

SPECIAL ISSUE - CREATIVITY AND FAMILY BUSINESS

Guest Editor' Introduction to the Special Issue

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This Special Issue provides a collection of papers presented at the 13th Workshop on Family Firm Management Research of European Institute for Advanced Studies in Management (EIASM) held in Bilbao, Spain on May 25-27, 2017. The title given to the 13th annual EIASM Workshop, hosted by the University of the Basque Country, was “Creativity and Family Businesses”. The need for companies to be competitive has sparked the interest of researchers and practitioners to better understand creativity in organizations. In this regard, family firms do not only contribute significantly to economic growth and prosperity, but also, offer interesting examples of the firms where creative resources play an important role for competitiveness and continuity.

The three days of the meeting were dedicated to sharing experiences, focusing on challenges facing these organizations, as well as various aspects of critical success factors for family businesses. The variety of challenges which family firms currently confront, are perhaps greater than ever: globalization, intensified competition or reaching the appropriate dimension to compete in the global marketplace are some examples. How family businesses face up to these challenges and ensure their success and longevity require a great deal of creativity and dedication.

In this regard, the focus of articles in this Special Issue is mostly on family firms' behaviour, with special emphasis on emerging countries. In addition, one article provides a review of the literature on internationalization of family business groups. We briefly summarise the contributions below.

The article “Family involvement in governance of family business groups” by Yildirim-Öktem examines family business groups, a particular form of family business, which are dominant entities in many emerging economies such as South Korea, India or Latin America. Family business groups are also the dominant organizational forms in Turkish economy, which is why they provide the setting of this study. Following a cluster analysis, results show that several decades after liberalization, families are still intensely involved in the governance of the groups though with varying degrees that can be identified as tight control, vertical control, and loose control. In Turkey there is absence of strong formal institutions to back up codes of governance best practice, and that is why informal institutions such as family ties and concentrated family ownership seem to substitute for weak formal institutions.

The article written by Joshi, Sinha, Dixit and Shuklanamed entitled “Transition dilemma in a closely held family business: A case of Excel Transporters” is a case study that examines intra-family succession in a multigenerational family firm, a critical issue for family firms' longevity. Through this case, authors discuss the significance of corporate governance structure to plan transition and to mitigate conflicts at the time of generational transition of business in a multigenerational closely held family business. The analytical framework for the present study combines existing literature on family business, transition or succession, corporate governance and women entrepreneurship.

The objective of the article “Family businesses and sustainable tourism, a valuation of multistakeholders in Nanacamilpa of Mariano Arista, Tlaxcala. Case study: Sanctuary of the fireflies” is to evaluate the sustainable tourism in family business through a perspective of multi-stakeholders. Tourism offers opportunities for easy entry into a number of business types, often small or micro in size, many of which are family businesses. Rural and peripheral areas are especially influenced by family firms, so research directed at those topics open new opportunities for family business researchers.

Yildirim-Öktem and Selekler-Göksen in their article entitled “Internationalization of Family Business Groups: Content Analysis of the Literature and a Synthesis Model” provide a review of family business group's internationalization field by conducting a content analysis on 80 articles published between 2000 and 2015 as a complement of previous research. Although previous review papers were targeted primarily at internationalization model, the influence of family characteristics on internationalization has been largely ignored. However, as the authors conclude, an important strategic decision such as internationalization is very likely to be influenced by the characteristics of the family since it is the key decision-maker as the most important agent in the ownership and management of the group.

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