, making them more prone to risk (Stavrou, 1999; Schroeder et al., 2011; Zellweger et al., 2011).

Finally, in **Model 5** we included all the sociocultural factors. Control variables were excluded because they were not statistically significant in preview models. The overall model is significant and it correctly predicts 74% of the responses and the Akaike criterion (AIC) and the Schwarz criterion (BIC') are lower; thus this model is the best. Also, the highest coefficients are Intention and Family Advice. Thus, the coefficient for Intention says that, holding the other variables at a fixed value, we will see 84% increases in the odds of family business for a one-unit increase in Intention. In the case of Family Advice this increase is 80%.[10] In order to

[10] The coefficient of Intention is 1.38, and exp(1.38) = 1.84. The coefficient of Family Advice is 1.32, and exp(1.32) = 1.80.

improve the model specification, **Model 6** includes the interaction term between socialization process and social networks. This model is significant and correctly predicts 75.71%. The interaction term is negative and statistically significant, which allows the relationship between socialization process and social networks to be different for those family businesses which have social networks versus those who do not have them.

As we mentioned before, **Hypothesis 1** proposes that Socialization Process has higher influence on the probability of creation of Family Business than Non-Family Business. **Model 1** offers weak support, and **Models 5 and 6** do not offer support for this hypothesis. **Hypothesis 2** suggests that Role Models have higher influence on the probability of creation of Family Business than Non-Family Business. As shown in **Models 2, 5, and 6,** all the variables considered are statistically significant and have the expected sign. **Hypothesis 3** proposes that Social Networks have higher influence on the probability of creation of Family Business than Non-Family Business. **Models 3, 5 and 6** showed that all the variables considered in the analysis are statistically significant and have the expected sign. Finally, **Hypothesis 4** suggests that Entrepreneurial Attitudes have higher influence on the probability of the creation of family business than non-family business. We found that both coefficients used are statistically significant and have the expected sign. In sum, the used data support all the hypotheses, except **Hypothesis 1**, which is weakly supported.

5.5. Conclusions and implications

The purpose of this paper was to analyze the influence of sociocultural factors on the creation of family business in the light of the institutional economic perspective (North, 1995, 2001). It also wanted to find differences between the impacts of each factor on the creation of family/non-family businesses. In this sense, modestly the main contribution of this chapter is to propose a conceptual framework about the role four sociocultural factors (socialization process, social networks, role models and entrepreneurial attitudes) on family firm creation. Through logistic models, this conceptual model was tested with a sample comprised by 213 family firms and 137 non-family firms.

The results obtained evidenced that the four sociocultural factors studied (socialization process, social networks, role models and entrepreneurial attitudes) have a positive impact on the probability of creating a family business. It has also shown that the analyzed environmental factors have greater impact on creating family businesses than non-family businesses. Specifically, it highlights the huge impact of social networks, which emerging as the most important factor, followed at some distance by entrepreneurial attitudes, process of socialization, and role models. These results are consistent with the idea that family business nurtures a very suitable environment for entrepreneurship (Steier, 2009). Intuitively, we identified some insights about the moderating role of the socialization process on other factors. This interaction is based on the nature of the socialization process dimension, which somehow encompasses the other.

This study has several limitations that provide good opportunities for future researchers. The first limitation is linked to the proxies/variables used in this analysis. For one side, the majority about the sociocultural factors are measured by perceptual variables. For other side, another organizational and contextual variables need to be considered. Future research brings us the opportunity to build another metrics in order to combine perceptual and objective measures. The second limitation is linked to the number of observations and the period of analysis. Future research requires a longitudinal analysis that allows a follow-up of those sociocultural factors across the life cycle of the family firm. Even those limitations, due to the empirically demonstrated importance of social networks for the creation of family firms, in the next Chapter, the impact of family networks on socialization process, role models and entrepreneurial attitudes will be presented.

6. THE INFLUENCE OF FAMILY NETWORKS ON THE CREATION OF CATALONIAN FAMILY FIRMS: A QUANTITATIVE APPROACH

6.1. Introduction

Chapter 5 evidenced how the probability to create a family firm increased by the influence of certain sociocultural factors (socialization process, social networks, role models and entrepreneurial attitudes). In the line of the qualitative analysis presented in Chapter 4 and in comparison with the rest of informal factors analyzed, Chapter 5 also confirmed the significant and positive effect of social networks on the business creation process in family and non-family firms. In general terms, these results are consistent with more than 25 years of research about the relevant function of social relationships on entrepreneurship (Cassis and Papelasis, 2005; Kilby, 1971; Hoang and Antoncic, 2003; Swedberg, 2000; Valdaliso and Lopez, 2000). Reinforcing this social perspective, the institutional economic approach provides a better understanding about how sociocultural environments may influence the perceptions and the decisions of potential entrepreneurs (Aidis et al., 2008; Thornton et al., 2011; Welter, 2005, 2011). Also, studies focused on the entrepreneurship environment have explored how the family (as a social network) supports family members or closer individuals to becoming entrepreneurs with certain resources and capabilities (Aldrich et al., 1990; Aldrich and Ruef, 2006; Anderson et al., 2005; Arregle et al. 2015; Eddleston et al., 2012; Krackhardt, 1992; Greve and Salaff, 2003; Litz, 1997; Rosenblatt et al., 1985; Renzulli et al., 2000; Westhead and Cowling, 1998; Zhara, 2012). Based on these arguments, the main objective of this chapter is to understand the remarkable role of family network and other sociocultural factors on the family firm creation. More concretely, a structural equation analysis is developed to validate how family networks influence the creation of family firms, as well as, how family networks are related with the other sociocultural factors (socialization process, role models and entrepreneurial attitudes).

After this brief introduction, the study is structured as follows. Section 6.2 describes the theoretical considerations and explains the characteristics of the creation of family firms from an institutional perspective. In the Section 6.3, the research methodology is described. Subsequently, Section 6.4 shows the main results as well as on developing the research hypothesis. Finally, the chapter ends with the main conclusions for future research and implications

6.2. Conceptual Framework

Family networks

Prior studies in the entrepreneurship field have identified the critical role of family networks on the entrepreneurship process. According to Greve and Salaff (2003), the family is involved during certain stages of the entrepreneurial process such as the motivation, the planning, the establishment, and taking over a firm. For instance, the evidence shows that the majority of entrepreneurs have parents or relatives that also run a business (Rosenblatt et al., 1985). Therefore, these new entrepreneurs take advantage of this pool of experiences, knowledge and resources when develop their own business (Aldrich et al., 1990; Dyer and Handler, 1994; Greve and Salaff, 2003). Authors such as Larson and Starr (1993) indicate that the presence of family networks is fundamental in the early stages of the entrepreneurial process. The strength of a family network is the product of the combination of duration and emotional intensity (Miller and Le Breton-Miller, 2014; Schepers et al., 2014). Therefore, building trust and strong ties facilitates the flow of information (Rowley et al., 2000) and tacit knowledge (Uzzi, 1996). Based on those arguments, prior studies recognize the positive influence of family networks in the entrepreneurial process and its influence leads to the creation of family firms (Brannon et al., 2013; Dyer et al., 2013; Distelberg and Blow, 2011; Lee, 2006; Pagliarussi and Rapozo, 2011).

Family networks and the socialization process

As it was mentioned in the previous Chapters, according to Block et al. (2013) and Vallejo (2008), the socialization process is understood such as a set of steps through with individuals learn and internalize several values and perceptions of the reality that determine their interaction in the society. Applying these basis in the family firm context, the socialization process is the way by which each family member learn values, beliefs, norms, traditions, and behaviors that will shape her/his personality (Astrachan et al., 2002; Cruz et al., 2013; Kellermans et al., 2008; Sharma 2004; Sharma and Manikutty, 2005) or involvement in the lifecycle of family business –creation, succession, introduction of new generations or external members- (Danes et al., 2004; Mehrotra et al., 2010; Rogoff and Heck, 2003; Shepherd and Haynie, 2009; Sundaramurthy, 2008) or identified in the community where the family firm operates (Dyer and Mortensen, 2005; Garcia-Alvarez et al., 2002; Marchisio et al., 2010; Steier, 2001; Sharma and Manikutty, 2005; Vallejo, 2008). Based on these arguments, many ingredients of socialization are associated to the family. In this respect, Steier (2009, p.273) argues that households are genuine family firms incubators. Therefore, the intersection of family networks and others involved in the socialization process will provide to the family firm the access to resources (Premaratne, 2001), relevant information (Bygrave and Minniti, 2000), sources of competitiveness or legitimacy (Elfring and Hulsink, 2003; Malecki and Veldhoen, 1993), scenarios to growth or entry to new markets (Hansen, 2000; Johannisson 2000; Phelan et al., 2006), and recognized spaces for innovation (Singh et al., 1999). Based on these assumptions:

H1: Family networks and the socialization process are positively related.

Family networks and role models

As it was mentioned previously, role models are identified such as patterns that influence the decision making process or actions of individuals. According to Nueno (1996), role models are the determinant factors that explain why certain geographical areas produce more entrepreneurship in certain sectors/typologies/dimensions than other regions. An explanation is that these role models evidence that being entrepreneur is a possible or a well-recognized professional option in the society (Begley and Boyd, 1987; Baron, 2000). The social prestige or recognition could influence the individual preferences (Vaillant and Lafuente 2007). In the family firm scenario, the business context could encourage and motivate to the rest of family members to be involved in the family firm (Bjursell, 2012; Mitchell et al., 2009; Mungai and Velamuri, 2010; Roomi et al., 2013; Stavrou et al., 2005). In this sense, family networks could be related with the existence of role models that influence the generation of new business promoted by family members. For instance, the roles of founders/successors in each generation (Adkins et al., 2012; Roomi, 2013) or their mechanisms to create relationships with employees, customers, suppliers or external agents (Gedailovic et al., 2013) building the role models for new generations of entrepreneurs in the family (Rothausen, 2009; Salvato et al., 2010; Vallejo, 2009; Wyrwich, 2014). As a result, being immersed in diverse social networks (family and non-family) increased the probability of identify certain role models to follow during the family firm creation. Therefore:

H2: Family networks and role models are positively related.

Family networks and the attitudes towards entrepreneurship

Also already stated before, attitudes towards entrepreneurship represent the attractiveness and emphasize the individual entrepreneurial behaviors (Ajzen, 1991). According to Shapero and Sokol (1982), the change of direction that encourages entrepreneurial behavior occurs as a result of positive (e.g., identify an opportunity) or negative displacement (e.g., not finding a job). In the field of family firms, some studies have evidenced the role of entrepreneurial attitudes in the intention to start a family firm (Hall et al., 2001; Lee, 2006; Zellweger et al., 2011). In this sense, previous studies also have evidenced the impact of family networks on entrepreneurial attitudes (Nordqvist et al., 2008). According to Astrachan and Jaskiewicz (2008), business family's emotional returns have an impact even greater than the economic returns at the time of starting a business. More concretely, Berrone et al. (2012), Bjomberg and Nicholson (2012) and Stanley (2010) corroborate the idea that the social network acts as a transmitter of the entrepreneurial spirit in the sense of that promoted within the family. Greve and Salaff (2003) highlight its leading role of family network to reduce fear failure through trust and advice. In fact, Greve and Salaff (2003) explain that entrepreneurs use their family networks to discuss their ideas/projects before create their own family firm. Then:

H3: Family networks and entrepreneurial attitudes are positively related.
H4: Family networks have greater impact on the creation of family firms than the process of socialization, role models and entrepreneurial attitudes.

6.3. Methodology

As we stated before, this chapter analyses the effect of family networks on the creation of a family business, as well as, the influence of those family networks in the configuration of the other sociocultural factors. To obtain results we adopt the following methodology.

6.3.1. Data collection

To obtain data for the analysis of environmental factors affecting the creation and development of family businesses, we constructed a representative sample of family businesses and non-family firms in Catalonia. Concretely, 350 interviews were conducted (5% sampling error) with companies founded during the 42 months preceding the closing date of the database (March 2012), following the criteria of GEM (Global Entrepreneurship Monitor), which considers such companies as newly created (Reynolds et al., 2002) (see Annex 3 for more detail). Specifically, the sample comprised 213 family firms and 137 non-family firms adopting the criteria of prevalence of family firms vs. non-family firms suggested by several authors (Howorth et al., 2010; Lumpkin et al., 2011).

Two stages were required to build the sample. *Firstly*, the SABI database was used to select the Catalonian firms created during the period mentioned above. Adopting the proposed definition of family firms of Litz (1995), which identifies the dimensions of ownership, management and intention of the family in developing the family business, the family firms in this sample were identified using the variables “property” and “managers” and match those with family names. Therefore, it crossed the variables provided by the SABI ownership (shareholders) and management (board of directors) in search of names (to identify family relationships). Later we encoded this type of business as family (1) and the rest as non-family (0). To validate the third condition of the definition of Litz (1995), the companies were asked if they considered their firm such a family business and if they intended to remain so. *Secondly*, we contacted companies by telephone to administrate a survey. Based on previous literature presented in Chapter 2, the questionnaire was designed with 21 questions integrated by several items to obtain the entrepreneurs’ perception about sociocultural factors (the process of socialization, role models, social networks and attitudes toward entrepreneurship) based on a five-point Likert scale (lowest to highest importance). Several questions were also included to obtain other information about the firm and the entrepreneur.

According to the recommendations of previous studies, we follow several steps to ensure the validity of the variables included in the analysis. *Firstly*, 11 independent variables were selected to be part of this analysis. More concretely, Table 6.1 shows the main description of those variables.

Table 6.1: Description of variables

Construct	Main references	Dimension	Indicates the degree of importance about
Social networks	Granovetter, 1973; Smith and Lohrke, 2007; Uzzi, 1996	Family Networks (Fam_Net)	Family networks helped you to create the company
		Family Advice (Advi_Fam)	Family advice helped you to create the company
Socialization process	Adler and Kwon, 2000; De Carolis and Saparito, 2006; Rowley et al., 2000	Trust in Family (Trus_Fam)	Trust in family members involved in the firm creation
		Family Firm Background (Back_Fam)	Family members background helped you to create the company
		Family Firm Environment (Envi _FB)	Family firm environment helped you to create the company
Role models	Radu and Redi-Collot, 2008; Vaillant and Lafuente 2007	Fear of Failure (FearFail)	Fear of failure management as a role model in the creation of your firm
		Prestige of Family Firm (Pres_FB)	Prestige of family firms in the society helped you to create the company
		Prestige of Non-Family Firm (Pres_NFB)	Prestige of non-family firms in the society helped you to create the company
Entrepreneurial attitudes	Azjen (1991)	Intention (Intention)	Future intention to create another firm
		Personal Development (Pers_Dev)	Contribution of the new firm creation process in your own personal development
		Family Attitudes Other Networks (Oth_Net)	Family attitudes towards entrepreneurship affected you to create the company

Secondly, we confirmed the external validity of each dimension through the differences in the means between the group of family firms and the group of non-family firms (Table 6.2).

Table 6.2: Comparison of means

		N	Mean	Std. Deviation	Std. Error Mean
Fam_Net	Non-family firms	137	1.95	1.059	0.091
	Family firms	213	2.78**	1.281	0.088
Oth_Net	Non-family firms	137	2.15	1.104	0.094
	Family firms	213	1.69**	0.909	0.062
Advi_Fam	Non-family firms	137	1.97	1.098	0.094
	Family firms	213	2.84**	1.258	0.086
Trus_Fam	Non-family firms	137	2.15	1.137	0.097
	Family firms	213	2.55**	1.23	0.084
Back_Fam	Non-family firms	137	2.34	1.093	0.093
	Family firms	213	3.04**	1.041	0.071
Envi_FB	Non-family firms	137	2.34	1.146	0.098
	Family firms	213	2.35	1.047	0.072
Pres_FB	Non-family firms	137	2.54	1.015	0.087
	Family firms	213	3.04**	0.999	0.068
Pres_NFB	Non-family firms	137	2.08	0.768	0.066
	Family firms	213	2.44**	0.892	0.061
FearFail	Non-family firms	137	2.08	1.051	0.09
	Family firms	213	1.66**	0.829	0.057
Intention	Non-family firms	137	1.96	1.074	0.092
	Family firms	213	2.70**	1.336	0.092
Pers_Dev	Non-family firms	137	3.81	1.234	0.105
	Family firms	213	3.74	1.084	0.074

Note: *** $p < 0.001$, **$p < 0.01$, $p^* < 0.1$

Thirdly, we confirmed the validity of all dimensions or variables that integrates each construct using the factor analysis[11] (Table 6.3). The Kaiser–Meyer–Olkin (KMO) shows adequate parameters (0.872) and all items loaded on the expected factor. To perform the factor analysis we used the principal components method. In this sense, the factor analysis identifies four well-defined cultural dimensions.

Table 6.3: Factor analysis

Total Variance Explained: Initial Eigenvalues				Factors				
	Total	% of Variance	Cum. %	Variables	Social networks	Socialization process	Role models	Entrepreneurial attitudes
1	2.832	25.748		Fam_Net	0.960			
2	1.645	14.954		Advi_Fam	0.956			
3	1.338	12.165		Envi_FB		0.764		
4	1.111	10.102		FearFail			-0.733	
5	0.924	8.401	71.37	Trus_Fam		0.538		
6	0.862	7.836	79.206	Back_Fam		0.483		
7	0.653	5.934	85.141	Pres_NFB			0.793	
8	0.587	5.338	90.479	Pres_FB			0.683	
9	0.535	4.867	95.346	Oth_Net				0.528
10	0.443	4.029	99.375	Pers_Dev				0.766
11	0.069	0.625	100	Intention				0.678

KMO and Bartlett's Test Kaiser-Meyer-Olkin Measure of Sampling Adequacy: 0.632. Bartlett's Test of Sphericity, Approx. Chi-Square: 1160***, 55df

[11] This technique helps to explain the variability along the observable variables and therefore group them into different dimensions. Since four of the items did not load on the expected factor, they were eliminated. A new factor analysis was performed for the 11 remaining items.

6.3.2. Statistical method

Structural equation modelling (SEM) is a statistical technique used in the behavioral sciences over the past decade (Shook et al., 2004). Usually, SEM is estimated using covariance or Pearson correlations therefore requires continuous variables (Babakus et al., 1987; Olsson, 1979a) including Likert scales. Several authors have discussed the conditions under which the violations of the continuous interval measurement assumption have serious consequences for a standard SEM (Coenders et al., 1997; Coenders and Saris, 1995).

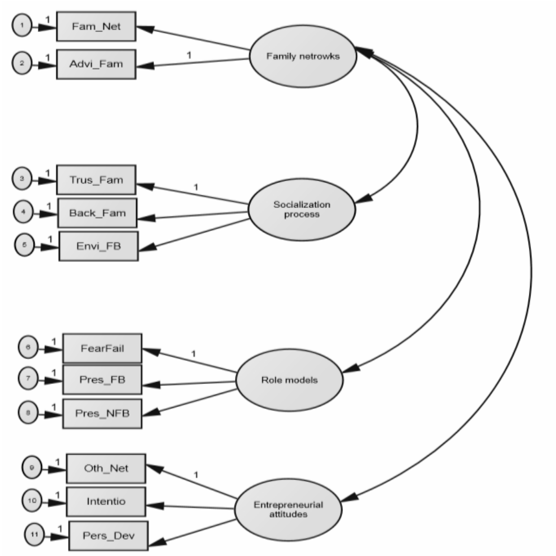
An SEM with multiple indicators per dimension can be robust to ordinal measurement when the ordinal variables have a reasonable number of categories. Serious problems may arise, on the one hand, when variables with few categories (in the extreme case, binary variables) are included in the SEM, and, on the other hand, when ordinal variables which are assumed to be free of measurement error and constitute a dimension on their own are included in the SEM (Coenders et al., 1997; Homer and O'Brien, 1988; Jöreskog, 1990; Muthén, 1979, 1983, 1984; O'Brien and Homer, 1987; Olsson, 1979b). The estimation of the model was carried out with LISREL8.8 (Jöreskog and Sörbom, 2006) using maximum likelihood, with standard errors and test statistics taking into account the asymptotic variances and covariance's computed by PRELIS.

6.4. Findings and discussion

The family network dimension reflects the importance which the entrepreneur gives each one of them in the entrepreneurial process. Figure 6.1 shows the family networks' covariance with the rest of sociocultural factors analyzed in this chapter. In general, the SEM tested presents adequate parameters based on the recommendation of previous studies (Shook et al., 2004). In the family firm subsample (213), the evidence reveals that there is a positive relationship between family networks and socialization process (0.696; $p < 0.001$). In the case of non-family firms' subsample (137), family networks have a positive relationship with socialization process (0.230; $p < 0.001$). These results support H1 and also are consistent to previous studies have recognized that family networks/advices contributes to build trust (Adler and Kwon, 2000; De Carolis and Saparito, 2006) and an adequate environment (Elfring and Hulsink, 2003) that legitimate/reinforce the creation of (family and non-family) firms. In other words, if the entrepreneur identifies the business function but not the trust, the effect of the first could be ineffective.

Interestingly, in the case of the subsample of family firms, we found a positive but none statistically significant covariance between family networks and role models. However, in the case of non-family firms' subsample, there is a positive relationship between family networks and role models (0.179; $p < 0.100$). Therefore, based on these results, we did not found strong evidence to support H2. Even than Catalonia is characterized by higher levels of entrepreneurship, this sample was collected during a recessionary period. Therefore, external socio-economic conditions could influence negatively in the perception of the Catalonian entrepreneurs' prestige that was one of the reason that family networks may reinforce (Radu and Redi-Collot, 2008). External context also influence the attitudes toward to entrepreneurship, therefore, we did not found strong support to the H3 about the positive relationship between family networks and attitudes towards entrepreneurship. Adopting a conservative perspective, under economic recession, there are several market, financial, and individual constrains that could affect the opportunity perception or the feasibility to becoming entrepreneur (Urbano and Aparicio, 2015). Therefore, in some societies the effect of economic crisis could be cyclical or pro-cyclical (Koellinger and Thurik, 2012). In the case of Spain, the evidence shows that the effect of economic crisis in entrepreneurship has been pro-cyclical.

Figure 6.1: Family networks' covariance



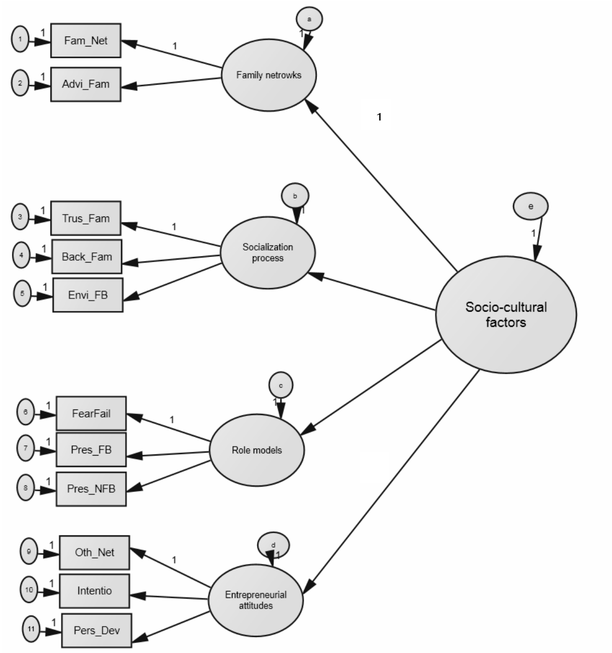
CFI: 0.840; GFI: 0.897; CMIN: 478.96; CMIN/DF: 3.984; RMSEA: 0.064

Family networks with	All Sample (350)			Family Firms (213)			Non Family Firms (137)		
	Estimate	S.E.	Sig.	Estimate	S.E.	Sig.	Estimate	S.E.	Sig.
Socialization process	0.589	0.085	***	0.696	0.114	***	0.230	0.081	***
Role models	-0.031	0.020		0.015	0.020		0.179	0.078	*
Entrepreneurial attitudes	-0.075	0.065	*	-0.137	0.065	*	0.007	0.019	

Note: *** $p < 0.001$, **$p < 0.010$, $p^* < 0.100$

On the other hand, Figure 6.2 shows the role of all sociocultural factors on firm creation. Similarly than previous model, this SEM also presents adequate parameters suggested by previous studies (Shook et al., 2004). In general, the majority of the models evidence a positive and significant influence of family networks and socialization process on the creation of family firms. However, these results are not also evidenced in the non-family firm subsample. Similar than previous studies, in the sample of Catalonian firms, family networks are one of the most relevant variables associated to the creation of family firms. Therefore, we did not find strong evidence to support H4.

Figure 6.2: Role of sociocultural factors on firm creation



CFI: 0.900; GFI: 0.849; CMIN: 455.37; CMIN/DF: 3.795; RMSEA: 0.063

	All Sample (350)			**Family Firms (213)**			**Non Family Firms (137)**		
	Estimate	**S.E.**	**Sig.**	**Estimate**	**S.E.**	**Sig.**	**Estimate**	**S.E.**	**Sig.**
Family networks	1.000			1.000			1.000		
Socialization process	1.743	0.512	***	1.296	0.309	***	0.004	0.190	
Role models	-0.539	0.101	***	-0.460	0.098	***	0.003	0.152	
Attitudes towards entre.	-0.132	0.067	*	-0.218	0.091	**	0.000	0.006	

Note: *** p < 0.001, **p < 0.010, p* < 0.100

6.5. Conclusions

The purpose of this chapter was to analyze the influence of sociocultural institutions, and in particular family networks, on the creation of family firms. In this sense, we modestly contribute to the existent entrepreneurship literature proposing and validating a proposal conceptual framework through the structural equations modelling (SEM). Therefore, this research provides also the configuration of some constructs to measure the sociocultural factors based on the literature on entrepreneurship.

The results show that family networks as social networks have an important impact on the creation of family firms. Additionally, the evidence shows the positive impact on other cultural dimensions analyzed: socialization, role models and entrepreneurial attitudes. Even than these findings are applicable in the Catalonian context, this study provides some insights about the strong effect of family networks on the creation of family firms. These results are consistent to previous studies that have explored the factors involved in the creation of firms (Aldrich et al., 1990; Brannon et al., 2013; Dyer and Handler, 1994; Greve and Salaff, 2003; Pagliarussi and Rapozo, 2011; Rosenblatt et al., 1985; Schepers et al., 2014). Particularly, about the role of family networks in terms of providing resources, creating trust, sharing knowledge/information (Rowley et al., 2000; Uzzi, 1996).

In future research could be important to theoretically reinforce the configuration of the socio-economic dimensions where we did not found strong evidence or little explanatory power. This means that more work is required to enable reinforce the theoretical arguments behind those constructs. It will also be necessary to establish whether there are other cultural dimensions involved in the creation of family firms. Empirically, it could be interesting to replicate the proposed model in other contexts, as well as, taking into account other dimensions or variables at individual (human capital), organizational (size, type, etc.) and country level (socio-economic conditions). In addition, it is necessary to improve the proxies used to measure each construct. Even these issues, it might be interesting to deepen our knowledge of the entrepreneurial spirit in the family firm environment, since according to the results it is a crucial dimension of the proliferation of family firms, which now constitute a large part of the business of every economy.

7. CONCLUSIONS AND IMPLICATIONS

7.1. Main conclusions

The transcendence of entrepreneurship and new venture creation as decisive determinants of economic and social growth is being increasingly recognized (Koellinger & Thurik, 2012; Urbano and Aparicio, 2015). Important organizations such as the World Bank, International Monetary Fund (IMF), and United States Agency for International Development (USAID), and European Union (EU) have developed initiatives to promote and encourage entrepreneurship in developing countries. Along the same lines, most governments are investing a large amount of money in designing and promoting different initiatives to promote entrepreneurship. Therefore, it makes sense to identify the characteristics of entrepreneurs and the companies that create them. As has it been repeated several times in this thesis, the importance of family firms in the economic and social development of any country is very remarkable.

However, often not enough attention has been paid to the creation of this type of company, perhaps because policy-makers thought that the company was not a family one, but as we have seen this is not necessarily so. As any type of entrepreneurship, family firms play a key role in the global economy; particularly, family firms have participated in the transformation of developing countries by flexibly connecting regional networks of consumers and producers with foreign resources of technology and capital (Puig and Perez, 2009), as well as, strengthening the industrial base and creating jobs. That is not surprising because the family firm is the most common type of company in all countries. During the last 15 years, Spain has become a major net capital exporter based on the number of Spanish multinational firms that have emerged (Pérez and Raposo, 2007). Previous studies show that in Spain family firms account for 75% of all firms, and in the Eurozone and the United States account for 70% and 95%, respectively (Debicki et al., 2009; Salvato and Aldrich, 2012; Sharma et al., 2012; Litz et al., 2012; Benavides-Velasco et al., 2013; Sharma, 2013). Available data also show that about 40% of the 1000 largest Spanish multinational firms are family owned and managed (Galve and Salas, 2003; Pérez and Raposo, 2007). In the light of Spain’s modern history, family firms have been the major actors in the Spanish economy of the twenty-first century. Geographically, Puig and Fernández (2008) found that family firms had a strong representativeness in the Mediterranean (Catalonian textile family firms) and the Cantabrian Sea (Basque metal family firms). For this reason academia has renewed its interest in the study of how family firms develop, intensifying the proliferation of research in the last decade. A clear sign of the interest in the family business phenomenon is the inclusion of a second journal about this issue in the Journal Citation Reports (JCR). Indeed, the Journal of Family Business Strategy has been added to the index. Thus, there are two journals (the previously mentioned and the Family Business Review) specializing in family business among the greatest impact academic journals.

Based on those arguments, it is important to understand why family firm collective action originated in these regions. The literature in the field has evidenced the remarkable progress in the analysis of this phenomenon in several aspects such as: identifying the elements to define a family firm, the strategy/management processes, the business succession, the relationship between family and firm, among others (Xi et al., 2015). In the Spanish context, some studies have been explored the family firms' traditions and their influence on the intensity and/or survival of those firms (Pérez and Raposo, 2007). Similarly, other studies about Spanish family firms have analyzed the obstacles (e.g., size, resistance to going public or accepting outsiders into their ownership or management, etc.) that such firms overcame to increase competitiveness (Galve and Salas, 2003).

Current research on entrepreneurship families recognizes the extraordinary importance of environmental, or cultural factors (Hall et al., 2001; Thornton et al., 2011). In fact, a current publication about entrepreneurship research and the emergence of opportunities published by Busenitz et al. (2014) recognizes the relevance to understand the environmental factors (e.g., regulatory adjustments, sociocultural factors, etc.) that influence the emergence of new entrepreneurial opportunities. Then, opportunities-based research has strong potential in the analysis of interface among individuals/teams, mode of organizing, and the environment. Following this perspective, there has been a gap in research in this field because the sociocultural environment in which family firms are created has been studied much less, differently from non-family firms. Therefore, the general objective of this research was to identify and analyze the main factors that influence the creation of family firms in Catalonia. The study focused on environmental factors related to cultural or informal institutions according to institutional approach (North, 1990 and 2005). Also a comparison among the factors that affect the creation of family firms and non-family firms was developed. Thus, the specific objectives of the research were the following.

- SO1. To propose a conceptual framework about the role of environmental factors in the creation of family firms adopting an institutional economic approach.
- SO2. To explore qualitatively the influence of certain informal factors (socialization, networks, role models, attitudes) in the creation of family firms in Catalonia.
- SO3. To explore quantitatively the role of certain informal factors (socialization, networks, role models, attitudes) in the creation of family firms in Catalonia.

In order to achieve those objectives and based an extensive review of literature about the sociocultural dimensions (informal factors) involved in family firm creation, the thesis adopted a combined qualitative and quantitative methodological approaches. Regarding to the qualitative phase, the socio-cultural dimensions that operate in the creation of six Catalan firms (two new family firms, two established family firms and two non-family firms) were analyzed in depth. Concerning the quantitative methodology, the impact of cultural conditions (informal factors) on the creation of 350 Catalonian firms (213 family firms and 137 non-family firms) was analyzed using a logistic regression and structural equation models. From a conceptual perspective, the results of this thesis support the relevance of environmental factors in the creation of family firms. Therefore, modestly, this research advances the family entrepreneurship literature by providing institutional economics as an appropriate conceptual framework for the analysis of the environmental conditions that influence the creation of family firms. In this sense, the main findings of each phase that integrates this thesis are described below (Table 7.1).

In ***phase 1***, we explored the published literature dedicated to the creation of family firms and the sociocultural factors conditioning the creation of family firms from the concept of informal institutions **(Chapter 2).** We concluded that little research examines the creation of family firms. However, also highlighted in the literature review was the need to incorporate new tools to advance research by considering different approaches from those used traditionally (resources and capabilities, agency theory, among others). In this context, the institutional approach is a valid theoretical framework for the analysis of sociocultural factors involved in the creation of family firms. Concretely we identified the following factors: socialization, role models, social networks and entrepreneurial attitudes. Based on this operationalization, the literature search highlights several aspects. Of the four factors analyzed, the *socialization process* is the most widely discussed in the literature, although it is well known that the articles examined use diverse theoretical approaches and therefore knowledge of this factor is very fragmented. In addition, its difficult measurement complicates its use in the studies, and sometimes it becomes too broad and ambiguous a construct and may include different variables. On the other hand, *social networks* have attracted the interest of many researchers. Specifically, the context of family firms has been analyzed in depth, especially by means of network theory more typical of the field of entrepreneurship. It is necessary to continue working on family networks since most articles suggest that they are a key factor in the creation of family firms, and, taking into account the specificity as independent phenomena have family, the company and its environment. Concerning the *role models,* relatively little research on family firms has been performed. Still, it is clear that their likely impact on generations in terms of inheriting and / or creating a business is very relevant. Among other issues, we analyzed the effect of the leadership of the founder on the new generations and the social status of entrepreneurs in their environment. Finally, *attitudes toward entrepreneurship* have a very strong theoretical basis but very few contributions have been developed in the family context. We investigated the attitudes of family members towards the succession or the undertaking of new generations, but they have not been studied in depthL for example, the desire, the feasibility and the intention to be an entrepreneur.

In ***phase 2***, we qualitative explore the role of the sociocultural dimensions involved in the creation of family firms. Concretely, in **Chapter 3**, we selected three Catalan family firms and three Catalan non-family firms to explore in depth the informal dimensions involved in their creation process. This analysis evidenced that the *process of socialization* within a family firms development certain conditions that reinforce the creation of new firms. In addition, the *role models* in the family firm was evident, especially their proximity (within the family) and the inherent emotional bond. In this sense, the founders expressed the pride of belonging to a family firm and recognize that unity and trust are vital elements that are contained in existing social networks in the family firms and their environment. *Attitudes towards entrepreneurship* of the founders of family firms are built from an early age, thanks to the environment in which they develop. Finally, this analysis also showed that the interplay of the four analyzed sociocultural factors produces a "microclimate" inherent in family firms that acts as a true business incubator. What is here termed surname capital (pride of belonging to a family) and family self-esteem can build trust (both own and third party) in the process of creating the company, an ingredient indicated by several authors (Zahra et al., 2006; Sundaramurthy, 2008; Urbano et al., 2011) as fundamental to success. In **Chapter 4,** based on the results of the previous chapter, we examined in detail the role of *social networks* in the creation entrepreneurial activities within existing family firms. We suggested that by creating arenas for promoting personal trust in the organization's context, networks or informal institutions from North's (1990) perspective are generated within the businesses; their existence along with their particular characteristics determines, in part, the type of collective entrepreneurship, and, in turn, the corporate entrepreneurship activity. Thus, we highlighted the importance of trust and networks in this process.

In ***phase 3***, we applied a quantitative approach to explore the statistical relationship and influence of sociocultural factors on the creation of family firms, evaluating the differences between family and non-family firms. In **Chapter 5,** we used a logistic regression analysis to find the probability to create a family firm is positively influenced by all cultural dimensions analyzed in this thesis. This emphasizes the impact of social networks, specifically family networks, and a distinct and singular source of family firms. **Chapter 6** was dedicated to studying the impact of family networks on the creation of family firms. In this sense, we proposed and validated a proposal conceptual framework using measures of the sociocultural factors based on the literature on entrepreneurship. Appling a structural equation model (SEM), we concluded that social networks are one the most important factor in the creation of family firms, as well as, also has a positive relationship with the socialization process. The sociocultural environment of the family firms thanks to its specificity (proximity to the business function) can be a very suitable environment for the growth.

Table 7.1: Main results

Chapter	Sociocultural Factor	Methodology	Main Results
3	Socialization Process Social Networks Role Models Entrepreneurial Attitudes	Qualitative analysis. Case Studies. Interviewed: Family Firms 3 Non-Family Firms 3	Sociocultural dimensions have more influence in the creation of family firms than the creation of non-family firms.
4	Social Networks	Qualitative Analysis Case Studies Interviewed Family Firms 2	Promote trust through communication in social networks generate business opportunities for family firms.
5	Socialization Process Social Networks Role Models Entrepreneurial Attitudes	Factor Analysis, Logistic Regression. Sample 350 Companies (213 Family Firms, 137 Non-Family Firms)	All cultural dimensions have more impact on the creation of family firms than non-family firms. The Social Networks dimension has the greatest impact.
6	Social Networks	Structural Equation Model. Sample 350 Companies (213 Family Firms, 137 Non-Family Firms)	Social networks are one of the most important factor in the creation of family firms, and also impact positively on the socialization process

Source: Authors

7.2. Implications

From the academic point of view, the research contributes to the creation of knowledge in an understudied research area such as the environmental factors that affect the creation of family firms in Catalonia. We modestly propose a model to analyze the positive impact of the sociocultural factors (the socialization process, the role models, social networks and entrepreneurial attitudes –especially highlighting the function of social networks-) in the creation of family firms. Also, the empirical work developed in this research (both qualitative and quantitative) reaffirms empirically the importance of sociocultural factors in the creation of family firms, using an institutional approach (Aldrich and Zimmer, 1986; Berger, 1991; Shapero and Sokol, 1982; Steyaert and Katz, 2004). It is noted that there are very few databases on family businesses, and none on cultural or environmental factors affecting its creation.

Therefore, this research has built own databases, which represents a valuable source of information that will be exploited in the future.

From the stakeholder's point of view, in the context of Catalonia, this thesis contributes to the development of a sustainable entrepreneurial support infrastructure that might better meet the needs of families to create business. *Policy makers* could be accomplished by increasing the number of courses and support programmes (at all educational levels) aimed at fostering a more positive perception of entrepreneurial skills and increasing the visibility of family firm role models, with the overall goal of increasing the levels of family firm creation. This is particularly recommended because there are currently no policies or programmes supporting the creation of family firms and proves that the family environment is best suited for business creation. *Family owners/managers* have been left out of government policy and that should be corrected. In addition, the image and reputation of family firms should be strengthened (role models) because they represent much of the entrepreneurial base of every country. Even today family firms are sometimes described in pejorative terms. They are associated with figures far from reality and especially the richness they bring is disregarded. This cognitive dissonance acts negatively on the propensity to create businesses in the family. Similarly, *many employers* have aversion to create their own business, paying little attention to their immediate surroundings. As we have seen, family firms' characteristics could encourage the employer to be comfortable, safe, and proud of her/his origins. In short, it is critical to have companies like these, which apart from generating wealth and jobs, are reluctant to operate offshore, unlike the multinationals. Designing and implementing such policies is therefore vital. Therefore, the family is the ideal environment for entrepreneurship and it is recommended to pay attention to family firm environments because they meet the conditions for entrepreneurship. People socialized in a family firm are more likely to incorporate features valuable for business creation. The development of screening programmes for potential entrepreneurs' profiles and subsequent support policy design is a clear opportunity to encourage entrepreneurial attitude proliferation. Finally, and as demonstrated in this thesis, the incentive of social networks can have very positive effects for any stakeholder.

7.3. Limitations and future research

A number of limitations were identified in this study, at both the theoretical and the empirical level.

At the theoretical level, the first limitation is an academic discrepancy that exists around the concept of family firms. This research used the definition of Litz (1995) to add greater consensus. However, the use of more restrictive definitions could lead to different approaches and therefore different results. The second limitation is the difficulty of operationalizing the sociocultural dimensions through variables. This research was a first attempt, but more variables could be added, in the light of the institutional economics perspective, to provide more descriptive and explanatory power. In fact, Busenitz et al. (2014) recognizes the relevance to explore in depth the role of the environmental factors (e.g., regulatory adjustments, sociocultural factors, etc.) in the first stages of any entrepreneurial process (emergence of new entrepreneurial opportunities). In this sense, a strong conceptual framework that includes the interceptions between individual (family and non-family members), the organizational (mode of organizing, family involvement), and environmental (sociocultural factors) levels is still required. Based on these perspectives, other approaches could be taken into account in order to reinforce the proposed conceptual framework of this thesis. For example, human capital literature or strategic entrepreneurship literature could help us to understand the relevance of certain sociocultural factors.

At empirical level, even though it is carried out under the most rigorous conditions, employing both qualitative and quantitative techniques and with the aim of developing complementarities and triangulation between them, the results must be interpreted carefully. This is because the results that are obtained only make reference to the data that have been analyzed and only to the period reflected. In this sense, a nature future line of research is the exploration of the role of the sociocultural factors in other regions or countries. First, we can compare the results with those of other Spanish regions and, second, we can compare them with other countries with more or fewer similarities (Mediterranean countries, Nordic or Anglo-Saxon countries, among others). Secondly, longitudinal studies in Catalonia and other regions or countries could be implemented.

Moreover, methodologically we identify some potential research opportunities. *At qualitative level,* our analysis was based only on eight different companies. Fruitful future research opportunities emerge. Firstly, a strong triangulation process as suggested Yin (1991) will also provide additional insights that reinforce the results obtained using the Atlas ti. More concretely, the triangulation of information helps to capture the vision of family firms' members and different stakeholders (e.g. suppliers, employees, friends, etc.) in order to reinforce the findings. Secondly, the inclusion of the analysis of socioeconomic variables could also help us to contextualize the evidence obtained in the development of family and non-family firms (e.g., variables that capture the effect of the economic crisis or recession experimented in Spain during the period of analysis). Thirdly, adding more companies and a longitudinal design will help us to explore in-depth the role of each sociocultural factor. *At quantitative level,* our data was collected based on an administrated survey answered by 213 family firms and 137 non-family firms. The development of an own database implies some limitations. The first limitation was linked to the proxies/variables used in this analysis because the majority of the sociocultural factors were measured by perceptual variables. Therefore, it is necessary to combine perceptual and objective measures related to informal institutions adopting theoretical approaches and ensure an adequate explanatory power behind the findings. In addition, another organizational and contextual variables need to be considered. The second limitation was linked to the number of observations and the period of analysis. In this sense, future research requires a longitudinal analysis that allows a follow-up of those sociocultural factors across the life cycle of the family firm.

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9. Annexes

Annex 1: Literature review (Chapter 2)

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Schulze, Lubatkin & Dino, 2003	Toward a theory of agency and altruism in family firms	235	Agency Theory	Quantitative. Regression.	Altruism affects agency relationships and moderate incentive payments in family firms.	Attitudes
Carney, 2005	Corporate governance and competitive advantage in family-controlled firms	234	Resources and capabilities, Agency and Social Capital	Theoretical	It relates the corporate governance of the family firms and the competitive advantage of the company. The impact of the family on the government acts as moderator.	Socialization Process
Chrisman, Chua & Sharma, 2005	Trends and directions in the development of a strategic management theory of the family firm	205	Literature Review	Theoretical	Emphasizes the consolidation of agency theory and the resource one and capabilities as most used frameworks. Underline future research areas, cultural aspects, among them.	Socialization Process
Zahra, Hayton & Salvato, 2004	Entrepreneurship in family vs. non-family firms: A resource-based analysis of the effect of organizational culture	148	Resources and capabilities.	Quantitative. Regression.	There is a nonlinear relationship between the cultural dimension of individual and enterprise. The venture is also related to outward orientation, decentralization and long-term orientation.	Socialization Process
Zahra, 2003	International expansion of US manufacturing family firms: the effect of ownership and involvement	133	Agency Theory	Quantitative. Exploratory	The family owned the company and its involvement has positive effects on internationalization.	Socialization Process
Klein, Astrachan & Smyrnios, 2005	The F-PEC scale of family influence: Construction, validation, and further implication for theory	129	Eclectic. Power, experience and culture	Quantitative. Exploratory	Used F-Pec scale to analyse power, experience and culture of the family firms	Socialization Process
Pearson, Carr & Shaw, 2008	Toward a Theory of Familiness: A Social Capital Perspective	126	Social Capital	Theoretical	Present a theoretical model based on social capital as a tool for further research in family firms.	Socialization Process
Karra, Tracey & Phillips, 2006	Altruism and agency in the family firm: Exploring the role of family, kinship, and ethnicity	91	Agency theory	Qualitative. Case study.	Altruism reduces agency costs in the early stages of the company. Agency costs arise when the company is larger and more stable.	Social Network
Sharma & Manikutty, 2005	Strategic divestments in family firms: Role of family structure and community culture	79	Resources and capabilities	Theoretical	Examines the effect of the culture of the community and family structure in the investment or divestment decision.	Role Models

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Stavrou, 1999	Succession in family firms: Exploring the effects of demographic factors on offspring intentions to join and take over the business	61	Attitudes	Quantitative. Exploratory and regression.	It is an approximation of the reasons that entrepreneur's children have to continue or not in the family firms.	Attitudes
Steier, 2003	Variants of agency contracts in family-financed ventures as a continuum of familial altruistic and market rationalities	53	Agency theory	Qualitative. Case study.	When a family invests in a business created by another family member, may involve changes in the organization and government of the same. They specify the relationships in the family and the early stages of setting up the business as if altruism or market orientation.	Role Models
Zahra, Hayton, Neubaum, Dibrell & Craig, 2008	Culture of Family Commitment and Strategic Flexibility: The Moderating Effect of Stewardship	50	Theory of Management. Competitive advantage	Quantitative. Exploratory and Regression.	Family engagement with the company and its culture are positively related to strategic flexibility to take advantage of business opportunities and adapt to the environment. The business management orientation is positively related to strategic flexibility.	Socialization Process
Cromie & Birley, 1992	Networking by female business owners in Northern-Ireland	47	Networks	Quantitative. Exploratory	Social networks of women entrepreneurs are similar to man entrepreneurs.	Social Network
Bates, 1997	Financing small business creation: The case of Chinese and Korean immigrant entrepreneurs	45	Resources and capabilities.	Quantitative. Exploratory	Among Korean immigrant entrepreneurs, family networks are the ones financing most business projects.	Social Network
Romano, Tanewski & Smyrnios, 2001	Capital structure decision making: A model for family firms	40	Social Capital	Quantitative. Structural equations.	Analyse the relationship between the social, family and financial, highlighting its complexity.	Socialization Process
Anderson, Jack, & Dodd, 2005	The role of family members in entrepreneurial networks: Beyond the boundaries of the family firm	39	Networks	Quantitative (exploratory) and qualitative (case study).	It specifies the role that informal networks to obtain non-tangible resources in the family firms, such as professional or emotional. It is evident that beyond the formal boundaries informal relationships exist.	Social Network and Role Models
Salvato, Chirico & Sharma, 2010	A farewell to the business: Championing exit and continuity in entrepreneurial family firms	36	Eclectic.	Qualitative. Case study.	This is a case study of a steel company. It portrays the role of the founder of the company and its role in the transmission of the entrepreneurial spirit in it.	Role Model
Astrachan & Jaskiewicz, 2008	Emotional returns and emotional costs in privately held family firms: Advancing traditional business valuation	33	Eclectic. Economical Theory, Agency, etc.	Theoretical	They present a model that compares the emotional returns versus economic returns of having family firms.	Attitudes

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Salvato & Melin, 2008	Creating value across generations in family-controlled businesses: The role of family social capital	33	Social Capital	Qualitative. Case study.	It looks like the family firms can have financial resources. The results indicate that in these businesses there is a systematic renewal of social development within and outside the company.	Role Model
Debicki, Matherne, Kellermanns & Chrisman, 2009	Family firms Research in the New Millennium An Overview of the Who, the Where, the What, and the Why	31	Special issue	Theoretical	It analyses the main contributions of the authors who have published in this field. They suggest future research lines.	Social Network
Lester & Cannella, 2006	Interorganizational familiness: How family firms use interlocking directorates to build community-level social capital	30	Social Capital	Theoretical	Develop a model based on social capital in comparison with traditionally used theories (agency) to study the organizational configuration of the family firms. The extra-corporate networks are based and create shared values, beliefs and ways of solving problems.	Social Network
Steier, Chrisman & Chua, 2004	Entrepreneurial management and governance in family firms: An introduction	29	Special issue	Theoretical	It discusses the different aspects to be considered for future research, among them cultural factors in the family firms.	Socialization Process
Tsang, 2002	Learning from overseas venturing experience - The case of Chinese family firms	25	Organizational Learning	Qualitative. Case study.	Analyses the foreign direct investment by Chinese familiar and unfamiliar companies. Family firms follow a less structured than non-family. Majority are trusted family members to coordinate investment.	Socialization Process
Sundaramurthy, 2008	Sustaining trust within family business	23	Social Capital	Theoretical	Circular A model for sustaining confidence in the family firms.	Social Network
Rutherford, Kuratko & Holt, 2008	Examining the Link Between "Familiness" and Performance: Can the F-PEC Untangle the Family firms Theory Jungle?	22	Eclectic. Power, experience and culture	Quantitative. Regression.	It relates the family influence on the performance of the family firms. The influence of family effects on income, capital structure, growth and performance.	Socialization Process
Bjoernberg & Nicholson, 2007	The family climate scales - Development of a new measure for use in family firms research	21	System Theory	Quantitative. Structural equations.	FCS scale is used to measure the family environment in the company.	Socialization Process
Shepherd, 2009	Grief recovery from the loss of a family firms: A multi- and meso-level theory	18	Eclectic. System Theory, emotional point of view.	Theoretical	Propose a model that considers the pain of losing a family firms and what it means for the family.	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Chang, Memili, Chrisman, Kellermanns & Chua, 2009	Family Social Capital, Venture Preparedness, and Start-Up Decisions A Study of Hispanic Entrepreneurs in New England	18	Resources, abilities, social capital, network.	Quantitative. Regression.	Social capital in order to support family plays a key role in the decision to start a business.	Attitudes
Foley & Powell, 1997	Reconceptualising work-family conflict for business/marriage partners: A theoretical model.	17	Social Capital	Theoretical	Analyse and propose a model on the conflict between business and family. Personal characteristics are key. Relationships affect the quality of marriage and ultimately the company	Role Model
James, Jennings, Breitkreuz, 2012	Worlds Apart? Rebridging the Distance Between Family Science and Family firms Research	17	Eclectic	Literature Review	The analysis vividly illustrates not only the increased dominance of publication outlets and theoretical perspectives associated with business but also the near disappearance of those associated with family. In light of these trends, the authors suggest that renewed attention to integrating ideas from the two disciplines is likely to enrich both.	Networks, Role
Yan & Sorenson, 2006	The Effect of Confucian Values on Succession in Family firms	17	Confucius Values.	Theoretical	Confucian values present in some companies have a decisive influence in the form of relationship within and outside the company, so conditioned by environmental factors. We present theoretical framework.	Socialization Process
Lee, 2006	Impact of family relationships on attitudes of the second generation in family firms.	16	Attitudes	Quantitative. Exploratory	Study the impact of family cohesion and family adaptability on commitment. Also, satisfaction and propensity to leave the company.	Attitudes
Royer, Simons, Boyd & Rafferty, 2008	Promoting Family: A Contingency Model of Family business Succession	16	Contingence Theory	Quantitative. Exploratory	Tacit knowledge and a favourable environment for the transaction, makes the family the most convenient option.	Socialization Process
Davis, Allen & Hayes, 2010	Is Blood Thicker Than Water? A Study of Stewardship Perceptions in Family business	16	Management Theory	Quantitative. Regression.	It explains the role of the family as a transmitter of how to manage the company and its impact on the development of it. Values such as trust and commitment are the most important in the family firms.	Role Model
Au & Kwan, 2009	Start-Up Capital and Chinese Entrepreneurs: The Role of Family	15	Transaction Costs	Quantitative. Regression.	The family funds are not the most important for business creation if entrepreneurs perceive less transaction costs and interference from people outside the family.	Role Model
Zellweger & Sieger, 2012	Entrepreneurial orientation in long-lived family firms	14	Entrepreneurial Orientation	Qualitative. Case study.	It shows that a permanently high level of the five EO dimensions is not a necessary condition for long-term success, as traditional entrepreneurship and EO literature implicitly suggest.	Attitudes

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Dyer & Mortensen, 2005	Entrepreneurship and family firms in a hostile environment: The case of Lithuania	14	Social capital, networking	Qualitative. Case study.	We study the strategies followed by three family firms compared with 3 in unfamiliar surroundings in crisis. We analyse the social capital to gain the trust of the authorities, customers and local suppliers, and use of family networks for human and financial capital..	Social Network
Shepherd & Haynie, 2009	Family firms, Identity Conflict, and an Expedited Entrepreneurial Process: A Process of Resolving Identity Conflict	14	Identity Theory.	Theoretical	It examines how entrepreneurial opportunity may create conflicts of identity in the company	Role Models and Socialization Process
Nordqvist & Melin, 2010	Entrepreneurial families and family firms	14	Special Issue	Theoretical	Introductory article to the special issue dedicated to creating family firms	Attitudes
Litz, Pearson & Litchfield, Shanan, 2012	Charting the Future of Family firms Research: Perspectives From the Field	13	Eclectic	Theoretical	Insights concerning the current state of family firms. Collective sense that significant progress has been made; second, a widespread conviction there is still much work to be done.	Attitudes
Sciascia, Mazzola, Astrachan & Pieper 2012	The role of family ownership in international entrepreneurship: exploring nonlinear effects	13	Eclectic	Quantitative. Regression.	International entrepreneurship is maximized when family ownership stands at moderate levels. We discuss the implications of our findings for theory and practice and indicate avenues for future research.	Networks
Holt, Rutherford & Kuratko, 2010	Advancing the Field of Family business Research: Further Testing the Measurement Properties of the F-PEC	13	Eclectic. Power, experience and culture	Quantitative. Exploratory and confirming.	Present a model, based on Astrachan, Klein and Smyrnios, (2002), to measure the influence of power, experience and culture in the family firms. The model allows us to find differences between the measurements of the three factors and wishes of generating more business experience and commitment to the next generation.	Socialization Process
Strike, 2012	Advising the Family Firm: Reviewing the Past to Build the Future	13	Eclectic	Literature Review	The findings suggest that although advisors play a crucial role within family firms, there remains to date a lack of rigorous academic research.	Role models
Cruz & Nordqvist, 2012	Entrepreneurial orientation in family firms: a generational perspective	12	Entrepreneurial Orientation	Quantitative. Regression.	The founder is vital in the first generation, EO is more subject to interpretations of the competitive environment in the second generation and that in the third generation and beyond, access to non-family resources drives EO to a greater extent.	Attitudes
Chirico, Sirmon, Sciascia & Mazzola, 2011	Resource orchestration in family firms: investigating how entrepreneurial orientation, generational involvement, and participative strategy affect performance	12	Eclectic.	Qualitative. Case Study.	Entrepreneurship in family firms depends on entrepreneurial orientation, generational involvement and participatory strategy.	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Rothausen, 2009	Management Work-Family Research and Work-Family Fit Implications for Building Family Capital in Family firms	11	Literature Revision	Theoretical	Synthesizes 25 years of research on family firms. Implications are suggested regarding the impact of conflict, gender, roles, policies, etc.	Role Model
Sharma, Chrisman & Gersick, 2012	25 Years of Family Business Review: Reflections on the Past and Perspectives for the Future	10		introductory	Special Issue	Networks
Falck, Heblich & Luedemann, 2012	Identity and entrepreneurship: do school peers shape entrepreneurial intentions?	9	Social Capital	Quantitative. Exploratory	Authors argue that an entrepreneurial identity results from an individual's socialization. This could be parental influence but, as argued in this paper, also peer influence.	Socialization Process and Role models
Eddleston, Kellermanns, & Zellweger, 2012	Exploring the Entrepreneurial Behavior of Family Firms: Does the Stewardship Perspective Explain Differences?	9	Stewardship Theory	Quantitative. Regression.	The study showed that comprehensive strategic decision making and long-term orientation contribute to corporate entrepreneurship. Additionally, family-to-firm unity enhanced the positive effects participative governance and long-term orientation has on corporate entrepreneurship.	Networks
Kellermanns, Eddleston, Sarathy & Murphy, 2012	Innovativeness in family firms: a family influence perspective	9	Social Capital	Quantitative. Regression.	findings indicate that family firm influence can have both positive and negative consequences for family firm performance	Role
Stavrou, 2003	Leadership succession in owner-managed firms through the lens of extraversion	9	Psychological point of view	Qualitative. Case study.	It is an approach to psychological factors affecting the succession in family firms.	Attitudes
Stewart, 2008	Who Could Best Complement a Team of Family firms Researchers-Scholars Down the Hall or in Another Building?	9	Literature Revision	Theoretical	Have been exposed the future research areas for the family firms. It stands apart from the venture or strategy; they should consider other less common fields such as law, history or anthropology. The venture, family-centered, is also a consideration.	Social Network
Fitzgerald, Haynes, Schrank & Danes, 2010	Socially Responsible Processes of Small Family firms Owners: Exploratory Evidence from the National Family firms Survey	9	Theory of the sustainable family company	Quantitative. Exploratory	Determined the impact of family factors and community in the processes of social responsibility of small family firms, investigating the influence of financial success and attitudes toward the community in these processes.	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Wennberg, Wiklund, Hellerstedt & Nordqvist, 2011	Implications of intra-family and external ownership transfer of family firms: short-term and long-term performance differences.	9	Eclectic.	Quantitative. Panel Data	The differences in the performance of family firms can be explained by the leadership of the family.	Role Model
Uhlaner, Kellermanns, Eddleston & Hoy, 2012	The entrepreneurial family: a new paradigm for family firms research Introduction	8	Eclectic	introductory	Special Issue	Networks
Zellweger, Sieger & Halter, 2011	Should I stay or should I go? Career choice intentions of students with family firms background	8	Planned Behavior	Quantitative. Regression.	We investigate career options they choose successors of family firms and the factors affecting them. The findings suggest that students with a history of family firms are pessimistic about having control over a business career, but optimistic about their effectiveness to pursue a business career.	Socialization process and Attitudes
Salvato, Aldrich & Howard, 2012	That's Interesting! in Family firms Research	7		Introductory	Special Issue	Networks
Parker & van Praag, 2012	The entrepreneur's mode of entry: Business takeover or new venture start?	7	Social Capital	Quantitative. Regression.	It argue that the new venture creation mode is associated with higher levels of schooling whereas managerial experience, new venture start-up capital requirements and industry level risk promote the takeover mode	Attitudes
Cruz, Howorth, & Hamilton, 2013	Intrafamily Entrepreneurship: The Formation and Membership of Family Entrepreneurial Teams	7	Social Capital	Qualitative. Case study.	A shared commitment to entrepreneurial stewardship of the family's assets underpins formation of FETs. Trust and shared values were important for membership. This study highlights that families are not internally consistent, and family ties are not equally strong.	Networks
Bhalla, Henderson & Watkins, 2006	A multi-paradigmatic perspective of strategy - A case study of an ethnic family firm	7	Theoretical framework specific of Whittington	Qualitative. Narrative	Study described how an ethnic family builds their own strategy over 35 years. Beliefs and values are keys.	Socialization Process
Vallejo, 2009	Analytical Model of Leadership in Family Firms Under Transformational Theoretical Approach An Exploratory Study	7	Transformational Leadership Theory	Quantitative. Structural Equations.	In the family firms is more transformational leadership than in the unfamiliar.	Role Model

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Schjoedt, Monsen, Pearson, Barnett & Chrisman, 2013	New Venture and Family firms Teams: Understanding Team Formation, Composition, Behaviors, and Performance	7	Eclectic	Theoretical	Special Issue	Networks
DeNoble, Ehrlich & Singh, 2007	Toward the development of a family business self-efficacy scale: A resource-based perspective	6	Social Capital	Qualitative. Case study.	Executives of several family firms explain what skills are needed for a positive sequence, highlighting the social and human capital.	Socialization Process
Carr, Cole , Ring & Blettner, 2011	A Measure of Variations in Internal Social Capital Among Family Firms	6	Social Capital	Quantitative. Regression.	Proposes a model to examine the effect of social capital on the performance of the family firms.	Socialization Process
Bjoernberg & Nicholson, 2012	Emotional Ownership: The Next Generation's Relationship With the Family Firm	4	Eclectic	Qualitative (case Study) and quantitative (Regression)	Results include confirmation that emotional ownership is orthogonal to actual ownership, yet an outcome of behaviors, structures, and strategies within the control of families and their firms.	Attitudes
Steier, 2009	Where Do New Firms Come From? Households, Family Capital, Ethnicity, and the Welfare Mix	4	Social Capital	Theoretical	It suggests that households are genuine family firms' incubators.	Socialization Process
Welsh & Raven, 2006	Family firms in the Middle East: An exploratory study of retail management in Kuwait and Lebanon	4	Eclectic: Social and cultural process	Quantitative. Exploratory and Regression.	Compare family and nonfamily firms in Kuwait and Lebanon, identifying differences mainly from culture.	Socialization Process
Stanley, 2010	Emotions and Family business Creation: An Extension and Implications	4	Eclectic. Emotional point of view.	Theoretical	It explains the differences between emotional experiences of family firms founders, managers and non-family firms founders and risk appetite in each case. It further states that the founders of family firms, can influences by culture, strategy and decision-making process	Attitudes
Kontinen & Ojala, 2011	International Opportunity Recognition among Small and Medium-Sized Family Firms.	4	Networks	Qualitative. Case Study.	To recognize international business opportunities, family firms often use informal networks.	Social Network

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Dess, Pinkham & Yang, 2011	Entrepreneurial Orientation: Assessing the Construct's Validity and Addressing Some of Its Implications for Research in the Areas of Family business and Organizational Learning	4	Special Issue	Theoretical	Draws a model to measure the entrepreneurial orientation of family firms.	Socialization Process
Zahra, 2012	Organizational learning and entrepreneurship in family firms: exploring the moderating effect of ownership and cohesion	4	Organizational Learning.	Qualitative. Case Study.	Authors show that family ownership is positively associated with the breadth and speed of learning but is negatively associated with the depth of learning. Though cohesiveness does not alleviate the negative effect of family ownership on the depth of learning, it amplifies the effect of family ownership on the breadth and speed of learning	Networks
Berent-Braun & Uhlaner, 2012	Family governance practices and teambuilding: paradox of the enterprising family	4	Eclectic	Quantitative. Regression.	Results of the study are consistent with predictions about the functioning of the enterprising family derived from research using social capital theory and group dynamics, especially with respect to teams	Networks
Benavides-Velasco, Quintana-Garcia, Guzman-Parra, 2013	Trends in family business research	4	Eclectic	Literature Review	These analyses enable the identification of potential avenues for future research that could be meaningful to advance in the consolidation of the discipline.	Networks
Short, 2012	Defending Family firms Research: The Role of Authors as Defense Attorneys	3	Eclectic	introductory	Special Issue	Networks
Howorth, Rose, Hamilton & Westhead, 2010	Family firm diversity : An introduction	3	Special Issue	Theoretical	Introduction to diversity in the family firms and its development.	Socialization Process
Mehrotra, Morck, Shim & Wiwattanakan-tang, 2011	Must Love Kill the Family Firm? Some Exploratory Evidence	3	Eclectic: Theory of multiple intelligences, cultural focused.	Quantitative. Regression.	It is suggested that marriage can be a way to implement talent in the family firms that allows its revitalization	Socialization Process
Marchisio, Mazzola, Sciascia, Miles & Astrachan, 2010	Corporate venturing in family business: The effects on the family and its members	3	Resources and abilities.	Qualitative. Case Study.	Explain how entrepreneurship in established firms has effects on the family, especially in succession	Role Model

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Brannon, Wiklund & Haynie, 2013	The Varying Effects of Family Relationships in Entrepreneurial Teams	3	Networks	Quantitative. Exploratory	A majority of entrepreneurial teams contain family relations but little is known about the implications of such family relationships in the formative stages of new venture creation. These relationships matter in important ways. The conceptualizations and results have implications for the entrepreneurial teams and family firms' literatures.	Social Network
Wilson, N., Wright, M., & Scholes, L. 2013	Family firms Survival and the Role of Boards	3	Eclectic	Quantitative. Regressions	finds that family firms are significantly less likely to fail than nonfamily firms identify the board characteristics associated with survival/failure in all firms and determine that it is these characteristics that are important in explaining the lower failure probability of family firms	Social Networks
Salvato, C. & Corbetta, Guido., 2013	Transitional Leadership of Advisors as a Facilitator of Successors' Leadership Construction	3	Leadership	Qualitative. Case Study.	This study contrasts the detailed descriptions of four advisor-directed leadership development processes, to suggest a grounded theory of how advisors can facilitate the construction of successors' leadership	Social Networks/ Role Models
Eddleston & Powell, 2012	Nurturing Entrepreneurs' Work-Family Balance: A Gendered Perspective	2	Eclectic	Quantitative. Regression.	The results supported feminist theories that depict entrepreneurship as a gendered process. Female entrepreneurs tend to nurture satisfaction with workfamily balance by creating workfamily synergies, whereas male entrepreneurs tend to nurture satisfaction with workfamily balance by obtaining family support at home.	Attitudes
George & Marino, 2011	The Epistemology of Entrepreneurial Orientation: Conceptual Formation, Modelling, and operationalization	2	Literature Revision	Theoretical	It examines the evolution of the concept of entrepreneurial orientation. They suggest new ways that complement the measurement model.	Socialization Process
Distelberg & Blow, 2011	Variations in Family System Boundaries	2	Networks	Qualitative. Case study.	Confront rigid models and fuzzy boundaries in the family firms. It's proposed a classification model.	Social Network
Lumpkin, Steier & Wright, 2011	Strategic entrepreneurship in family firms	2	Special Issue	Theoretical	Introductory article to the special issue on creation of family firms.	Socialization Process
Craig & Moores, 2010	Championing Family firms Issues to Influence Public Policy: Evidence From Australia	2	Eclectic. Resources and abilities, agency.	Theoretical	The article suggests that public policies aimed to put the development of family firms, so they can become visible models to follow	Role Model
Schroeder, Schmitt-Rodermund & Arnaud, 2011	Career Choice Intentions of Adolescents With a Family Business Background	2	Attitudes	Quantitative. Regression.	The determinants of career choice among adolescents with family firms can be explained by some personality traits, gender, and identification with the family firms and especially from environmental factors.	Socialization Process and Attitudes

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Peris-Ortiz, M., Rueda-Armengot, C. & Benito-Osorio, D, 2012.	Women in business: entrepreneurship, ethics and efficiency. International	2	Eclectic	Theoretical	Examine the universalist approach underlying work-family life reconciliation, describing the family context for interaction between women and entrepreneurial activity.	Networks
McGowan,Redeker, Cooper & Greenan, 2012	Female entrepreneurship and the management of business and domestic roles: Motivations, expectations and realities	2	Eclectic	Qualitative. Case Study.	Unlike the majority of men, women a sizeable number choose entrepreneurship to balance work responsibilities and earning potential with domestic/familial commitments..	Networks
DeTienne, D. R. & Chirico, F. 2013	Exit Strategies in Family Firms: How Socioemotional Wealth Drives the Threshold of Performance	2	Eclectic	Theoretical	Develop a model that provides guiding theoretical explanations for exit strategies. Address two questions: (1) why do family owners develop specific exit strategies, and (2) how do these strategies differ within family firms and family firm portfolios?	Social Networks
Carnes, C.M & Ireland, R. 2013.	Familiness and Innovation: Resource Bundling as the Missing Link	2	Eclectic	Theoretical	Suggest that the individual components of the resource bundling process stabilizing, enriching, and pioneering each mediate the relationship between familiness and innovation,	Social Networks
Brettel, M. & Rottenberger, J.D. 2013	Examining the Link between Entrepreneurial Orientation and Learning Processes in Small and Medium-Sized Enterprises	2	Intentions	Quantitative. Regression	he present study unravels how small and medium-sized enterprises (SMEs) learn and determines the role that entrepreneurial orientation (EO) plays in how they learn.	Attitudes
Nordqvist, 2012	Understanding strategy processes in family firms: Exploring the roles of actors and arenas	1	Eclectic	Qualitative. Case study.	This article contributes to an increased understanding of how strategy processes unfold in family firms by integrating literature on strategy-as-practice and family firms' strategy.	Attitudes
Oezcan, 2011	Only the lonely? The influence of the spouse on the transition to self-employment	1	Social Capital	Quantitative. Panel Data	Marital status affects the enterprise, not just an issue of availability of resources, but also with regard to the risks they are willing to take.	Social Network
Lam, 2011	Dancing to two tunes: Multi-entity roles in the family business succession process	1	Ethnographic point of view. Social Process	Quantitative. Regression.	Points out the inconsistency between the attitudes expressed, perceptions, succession planning and performance of the successors.	Role Model and Attitudes
Singal & Singal, 2011	Concentrated ownership and firm performance: does family control matter?	1	Agency Theory	Quantitative. Panel Data	No differences between the companies controlled by the family and run by outsiders.	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Pagliarussi & Rapozo, 2011	Agency Relationships in a Brazilian Multifamily Firm	1	Agency Theory	Qualitative. Case Study.	In the beginning of the company, when the family is reduced and there is a lot of trust, there are no problems in agency relationships. When the company grows such problems appear.	Social Network
Spriggs, Yu, Deeds & Sorenson, 2013	Too Many Cooks in the Kitchen: Innovative Capacity, Collaborative Network Orientation, and Performance in Small Family Business	1	Networks	Quantitative. Regression.	The authors found support for a link between innovative capacity and performance that was moderated by the collaborative network orientation and the dispersal of ownership of the family firm.	Networks
Katila & Wahlbeck, 2012	The role of (transnational) social capital in the start-up processes of immigrant businesses: The case of Chinese and Turkish restaurant businesses in Finland	1	Social Capital	Qualitative. Case Study.	The study indicates that relevant social capital can be accumulated in different ways depending on the migration pattern of the group.	Socialization Process
Roomi, 2013	Entrepreneurial capital, social values and Islamic traditions: Exploring the growth of women-owned enterprises in Pakistan	1	Social Capital	Quantitative. Regression.	The authors confirm that women entrepreneurs' personal resources and social capital have a significant role in their business growth. Further, it reveals that the moral support of immediate family	Networks
Dunkelberg,Moore, Scott & Stull, 2013	Do entrepreneurial goals matter? Resource allocation in new owner-managed firms	1	Social Capital	Quantitative. Regression.	The authors find owner goals have both a statistically and substantively significant effect on resource allocation for new firms. Owners with nonmonetary goals put in more of their own and family hours rather than hiring outside employees.	Attitudes
Dyer, Dyer & Gartner, 2013	Should My Spouse Be My Partner? Preliminary Evidence From the Panel Study of Income Dynamics	1	Eclectic	Quantitative. Panel Data.	The findings suggest that the involvement of one's spouse in the business had no significant impact on firm profits and working with one's spouse had a significant impact on family income.	Networks
Wang & Altinay, 2012	Social embeddedness, entrepreneurial orientation and firm growth in ethnic minority small businesses in the UK	1	Entrepreneurial Orientation	Quantitative. Regression.	Findings reveal that family and co-ethnic advice and labour do not have a significant impact on firms' EO. Instead, both access to co-ethnic products and access to co-ethnic suppliers of utilities and facilities have a significant impact on firms' EO, which in turn has a significant positive effect on employment growth.	Attitudes.

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Nordqvist, Wennberg, Karl & Hellerstedt, 2013	An entrepreneurial process perspective on succession in family firms	1	Eclectic	Literature Review	The authors identify gaps within each cluster and develop a set of research questions that may guide future research on succession as an entrepreneurial process. Since succession involves implications for individuals, families and firms, they suggest researchers should adopt a multilevel perspective as they seek answers to research questions.	Socialization process, Role models
Block, J., Thurik, R., van der Zwan, Peter; & Walter, S. 2013	Business Takeover or New Venture? Individual and Environmental Determinants From a Cross-Country Study	1	Eclectic	Quantitative. Regressions	At the individual level, a person's human capital, risk attitude, and inventiveness influence the preference for starting a new venture versus taking over an existing business. At the country level, the culture-inherent level of risk tolerance, the country's level of innovation output, and the administrative difficulty of starting a new business are found to explain the between-country variation in the preferred mode of entry.	Socialization Process
Hamelin, A. 2013	Influence of family ownership on small business growth. Evidence from French SMEs	1	Ownership	Quantitative. Regression	Suggest that small family firms have a propensity to deliberately limit their growth (i.e., they adopt conservative growth behavior).	Social Networks
Uhlaner, 2003	Trends in European Research on entrepreneurship at the turn of the century	0	Special Issue	Theoretical	Identify future research lines in entrepreneurship, including those referring to the family firms.	Social Network
Pistrui, 2005	Perpetuating the family business. 50 lessons learned from long-lasting, successful families in business.	0	Special Issue	Theoretical	It explains the lessons learned so far about the management of family firms.	Socialization Process
Mungai & Velamuri, 2011	Parental Entrepreneurial Role Model Influence on Male Offspring: Is It Always Positive and When Does It Occur?	0	Social Learning.	Quantitative. Exploratory.	The fact that self-employed parents have a positive effect on the choice of the children to work on their own. This cannot exist in case of bankruptcy of the parent business.	Role Model
Hoy, 2012	Generation to Generation: Life Cycles of the Family Business	0	Eclectic	introductory	Special Issue	Networks
Smith, 2012	Understanding Family firms: Undiscovered Approaches, Unique Perspectives, and Neglected Topics	0	Eclectic	introductory	Special Issue	Socialization Process
Bjursell, 2012	Women in Family business Leadership Roles. Daughters on the Stage	0	Eclectic	introductory	Special Issue	Attitudes

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Hutcheson, Olan, Dennis & Gilliland, 2013	Addiction in the Family Enterprise	0	Eclectic	introductory	Special Issue	Socialization Process
Sharma, 2013	2012: A Year in Review	0	Eclectic	introductory	Special Issue	Socialization Process
Adkins, Samaras, Gilfillan & McWee, 2013	The Relationship between Owner Characteristics, Company Size, and the WorkFamily Culture and Policies of Women-Owned Businesses	0	Eclectic	Theoretical	Results show that being a full-time manager, marital status, and motivation for becoming a business owner were related to the WF culture of the business. Business size and parental status predicted family-friendly policies. I	Role models
Koropp, C., Grichnik, D., & Kellermanns, F. 2013	Financial Attitudes in Family Firms: The Moderating Role of Family Commitment.	0	Intention	Quantitative. Regression	This study investigates how family commitment moderates whether and how financial knowledge, positive experience with debt suppliers, and economic goal orientation affect owner managers' attitudes toward debt financing in family firms.	Attitudes.
Bird, M. & Wennberg, K. (2014)	Regional influences on the prevalence of family versus non-family start-ups	0	Eclectic	Quantitative, Longitudinal	economic factors such as population size and growth in regions are primarily associated with the number of non-family start-ups, factors related to regional embeddedness, such as pre-existing small family businesses as well as favorable community attitudes toward small businesses, are more strongly associated with the number of family start-ups	Socialization Process Role Models
Sabah, S., Carsrud, A.L. & Kocak, A. (2014)	The Impact of Cultural Openness, Religion, and Nationalism on Entrepreneurial Intensity: Six Prototypical Cases of Turkish Family Firms	0	Eclectic	Case studies	. Results show that Islam is conducive to entrepreneurial intensity within Turkish context. Nationalistic firms show lower frequency and degree of entrepreneurial intensity.	Socialization Process
Schepers, J., Voordeckers, W., Steijvers, T. & Laveren, E. (2014).	The entrepreneurial orientation-performance relationship in private family firms: the moderating role of socioemotional wealth	0	Eclectic	Regression	Robust linear regression analysis reveals that the positive effect of EO on financial performance decreases as the level of SEW preservation increases.	Attitudes
Yoo, S.S., Schenkel, M.T. & Kim, J. (2014	Examining the Impact of Inherited Succession Identity on Family Firm Performance	0	Agency And stewardship theory	Regression	These results suggest the need for more theoretically grounded research on the inherited identity of successors to help draw a more realistic and balanced picture of social dynamics in family firm performance.	Attitudes

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Dyer, W.G., Nenque, E. & Hill, E.J. (2014).	Toward a Theory of Family Capital and Entrepreneurship: Antecedents and Outcomes	0	Social Capital	Theoretical	Recent family trends (e.g., marriage and fertility rates, cohabitation, divorce, and out-of-wedlock birthrates) may affect family capital in the United States and elsewhere.	Socialization Process
Michael-Tsabari, N., Labaki, R. &; Zachary, R (2014).	Toward the Cluster Model The Family Firm's Entrepreneurial Behavior Over Generations	0	Eclectic	Quantitative. Cluster analysis	The analysis shows that entrepreneurial behavior emerges not only in response to business challenges but also and predominantly to family challenges. The cluster model is suggested as a necessary extension of the circle models, positing the family as the relevant level of analysis when considering entrepreneurial behavior and introducing the distinction between organic and portfolio, core and peripheral firms.	Attitudes
Ng, W. & Rieple, A. (2014).	The role of networks in entrepreneurial performance: new answers	0	Special issue	Introductory	Special Issue	Social Networks
Patel, P.C. & Cooper, D. (2014)	Structural power equality between family and non-family tmt members and the performance of family firms	1	Basis of power	Quantitative. Regression	Drawing on the structural basis of power, we set out that greater equality in structural power (or compensation, status, and representation) across family and non-family top management team members increases performance in family firms. Moreover, we posit that this relationship is stronger under increasing environmental dynamism and higher governance performance, but weaker under the presence of a founder CEO.	Social Networks
Munoz-Bullon, F., Sanchez-Bueno, M. J., & Vos-Saz, A. (2015)	Startup team contributions and new firm creation: the role of founding team experience	0	Resources and Capabilities	Quantitative Regression	The article shows that team resource heterogeneity has a positive impact on profitable firm creation. Moreover, this positive effect is greater as the team has more experience in the industry in which the new business will compete.	Socialization Process
Carney, M.,Gedajlovic, E. & Strike, V. M. (2014)	Dead Money: Inheritance Law and the Longevity of Family Firms	0	Eclectic	Case Study	The contribution of the paper is to identify external institutional factors that determine the central tendencies on family firm longevity in a literature that has hitherto focused on internal factors such as the efficacy of adopting professional management and succession planning.	Socialization Process
Cruz, C., Larraza-Kintana, M., Garces-Galdeano, L., & Berrone, P. (2014)	Are Family Firms Really More Socially Responsible?	1	Eclectic	Quantitative,	The paper argues that family firms, given their socioemotional wealth bias, have a positive effect on social dimensions linked to external stakeholders, yet have a negative impact on internal social dimensions. Thus, family firms can be socially responsible and irresponsible at the same time. We also suggest that institutional and organizational conditions act as catalysts in the relationship between firm type and corporate social responsibility (CSR)	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Dalpiaz, E., Tracey, P. & Phillips, N. (2014)	Succession Narratives in Family Business: The Case of Alessi	0	Eclectic	Qualitative. Case Study. Narrative	The literature on organizational narratives to develop a framework for understanding family business succession narratives and present a typology of some of the narrative strategies that can be used during succession. We conclude with a discussion of the theoretical and practical ramifications of a narrative view of succession in family firms.	
Daspit, J. J. & Long, R.G. (2014)	Mitigating Moral Hazard in Entrepreneurial Networks: Examining Structural and Relational Social Capital in East Africa	1	Social Capital	Quantitative Regression	The paper extends Khayesi, George, and Antonakis's model of resource accumulation to include the relational dimension of an entrepreneur's social capital network to elaborate more fully entrepreneurial kinship network types. The propensity for moral hazard associated with each network type is explicated, and mechanisms for mitigating the cost/benefit of such dysfunctions are addressed.	Social Networks
Gomez-Mejia, L. R., Campbell, J.T., Martin, G., Hoskisson, R. E., Makri, M. & Sirmon, G. (2014)	Socioemotional Wealth as a Mixed Gamble: Revisiting Family Firm R&D Investments With the Behavioral Agency Model	0	Agency Theory	Quantitative. Regression.	Theoretical explanations for family firm underinvestment in R&D relative to nonfamily firms remain nascent.. Paper examines three contingencies that allow us to explore heterogeneity across family firms in their R&D decisions due to their effect upon the family's socioemotional wealth mixed gamble: institutional investor ownership, related diversification, and performance hazard	Socialization Process
Khayesi, J. N., George, G. & Antonakis, J.(2014)	Kinship in Entrepreneur Networks: Performance Effects of Resource Assembly in Africa	0	Social Capital	Quantitative. Descriptive	A large network contributed a higher quantity of resources raised, but at a higher cost when shared identity was high. We discuss the implications of these findings for the role of family ties and social capital in resource assembly, with an emphasis on developing economies.	Social Networks
Scholes, L. & Wilson, N. (2014)	The Importance of Family Firm Trusts in Family Firm Governance	0	Social Capital	Theoretical	Suggestions are given for the proposed effects of these configurations, and comparisons are made with Carney, Gedajlovic, and Strike's dead money discussion. Recognition is given to the fact that the dynamics of family firms is inextricably linked to the life cycle of families, and that governance mechanisms need to react to changes and developments during the life cycle if the family firm is to be conserved	Social Networks
Vardaman, J. M.& Gondo, M. B. (2014)	Socioemotional Wealth Conflict in Family Firms	0	Social Capital	Theoretical	SEW is generally used as the guiding script in family firms because it is more salient on an everyday basis. However, the purpose that if its preservation threatens the organization's identity and reputation, the script will be disrupted, precipitating a shift to preserving external SEW. The article concludes by discussing the broader theoretical implications of SEW conflict for family firms	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Wright, M., Chrisman, J. J., Chua, J.H. & Steier, L.P. (2014)	Family Enterprise and Context	0	Special Issue	Introductory	The articles and commentaries in this special issue contribute to the understanding of some of the institutional and organizational contexts in which family businesses operate and the impact of this variety on their behavior, strategies, and performance. We discuss the importance of context and questions for future research that deal with the interrelationships between different contexts and the behaviors of different types of family firms	Socialization Process
Arregle, J., Batjargal, B., Hitt, M. A., Webb, J.W., Miller, T., & Tsui, A. S. (2015)	Family Ties in Entrepreneurs' Social Networks and New Venture Growth	1	Social Capital	Quantitative. Regression	The results confirm effects specific to each network: an inverted U-shape for advice and emotional support networks but a U-shape for the business resource network, measuring what proportion of kin in each entrepreneurial network type is valuable to or, conversely, undermines new venture growth.	Social Networks
Block, J.H., Maria Millan, J., Roman, C. & Zhou, H. (2015)	Job Satisfaction and Wages of Family Employees	0	Utility Theory	Quantitative Regression	Using utility theory and the theory of compensating wage differentials, we hypothesize that family employees have higher levels of job satisfaction and lower wages relative to regular employees	Socialization Process
Chua, J.H., Chrisman, J. J. & De Massis, A. (2015)	A Closer Look at Socioemotional Wealth: Its Flows, Stocks, and Prospects for Moving Forward	1	Eclectic	Literature Revision	The stocks and flows of noneconomic benefits and how they influence family firm behavior; and the use of prospect theory as an umbrella concept. We, thus, contribute to family business research by delineating a number of important research questions related to these two theoretical aspects that need to be addressed if theories of family firm behavior and performance are to move forward.	Socialization Process
Moss, T.W., Neubaum, D.O. & Meyskens, Moriah (2015)	The Effect of Virtuous and Entrepreneurial Orientations on Microfinance Lending and Repayment: A Signaling Theory Perspective	0	Eclectic	Quantitative. Regression	Results indicate that microenterprises, which signal autonomy, competitive aggressiveness, and risk-taking, are more likely to receive funding, and to receive it more quickly. Microenterprises that signal conscientiousness, courage, empathy, and warmth are less likely to get funded. Rhetorical signaling proactiveness, conscientiousness, courage, warmth, or zeal is negatively associated with loan repayment.	Social Networks
Caspersz, D. & Thomas, J. (2015)	Developing Positivity in Family Business Leaders	1	Social Capital	Qualitative Case Study	The article makes two contributions: the first is in conceptualizing positivity in family business studies while the second is to contribute to management thought by describing how the leadership intervention developed positivity to lead and manage in leaders of family business. To the best of our knowledge, there is little research that applies these ideas in family business studies	Role Models/Social Networks
Hatak, I.R., & Roessl, D. (2015)	Relational Competence-Based Knowledge Transfer Within Intrafamily Succession: An Experimental	0	Resources and Capabilities	Quantitative. Regression	The article presents the empirically confirmed strong relationship between relational competence and knowledge transfer within intrafamily succession.	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Michael-Tsabari, N., Weiss, D. (2015)	Communication Traps: Applying Game Theory to Succession in Family Firms	0	Game Theory	Qualitative. Case Study	Results show how deficient communication leads to disagreements and clashes between the founder and the successor and systematically reduces family harmony during the succession process. We term these situations communication traps. The findings demonstrate how inadequate communication hampers a transition process above and beyond psychological effects, even when the involved individuals share the same priorities, attitude, and interests.	Social Networks
Sharma, P. (2015)	Editor's Notes: (2014). A year in a review.	2	Special Issue	Introductory	Summary of the year	Socialization, Role Models, Social Networks
Smith, R. (2015)	Seeing the Light: Using Visual Ethnography in Family Business Settings	0	Ethnography view	Qualitative. Case Study	The purpose of this research note is to illustrate the usefulness of the qualitative method of visual ethnography in producing new insights into family business research by investigating the lived narrative of a family business in Scotland. The overarching objective is to provide clarity on the use of the method and its potential value for family business researchers as well as to provide an account of the benefits of the approach.	Socialization Process
Koropp, C., Kellermanns, F. W., Grichnik, D, & Stanley, L. (2014)	Financial Decision Making in Family Firms: An Adaptation of the Theory of Planned Behavior	0	Planned behavior Theory	Quantitative. Regression	The paper shows that family norms and attitude toward external debt and external equity affect behavioral intention to use the respective financing choices, which in turn affects financing behavior. Perceived behavioral control, however, was shown to negatively affect behavioral intentions to use external equity and was positively related to the use of internal funds. Implications of these capital structure decisions and ideas for future research are discussed.	Attitudes
Xi, J.M., Kraus, S., Filser, M. & Kellermanns, F.W. (2015)	Mapping the field of family business research: past trends and future directions	1	Literature Review	Bibliometric analyses	The paper analye virtually all existing family business-related writings, the most influential publications are highlighted and changes in citation patterns before and after the year 2000 are discussed. Here, five topical clusters are identified which reflect the tracks family business research follows. With these clusters as a basis, the paper concludes by identifying avenues for future research.	Socialization Process Role Models Social Networks
Avloniti, A., Iatridou, A., Kaloupsis, I. &, Vozikis, G.S (2014)	Sibling rivalry: implications for the family business succession process	1	Eclectic	Theoretical	The article reveals valuable insights on this topic and contributes to the existing literature. Particular attention is placed on parental behavior and attitude during childhood, sibling characteristics and the perception of parental fairness by the successors, which we advocate are the principal factors conducive not only to the emergence of rivalry among heirs but also to influencing the effectiveness of the succession outcome.	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Basco, R. (2014)	Exploring the influence of the family upon firm performance: Does strategic behaviour matter?	0	Eclectic	Quantitative. Regression	The author concludes that the advantages and disadvantages of family participation within the business must acknowledge the strategic context utilized by the firm to compete in the marketplace. Family firms perform better if they follow a product/reputation differentiation strategy and balance their family and business-oriented decision-making, or if they follow a low-cost strategy and put the business first in their decision-making.	Socialization Process
Jayawarna, D., Jones, O. & Macpherson, A. (2014)	Entrepreneurial potential: The role of human and cultural capitals	2	Human and Social Capital	Quantitative Regression	The results suggest that start-up is more likely for those who demonstrate higher levels of analytical and creative abilities in childhood, benefit from a supportive family background, invest in their human capital through diverse and longer work experience and have accrued a solid basic education, albeit not strongly credentialed.	Socialization Process
Jaskiewicz, P., Combs, J.G. & Rau, S.B. (2015)	Entrepreneurial legacy: Toward a theory of how some family firms nurture transgenerational entrepreneurship	1	Eclectic	Case Study	The paper introduce *entrepreneurial legacy*, which is define as the family's theoretical reconstruction of past entrepreneurial achievements or resilience, and theorize that it motivates incumbent and next-generation owners to engage in strategic activities that foster transgenerational entrepreneurship. EL thus helps explain transgenerational entrepreneurship and has implications for family-firm, imprinting,	Socialization Process
Le Breton-Miller, I., Miller, D. & Bares, F.(2015)	Governance and entrepreneurship in family firms: Agency, behavioral agency and resource-based comparisons	0	Agency theory Resource-based view	Theoretical	Proposes various governance distinctions that can reconcile these contradictions and suggest when family firms will be most and least entrepreneurial.	Socialization Process
Michel, A. & Kammerlander, N. (2015)	Trusted advisors in a family business's succession-planning process-An agency perspective	0	Agency theory	Literature Review	Synthesis of prior research on trusted advisors, family firm succession, and agency theory. Decreased and increased agency costs of trusted advisor involvement. Extension of literature on family business succession by moving from a dyadic relationship to a triadic relationship. Discussion of constellations involving trusted advisors according to their level of bias and efficiency.	Socialization Process
Poutziouris, P., Savva, C.S. & Hadjielias, E. (2015)	Family involvement and firm performance: Evidence from UK listed firms	0	Eclectic	Quantitative. Descriptive	Illustrate a non-linear relationship between family ownership and firm performance, with performance increasing until family shareholding reaches thirty-one percent, at which point performance begins to decrease. Moreover, the findings illustrate that the higher the involvement of the family in terms of management (i.e., through a family CEO) and governance (board representation and/or CEO-Chairman dual role), the higher the performance the firm appears to sustain over the long run and across generations.	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Schlepphorst, S. & Moog, P. (2014)	Left in the dark: Family successors' requirement profiles in the family business succession process	0	Eclectic	Qualitative. Case Study	Results for all three perspectives indicate that hard skills constitute a necessary but insufficient attribute for suitable successor candidates. Soft skills are at least as strongly appreciated as hard skills. Furthermore, because predecessors have an implicit rather than explicit understanding of family successor requirements, they often leave potential successors in the dark regarding their expectations; thus, descendants may need to guess which attributes they should contribute to the firm.	Socialization Process
Zattoni, A., Gnan, L. & Huse, M. (2015)	Does Family Involvement Influence Firm Performance? Exploring the Mediating Effects of Board Processes and Tasks	0	Eclectic	Quantitative. Structural Equations	Family involvement in the business has a positive impact on effort norms and use of knowledge and skills, and a negative one on cognitive conflicts, board processes have generally a positive influence on board tasks performance, and board strategy task performance positively influences firm financial performance, while board control tasks do not have a significant impact. Results have implications for both research and practice.	Socialization Process
Chen, H., Hsu, W. & Chang, C. (2014)	Family Ownership, Institutional Ownership, and Internationalization of SMEs	0	Agency theory and the resource-based view	Quantitative Regression	The finding of a positive family ownership–internationalization relationship suggests that family ownership may encourage internationalization. The interaction of family ownership and institutional ownership is positively related to internationalization, suggesting that SMEs with high family ownership are more likely to internationalize as institutional ownership increases.	Socialization Process
Leroy, H., & Manigart, S., Meuleman, M. & Collewaert, V. (2015)	Understanding the Continuation of Firm Activities when Entrepreneurs Exit their Firms: Using Theory of Planned Behavior	0	Theory of Planned Behavior	Quantitative Regression	Entrepreneurs' sale attitudes are related to sale intentions, which are associated with firm sale. Further, sale attitudes are positively related to whether entrepreneurs perceive firm continuation to be out of free will, their experience, the number of employees, and whether the firm is a multigenerational family business.	Attitudes
De Massis, A., Frattini, F., Pizzurno, E. & Cassia, L. (2015)	Product Innovation in Family versus Nonfamily Firms: An Exploratory Analysis	0	Resource-based view, stewardship, and behavioral theories	Qualitative Case Study	The analysis shows that family businesses differ from nonfamily ones as regards product innovation strategies and organization of the innovation process.	Socialization Process
Kotlar, J., De Massis, A., Fang, H. & Frattini, F. (2014)	Strategic reference points in family firms	2	Eclectic	Quantitative. Regression.	This study shows how strategic inputs, strategic outputs, and external benchmarks produce variations in strategic decisions about R&D investments in family and non-family firms. The findings offer insights into how internal and external reference points are considered in family firms' decision making, thereby contributing a deeper understanding into the circumstances under which family goals cope or collide with the economic goals of the firm, and how this influence	Socialization Process

Author / year	Title	Citations	Theoretical Framework	Methodology	Relevant Results	Informal Institution
Wyrwich, M. (2014)	Entrepreneurship and the intergenerational transmission of values	1	Eclectic	Quantitative. Descriptive	Comparing German entrepreneurs two decades after Reunification reveals that the children of self-employed parents who encountered a great deal of resistance in the socialist German Democratic Republic due to their self-employment are much more likely to give mastery as the reason for running their own venture compared to entrepreneurs whose parents did not have to overcome this sort of challenge.	Socialization Process
Audretsch, D. (2015)	Shaker A. Zahra: pioneering entrepreneurship scholar	0	Special Issue	Literature review	Professor Zahra has made significant and unique contributions to the literatures on corporate entrepreneurship, international entrepreneurship and social entrepreneurship.	Socialization Process Role Models Social Networks Attitudes
Hoffmann, A., Junge, M. & Malchow-Moller, N. (2015)	Running in the family: parental role models in entrepreneurship	0	Eclectic	Quantitative. Regression	The effect of a self-employed father (mother) is much higher for males (females). These results are statistically and economically very significant, and they survive when we control for parental wealth and work experience from the parents' firms and when we exclude cases where the offspring takes over the family business. These points to a strong role for parental role models in explaining why self-employment runs in the family.	Role Model
Zona, F. (2015)	Board ownership and processes in family firms	0	Eclectic	Theoretical	This study shows that board processes are shaped by the life cycles of family firms across generations, as reflected in ownership dispersion among family directors: Cognitive conflict is the highest and the use of knowledge and skills is the lowest when the levels of balance in a board's voting power are moderate, which occurs when the board mostly mirrors a sibling partnership	Socialization Process

Annex 2: Qualitative study's protocol (Chapters 3 and 4)

2.1. Interviews' structure

Characteristics of the qualitative study

- People to interview: Founder, directive and worker + a family member (in case of the family firms)
- Place: company headquarters.
- Previously data required: foundation year, number of workers, turnover and type of product / sector

2.2. Interviews

2.3.1. Family firms: interview with the Founder/s

Previous

How did the idea of creating a company spring up?

Who had the initiative?

Why did you create the company? What were the reasons?

What people were important from the beginning?

1. Socialization process:

Beliefs and family values

1.1 What values do you think are the most important in your family? And in your company?

1.2 What values do you want to transfer to your descendants?

Education Model

1.3 The child at home, do they usually go to the company? Did you use to go when being a child? Did you like it?

1.4 What is your academic formation? What is the academic formation of your descendants?

Beliefs and environment values

1.5 Do you think the community values encourage entrepreneurship?

1.6 Do you consider that your values are far away from the ones of your environment?

Impact of the company into the family

1.7 Do you think the company has had a decisive influence in your personal development?

1.8 Do you think the company has had a decisive influence on the family development? Why?

1.9 In your daily family conversations, do you usually talk about company's running? How does it affect in your personal relationships?

New generations

1.10 What will be the relationship between new generations and the company?

1.11 How do new generations contribute with the company? What do you think they should bring but they don't?

1.12 Do you think they will stay in the company or they will create a new firm?

2. Role models:

Predecessors

2.1 Were your predecessors' entrepreneurs? Which is the latest relation you remember between the company manage and your family. Are there any active entrepreneurs in the family? Can you identify them?

2.2 Are there any entrepreneurs among your closest friends?

Entrepreneur's legitimacy

2.3 Being an entrepreneur, is it well considered for the society?

2.4 Does it give prestige?

2.5 What people think about entrepreneurs? What image do you think they have of them?

2.6 Do all these impressions help you in being an entrepreneur? How much?

Community role models

2.7 Do you know any other family firms experiences? Do you usually talk with their founders?

2.8 How do you value their experience? Do you identify yourself with them?

2.9 In your opinion, do they have enough relevance? Are they as well considered as they should?

People's role and help received

2.10 What is your role in your business? Do you think your personality has marked the organization?

2.11 What do you expect from people who work in your business?

2.12 Who did help you the most in your business creation?

2.13 What circumstances, people… have marked you as a business man/woman?

3. Social Networks

Relationship between family members

3.1 How do you consider the trust in your family?

3.2 Do the family relationships benefit or harm the company?

3.3 Is the family the best network for work?

3.4 Would you prefer not to have the family into the business?

3.5 How important were the family relationships when creating the company?

3.6 Do you think that the family encourages/harms the entrepreneurial activity?

3.7 How does the family contribute in the business?

Relationships between friendship circles and stakeholders

3.8 Are there any business families among your friendship circles? Do you feel comfortable with them? What do they provide you?

3.9 Do you think that business families avoid one another? Don't they cooperate because of their pride sometimes?

3.10 What other friendship has influenced the business creation?

3.11 What kind of professionals did you turn to develop your business? What did you consult them?

3.12 What do you look for in your new workers?

3.13 Do you consider any of your workers as member family? Why?

Relationships between entrepreneurs

3.14 What kind of businessman do you have more relation with?

3.15 How would you rate this relationship?

3.16 What benefits do these networks bring to you?

3.17 Do you think you have to pursue the social networks or they come up?

4. Attitudes

Desire to create a company

4.1 Why did you create the company?

4.2 What did the business creation mean for your family environment?

4.3 Did you create any other company in the past? How many?

Entrepreneurial Attitude

4.4 Do you consider that you have the needed capabilities to develop business?

4.5 Do you think you are better than other people to detect business opportunities?

Entrepreneurial intention

4.6 Do you think you will create more companies in the future?

4.7 Do you expect your sons being entrepreneurs as well? Will some of them stay in your company?

4.8 How would you like your sons' future?

4.9 What is the most valued of your professional career?

Perceived venture feasibility and credibility

4.10 When creating the company, did you think it over for a long time or you had it clear from the first moment?

4.11 Did the family push you or stop you in the company's creation?

Thanks for your collaboration!

Do you want to get some information of this research? ____
Contact: email and telephone number. ____

2.3.2. Family firms: interview with a family member

Previous
How did the idea of creating a company spring up?
Who had the initiative?
Why did you create the company? What made you do it?
Who could you rely on from the beginning?

1. Socialization process:
Beliefs and family values
1.1 In your opinion what are the most important values in your family? And in your company?
1.2 Which values do you want to transfer to your descendants?
1.3 Do you recognize the company founder values?
Education Model
1.4 The child at home, do they usually go to the company? Did you use to go when being a child? Did you like it?
1.5 What is your academic formation? What is the academic formation of your descendants/ascendants?
Beliefs and environment values
1.6 Do you think the community values encourage entrepreneurship?
1.7 Do you consider that your values are far away from the ones of your environment?
Impact of the company into the family
1.8 Do you think the company has had a decisive influence in your personal development?
1.9 Do you think the company has had a decisive influence in the family development? Why?
1.10 In your daily family conversations, do you usually talk about company's running? How does it affect in your personal relationships?
1.11 In your opinion, does the family development take profit of the business environment? 1.12 Would you prefer that your company wasn't so near or that your family were salaried workers?
New generations
1.13 What about the relations between new generations and the company?
1.14 How do new generations contribute with the company? What do you think they should bring but they don't?
1.15 Do you think they will stay in the company or they will create a new firm?
What would you prefer?

2. Role models:
Predecessors
2.1 Were your ancestors' entrepreneurs? Which is the latest relationship you remember between the company manage and your family. Are there any active entrepreneurs in the family? Can you identify them?
2.2 Are there any entrepreneurs among your closest friends?
Entrepreneur's legitimacy
2.2 Being an entrepreneur, is it well considered for the society?
2.3 Does it give prestige?
2.4 What do people think about entrepreneurs? What image do you think they have of them?
2.5 Do all these impressions help you in being an entrepreneur? How much?
Community role models
2.6 Do you know any other family firms experience? Do you usually talk with them?
2.7 How do you value their experiences? Do you identify yourself with them?
2.8 In your opinion, do they have enough relevance? Are they as well considered as they should?

People's role and help received

2.9 What is your role in your business? Do you think your personality has marked the organization?

2.10 How do you think that the founder is considered into the society? And into the family?

2.11 Will the founder be the example to follow for the family? Is he well considered?

3. Social Networks

Relationship between family members

3.1 How do you consider the trust in your family?

3.2 Do the family relationships benefit or harm the company?

3.3 Is the family the best network for work?

3.4 Would you prefer not to have the family into the business?

3.5 How did the family environment help the company's creation?

3.6 Do you think that the family encourages/harms the entrepreneurial activity?

3.7 How does the family contribute in the business?

Relationships between friendship circles and stakeholders

3.8 Are there any business families among your friendship circles? Do you feel comfortable with them? What do they provide you?

3.9 Do you think that business families avoid one another? Don't they cooperate because of their pride sometimes?

3.10 What other friendship has influenced the business creation?

3.11 Do you consider any of your workers as a member family? Why?

Relationships between entrepreneurs

3.14 What kind of businessman do you have more relation with?

3.15 How would you rate this relationship?

3.16 What benefits do these networks bring you?

3.17 Do you think you have to pursue the social networks or they come up?

4. Attitudes

Desire to create a company

4.1 Why do you think the founder created the company?

4.2 What did the business creation mean for the family?

Entrepreneurial Attitude

4.3 In your opinion does the founder have the needed capabilities to develop business?

4.4 Do you think the founder is better than other people to detect business opportunities?

Entrepreneurial intention

4.5 Do you think the founder will create more companies in the future?

4.6 Do you think that his/her sons will be entrepreneurs? Will they stay in the company?

4.7 How would you like your sons' future?

Perceived venture feasibility and credibility

4.8 When creating the company did he/she think it over for a long time or he/she had it clear from the first moment?

4.9 Did the family push or stop the company's creation?

Thanks for your collaboration!

Do you want to get some information of this research? ____

Contact: email and telephone number____

2.3.3. Family firms: interview with a worker

Previous

How long have you been working in the company?

What do you appreciate the most?

Have you ever worked in non-family firms? What are the main differences?

1. Socialization process:

Beliefs and family values

1.1 What are the most important values in the company?

1.2 Are they similar to the founder values? And to those of the family?

1.3 Are the main values in the company far away from yours?

1.4 In your opinion does the company take profit of this organization's culture?

1.6 Do you feel comfortable/near/inside the company's project?

Beliefs and environment values

1.7 Do you think the community values encourage entrepreneurship?

1.8 Do you consider your values are far away from those of your environment?

Impact of the company into the family

1.9 Do you think the company has had a decisive influence in your family development?

1.10 How does it affect to the company the fact that it is a family firms? Why do you think so?

New generations

1.11 What about the relations between new generations and the company?

1.12 How do new generations contribute with the company? What do you think they should bring but they don't?

1.13 Do you think they will stay in the company or they will create a new firm?

2. Role models:

Predecessors

2.1 As a worker, can you see any differences between the family entrepreneur's generations? Which ones?

2.2 In your opinion, is it positive that two different generations match in the company?

2.3 Which of the two generations have more leadership?

Entrepreneur's legitimacy

2.4 Being an entrepreneur, is it well considered for the society?

2.5 Does it give prestige?

2.6 What do people think about entrepreneurs? What image do you think they have of them?

2.7 Do all these impressions help the entrepreneur? How much?

Community role models

2.8 Do you know any other family firms experiences in your environment? What do they have in common?

2.9 Do you prefer working in family firms rather than in non-family firms? Why?

People's role and help received

2.10 What is your role in your business? What do you think you bring to the company and how do they consider your task.

2.11 If there was a crisis, do you think that the family would take care of the jobs or they would prefer the relocation of the company?

3. Social Networks

Relationship between family members

3.1 How do you consider the trust between the family members?

3.2 Do you think the family relationships benefit or harm the company?

3.3 Is the family the best network for work?

3.4 Would you feel more involved if you worked in a non-family company?

Relationships between friendship circles and stakeholders

3.5 What do you think the family considers most of a worker?

3.6 Do you feel threatened as a family member? Why?

4. Attitudes

Desire to create a company

4.1 Why do you think the founder created the company?

Entrepreneurial Attitude

4.2 Do you think the founder has the needed capabilities to develop business?

4.3 Do you think the founder is better than other people to detect business opportunities?

Entrepreneurial intention

4.4 Do you think the founder will create more companies in the future?

4.5 In your opinion, will his/her sons be entrepreneurs as well? Will they stay in the company?

Thanks for your collaboration!

Do you want to get some information of this research? ___

Contact: email and telephone number____

2.3.4. Non-family firms: interview with the Founder/s

Previous

How did the idea of creating a company spring up?

Who had the initiative?

Why did you create the company? What were the main reasons?

What people were important from the beginning?

1. Socialization process:

Beliefs and family values

1.1 What values do you think are the most important in your company?

1.2 The company values are they the heritage of all the different founders or they are mainly from one of them?

Education Model

1.3 What is your academic formation? What influence has it had in your professional career?

Beliefs and environment values

1.4 Do you think the community values encourage entrepreneurship?

1.5 Do you consider that your values are far away from the ones of your environment?

Impact of the company into the family

1.6 Do you think your approach to the company has had some influence in your personal development?

1.7 In your daily tasks, do you often talk about the company’s running? Does it affect your personal relationships?

1.8 Do you often talk about company’s values among your partners? Do you agree or disagree with them?

New generations

1.9 How do new generations contribute with the company? What do you think they should bring but they don’t? Do you want them to work in the company?

2. Role models:

Predecessors

2.1 Were your ancestors’ entrepreneurs? Which is the latest relation you remember between the company manage and your family. Are there any active entrepreneurs in your family? Can you identify them?

2.2 Are there any entrepreneurs among your closest friends?

2.3 Why don’t you ever count on your family to create a company? Would you like it?

Entrepreneur's legitimacy

2.4 Being an entrepreneur, is it well considered for the society?

2.5 Does it give prestige?
2.6 What people think about entrepreneurs? What image do you think they have?
2.7 Do all these impressions help you in being an entrepreneur? How much?

Community role models

2.8 Do you know any other new business experiences? Do you usually talk with their founders?
2.9 How do you value their experiences? Do you identify yourself with them?
2.10 In your opinion, do they have enough relevance? Are they as well considered as they should?

People's role and help received

2.11 What is your role in your business? Do you think your personality has marked the organization?
2.12 What do you expect from people who are in the business?
2.13 Who did help you the most in your business creation?
2.14 What circumstances, people… have marked you as a business man/woman?

3. Social Networks

Relationship between family members

3.1 Why did you decide to create the company with these partners?
3.2 How do you consider the trust between partners?
3.3 Do you think the family relationships benefit or harm the company?
3.4 Is the family the best network for work?
3.5 In your opinion the partners must be chosen for complementarity or for confidence?

Relationships between friendship circles and stakeholders

3.6 What people (friendship o family members) have influenced in the company's creation?
3.7 What kind of professionals did you turn to develop your business? What did you consult them?
3.8 What do you look for in your new workers?

Relationships between entrepreneurs

3.9 What kind of businessman do you have more relation with?
3.10 How would you rate these relationships?
3.11 What benefits do these networks bring to you?
3.12 Do you think you have to pursue the social networks or they come up?

4. Attitudes

Desire to create a company

4.1 Why did you create the company?
4.2 What did the business creation mean for you?
4.3 Did you create any other company in the past? How many?

Entrepreneurial Attitude

4.4 Do you consider you have the needed capabilities to develop business?
4.5 Do you think you are better than other people to detect business opportunities?

Entrepreneurial intention

4.6 Do you think you will create more companies in the future?
4.7 Do you expect your sons being entrepreneurs as well? Will some of them stay in the company?
4.8 How would you like your sons' future?
4.9 What is the most valued of your professional career?

Perceived venture feasibility and credibility

4.10 When creating the company, did you think it over for a long time or you had it clear from the first moment?
4.11 Did your family or friends push you or stop you in the company's creation?

Thanks for your collaboration!
Do you want to get some information of this research? ___
Contact: email and telephone number______________________________________

2.3.5. Non-family firms: interview with a worker

Previous
How long have you been working in the company?
What do you appreciate the most?
Have you ever worked in non-family firms? What are the main differences?

1. Socialization Process
Beliefs and family values
1.1 What are the most important values in the company?
1.2 Are they similar to the founder values?
1.3 Are the main values in the company far away from yours?
1.4 In your opinion does the company take profit of this organization's culture?
1.5 Do you feel comfortable/near/inside the company's project?
Beliefs and environment values
1.6 Do you think the community values encourage entrepreneurship?
1.7 Do you consider that your values are far away from those of your environment?
Impact of the company into the family
1.8 How does it affect to the company the fact that it has been created for different partners? Why do you think so?

2. Role models:
Entrepreneur's legitimacy
2.1 Being an entrepreneur, is it well considered for the society?
2.2 Does it give prestige?
2.3 What do people think about entrepreneurs? What image do you think they have?
2.4 Do all these impressions help the entrepreneur? How much?
Community role models
2.5 Do you know any other family firms experiences in your environment? What do they have in common?
2.6 Do you prefer working in non-family firms rather than in family firms? Why?
People's role and help received
2.7 What is your role in your business? What do you think you bring to the company and how do they consider your task.
2.8 As a worker, can you see any differences between the company partners? Which ones?
2.9 If there was a crisis, do you think that the company would take care of the jobs or they would prefer the relocation of the company?

3. Social Networks
Relationship between family members
3.1 How do you consider the trust between the company partners?
3.2 Do you think the family relationships benefit or harm the company?
3.3 Is the family the best network for work?
3.4 Would you feel more involved if you worked in a family company?
Relationships between friendship circles and stakeholders
3.5 What do you think the company considers most of a worker?
3.6 Do you feel involved in the company? Why?

4. Attitudes
Desire to create a company
4.1 Why do you think the founders created the company?
Entrepreneurial Attitude
4.2 Do you think the founder/s has/have the needed capabilities to develop business?

4.3 Do you think the founders are better than other people to detect business opportunities?
Entrepreneurial intention
4.4 Do you think the founder/s will create more companies in the future?
4.5 In your opinion, will their sons be entrepreneurs as well? Will they stay in the company?

Thanks for your collaboration!
Do you want to get some information of this research? ___
Contact: email and telephone number____

Annex 3: Questionnaire (Chapters 5 and 6)

Introduction

The aim of this study is to determine the sociocultural factors (informal factors) that influence the creation of family businesses in Catalonia. We would greatly appreciate if you could answer the following questions. The duration of the survey will be of approximately 10 minutes:

The business that you founded is a: Family business __
Non-family business __

Rating: 1- 5 (where 1 is unimportant and 5 is very important).

Content

1. Social networks

1.1. How have social networks helped in the creation of your business?

	1	2	3	4	5
1. Family networks					
2. Friendship networks					
3. Other networks (suppliers, customers, other business owners, etc.)					

1.2. How was the importance of advice to create a firm within these social networks?

	1	2	3	4	5
1. Is a family member					
2. Others					

1.3. How was the importance of advice to create a firm within these social networks on specific subjects, such us:

	1	2	3	4	5
1. Aspects of everyday life					
2. Aspects of longer-term or key issue planning.					

1.4. How does affect the family entrepreneurship experiences in the creation of your firm?

	1	2	3	4	5
1. Family entrepreneurship experiences					

2. Socialization process

2.1. In your opinion, what has been the impact of your family members background or close businessman friends background in the creation of your own company?

	1	2	3	4	5
1. Family business background					
2. Background of businessman friends					

2.2. While setting up your company, how important was the family firm environment?

	1	2	3	4	5
Family firm environment					

2.3. How important was trust in people involved in the creation of your own firm?

	1	2	3	4	5
1. Is a family member					
2. Others					

3. Role models

3.1. Do you think that the profession of entrepreneur has prestige in today's society and this prestige helped you to create your own firm?

	1	2	3	4	5
Family business					
Non-family business					

3.2. How does society rate entrepreneurial skills, abilities and attitudes based on whether the business is:

	1	2	3	4	5
1. Family business					
2. Non-family business					

3.3. How important was the fear of failure management as a role model to follow in the creation of your firm?

	1	2	3	4	5
3. Family business					
4. Non-family business					

4. Entrepreneurial attitudes

4.1 How important was fear of failure at the time when you were thinking about creating your company? Did fear of failure impact in the decision to create a firm?

	1	2	3	4	5
Importance					
Impact					

4.2. How have affected people attitudes towards entrepreneurship in the creation of your own firm?

	1	2	3	4	5
1. Is a family member					
2. Others					

4.3. How likely are you to consider setting up another company in the future?

	1	2	3	4	5
Intention to create another firm					

4.4. How has setting up a company contributed to your personal development?

	1	2	3	4	5
Personal development					

4.5. **Have you created any other companies**? NO ___
YES ___ How many? ___

Closing questions

A) Information on the respondent:

a) Birth year ___

b) Birthplace: Barcelona __
Girona __
Tarragona __
Lleida __
Other regions of Spain __
Others__________________

c) Highest level of education: Primary studies __
Secondary studies __
University studies __
Master studies __
Professional studies __
Uneducated __
Others__________________

B) Information about the company (*verify that it is correct*):

a) Company name_______________________________________

b) Location____________________

c) Telephone number__________________

c) Email_______________________________

d) Webpage___________________

Would you be interested in receiving the results of this study? YES __
NO __

C) Identification data of the telephone interview:

a) Identification number of the telephone survey_______

b) Date of interview__________________

b) Duration______________

c) Name of respondent_______________________________________

*OBSERVATIONS*____

____

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Many thanks for your help!
We appreciate your time and cooperation!