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An Investigation into Family Business Evolution

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'It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change'.

Charles Darwin

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Abstract

This research is an evolutionary study situated in the field of Family Business. It explores how family business change over time, and how this change effects their sustainability across generations.

Family business research has grown in popularity since the 1980's, since Aronoff's (1988) seminal article in the Family Business Review. However, that being said, the research has largely been static and thematic in nature. This research addresses the gap in the existing body of research by providing two longitudinal case studies which span three generations of two family firms operating in Ireland. The first case is the Collins Family and The Southern Fruit Company which is located in Cork. The firm are currently in their third generation of ownership, and the second case is the O'Donoghue Family with the Gleneagle Hotel which is located in Killarney, Co Kerry and is also in its third generation of family ownership.

The chosen method for this study was a qualitative/interpretive process enquiry as being the most appropriate for this research. In addition, a processual case study enquiry in a real life setting which allows for contextual understandings was deemed to offer the opportunity for a rich data gathering scenario, to provide deeper understanding of the subject matter.

The outcome of this research is a novel theoretical framework which offers seven evolutionary phases for family firms. These phases are identified as:

- Stimulus,
- Transition
- Consolidation
- Growth
- Succession
- Adaption
- Value Creation

The typology presented describes the distinct evolutionary phases using the evolutionary lens (change lens) of variation, selection and retention (Van de Ven, 1995; Aldrich and Ruef, 2006) as a lens through which the phases may be interpreted. The typology is central to understanding how family firms evolve over time which is essential to the emergent theory. The research makes a theoretical, empirical, and methodological contribution to academia and also to those in the field of managerial practice.

Dedication

This work is dedicated with love to Nicole, Aaron and Dylan, and my partner Micheál.

Siobhán x

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Table of Contents

Chapter 1 - Introduction to the Study16

1.1	Research Rationale	16
1.2	Background and Justification for the Research	16
1.3	Research Methodology	18
1.4	Thesis Structure	19
1.5	Conclusion.....	20

Chapter 2 - Literature Review.....22

2.1	Introduction	22
2.2	Family Business Research Domain -	22
	Systematic Literature Review of Family Business Literature	22
2.2.1	What is a family business? – The definition dilemma	26
2.2.2	The Three Circles Model	29
2.2.3	Key Themes emerging in Family Business Literature.....	31
2.2.4	Entrepreneurship and Family Business Literature	33
2.2.5	Entrepreneurship, Innovation and the Family Firm	34
2.2.6	Entrepreneurship, Strategy and Family Business Literature.....	35
2.2.7	Corporate Governance and the Family Firm.....	36
2.2.8	Succession and the Family Firm	36
2.3	Imprinting and Family Business.....	41
2.3.1	Family Business Ownership, imprinting and Identity	42
2.3.2	Imprinting Over Time	43
2.4	Additional Themes emerging from the Family Business Literature	44

2.5	Organisations and Evolution Literature	46
2.5.1	What is evolution?	46
2.6	Theories emerging from the Literature.....	48
2.6.1	Process and variance models	48
2.6.2	Important Modeling Considerations	50
2.7	Gap in existing body of Literature	55
2.8	Conclusion.....	56

Chapter 3 – Research Methodology 58

3.1	Introduction	59
3.2	The field of Family Business as a Research Domain.....	60
3.2.1	Family Business Discipline	60
3.2.3	Rigor and Relevance in Family Business Research.....	63
3.3	Processual Research	64
3.3.1	The Ontological Assumptions of a Process Worldview	66
3.3.2	The Use of Process for the Study of Family Business.....	67
3.3.3	Conclusion	68
3.4	Case Study Research.....	69
3.4.1	Use of Case Study for Qualitative/Interpretive Research in Family Business.....	71
3.5	Conducting a Process Orientated Study in a Case Based Setting.....	71
3.5.1	Stage 1 - Plan:	73
3.5.2	Stage 2 - Design:.....	73
3.5.3	Stage 3 – Prepare:	79
3.5.4	Stage 4 – Collect Data:	80
3.5.5	Stage 5 – Analyse Data (Theory Development):.....	84

3.5.6	Stage 6 – Report Findings:.....	88
3.6	Consideration of Other Qualitative Methodologies	89
3.6.1	Ethnography	89
3.6.2	Action Research	90
3.6.3	Grounded Theory	91
3.7	Unified Research framework	92
3.8	Case Data Analysis.....	92
3.8.1	Introduction.....	92
3.9	The Coding Process.....	93
3.10	Organisation Evolution.....	100
3.11	Conclusion.....	101

Chapter 4 – Research in Practice105

4.1	Introduction	105
4.2	The Skill of a Good Researcher	105
4.3	Selection of the Research Case Studies.....	107
4.3.1	Single case Vs Multiple Case Design	107
4.3.2	Identification and Selection of the Research Candidates.....	107
4.3.3	Considerations for Family Business Researchers	110
4.4	Preparation.....	110
4.4.1	Negotiating access and Introductory Meetings	110
4.4.2	Secondary Data - Undertaking a Review of Available Background Material.....	111
4.4.3	Structuring the Investigation.....	112
4.5	Field Data Collection.....	113
4.5.1	Primary Data Collection.....	113

4.5.2	Secondary Data Collection	117
4.5.3	Organising Research Data	117

Chapter 5: Case Study 1 – Southern Fruit

Company 118

5.0	Introduction	118
5.1	Method	118
5.2	118
	Case Introduction.....	118
5.2.1	Emigration	119
5.2.3	Cork in the 20th Century	120
5.2.4	Evolution of the Irish Food Chain & Diet	120
5.3	Introduction to the Southern Fruit Company	130
5.3.1	Southern Fruit Company – The Early Years	131
5.3.2	World War II.....	133
5.3.3	1950’s Inflation.....	135
5.3.4	The Consolidation and Professionalisation of the Grocery Wholesaling/Retailing Industry	136
5.3.5	The Collins Family Social Capital.....	136
5.3.6	Transition to the 2 nd Generation.....	137
5.3.7	1969 and the Rise of the 2 nd Generation	138
5.3.8	1970’s - The EEC – Intervention and Diversification	140
5.3.9	The Common Agricultural Policy (CAP)	140
5.3.10	The Introduction of the Milk Quota	142
5.3.11	Intervention and the Collins Family.....	143

5.3.12	1990's McSharry's CAP Reform	144
5.3.13	1990's Southern Fruit, Colso and the Collins Family	146
5.3.14	1997 – The demise of the 2 nd Generation.....	146
5.3.15	1997 – Crisis and Solutions.....	147
5.3.16	Optimism and The New Millennium.....	149
5.3.17	The Financial Crisis and a decline in family fortunes.....	150
5.4	The Future	150

Chapter 6 Case Study 2: Gleneagle Hotel

/O'Donoghue Family 156

6.0	Case Overview	156
6.1	A background to Killarney	156
6.1.1	1950's Ireland and the growth of Killarney Tourism	158
6.1.2	Economic Reliance on the Tourism industry in Kerry	159
6.1.3	The Origins of the Gleneagle Hotel	159
6.1.4	Killarney Tourism in the 1960's	162
6.1.5	Managing the expanding Family Business	163
6.1.6	The Rise of the 2 nd Generation	165
6.1.7	The start of the 70's and Tourism 'Problem'	166
6.1.8	Maurice O'Donoghue - Background.....	168
6.1.9	The Gleneagle Hotel and Killarney Tourism in the 1970's.....	169
6.1.10	Tourism and Industry Interests Consolidate in the 1980's.....	171
6.1.11	1990's – The Decade of Development	173
6.1.12	The Role of New Technology for the Tourism Industry and the Gleneagle	175
6.1.13	Strategy for Transition to the Third Generation.....	177

6.1.14	Family Conflict and Resolution	178
6.1.15	Safe-guarding the future - The Expanded Business Portfolio.....	178
6.1.16	Transfer to the 3rd Generation	179
6.1.17	The Rise of the 3 rd Generation	180
6.1.18	Tourism as a Product – Ireland 2000-2010	181
6.1.19	The Gleneagle present and Future.....	183
6.1.20	Recent Financials for the Gleneagle	184
6.1.21	Management Structure at the Gleneagle	185
6.1.22	The issue of transition to the 4th generation	186
6.1.23	Sheila O’Donoghue.....	187

7.0 Cross Case Analysis 192

7.1	Introduction.....	192
7.2	Cross-case analysis.....	192
7.2.1	Cross-case analysis: Macro level.....	193
7.2.2	Cross-case analysis: Meso level.....	198
7.2.4	Cross-case analysis: Micro level.....	198

Chapter 8 Theoretical Development..... 201

8.1	Introduction.....	201
8.2	Stimulus.....	203
8.2.1	Variation process of Stimulus.....	203
8.2.2	Selection content of Stimulus	204
8.2.3	Retention process of Stimulus	204
8.2.5	Summary of Stimulus	205
8.3	Transition	207

8.3.1	Variation process of Transition.....	207
8.3.2	Selection process of Transition	208
9.3.3	Retention process of Transition	208
8.3.4	Evolution – V.S.R. – Transition.....	210
8.3.5	Summary of Transition	210
8.4	Consolidation.....	211
8.4.1	Variation process of Consolidation.....	211
8.4.2	Selection process of Consolidation	212
8.4.3	Retention process of Consolidation	212
8.4.4	Evolution V.S.R. - Consolidation	213
8.4.5	Summary of Consolidation phase	213
8.5	Growth.....	214
8.5.1	Variation process of Growth	214
8.5.2	Selection process of Growth	216
8.5.3	Retention process of Growth.....	216
8.5.4	Evolution V.S.R. – Growth.....	217
8.5.5	Summary of Growth.....	218
8.6	Succession	218
8.6.1	Variation process of Succession	219
8.6.2	Selection process of Succession.....	220
8.6.3	Retention Process of Succession.....	221
8.6.5	Evolution V.S.R. - Succession.....	224
8.6.4	Summary of Succession	226
8.7	Adaptation	227
8.7.1	Variation process of Adaptation	227

8.7.2	Selection process of Adaptation	227
8.7.3	Retention process of Adaptation.....	228
8.7.4	Evolution V.S.R. – Adaptation	230
8.7.5	Summary of Adaptation.....	232
8.8	Value Creation	232
8.8.1	Variation process of Value Creation.....	232
8.8.2	Selection process of Value Creation	232
8.8.3	Retention process of Value Creation	234
8.8.4	Summary of Value Creation	235
8.9	Convergence between Literature and Research Findings	236
8.9.1	Introduction.....	236
8.10	Chapter Conclusion	245

Chapter 9 Research Contributions &

Conclusion 247

9.0	Introduction.....	247
9.1	A Brief Review of the Research	247
9.2	Theoretical Contribution	250
9.3	Practical Contribution	252
9.4	Methodological Contribution	253
9.5	Empirical Contributions	253
9.6	Potential for future Research	256
9.7	Conclusion.....	257
9.7.1	Achievement of the Aims of addressing the Research Question.....	257
9.7.2	Observations on the use of process inquiry	258

9.7.3	Government Policy Recommendations.....	259
9.8	Limitations of the Study	261
9.8.1	The Type of Case Study Chosen.....	261
9.8.2	The Research Site.....	262
9.8.3	The Nature of Qualitative Research.....	262
9.9	Personal Reflection.....	263
9.10	Summary	264

**Appendix 1 – Irish Economic history timelines –
a backdrop to the case studies265**

Irish History Timeline 1920 - 1939265

Irish History Timeline 1940 - 1959266

Irish History Timeline 1960 - 1979267

Irish History Timeline 1980 – 2009268

Appendix 2.....269

	Case Study Protocol.....	269
A2.0	Background to the Research	269
A2.1	Research Question.....	269
A2.2	Stimulus to this Research.....	269
A2.3	Purpose of the Research.....	269
A2.4	Description of the type of study being undertaken	270
A2.5	Short description of the chosen cases.	270

A2.6 Type of Evidence to be Collected.....270
A2.7 Guidelines for Interviewing271

Appendix 3 278

List of Actions, Events and Outcomes Grouped into 7 Phases (Sample).....278

Bibliography and References 283

Chapter 1 - Introduction to the Study

1.1 Research Rationale

Family has been the bedrock of society for millennia. We all have a family. Families are complicated and take many different forms. As the saying goes - 'we can choose our friends, but we can't choose our families'. Why then would we ever want to work with them in a business? The fundamental goals of family business owners are no big secret. They want their business to be a profitable one, which increases in value over time, and which can provide a good standard of living for them and their family. Family business owners, like most people want their families to be comfortable, and for members to live in a loving and nurturing environment. Their fear is that are one set of goals to be achieved at the expense of the other? Are these two sets of goals mutually exclusive? (Gersick, 1997).

In order to study 'Family Business' it is important not to let the dynamic complexities force the adoption of a static and thematic observational perspective. The beauty of family business research is that it allows the study of the wonderful combinations of family, business and context in a central locus which is the family firm. This 'mix' is constantly evolving as a 'whole' and in all of the individual dimensions of its form and that's what makes it so interesting.

The family changes year on year. This study seeks to encapsulate a sequence of events occurring over three generations within the framework of a family business in order to answer the research question '*How does family business evolution affect the long term sustainability of the family firm?*' which arose from the identification of a gap in extant literature. We will see how the firms started out in the 'start up' stage, how they managed the issues of securing and utilising resources, succession and transferring from generation one, two and three and their planning regarding generation four.

1.2 Background and Justification for the Research

This research stems from my interest in 'making sense of my world'. I grew up in a family business. Most of my extended family are self-employed. I also operate my own business. Having experienced what it is like to work in a family business from a young age and knowing that other 'family business children' have had the same experiences, as I had, it was of particular interest to me to explore family businesses in greater detail, to see what are the dynamics driving family firms, how do they deal with challenges, family conflict etc. How do firms transfer across generations, was there any truth in the old proverb 'rags to rags in three generations'? The decision to undertake an evolutionary study, which

traces change over time, of two family firms across three generations of their existence was of particular interest.

This study commenced with a review of the current family business literature streams. Family business as a field of enquiry has increased steadily since the late 80's. The initial focus of research being directed towards construction of a definition, following an editorial note in the first issue of 'Family Business Review' by Lansberg et al., (1988). Much of the early publications on family business research concentrated on the issue of what constitutes a family business with scholars proposing definitions based on how the family is involved in firm ownership and management structure. A more detailed review of the literature will be presented in Chapter 2, however the point being is that the themes covered in the literature to date (with some notable recent exceptions), are largely thematic and static in their nature.

From a theoretical perspective this research presents a novel process based theoretical framework on family business evolution over the course of three generations of the family firm. The framework presented will deepen and enrich our understanding of how family firms evolve over time with the additional value of a rich contextual setting. Theoretical development in longitudinal family business studies is in its infancy and there is a growing demand in the literature for more research in this particular area. (Sharma et al., 2014).

From an empirical perspective this research addresses an existing gap in the current body of literature through the provision of two longitudinal case studies which evaluate the history of two firms since inception to date with the view to understanding the critical aspects that the owners had to deal with during their transitional phases between the first, second and third generation of the firms existence. The study concludes with an overview of critical areas that require attention from a family business perspective in relation to succession management and strategic business management.

From a methodological perspective the research adds to the growing body of interpretive, longitudinal, process studies in the family business domain. Using the provision of two longitudinal case studies as an overarching methodology as a means to conduct the research is ultimately a combination of two approaches (process and case methods). Undertaking a case based study in two real life settings allows the provision of a deeper more comprehensive understanding of the interplay of dynamics between the family, the business, and the family within the business setting. All of this being underpinned by historical context leads to a fuller understanding of how both family firms evolved over time.

From a practitioner perspective this research provides two real life longitudinal case studies, which outline how the two family firms under review, have evolved over time. Case studies provide a powerful learning tool for academics and students as they allow the reader to explore real life events and learn

from their outcomes be, they positive or negative. This approach allows the reader to ponder alternative solutions/resolutions and discuss possible alternative outcomes in a safe and risk free environment.

An emerging theme from many of the literature sets is the need for further studies into the domain of family business that focus on the dynamic of transgenerational processes and the contextual factors that influence the evolution through the passage of time. This gave rise to the research question '*How does family business evolution affect long term sustainability of the family firm?*' Research to answer this question presents an opportunity to contribute to the growing base of empirical family firm literature.

In summary, the combination of researcher interest, and an identifiable gap in the existing body of research on family firms provides justification for this study. The value created by such a study not only to the researcher in terms of satisfying a quest for knowledge, nor in the call from the literature for additional longitudinal studies (Zahra, 2018; Tabor et al., 2018) but in the contribution of this research to both practitioners and academia.

1.3 Research Methodology

The formulation of a research question is perhaps one of the hardest things when deciding to pursue research. Following a number of iterations, once the research question had been finally decided it was decided that a qualitative/interpretive approach would be the most appropriate method on which to undertake the study. A full discussion and explanation of research methods considered for this study will be outlined in Chapter 3. However, in summary an interpretive approach is considered appropriate to research that is exploratory in nature (Walsham, 1995b), in addition the concept of evolutionary studies means that they involve change over time which indicates that a process inquiry would be suitable for family firm evolution over three generations. Research of family firms facilitated by a process enquiry, allows the examination of family organisation behavior, their activities and events occurring over time and in context within a real life case setting (Langley & Tsoukas, 2010, Pettigrew, 1997).

1.4 Thesis Structure

The thesis comprises of eight chapters as outlined in Figure 1.0 later in this section.

Chapter 1 is an introduction to the study. This chapter provides an introduction to the research topic and a presentation of the structure of the thesis is also provided.

Chapter 2 gives a review of the current body of literature on family business. The definitional issues are addressed and the importance of the three circles model for understanding relationships which can exist within the family firm, and the key themes which have emerged from family business studies to date. The literature review also examines the themes which underpin this research. Literature on entrepreneurship and the schools of thought are reviewed, and the overlap between entrepreneurship and family business literature, entrepreneurship and tourism and clustering is also explored for its relevance in the forthcoming case studies. Strategy literature streams are also explored for their relevance for family business, in particular, issues regarding entrepreneurship and strategy, corporate governance, succession and gender issues have particular relevance for the case studies in this research. Finally, a review of organisation evolution literature is undertaken and this chapter culminates with a presentation of the major family business articles published between 1996 and 2010 which shows the growth in family business as a topic for research and the subject areas of interest.

Chapter 3 This chapter presents the reader with justification that a qualitative/interpretive process driven research study in a case based setting is the most appropriate research methodology for this study.

Chapter 4 presents an overview and discussion of the selection process of the two family firms which form the basis of this study. It outlines the preliminary considerations and shows how the final decisions were undertaken in the case selection.

Chapters 5 & 6 presents the two case narratives, The Gleneagle Hotel, and the Southern Fruit Company. The Case reports follow the longitudinal narrative format and span three generations of the family firms. Qualitative data is used, and the case reports are broken down into generations and time periods to provide a clear and logical understanding of events as they occurred over time. The first case follows the evolution of the Collins family and The Southern Fruit Company while the second case discusses the story of the O'Donoghue family and the Gleneagle Hotel. Both cases follow the evolution of the family and the business within the context of the macro environment and their business.

Chapter 7 provides a cross case analysis at the macro meso and micro levels. The chapter also outlines how the research was conducted and the details of how the data was analysed which ultimately resulted

in the development of a theoretical framework consisting of seven distinct phases of family business evolution.

Chapter 8 describes in detail the theory of family business during its evolution across generations providing a comparison of the findings with the body of existing literature on family business. This chapter concludes with a discussion of the implications of the emergent theory for academics and practitioners.

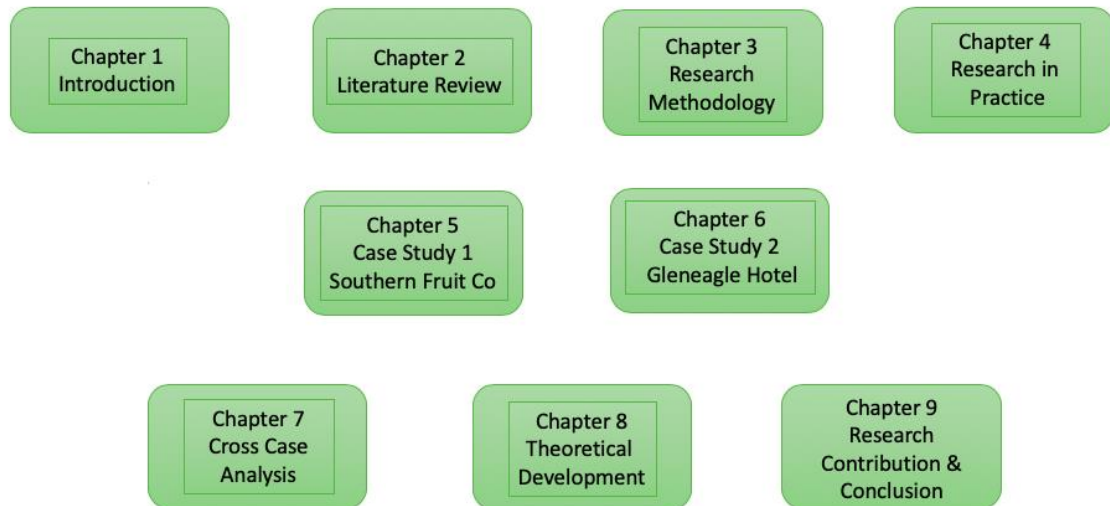
Chapter 9 covers the research contributions and an assessment of the limitations of the research presented, with recommendations for future study and an evaluation of the research in terms of addressing the aims and objectives of answering the research question:

'How does family business evolution affect the long term sustainability of the family firm?'

1.5 Conclusion

Chapter 1.0 outlines the background and justification for undertaking this research. It presents the potential contributions it will make from a theoretical, empirical, methodological, and practical perspective. The chapter also gives an outline of the structure of the thesis to provide a clear line of sight through the research process.

Figure 1.0 *Structure of the Thesis*



Chapter 2 - Literature Review

2.1 Introduction

This research study seeks to investigate the process of family business evolution and to assess if the processes involved are replicated across generations.

When initiating any research project, it is incumbent on the research to conduct, a review of the existing body of pertinent literature within the field of interest. Therefore, an initial review of the family business literature will be undertaken. It is broadly accepted that family involvement in the ownership, managerial and governance aspects of the family firm affects family businesses (Carnes & Ireland, 2013; Chrisman et al., 2015). However, little has been researched regarding the family specific characteristics that affect the family inputs, processes and outcomes. (Carnes and Ireland, 2013; Konig et al., 2013). Much of the existing research on family business innovation has been carried out by existing family business researchers, and in parallel, mainstream research on firm processes has not considered the effects of family variables in their work. (Kraus et al., 2012; Chrisman et al., 2015).

It is necessary to explore what are the theoretical foundations underpinning the literature, and why these theories are chosen within these domains and to ascertain which theoretical perspective to be most advantageous to this study.

Following an investigation of the wide body of literature, a research framework can be developed to address the research question which emerges from the gap in the extant literature.

2.2 Family Business Research Domain -

Systematic Literature Review of Family Business Literature

A systematic literature review requires that it is structured, transparent and can be replicated in selection and assessment of the scientific contributions (Tranfield et al., 2003). Peer-reviewed journal articles have been selected as the reference materials, for this literature review.

The Handbook of Family Business Research (Poutziouris et al., 2008) indicates that the first peer-reviewed article in family business research was published in an academic journal in 1961 (Trow, 1961). Therefore using 1961-2017 as a timeframe an initial search of academic databases was conducted.

The literature search was conducted using 5 consecutive steps:

Step 1: Search for articles with selected keywords.

In keeping with recommendations from previous literature reviews (Tranfield et al., 2003; Thorpe et al., 2005; Rashman et al., 2009; Nielsen, 2010; Keupp et al., 2012), the first step involved a search using the keywords ‘family’ and ‘innovation’ in the titles. This resulted in a total of 2871 hits. Following an initial sweep to remove duplicates from the list of articles, the sample was reduced to 1456 papers. Through the process of merging the results from different databases and repeating the removal of duplicates and non-relevant material the number of articles under consideration was reduced to 671 to progress to Step 2.

Step 2: Title and Abstract Analysis

Following the recommendations of Pukall and Calabro (2014), all the titles and abstracts of the remaining 671 articles were read to assess their relevance (Rashman et al., 2009). Following a period of examination of the titles 406 articles were discounted as they were deemed to fall outside the remit of this study. (Bakker, 2010; Keupp et al., 2012; Adams et al., 2016).

Step 3: Full Text Assessment

The third step involved reading the remaining 265 full texts (David and Han, 2004; Bakker, 2010). After further consideration, 87 articles were selected for the final sample.

Step 4: Manual search and citation tracking

The final stage involved a manual search and citation tracking (Rashman et al., 2009; Adams et al., 2016; Nabi et al., 2017). Following this process, a further 37 articles were included which concluded with a final sample of 121 articles. This process is represented in Table 2.0 below.

Table 2.0: *Systematic Literature review procedure*

Filter	Description	Sub-Total	Total
Step 1	Search for articles with selected Keywords.	2871	
	Merging articles from various databases	1456	
	Business Source/Elsevier/ABS and Deletion of duplicates	671	
Step 2	Initial sweep of Titles/Abstracts and removal of non-relevant material	265	
Step 3	Eliminating non-relevant articles after reading in full	84	
Step 4	Manual search and citation tracking	37	
Step 5	Final Sample		121

Overview of results

The distribution of the results per year shows that the topic of innovation and family business research is still at the early stages. Starting from the earliest contributions in 2001, interest among scholars started to increase from 2009, culminating in 2017 with 28 published articles primarily in *Family Business Review* (12 articles), *Journal of Product Innovation Management* (11 articles~) and, *Entrepreneurship Theory and Practice* (8 articles). Of these 28 articles one-third compare family firm performance to non-family firms (Llach and Nordquist, 2010; Bergfeld and Weber 2011; Block 2012), and of these, one third propose that family firms are less innovative than non-family firms (Rosessl et al., 2010; Durendez et al., 2011). As a final consideration, the geographical spread of the data contained in these articles covers US, Europe and Asia.

Theoretical Analysis

The majority of articles under review use a multi-theoretic approach (Miller and LeBreton-Miller, 2006; Roessl et al., 2010; Konig et al., 2013; Sciascia et al., 2013; Bennedsen and Foss, 2015; Chrisman et al., 2015a; Chrisman et al., 2015b; Veider and Matzler, 2016; Feranita et al., 2017; Wright, 2017).

A minority of the articles consulted utilize the resource-based view of the firm (Barney, 2001) and in particular how family involvement and family resources influence innovativeness (Carnes and Ireland, 2013; Penney and Combs, 2013). ‘Familiness’, i.e., the unique synergistic resources and capabilities of family firms (Habbershon and Williams, 1999) can influence the propensity towards innovation

depending on the bundling of the resources and the pioneering attitude of family members, (Sirmon et al., 2007). The harnessing of the resource of family social capital can have a positive effect on innovation as it harnesses trust, moral structure, family norms, networking and collaboration (Andrade et al., 2011). Rau (2014) suggests that the family itself is a source of ‘valuable, rare, inimitable and non-substitutable (VRIN) resources’ that are the basis of competitive advantage. Such a view draws on the concept of ‘familiness’ (Habbershon and Williams 1999), which incorporates intangible assets such as trust and unity to explain why family firms can outperform non-family organizations (Chang et al. 2008; Reuf 2010). A critique of this approach is found in Howorth et al. (2010) where they assert that ‘intertwining’ business and family can create liabilities by owners seeking to protect assets at the expense of sustained entrepreneurship. Consequently, opportunity recognition, utilisation of resources and the development of longer-term strategies, processes and structures are strongly influenced by the family system (Jayawarna, Jones, and Macpherson 2014). Uhlaner et al. (2012, 6) define the ‘entrepreneurial family’ as one ‘that is focused on growing family wealth and protecting family wealth through of business value creation’ (Habbershon, Williams, and MacMillan 2003). Entrepreneurial families are generally embedded in ‘overlapping social systems’ including a broader group of family members.)

Utilising agency theory Bennesen and Foss (2015) propose that family firms are underpinned by family characteristics with innovation being stymied by their risk aversion, rigidity, inbuilt nepotism and family competition and conflicts. Rigidity can often be a barrier, especially in trans-generation firms due to the existence of emotional ties to existing assets and business models and the later generations being less innovative than founding generations (Wright, 2017).

Family Business academic research has increased steadily since Craig Arnoff’s article ‘Megatrends in Family Business’ was published in 1988. Pre-1980’s there exists a distinct lack of research in the area of Family Business (Heck et al 2008) despite the existence of studies, which show the importance of the family business entity in many economies. (Burkhart et al 2003; Claessens et al. 2002; IFERA 2003 (International Family Enterprise Research Academy); Villalonga and Amit 2006.

There is general acceptance of the important contribution of family businesses to economies worldwide and within the literature itself. Astrachan and Shanker (2003) found that family businesses in the US contribute 89% of tax returns, 64% of GDP, and employ approx. 62% of the total workforce. The results are mirrored in the works of Morck and Yeong (2004) and Neubauer et al, 1998.

Taking this as the starting point the growth in the research of Family Business is reflected in the number of family business articles published. In 1996 a total of 35 articles were published, mostly in the Family

Business Review, which as its name indicates is dedicated to the publication of articles relating to Family Business. To highlight the growth of the interest in the area, in 2010, the number of articles published in the top management journals had risen to 95 during that year, (for example – Journal of Management, AOM Journal, AOM Review, Family Business Review). The majority of these articles were published in the Family Business Review and other management journals – (Table showing family business articles published in Appendix 1).

2.2.1 What is a family business? – The definition dilemma

The definition of a family business has been an ongoing dilemma for scholars. This was the question posed by Lansberg et al., (1988), when suggesting that until a consensus could be reached on what a family business is, scholars would find it hard to build on existing work and so hindering the development of a knowledge base. Similar observations have been noted as scholars continue to build on the body of research, despite the lack of a clear definition of what constitutes a family business. The difficulty for scholars therefore is the ability of the domain to build constructively on existing research. (Handler, 1989; Wortman, 1994a; Zahra & Sharma, 2004).

Acknowledging the diversity of firms that fall under the heading of ‘family businesses’, a number of scholars have made serious attempts to capture the diversity and reconcile the various definitions in the literature. (Astrachan & Shanker, 2003; Chua, Chrisman & Sharma, 1999; Handler, 1989; Heck & Trent, 1999; Klein, Astrachan & Smyrnios, 2005; Sharma & Nordqvist, 2008; Westhead & Cowling, 1998). Nevertheless, regardless of the definition used, family firms are now acknowledged as the predominant form of business enterprise worldwide. (Sharma et al. 2012).

Two dominant approaches have emerged from the literature in defining a family business and distinguishing them from other forms of organisations. Chua, et al (1999), identifies them as the *components* approach and the *essence* approach. The components approach discusses the nature and extent of family involvement in the business (Miller, Le-Breton Miller, Lester, & Canella, 2007; Sciascia & Mazzola, 2008). The essence approach highlights the aspirations of the family as well as family involvement, since it is the synergy between the two factors that results in performance and behavioural consequences for the business (Holt, Rutherford & Kuratko, 2010; Klein et al., 2006). Yu et al’s (2012) review of the dependent variables in 257 empirical studies published between 1998 and 2009 in peer-reviewed journals concludes that family business research is concentrated on a set of independent variables that are related to family involvement in management, ownership and family firm governance issues. Other peer reviewed journals show that 327 dependent variables have been used in the literature.

The conclusion that Yu et al (2012) draw from this piece of research is that, contrary to established business disciplines, such as management, finance, marketing, and IT, that investigate how independent variables are related to a few dependent variables, family business research is concentrated on how a few independent component related variables are related to many dependent variables such as organisation performance, financial performance, strategy content, and investment policies which have measurable family and business related behavioural consequences.

The importance of these findings for scholars is that it supports the consensus that it is the unique dynamic created by the reciprocal role of family and business that distinguishes family business studies from other disciplines that are focused on topical issues of central importance to other organisational types (Astrachan, 2003; Rogoff & Heck, 2003; Zahra & Sharma, 2004). The emergence of the gaps in our existing body of literature which remain are the ‘how’, the ‘why’ and the ‘when’ of the family and business relationship.

According to Chua (1999) a family business is “*governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families.*” (p.25)

Chua’s (1999) definition includes findings from the literature as it reflects Donnelly (1964), and Shanker and Astrachan’s (1996), findings that the policies and dynamics of the businesses are influenced by the family. The use of the word coalition in Chua’s definition is important as it reflects Cyert and March’s (1963) contention that family firms can have both economic and non-economic goals.

In contrast to the Chua definition the definition from the ‘familiness’ perspective, which is proposed by Habbershon and Williams (1999) and Habbershon et al (2003) is based on the Resource Based View of the Firm and it is that:

“Family firms should be distinguished by the presence of the unique and synergistic resources and capabilities arising from family involvement and interactions between family members.” (p.11)

These two definitions are fundamentally different as the Chua (1999) definition entails only behavior within the family firm, however the Habbershon (2003) definition requires the behavior to produce ‘unique and synergistic’ outcomes.

Habbershon's definition is based on the Resource Based View of the firm and the issue of 'familiness' is important to this study as it identifies the use of a particular set of resources created by the family unit for the benefit of the firm.

Based on these two definitions Chrisman (2005) divided the field of family business research into two areas – Family Involvement and Family Essence approaches.

The Family Involvement Approach includes:

- Ownership
- Governance (Directorship)
- Management
- Trans-Generational

The Family Essence Approach includes:

- Intent of Family Succession
- Identification as 'Family Firm'
- Unique and Synergistic resources
- Preservation of Socio Emotional Value.

Chrisman (2012) has further developed this thinking to question whether the family essence approach to family firms can be linked to the non-economic goals of the firm. The literature therefore is currently approaching a view that the family involvement approach can be used to differentiate family firms from non-family firms and that the family essence approach can be used to differentiate between the different types of family firms which exist. (Chrisman et al., 2012; Hoy and Sharma, 2010).

Habbershon and Chrisman have developed the family resources concept and identified that the family unit produce 'unique and synergistic' resources for the firm. However, the research fails to investigate what is the impact of these resources for family firms when compared to non-family firms.

Mie Augier and David Teece (2008) discuss the maximization of 'Dynamic Capabilities' of the firm through the combined actions of organization leadership and management and strategic decision making for the performance outcomes of the firm.

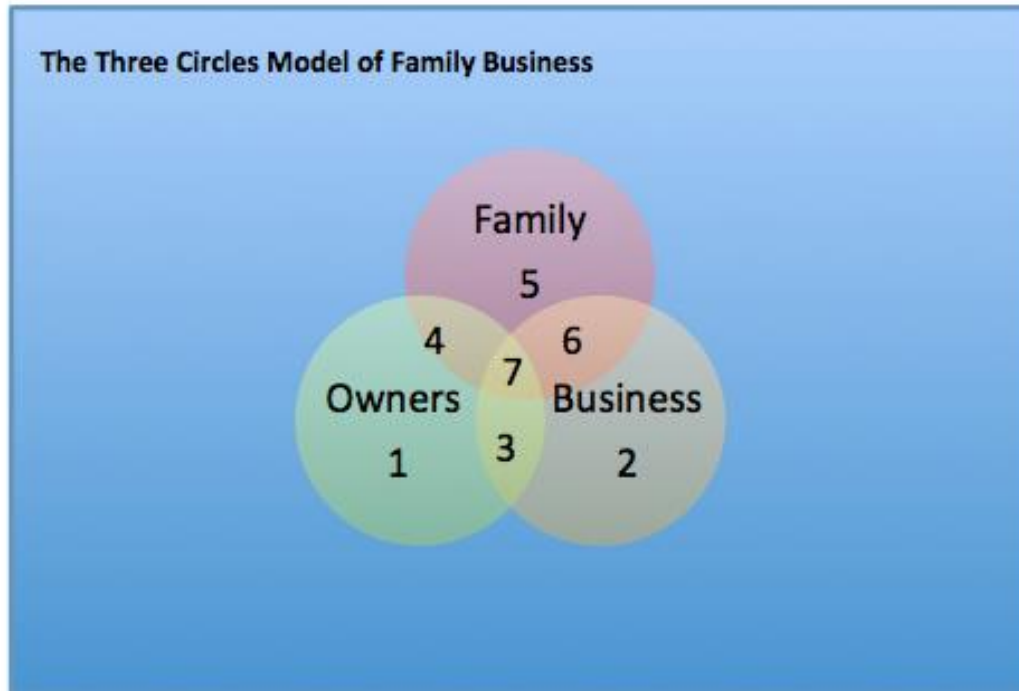
It could be argued here that these two concepts are not that different in that they both are looking at unique resources at organization level which when maximized produce 'unique and synergistic' resources or 'dynamic capabilities' which ultimately give the organization competitive advantage.

For the purpose of this research, the definition of what constitutes a family business must capture the family being involved in ownership, management and governance by family members that harness the family resources to influence synergistic outcomes, intention for success and involvement in the economic and non-economic goals of the firm.

2.2.2 The Three Circles Model

In order to understand the key relationships that are involved in family business Taguiri and Davis, (1982) developed the 'Three Circles Model', which shows the possible combination of roles of family members within the firm. This model is a useful tool for examining the literature on family business, as the complexity and combination of possible relationships can be the source of advantage and conflict within the firm.

Figure 2.1 – 3 Circles Model of Family Business



Source: Three-Circle Model developed by Renato Tagiuri and John A. Davis. Found in “Bivalent Attributes of the Family Firm.” 1982. Working paper, Harvard Business School, Cambridge, MA. Reprinted 1996, *Family Business Review*, Vol. IX, No. 2, pp. 199–208.

Roles

1. External investors, who own part of the business, but who do not work in it and are not members of the family.
2. Non-family management and employees.
3. Owners who work in the business, but who are not family members.
4. Family members who own shares in the business, but who are not employees.
5. Family members who are not actively involved in the business as either employees or owners.
6. Family members who work in the business, but who do not own shares.
7. Owners who are also family members and who work in the business.

In terms of organisational form, small and medium size enterprises operating at the cusp of the three circles of ownership, management and family systems were the primary interest of scholars in the formative years of research (Davis, 1982). Research interests broadened in the late 80’s and early 90’s

to examine small and medium privately held businesses (Sharma, et al., 2007). The field of research expanded with the growing scholarly interest in the field and by the late 1990's researchers examined the influences of the family systems on the behaviour and performance of some of the largest organisations worldwide. (LaPorta et al., 1999).

The first decade of the 21st century has seen expansion of the field of research to include publically held and privately controlled family firms. (Sharma, 2010b, 2011). The primary unit of analysis has been the firm with inclusion of the family and specific individual analysis. (Salvato, Minichilli, & Piccarreta, 2012; Sciascia & Mazzola, 2008; Stafford, Dundan, Danes, & Winter, 1999). There have been calls within the literature for additional research on transgenerational entrepreneurship, and entrepreneurial exits, and the need to examine business families who frequently operate multiple ventures and engage in transforming, shedding and acquiring ventures over time (Salvato, Chirico, & Sharma, 2010; Sieger, Zellweger, Nason, & Clinton, 2011; Zellweger, Nason & Nordqvist, 2012). Therefore, research must not only continue on the individual, family and organisational levels of the business, but also must include the extension to separate business units controlled by the families in order to capture a better understanding of these enterprising families. (James et al., 2012; Litz et al., 2012; Moores, 2009; Stewart & Hitt, 2012).

2.2.3 Key Themes emerging in Family Business Literature

In the article 'Trends in Family Business Research' (Benavides-Velasco et al 2011), have categorised the themes of research following an analysis of publications.

Their findings are in order of publication popularity:

1. Succession Planning/Protocols/ continuity
2. Professionalisation (incentivising non-family executives)
3. Management and Organisation Theory
4. Strategy Management and Organisation Change
5. Entrepreneurship and Innovation
6. Human Resource Management
7. Gender and Ethnicity
8. Globalisation and Internationalisation
9. Distinctiveness/Resource Management/ Competitive Advantage
10. Culture
11. Corporate Social Responsibility and Ethics
12. Marketing

13. Production Management
14. Governance (board/directors)
15. Business performance and growth
16. Interpersonal family dynamics
17. Conflict
18. Financial Management/Capital markets/liquidity and fiscal issues
19. Macro Systems (economic policy)
20. Estate and tax planning
21. Family Business Education and consulting
22. Business History

A secondary search of the literature using three literature reviews which have been undertaken ‘Charting the Future of Family Business Research: Perspectives from the Field’ (Litz et al 2011), Handbook of Research on Family Business (2nd Edition) (Smyrnios et al 2013) and Family Business Studies – An annotated bibliography (De Massis et al 2011). I formulated a breakdown of the themes emerging from the reviews. The breakdown is as follows:

Goals and Objectives	1%
Strategy formulation	25%
Control	33%
Management and Ownership	15%
Organisation Performance	10%
Strategic management perspectives	11%
Other (tax avoidance – links to GDP)	<u>5%</u>
Total	100%

This breakdown concurs with the top 5 topics in publication popularity (shown below) which will inform the literature search for this review:

1. Succession Planning/ Protocols / continuity
2. Professionalisation (incentivising non-family executives)
3. Management and Organisation Theory
4. Strategy Management and Organisation Change
5. Entrepreneurship and Innovation

The sustainability of family businesses has focused attention on the inter-relationship between ownership, succession and management. The success of family businesses depends upon the successful integration of these three elements (Gersick, *et al.*, 1997; Fletcher 2000).

There is general agreement among scholars about the relevance of both the entrepreneurship and the family firm fields, and several claim that family is '*the oxygen that feeds the fire of entrepreneurship*' (Rogoff and Heck, 2003). To date, however, there remains much to know about the kind of relationship between the two domains. Some scholars contend that there is an overlap between the entrepreneurship and family firm fields (Debicki et al, 2009). Other scholars contend that they are related disciplines (Anderson, 2004, Jack, 2012 and Dodd, 2010) that have to a great extent been developed independently (Nordqvist and Melin, 2010). A third group sees the growing family firm literature as the emergence of a specialty firmly rooted in the entrepreneurship field (Teixeira, 2016).

Despite the fact that research of entrepreneurship and family business have developed relatively independently, there is, a notable increase in studies that integrate both domains. An indicator of such interest is the increasing number of papers and special issues (e.g., *Entrepreneurship and Regional Development*, 2010; *Journal of Small Business Management*, 2008, and *Strategic Entrepreneurship Journal*, 2011) on this topic in both literature domains in the last 5 years.

2.2.4 Entrepreneurship and Family Business Literature

Entrepreneurship happens in combination with other factors, financial, human resources, economic climate, education background, and family resources. (Baumol 1990; Bains and Wheelock, 1997; Stafford et al 1999).

In Ireland the Small Firms Association (2000) has stated that the majority of SME's in Ireland are comprised of what is termed a 'Family Business'. Brendan Butler – Director of the Small Firms Association has stated that: "*The reality is that the vast majority of small businesses, especially those employing 10 people or less, are family owned, so the family venture is a huge part of the economic fabric of the Country.*" (Butler, 1995:29).

Chrisman (2002) shows the reliance of new ventures on family involvement at various levels and stages of development. Therefore, at some stage the majority of businesses were family based and conceived from an entrepreneurial concept.

The overlap of the fields of entrepreneurship and family business research are significant. Researchers for example Aldrich and Martinez 2001; Brazeal and Herbert, 1999, Chandler & Lyon, 2001, Shane, 2000, Shane & Venkataraman, 2000, and researchers into family business for example Dyer and Sanchez, 1999; Sharma et al., 1996, Upton and Heck, 1997, have some key elements in common.

Chrisman et al (1998) and Sharma and Chrisman (1999) propose the existence of a link between the creation of a new business and the match between opportunity and family resources. Selznick (1957) contends that family business entrepreneurs not only create businesses but family institutions. Tan and Fock (2001) show that family succession may be secured through the appointment of an entrepreneurial leader.

Family Business researchers tend to focus upon definitional issues – i.e. who owns/controls the business, operational involvement and succession. (Heck and Trent, 1999; Upton and Heck, 1997; Wortman, 1994). Entrepreneurship Research in general, follows the emergence of new venture opportunities, emergence of entrepreneurial education programmes, and exploitation of business opportunities through the process of innovation (Venkataraman 1997).

Current literatures emerging from the convergence of Entrepreneurship and Family Business researchers differ regarding the concept of entrepreneurial families. Some researchers contend that entrepreneurial activities are at their peak in the first generation of the family firm and that the firm must harness their unique capabilities to create mechanisms for value creation. (Arregle, Hitt, Sirmon & Very, 2007; Sirmon & Hitt, 2003; Zahra, 2010). Other literatures contend that it is the social capital of entrepreneurial families which other non-family firms find difficult to imitate (Habbershon, Williams & MacMillan, 2003).

Analysis of the literature indicates that the ‘familiness’ approach encompasses the use of ‘Unique and Synergistic Resources’ to create outcomes for the family firm. These resources whether intrinsic or tangible are nonetheless resources from which the firm benefits.

2.2.5 Entrepreneurship, Innovation and the Family Firm

Innovation literature has primarily focused on innovation opportunities and challenges in SME’s (Lee et al., 2010; Thorpe et al., 2005). Research has concluded that SME’s are characterized by their ability to make quick decisions, a willingness to take risks and their inherent flexibility in recognizing and responding to new market opportunities. SME innovation is dependent upon information obtained through partnerships rather than R&D research. (Love and Roper, 2015).

Current research by family business scholars have attributed both positive and negative attributes to family firm innovation. Negative characteristics include; the conservative nature of family firms (Habbershon et al., 2003), inflexibility (Kets de Vries, 1993), risk aversion (Morris, 1998), keeping

family control of the firm (Gomez-Mejia et al., 2007), reluctance to seek investment capital to fund innovation projects (Block et al., 2013).

The long term orientation and the multi-generational capabilities of family firms can positively influence innovation through the ability to take the long term view of risk and reward (Zahra et al., 2004; Craig and Dibrell, 2006; Llach and Nordquist, 2010). The hard to replicate resources of family culture and ‘familiness’, which foster a climate of trust and common goals are also sources of competitive advantage in family firm innovation (Dibrell and Moeller, 2011). However, it can be argued that the willingness of family firms to risk firm survival on innovation projects is limited and yet paradoxically innovation is linked to survival instincts and long term continuity. (Miller et al., 2015).

Given the strategic importance of innovation for the family firm a review of the current body of literature will examine the current state of the field and its theoretical underpinnings.

2.2.6 Entrepreneurship, Strategy and Family Business Literature

Strategy and entrepreneurship are interlinked as they both describe how a firm engages with an opportunity and the way in which the opportunity is harnessed and exploited towards creating a competitive advantage. However the distinction is made within the literature regarding the specific nature of entrepreneurial strategy versus strategy in other forms. (Murray, 1984). Entrepreneurial strategy is specifically focused on the development of new entrepreneurially based business directions. (Shane, 2003). It is necessary to highlight the difference in the use of ‘strategy’ from all its other guises in that we are specifically looking at strategic direction based on an entrepreneurially founded concept or innovation as distinct from strategic directions from general opportunities.

What are the key issues emerging from the Strategy literature, which can be applied to a family business?

Richie and Crouch (2003) link the emergence of entrepreneurial activities from SME’s in the development of the tourism industry. They propose that the strategies, structure and rivalry of these entrepreneurial SME’s follow porter’s (1985) theory of competitive advantage. Furthermore, the interdependence of small firms encourages inter-firm co-operation which become evident in the form of marketing alliances, sector associations and management structures. The number of small firms

operating in a tourism area allows for established firms to concentrate on their core competences while emerging entrepreneurial firms provide for the generation of new innovative practices to emerge.

2.2.7 Corporate Governance and the Family Firm

Governance and family business are one of the areas, which have received much attention in the literature streams.

The ownership structure of family firms immediately raises the question of agency issues because of the possible conflict of interests from owners and stakeholders (Jensen and Meckling, 1976, Roe 1994, Gomez-Mejia, Larraza-Kintana, & Makri, 2003).

In family run businesses the ‘controlling owner’ has control over the finances of the organization, which are aligned with the family wealth. Warfield et al (1995) contends that this situation increases stakeholder’s earnings potential, however Fan and Wong (2002) argue that this same situation can lead to instances where owners can maximize family wealth at the expense of shareholder interests and in addition the production of financial reports can be restricted due to the interests of the family and controlling owner.

In the Family Business literature resource-based theory argues that family firms generate unique intangible and tangible assets, sometimes referred to as ‘Familianness’ (Habbershon & Williams, 1999). Miller and Le Breton-Miller (2006, 2007) discuss how these are a source of competitive advantage. Corbetta and Salvato (2004) show that it is the stewardship (stewardship theory) of the family, which can act with altruistic tendencies, which at times means the interests of the family are sacrificed for the good of the firm. An example of this type of behavior is the tendency of owners of family firms to work long hours for the sake of the business, sacrificing family time. This is a sacrifice the owner is prepared to make in the likelihood that this investment of time will pay dividends to the family and, by default, other stakeholders at some later time.

2.2.8 Succession and the Family Firm

Involvement of new family members into the organization requires planning and is not without its challenges. Continuity of the family business is often cited as aspirational by the controlling owner. Expansion in the numbers of family involved in the business increases the resources of the firm (Barney, 1991, Habbershon and Williams, 1999, Bubolz, 2001, Arregle et al., 2007) seemingly reducing the need to attract outside resources whilst at the same time strengthening family control (Sirmon and Hitt, 2003).

In a family business the parent/child relationship is worthy of note. Parents are naturally protective of their children and seek to guide them from childhood to adulthood. This is a natural process of the parent/child relationship. This process continues until the children reach adulthood and 'leave the nest'. However, in a family business this parent/child relationship is sustained for a longer time due to the business involvement. This can lead to conflict regarding such issues as succession, involvement of spouses, non-involvement of siblings and inheritance issues. (Davis and Tagiuri, 1989).

Another issue for the introduction of an expanded family control base is the quality of the decision making process and result. Again, the issue of 'Agency' arises here and in fact through every issue in the family business and strategy literature 'agency, resource based view and stewardship and altruistic tendencies' arise constantly (Astrachan, et al., 2002; Klein et al., 2005).

Agency Theory highlights specific conflicts that arise when the owner of a business (the 'principal') gives responsibility to a delegate (i.e. an 'agent') (Fama and Jensen, 1983). Due to the divergent goals that exist between the principal and the agent and the position of authority that divides them and the wider availability of knowledge and information to the principal, conflict is inevitable (Eisenhardt, 1989). One of the underlying assumptions of agency theory is that the agent is seeking to maximize his/her own goals instead of that of the principal. In other words, the goals of both the principal and the agent are divergent and this is exacerbated by the inherently differing propensity towards risk of both the principal and the agent (Fama and Jensen, 1983). Besides the different goals of the principals and agents, principals are often in a position of supervising the actions of the agent, and assuming that the principal does not know all the actions undertaken by the agent, and that the agent has incomplete information of the goals and motivations of the principal, the existence of informational asymmetry exists between the two parties (Eisenhardt, 1989).

Initially, family business researchers assumed that family firms were not as influenced by agency issues as non-family firms due to the aligned interests of owners and family managers in those firms (Jensen and Meckling, 1976). As the field of research has expanded the issue of agency costs for family firms has been highlighted, due to nepotism (Schulze, Lubatkin, Dino and Buchholtz, 2001), and family firm succession (Aguilera and Crespi-Cladera, 2012; Chrisman, Chua, Steier, Wright and McKee, 2012; Pieper, 2010). Divergent goals and interests among the parties can arise if example the owner wishes the firm to continue with the preservation of traditions, whereas the successor may wish to introduce new practices in order to distinguish themselves (Bruen de Pontet et al., 2007).

In general, the issue of agency difficulties (agency theory) between ownership and control of the

organization is less of an issue for family firms but arises more frequently between owners and stakeholders. (Gilson and Gordon, 2013). It is the contention of this researcher that it is in the area of succession that the greatest examples of agency in family firms can be seen. As succession planning occurs, it may be that to avoid conflict among siblings and family members as to who will succeed the principal that the principal may engage in strategies of diversification and acquisitions of complementary businesses which align themselves alongside the main business. These businesses are acquired on the basis that they will be passed to a member of the principal's family, thereby reducing potential conflict among family members. Agency arises as the principal puts the interests of the family and the business above those of other stakeholders (Gilson and Gordon, 2013).

Agency can also be found when offspring of the founder exhibit behaviours not in keeping with the positive promotion of the business. The way parents and children form relationships and interact with each other can lay the foundations for future behavior in the family firm. (Eddleston and Kidwell, 2012). Parents can have 'blind faith' in their children (Van den Berghe and Carchon, 2003), and often act generously toward their children even when they become adults. Resulting behaviours can vary across the spectrum to include evading responsibility and incompetence. The implications for family business are that such behaviours increase a child's sense of entitlement and weaken their sense of connectivity to the business making them more likely to become an impediment to the firm. This is referred to as the 'Fredo Effect'. Inspired by the Godfather stories of Mario Puzo and films of Francis Ford Coppola, the character of Fredo Corleone is the epitome of a family member who are seen by other employees as an impediment to the family firm, and who are viewed by non-family members as obstacles to firm growth and their career development. (Kidwell, Kellermanns, Eddleston, 2011).

It may be aspirational from the controlling owner to allow the control of the family firm pass to offspring, however there is no guarantee that the offspring, as they develop into adulthood and have their own ideas of careers etc., will decide upon this career path, thus creating a dilemma for the future of the business (Lansberg, 1999). To counteract this some firms have introduced 'rules' regarding family involvement in the firm including the introduction of spouses, and succession and control from 1st to 2nd generation. Each generation must in turn evaluate who is best placed to control the business whether this is a single owner or collaboration amongst family members. (Raymond Institute, 2003).

Strategic planning and succession planning in privately held family firms are under researched themes in family business (Eddleston et al, 2013). Succession planning in particular is an underexplored area as much of the existing research has a managerial focus and lacks empirical findings, giving credence to the claim that research themes have been static and thematic (Eddleston et al, 2013). Family firm growth

is central to sustain the needs of an expanding family over time and to avoid the decline of the business (Poza, 1988; Poza, Hanlon and Kishida, 2004), while there is much still to be done in this area as there is a lack of research on family firm growth (Carlson, Upton and Seaman, 2006; Casillas and Moreno, 2010; Teal, Upton and Seaman, 2003).

The conservative nature of family firms causes them to avoid risk, work against strategic changes preventing the firm from growing in order to preserve family wealth. (Upton et al, 2001). Family firms which exhibit the fastest growth are the ones which do embrace strategic changes and are proactive in planning for the future (Upton et al, 2001).

Chrisman, Chua and Sharma (2005), claim that it is family firms who actively engage in strategic planning that are best positioned to capitalise on opportunities, thus enhancing their capabilities and opportunities for success. Strategic Planning involves the process of defining goals, evaluating alternatives and implementing strategic plans. This process of strategic implementation enables family firms to become adept at strategically planning for change and responding to challenges from the macro/micro environment. (Brinkman et al, 2010). Brinkman et al (2010) concluded that there is a direct correlation between family firms who actively strategically plan, and firm growth particularly for those firms who were approaching their first decade in business.

Penrose's (1959) theory of firm growth states that a firm's current growth rate will be influenced by the adjustment costs of, and changes to a firm's productive opportunity which arises from previous growth. Although Penrose (1959) considered previous organic growth on current growth, she failed to take account of previous acquisitive growth. Researchers have continued to examine firm growth and Johannisson (2011) proposes that organic growth and acquisitive growth constitute two distinct strategic choices for the firm, which can offer differing outcomes and impacts on the future organic growth of the firm. Links between networking and entrepreneurial growth in family firms can be investigated from both the perspective of the entrepreneur and the firm itself (Johannisson, 2002) The concept of organizing context, which refers to the action of entrepreneurs wherein their contribution to economic growth are affected by their networking choices for obtaining business intelligence, resources for their venture, and legitimacy (Johannisson, 2002). Strategic Alliances can be a method as a means for growth, with a particular focus on the use of formal or informal alliances as well as bona fide joint ventures to achieve growth (Weaver 2006).

The literature on succession has largely focused on the context of the succession of the CEO, whether the incumbent is from the family or an outsider, and post succession outcomes (Brady & Helmich, 1984; Shen & Cannella, 2002). Subsequent research has questioned the benefits succession from within the

family, and the contentious nature of the appointment of a successor for family relationships. (Bennedsen, Nielsen, Perez-Gonzalez, & Wofenzon, 2007).

Succession planning in family firms involves the development of family firm leaders so that tacit knowledge can be transferred (Chirico & Nordqvist, 2010; Miller & Le Breton-Miller, 2006). The process of succession planning involves the transfer of tangible and intangible resources across generations in an effort to ensure the continued growth and sustainability of the family firm. The adoption of a succession plan provides transparency and clarity to family members, thereby reducing the potential for conflict within the family. Furthermore, the process of communicating succession planning to family members can ensure a continued focus on the growth of the business as members are not embroiled in conflict regarding the replacement of leaders (Brun de Pontet et al., 2007).

From the generational perspective on strategic planning and growth, the first generation initiates the firms strategic management with a direct focus on growth. These strategies however can be dependent on the founder's expertise and goals (Gedajlovic et al., 2004).

Family social structures, routines and next generation engagement are key factors in the evolutionary process of family firms. Consideration of how these factors change, based on parental influence and the psychological control of the next generation engagement are central in the succession process. (Zellweger et al., 2019; Nason et al., 2018).

Gersick et al. (1997) discuss the prevalence of increased conflict when the 2nd generation of the family firm assume leadership. The heightened emotions and divergent family connections in 2nd generation family firms negative conflict can often arise which hinders the implementation of strategic plans (Minichilli, Corbetta & MacMillan, 2010). Stagnation can occur in 2nd generation firms where family rivalry can lead to the emergence of family firm politics which may lead to the emergence of conservative or poorly designed strategies in an effort to achieve consensus among siblings (Gersick et al., 1997). The negative effects of conflict and the compromised quality of strategic decision making impacts strategic planning and growth in 2nd generation family firms.

When family firms transition into the 3rd generation, growth is managed more like a non-family firm (Gersick et al., 1997). Their organisational development has matured (Sharma et al., 2003). Family firms in the 3rd generation enact formal growth strategies in order to accommodate the increasing number of family members (Jaffe & Lane, 2004; Miller, 1983). Family firm leaders in 3rd generation in order to meet the demands of family stakeholders for dividends, need to implement strategic plans that ensure firm growth as family members evaluate their ownership demand a return on equity (De Visscher, 2004).

In summary, current literature streams show the importance of strategic and succession planning to growth in 1st generation firms (Eddleston et al., 2013). The practical implication from the literature is that 1st generation firms place significant importance on growth and the future sustainability of the family firm across generations. Family firms in 2nd generation significantly, are often less likely to experience growth as a result of strategic planning but are more likely to experience growth through implementation of strategies relating to formalisation of governance mechanisms which direct the conduct of family members (Lubatkin et al., 2005). Finally, 3rd (and beyond) generation family firms strategic plans should reflect the need to adopt to change from the macro and microenvironments and not be reliant on founding strategies in order to pursue positive growth (Kellermans et al., 2013).

Gender and Succession

Evolution has been dominated by a patriarchal society (Brown, 1991; Murdock, [1945] 1965), where males are the natural family heirs and females exit the family group and through marriage become part of other family groups (Keesing, 1975). There are exceptions to this however it has certainly been part of expected behavior until fairly recently. This obviously has an impact on family business research as succession has predominantly been prevalent amongst male members of the family. (Handler, 1994; Morris, Williams, & Nel, 1996).

2.3 Imprinting and Family Business

Stinchcombe (1965) described the concept of imprinting which discussed how the influences from the founding environments of organisations endure long after the founding phase of the business. In families and in family firms traditions are passed across generations through stories, and rituals (Kammerlander, Dessi, Bird, Floris and Murru, 2015). This process serves to recognise the importance of ancestors who ‘imprinted’ organisational traditions which endure over time (Marquis and Tilcsik, 2013). Paradoxically the shared belief systems and traditions which help family firms succeed across generations can, for those family firms with an attachment to tradition, be a potential inhibitor of change (Lumpkin, Martin and Vaughn, 2008; DeMassis and Kotlar, 2018).

The importance of tradition in family firms is central to our understanding of how the firms identity, beliefs and traditions manage to prevail over time (Hammond, 2016). To family firm members, tradition dictates that family business traditions must be honoured and passed to future family business generations which can impede the innovation of future generations of the family firm (Voyatzaki, 2013).

The family firms ability to survive across generations is based upon its ability to remain competitive over time. If family firms remain true to traditions, they would lose their ability to retain competitiveness,

whilst if they chose to become purely innovative, they would be ignoring their core beliefs and identity which have shaped them over time, which is the essential paradox of family firm imprinting (Voyatzaki, 2013). The role of imprinting and how family firms handle this paradox is one which can be an important consideration for this study. Marquis and Tilcsik (2013) discuss the organisation in terms of being ‘richly textured and multifaceted’ which is in line with family firms. The dynamics of imprinting and the evolution of family firms over time, how layers of imprinting across generations affect transitional periods and times of flux or change are an area of interest. Which imprints continue over time and which ones diminish, how do they vary and do various imprints intersect and merge creating new imprints. Marquis and Tilcsik (2013) discuss the importance of the historical perspective and how it can serve to highlight organisational occurrences over time.

Applying imprinting to organisation studies can be traced to Stinchcombe (1965). In his essay ‘Social Structure and Organisations’. Although he did not use the term ‘imprinting’, it became synonymous with his work. Stinchcombe (1965) contended that in order to understand organisations, it was important to examine the period of time in which they were founded, the environmental factors affecting them, the firms structures in seeking to adapt to these factors and how these structures and patterns of behaviours persisted over time. Although his work was at industry level subsequent studies have examined founding firm level imprinting. Marquis and Tilcsik (2013) define imprinting as ‘*a process whereby, during a brief period of susceptibility, a focal entity develops characteristics that reflect prominent features of the environment, and these characteristics continue to persist despite significant environmental changes in subsequent periods*’. According to Marquis and Tilcsik (2013) there are three distinct elements:

1. The existence of short ‘*sensitive periods*’ which are temporally limited and environmentally influenced.
2. A change occurs and the business/organisation ‘*reflects elements of the environment*’ at that time.
3. The resultant change ‘*persists*’ over time, enduring despite future changes in the environment.

2.3.1 Family Business Ownership, imprinting and Identity

The ownership of family firms is described as ‘multifaceted’ (Hall and Koiranen, 2007). The Three Circles Model (Gersick et al., 1997) dedicate one circle to ownership and Nordqvist (2005) draws upon social symbolic ownership including social interactions and the symbolic nature of family business ownership and how that may be interpreted from both the internal and external environment of the firm. Hall (2003) contends that within the family business environment, family members express their self-identity through association with the business which facilitates continuity. The opportunity for founders

to imprint routines and symbols which become an intrinsic part of the organisational routines, structure and strategy which persist over time (Marquis and Tilcsik, 2013). The identity of family organisations have two dimensions, the family and the business. In the first generation both develop in parallel but following succession to the next generation the issue of the founders legacy and the imprinting effect on organisation identity arises (Boers and Ljungkvist, 2018).

There have been few empirical studies on the lasting effects and individual legacies of influential founders, leaders and entrepreneurs. The imprinting entrepreneurial influences can be seen through the introduction of new products or through effective business models (Hsu and Kenney (2005). The role of the individual entrepreneurial founder is discussed. The lasting imprinting effect of the founders initial decision making processes alongside the founders personality had a lasting effect on later organisational strategies, actions and outcomes, (Kimberly (1979) . Founders establish the core values and culture of the organisation. Founders typically have a majority ownership in the firm and decision making processes in this startup period concerning preliminary recruitment of staff establish the ‘norm’ in decision making for the organisation which may remain in place in subsequent generations of the firm. This pattern ‘locks in’ a certain way of doing things and perceptions on decision making processes which endure over time (Baron, Hannon and Burton, 1999, p.531).

2.3.2 Imprinting Over Time

A characteristic of imprinting is that it allows for the study of organisations at the level of the industry and community in which it operates, a stand-alone organisation, job routines and individuals. In consideration of organisation evolution and the role of imprinting time of change is discussed in terms of ‘sensitive periods’ (Marquis and Tilcsik, 2013). Sensitive periods are periods of transition and firms can experience numerous sensitive periods over time which allows for the examination of the layering of imprints. The consequences of imprinting for organisations must be viewed in terms of an understanding the historical origin of an imprint and how the imprint may or may not be used in its current setting. That is not to say that an imprint has altogether disappeared, but rather their effects and how they are demonstrated change over time and highlights the connection between the past and present. (Marquis and Tilcsik, 2013).

McEvily et al. (2012) discussed the importance of past associations and network history and how these connections may influence the present. The structure of the social network and its persistence has the imprint of the various sensitive periods therefore carrying with it the ability to replicate itself across

generations (Ahuja et al., 2012, p. 439). A network once formed and its structures established, new incumbents to the network imitate behaviours of the main network members. Imprinting facilitates a way to comprehend why and how history matters not only to organisations, but to wider communities, industries and in particular to family businesses.

2.4 Additional Themes emerging from the Family Business

Literature

Startup family firms are noted as being different from non-family firms (Chang et al. 2008; Reuf 2010). These firms consist of a variety of family connections which include parental, sibling and married couples (Hedberg and Danes 2012; Lansberg 1999; Ward 1997). There is, little research which examines the early stages of family firms (Alsos, Carter, and Ljunggren 2014. According to Morris et al. (2010), rather than following a blueprint (Shane and Delmar 2004) the creation of family firms is largely spontaneous, unplanned and unpredictable. Researchers have sought to combine the study of entrepreneurship and family business as it is acknowledged that the field of family business research has much to contribute to other literature streams. There is increasing evidence that family businesses out-survive non-family firms: *'they are more cautious, build-up slack resources, invest in longer-term relationships with stakeholders, and build more cohesive corporate cultures'* (Miller, Steier, and Le Breton-Miller 2016, 447).

The process of decision making in family firms includes the concept of 'sense making'. Sense-making focuses on ways in which those within organisations, confronted with ambiguity or uncertainty, *'seek to clarify what is going on by extracting and interpreting cues from the environment'* (Maitlis and Christianson 2014, 58). According to Selden and Fletcher (2015, 609) a *'sense-making subsystem'* is fundamental to the entrepreneurial process as a business idea becomes embedded in the routines and capabilities of a business. In addition, it is claimed that there has been 'insufficient detailed attention' given to sense-making in family businesses (Fletcher, De Massis, and Nordqvist 2016, 10). Sense-making can be combined with process theory to examine the interaction between entrepreneur and opportunity (Hjorth, Holt, and Steyaert 2015; McMullen and Dimov 2013; Moroz and Hindle 2012). As stated by Rondi (2016, 129) 'process thinking allows researchers to obtain a greater understanding about the micro-processes of change'.

According to Chua, Chrisman, and Chang (2004) the performance of family businesses varies according to where in the life-cycle family involvement occurs. So-called 'born family firms tend to have entrenched values, cultures and structure arising from family involvement' (Chua, Chrisman, and Chang

2004, 38). In contrast, 'made' family firms are founded by an owner-manager and other family members join as the firm evolves. Aldrich and Cliff (2003) develop a conceptual model of the family system which incorporates transitions (births, marriages, and deaths), resources (financial, human, informational) and the contribution of family norms and values, which influence the process of new venture creation. How founding generations engage with the next-generation is a key factor in determining the success and continuity of family firms. These relationships are a core consideration in the way such engagements evolve. (Garcia et al., 2019)

There is also literature examining the role of conflict (McKee et al. 2014) and emotions (Brundin and Härtel 2014) in family firms. Conflict can stem from sibling rivalry, marital discord and transgenerational tensions. (Kellermanns and Eddleston (2004). Family members may also be 'locked-in' to the business, which where conflict can be the inevitable outcome. The dysfunctional nature of relationship conflict is created by negative emotions such as anger, distrust, animosity and rivalry between family members (McKee et al. 2014). Although relationship conflict affects firm performance negatively, 'cognitive and process conflict' can improve decision-making by increasing the number of viable alternatives for the business (Kellermanns and Eddleston 2004). Similarly, emotions can have a positive impact on performance by encouraging a 'collective psychological ownership' as family members regard the business as a collective enterprise (Pierce and Jussila 2009). Nicholson (2014) noted that family firms are vulnerable to conflict arising from a number of relationships including parent-offspring tensions and competition between siblings. Such relationship tensions may not disrupt the family firm because of 'the desire to help and support family members, whether they be siblings, parents or offspring' (Nicholson 2014, 129). There is also a suggestion that early emotional experiences can have an 'imprinting effect' that sets a course for the future of family firms (Stanley 2010). When uncertainty is highest, decisions are based on intuition and emotion rather than the objective analysis of historical data as in established organizations (Miller and Friesen 1984). The specific characteristics of family firms have substantial implications for the governance structures, stakeholders, planning horizons, capital structures and managerial motivations (Morris et al. 2010). In summary, the nature of the family unit and their interpersonal relationships will influence entrepreneurial activities during the creation of a family-based business (Howorth et al. 2010).

Familial influences on habits include inherited characteristics such as degrees of conscientiousness and self-discipline (Shane et al. 2010). Parental values can also shape 'habits such as timeliness and frugality' and these attributes could contribute to 'successful start-up activities' (Aldrich and Yang 2012, 10). They are influenced by previous experiences and long lasting self-sustaining qualities'. The Individual habits of nascent entrepreneurs underpin emerging routines in new businesses (Aldrich and Yang 2012; Cohen,

Levinthal, and Warglien 2014). Baron (2008) proposed that emotions and feelings are central to the habitual responses by entrepreneurs during the founding stages of a business. This means that effective entrepreneurs do not waste time and effort trying to achieve optimal solutions. Rather, entrepreneurs understand that they have to compromise and make the best of existing resources (Baker and Nelson 2005). In the context of new business ventures, entrepreneurs' habitual behaviours, rules of thumb for problem-solving and sense making, combine to establish rudimentary routines concerned with activities such as developing a simple business model based on the pricing of their products or services (Zahra, Sapienza, and Davidsson 2006).

2.5 Organisations and Evolution Literature

We have become so familiar with the term 'organisation' and accept 'organisations' as being a central component of modern societies. Early organisations were formed to solve a perceived 'problem' which included the railway companies which were established to solve the problem of transporting people and goods across distances (Chandler, 1977). Another definition is that organisations are '*goal-directed, boundary-maintaining, and socially-constructed systems of human activity*' (Aldrich, 1979). Modern organisations include large IT companies such as Google, which have been formed in response to the explosion of new technologies and their availability to a large population.

Organisations are not static. History has shown the transition of organisations from the industrial revolution to modern day entities. In 'Organisations Evolving', Aldrich and Ruef, 2006, write about the evolutionary process whereby practices and processes emerge, are retained and some are discarded. This process is rooted in the origins of the organization and how it manages to deal with change over time.

2.5.1 What is evolution?

What do we mean by evolution and how does this apply to organizations?

We have become familiar with the concept of evolution from Darwin and the development of his ideas through sciences; psychology, biology etc. The central theme in evolutionary theory is 'modification by descent' and reproductive fitness', which leads to 'survival of the fittest'. The overarching use of the term evolution has come to symbolize 'change', and how it is captured over time (Aldrich & Ruef, 1999, 2006)

Modification by descent is the model of 'variation, selection and retention (VSR) (Campbell, 1965) where characteristics, features, and processes become discarded or modified over time. This process of evolution is continuous and is evident over generations of peoples or in this case – organisations.

Durand (2006, p.126) defines organization evolution as *'a series of events causally linked together, that involve at different levels of analysis one or more organisations that may, but do not necessarily, alter their essential characteristics, and may or may not proceed toward an anticipated ending.'*

Evolutionary theory is often used by management and organizational researchers to describe change. It is often used as a meta-theory to explain phenomena in tandem with other theories. Organisation Evolution literature varies depending on the perspective taken, population ecology, evolutionary economics and the dynamic capabilities perspective.

Current evolutionary literature has addressed family business through social interactions and family relationships. In particular patriarchal relationships have been explored as part of the literature on succession. (Handler, 1994; Morris, Williams, & Nel, 1996). This is identified in the literature as a potential weakness for family businesses as the future of the business depends on production of an heir with the 'right' capabilities to ensure the future of the business. (Bennedsen, Nielsen, Pérez-González, & Wolfenzon, 2007).

Nicholson (2008) uses evolutionary psychology to explore the dynamic of family relationships, with particular emphasis on conflict and co-operation within the family business setting. This research is important in the context of family business research as it expands the field of evolution into the family business setting.

In 'Organizations and Organizing' Scott and Davis 2003 argue that organisations exist as a complex set of social processes which are dynamic in nature. Individuals are 'constrained by, make use of, and modify existing structures'. They go further by claiming that 'when organisations are the characteristic structures in society, understanding how they operate can shed much light on the biographies of their participants'. Clearly, we have evolutionary theory operating at both firm and industry level. This study is concentrated at firm level analysis. At firm level, debate exists among scholars regarding the stimulus to cause change. The concept of variation, selection and retention of initiatives in response to environmental stimuli or strategic selection is best taken in the context of overall firm evolution rather than single incident reflections. Consider then the role of the 'family' in the family business environment. Family businesses are not isolated in their relationships nor in their business environment. Reversing the thrust of Scott and Davis' work it may also be claimed that in a family business organization understanding how the family dynamic operates can equally shed much light on the biography (and by default the evolution) of the organization?

Family relationships are important but are not the only considerations in family business evolution. It is

therefore necessary to take the organization as its own entity and look at how it has evolved over time and the impact family ownership has had in that process.

2.6 Theories emerging from the Literature

2.6.1 Process and variance models

As indicated earlier in this literature chapter, family business as a field of research has experienced significant growth over the past decades (Short, Sharma, Lumpkin and Pearson, 2016). This growth has driven the emergence of complex research questions and theories. This in turn drives the development of improved research methods and analytical skills. In order to understand the data that this study will gather there is a need to utilize a model which will act as a mediator between theory and data (Morrison & Morgan, 1999; Van de Ven & Poole, 2006). For the purpose of this study a model will serve as a tool through which investigation and learning occurs about family business.

There are two main process models used in research. These are Process Models and Variance Models. Process models examine events and narratives and are best suited to answer the ‘How does’ type of questions whereas the Variance Models examine the relationship between dependent and independent variables to examine the ‘What are’ questions? (Van de Ven & Poole, 2006). Mohr (1982) highlights the difference between the models where the variance model outcomes are the result of a deterministic causation relationship (outcome) among independent and dependent variables in which X implies Y. Conversely the process model, outcomes are messy and discontinuous where X does not imply Y, but rather Y implies X. Process theories provide explanations through patterns in events, activities and choices made over time (Mohr, 1982) where event outcomes are dependent upon what preceded that event and what followed after it. Thus, variance models are suitable for a static ontology whereas process models are best suited for a dynamic worldview (Lanngley & Tsoukas, 2010). The table 2.4 below outlines differences between process and variance models.

Table 2.4 Basic differences between Process and Variance Models

Comparison	Process Model	Variance Model
Research Question	How does an issue emerge or change over time?	What are the consequences of an issue?
Epistemology	Event driven and narrative	Outcome driven
Basic Purpose	Explain a sequence of events based on a narrative or story	Explain changes in dependent variables in terms of causal independent variables
Unit of Analysis	Events within which entities participate	Entities that possess specific variable attributes
Temporality	Critical for understanding linkages between events and patterns	Largely immaterial among independent variables
Causality	Can involve both immediate and more distant causation; explanations can be complex and layered in different timescales	Emphasises immediate causation, which is indicated by covariation, temporal precedence, and no spurious factors.

**based on Payne, Pearson & Carr, 2017*

While process and variance models are fundamentally different based on their epistemological approach, process and variance models can be complementary. Scholars can use arguments describing a process regarding the variance relationship between two variables and process studies can uncover questions answerable through variance methods. This can lead to confusion among scholars in selecting the most appropriate model to use, which ultimately results in poorly designed research. (Bono & McNamara, 2011).

2.6.2 Important Modeling Considerations

A clear understanding of the basic differences between process and variance models is essential for proper research design, however there are other considerations which should be considered before pursuing research. For the purpose of this research there are three research design issues which will be discussed:

1. Time and causality
2. Measurement and operationalization
3. Model specification and data

2.6.2.1 Time and Causality

Time is an element which features in both process and variance models, although it is not always explicitly featured. Most studies address change at some level which therefore assumes some element of causality. In process models, the sequence of events is an essential element of the research design. The linkages between events and potential patterns of activities and outcomes that develop must be considered by the researcher. These patterns are reflective of an emergent perspective. Furthermore, the unit of analysis is assumed not to remain static over time because the meanings attributed to any factor under scrutiny may change (Colli, 2012). This is a fundamental difference to variance models where it is assumed that one static factor directly causes another where X causes Y. For variance models, causality is shown by covariation, temporal lags between variables, and the absence of spurious factors (Van de Ven & Poole, 2006). It is important for researchers to give adequate consideration to the availability of data prior to undertaking research. In addition, at this point the appropriate nature of data analytic techniques should be taken into consideration. The appropriateness of generally accepted data collection and analysis techniques that appropriately address the research question.

2.6.2.2 Measurement and Optimisation

When a researcher is designing research models, decisions regarding measurement and optimization need to be carefully considered. Establishing definitions, boundaries of research and constructs and methods of measurement of those constructs are key challenges for the researcher. Van de Ven & Poole (2006), refers to the confusing nature of process as it can refer to either a 'category of concepts of individual and organizational actions' or as 'a sequence of events or activities that describe how things change over time'. To really understand the *how* associated with process, the researcher must consider the historical/narrative position, taking a systematic perspective on the progression of events over time.

In variance models, reliability and validity are important concerns for the researcher. The issue of bias of reporting especially when individuals are reflecting on actions or events in which they had direct involvement. For family business researchers this is of particular concern as there can be issues regarding under or over inflated responses to issues of family importance (Moorman & Podsakoff, 1992; Anglin et al., 2017). To avoid or mitigate the issue of bias researchers rely on a ‘shared agreement’ or general consensus to capture agreement on the theoretically derived construct.

2.6.2.3 Model Specification

Another important consideration for researches when designing the appropriate research model is the use of the appropriate model specification. The development of a framework that clearly identifies constructs with apt description of phenomena is crucial as the model is utilised to test, build and extend theory. Model specification generally challenges the researcher to make prudent theoretically

Figure 2.5: Major Family Business Articles Published 1996-2010

Journal	Number of Articles	Area	Ranking *
AOM Journal	4	Gen & Strat	A
AOM Review	1	Gen & Strat	A
Admin Science Quarterly	3	Gen & Strat	A
Annals of Finance	1	Finance	0
Corp Governance	19	Int Business	D
Electronic Journal of Family Bus Studies	28	Strategy & HRM	0
Entrepreneurship & Regional Development	10	Entrepreneurship	0
Entrepreneurship Theory & Practice	97	Entrepreneurship	A
Family Business Review	332	Org Strategy & HRM	0
Harvard Business Review	4	Gen & Strategy	A
Human Relations	2	Org Strategy/HRM	A
<i>International Journals of:</i>			
Consumer Studies	1	Organisation Behaviour	0
Entrep. Behaviour & Research	13	Entrepreneurship	A
HRM	3	HRM	A

Journals of:

Accounting & Economics	2	Finance & Accounting	A
Accounting & Public Policy	2	Finance & Accounting	B
Accounting Research	3	Finance & Accounting	A
Banking & Finance	4	Finance & Accounting	A
Business Ethics	7	CSR	A
Business Finance & Acc	6	Finance & Accounting	A
Business Research	18	Finance & Accounting	C
Business Venturing	32	Finance & Accounting	A
Corporate Finance	6	Finance & Accounting	A
Empirical Finance	2	Finance & Accounting	A
Finance	3	Finance & Accounting	A
Law & Economics	2	Finance & Accounting	A
Management	1	Management	A
Management Enquiry	2	Management	A
Management Studies	17	Management	A
Organisation Behaviour	2	Organisation Management	A
Small Business Mgt.	30	Organisation Management	B
European Economic Assoc.	1	Finance	0

Major Family Business Articles Published 1996-2010 (Continued)

Journal	Number of Articles	Area	Ranking *
Leadership Quarterly	2	Organisation Mgt.	A
Long Range planning	3	Strategy	A
Management & Org Review	1	Org Management	C
MIT Sloan Mgt. Review	2	Management	A
Organisation Science	3	Org. Management	A
Organisation Studies	6	Org Management	A
Quarterly Journal of Economics	2	Economics	A
Review of Financial Studies	1	Finance	A
Small Business Economics	10	Economics	A
Strategic Organisation	3	Strategy & Mgt	C

** Based on findings of DeMassis, Sharma, Chua, Chrisma, and Family Business Studies: An Annotated Bibliography (2012).*

Analysis

Total number of articles	691
Number of articles published in A/B journals	277 = 40%
Number of articles published others	= 60%
Publications in Entrepreneurship or Family Business Journals	= 480 = 69%

2.7 Gap in existing body of Literature

The literature review conducted for this study has highlighted two gaps in the existing body of literature.

1. Over emphasis on the direct relationship between family involvement in ownership, management and governance of the firm and a lack of discussion on the moderating effects of family involvement in entrepreneurship and innovation to ensure the longevity of the firm;
2. A lack of discussion on how the process of evolution for family firms can impact on the long term sustainability of the family firm.

The research gaps identified highlight the thematic and static nature of extant literature and as such provide an opportunity to extend both theoretical and empirical knowledge in this domain through the provision of a longitudinal study (Tabor, 2018; Payne, 2018; Zahra, 2018). There is a call in the literature to examine each generation of family firms on their own terms as each generation of family firms have their own distinct problems and needs (Eddleston et al, 2013) However this study proposes that this in itself is insufficient as each generation is affected by the strategic choices of the previous generation which influences the contextual nature of problems faced by the incoming generation of managers of family firms. Therefore, the gap in the literature is a longitudinal evolutionary study of multigenerational family firms to evaluate how family firms change overtime across generations and how does this evolutionary process affect the long term sustainability of the family firm. As a result, the research question for this study is: *'How does family business evolution affect long term sustainability of the family firm?'*

The investigation, using a processual / evolutionary perspective will provide a valuable addition to extant literature particularly in regard to how family firms change over time, the influence of (intergenerational) innovation and entrepreneurial activity, and the processes of intergeneration succession in family firms. It is proposed to conduct a longitudinal case based processual study to examine innovation in relation to the succession process and preservation of the family firm. Longitudinal studies embody change over time. As a result, they are an ideal mechanism for establishing sequences of events over an extended period thus allowing researchers to detect developments or changes in the characteristics of the target population at both the group and the individual level whilst also taking account of the changing context in which they occur. The choice of a longitudinal study was considered to be the most effective instrument to answer the research question and, as will be seen later, was extremely constructive in the development of the theoretical framework as described in Chapter 7. Furthermore, the longitudinal nature of the study enabled a detailed explication of both the internal and external factors that influenced the evolutionary process in both case studies.

2.8 Conclusion

The purpose of a literature review is to carry out an assessment of the current body of literature and identify gaps which may be addressed through further inquiry. This study will address my research question which is:

'How does family business evolution affect long term sustainability of the family firm?'

Following a brief introduction to the chapter and an overview of the growth of the field of research since Aronoff's (1988) seminal article in the Family Business Review, Section 2.2 is concerned with the definition conundrum of what constitutes a family business? The debate among scholars can be best understood in the context of how difficult it can be to define what is meant by a family and harder again to provide one agreed definition of what constitutes a family business. For the purpose of the study the approach to construct a definition where the involvement of family members in a business creates unique and special synergies is the definition chosen for this study as it is in the involvement of process, context and content which will be explored in this research. This will be explained in further detail in chapter 4 methodology and chapter 7 theoretical development.

Section 2.2.2 outlines the Three Circles Model which was developed by Taguiri and Davis (1982), which outlines the complexity of relationships that can exist within the family firm setting. Thus clarifying further, the complex nature of family and non-family structures that co-exists in the family business environment. Section 2.2.3 explores the key themes emerging in the family business research domain.

Section 2.2.4 presents an overview of the convergence of the family business and entrepreneurship literature sets and commences with a discussion of the importance of entrepreneurially founded family firms (SME's) to economies worldwide. The definitional issue of what constitutes a family business again comes to the fore. The concept of familiness (Habbershon et al, 1999) when family resources are combined to produce unique and synergistic resources which may be a source of competitive advantage is critiqued through the works of Howorth et al. (2010) where it is asserted that 'intertwining' business and family can create liabilities by owners seeking to protect assets at the expense of sustained entrepreneurship. Consequently, opportunity recognition, utilisation of resources and the development of longer-term strategies, processes and structures are strongly influenced by the family system (Jayawarna, Jones, and Macpherson 2014).

Section 2.2.5 examines entrepreneurship, innovation and the family firm. It draws on the similarities between the fields and also discusses the differences which have emerged between the different streams (for example (what are entrepreneurial families?). The flexibility of SME's and the ability of family

firms to integrate the characteristics of risk taking, ownership, succession and management is key to their survival (Gersick, et. al., 1997, Fletcher, 2000).

Section 2.2.6 in keeping with the 5 key themes emerging from the literature (Benavides-Velasco et al., 2011), is a discussion of extant Strategy literature and in particular convergence with the field of entrepreneurship and family business literature sets. A discussion is presented on the Ritchie and Crouch (2003) link between Porter's (1985) competitive advantage through strategy, structure and rivalry and small firm's inter-dependence and the synergistic relationships which can lead to the creations of 'environments for excellence', which has again connectivity to both case studies in Chapters 5 and 6.

Section 2.2.7 examines corporate governance and family firms. How family firms govern themselves, the unique synergistic resources of family resources combine to create a source of competitive advantage known as 'familiness' (Habbershon and Williams, 1999).

Section 2.2.8 examines succession and the family firm. For family firms to survive across generations they develop effective succession planning. Agency theory is explored in the context of succession. The divergent goals of agents and principals (Fama and Jensen, 1983) is explored. Agency conflict between family members and stakeholders was found to be more of an issue (Eddleston and Kidwell, 2012).

Section 2.3 explores the role of imprinting on family firms. Imprinting can be measured in terms of how the founders influences endure long after the founding phase of the business has passed. (Marquis and Tilcsik, 2013). The acknowledgement of the role of a firms history, sheds light on family firm evolution and the processes employed in family firms to explain how they have evolved across generations. Section 2.3.1 examines family business ownership, imprinting and identity. Within the literature itself it is acknowledged that there exists a lack of empirical studies (Marquis and Tilcsik, 2013). 'Lock in' effects of established patterns and how they endure over time is explored (Baron, Hannon and Burton, 1999, p.531).Section 2.3.2 examines imprinting over time. This is significant for longitudinal evolutionary studies. Past associations and network history and the ability for firms to replicate themselves across generations is examined (McEvily et al., 2012).

Section 2.4 looks at some of the additional themes emerging from the family business literature including succession. Performance of family firms, conflict, familial influences on habits include inherited characteristics such as degrees of conscientiousness and self-discipline (Shane et al. 2010). Parental values can also shape 'habits such as timeliness and frugality' and these attributes could contribute to 'successful start-up activities' (Aldrich and Yang 2012, 10).

Section 2.5 examines the literature on organisation evolution commencing with a brief outline of what is meant by an ‘organisation’. Section 2.5.1 outlines what is meant by the term ‘evolution’ including the Aldrich and Ruef (2006) Variation, selection and retention. A discussion precipitated by Durand (2006) links causally linked events over time with un-determined outcomes. A discussion of the role of ‘change’ at levels of the firm and industry is offered culminating with the role of the family, the business and evolutionary change.

Section 2.6 discusses some of the theories emerging from the literature. Agency (Schulz et al., 2001), Altruism (Batson, 1990), Resource Based View (Penrose, 1959), Stewardship (‘Gomez-Mejia et al., 2007) all have implications for this study and are discussed in the context of their relevance to family business as a field of research. The Section concludes with figure 2.5 which outlines the Major Family Business articles published 1996-2010 which is based on the findings of DeMassis et al., (2012).

Section 2.7 is the conclusion and it highlights the gap in the existing literature. What emerges from this literature review is that since the growth in research in the area of family business there has been a broad sweep of topics which directly relate to family firms (definitional issues, what constitutes a family business, the three circles model showing the broad scope of family relationships and roles in a family business). There has also been an emphasis on linking the domain of family business research to other research domains which directly affect it such as entrepreneurship, the strategic management of the family firm and the role of imprinting and the founding historical processes which endure (Marquis and Tilcsik, 2013). All of these subjects provide valuable insight and show the development and progression of family business as a field of research, and the establishment of links between it and other research domains. However, what becomes apparent is the need to further develop the field of study to include the long term influences of the family as it evolves across generations and how that evolution affects the family business. Therefore, a natural progression is to research the evolutionary processes involved in family business as it transfers across generations. (Zahra, 2018).

Chapter 3 – Research Methodology

‘If we knew what we were doing, it would not be called research, would it?’

Albert Einstein

3.1 Introduction

Good research is based on good evidence; therefore, research methods are an essential part of the research process. How research is conducted is also an essential part of the research process. Research design is a blueprint of how the research is undertaken and conducted to meet the goals of the researcher (Saunders, et al., 2009). It is essential that the researcher understands the ‘how to’ of research as well as their field of study “*sound empirical research begins with strong grounding in related literature, identifies a research gap, and proposes research questions that address the gap*”, Eisenhardt & Graebner (p, 124, 2007). The research question is the central locus which links the researcher's literature review to the varieties of data that will be collected and the production of a good research thesis ‘*is built on the foundation of its research questions*’ Blaikie (2007, p. 2). Therefore, in order to design an appropriate research project with the appropriate research plan and methodological choices it is essential for the researcher to reflect on what is their topic of enquiry and an appropriate research question that reflects their work. (Nichols, 2009).

The research question is the primary focus of a study. The focus of a research project can also be driven by other factors such as the expertise of a researcher with a particular methodology, funding and policymaking requirements, geographical location of the research and publication considerations. Bryman (2007).

The primary choice of research design and methodology will be guided by the research question which is:

How Does Family Business Evolution affect the long-term sustainability of the Family Firm?

Research questions often reflect the researchers biography and personal interests (Nichols, 2009), Therefore it is important to acknowledge the possible influence of 45+ years of practical experience in the domain of family firms along with the influence of my inherent ontological and epistemological positions. It is also acknowledged that the researcher is guided by the existing body of research in the field of family business, along with its associated research design and methodologies.

This Chapter describes and evaluates the range of epistemological and ontological positions that should be considered when conducting research. These positions are evaluated based on their suitability for the study of Family Business Evolution. Section 3.2 describes the evolving nature of Family Business as a research discipline, analyses the nature of research in Family Business from a paradigmatic perspective, and highlights the debate surrounding the need for a theoretical base to further expand and enhance the

current body of literature within the discipline. The debate surrounding the need for rigor versus relevance in Family Business research is also explored.

Section 3.3 sets out and evaluates research philosophies and associated ontological and epistemological positions across the current field of family business research. It will in addition, examine quantitative and qualitative research methods, and will outline why the selection of a qualitative/interpretive approach is the most appropriate for the conduct of this research. Section 3.4 examines the appropriateness of a process inquiry for collecting and analysing data to answer the research question. Section 3.5 evaluates the use of the case study as the most appropriate approach / setting for the conduct of a process inquiry, and in conclusion will outline how case study research facilitates the longitudinal study of phenomena related to Family Business research which is the object of this study. Section 3.6 describes the framework for the conduct of the chosen research design; including planning, design, preparation, data collection, data analysis, and reporting of research findings. Section 3.7 outlines three other qualitative methodologies and concludes with the justification of a processual research methodology as the most appropriate to answer the research question proposed by this study. Section 3.8 provides a conclusion to this chapter and summarises the suitability of my chosen research methodology.

3.2 The field of Family Business as a Research Domain

3.2.1 Family Business Discipline

Family firm research has been growing over the last two decades but is still an emerging field of study (Chrisman et al. 2008). The lack of consensus on the exact definition of family business is an indicator of the nascent nature of the field, although scholars are making a great effort to develop a generally accepted definition (Litz, 1995; Miller et al. 2007, pp. 832–835). One of the indicators of a developing paradigm is a lack of consensus on the basic definitions (Lakatos, 1970). The ‘definitional problem’ is further complicated by the lack of consensus amongst scholars as to what exactly constitutes a ‘family’? Therein lies the issue for scholars; how to define the basic building blocks of the business unit when the very concept of the ‘family’ is a moving entity across cultural boundaries (Sharma, 2014),

3.2.1.1 The Nature of Family Business Research to date and future prospects

The field of family business has increasingly, been of interest to management researchers and writers as a topic of scholarly inquiry since the 1980s; however, the discipline has been largely ignored until the last decade. In the early years, family business fell into the sociology category, and later into a small

business management category, neither of which allowed the field to become distinctive in its own right. As a result, the literature on family enterprises is not as extensive as in other management areas (Bird et al.2002). General topics of interest have largely been static and thematic in nature. Those areas which have received particular attention, include:

- Succession (Handler, 1994; Lansberg and Astrachan,1994; Sharma et al.2003),
- Corporate Governance (Lubatkin et al.2005; Miller and Le Breton-Miller, 2007)
- Strategic management (Chrisman et al.2008), etc.

3.2.1.2 The Argument for further research in Family Business

Research into family businesses is considered to be in an evolutionary phase (Sharma, 2004). To date research has primarily been published in area specific journals however, there is a growing interest in the field as demonstrated by an increasing number of studies of family business within entrepreneurial research and mainstream journals, mostly related to the management discipline (Chrisman et al.2008). The argument for further research in the field is compelling. Family businesses are by far the predominant form of enterprise throughout the world (Lank, 1994). There are in excess of 17 million owner-managed and Family Enterprises within the fields of manufacturing, commerce and services in Europe, (Riehle, 2003). Riehle, (2003) also found that European family firms employ more than 100 million people and the future wealth of the European economy depends to a large degree on this entrepreneurial sector.

3.2.1.3 Conclusion.

Interest in family business research is growing as it continues to go from strength to strength. In 1996 only 36 articles were published under the topic of ‘Family Business’ in the Family Business review journal. In 2014 this had increased significantly as follows:

Total Number of articles published = 691

40% of those published were in A/B Journals and the remaining 60% being published in others.

It is possible to further break this down to show that 69% of those articles which were published were in either entrepreneurship or family business journals.

In the article ‘Trends in Family Business Research’ (Benavides-Velasco et al 2011) have categorised the themes of research following an analysis of publications.

Their findings are in order of publication popularity:

23. Succession Planning/Protocols/ continuity
24. Professionalisation (incentivising non-family executives)
25. Management and Organisation Theory
26. Strategy Management and Organisation Change
27. Entrepreneurship and Innovation
28. Human Resource Management
29. Gender and Ethnicity
30. Globalisation and Internationalisation
31. Distinctiveness/Resource Management/ Competitive Advantage
32. Culture
33. Corporate Social Responsibility and Ethics
34. Marketing
35. Production Management
36. Governance (board/directors)
37. Business performance and growth
38. Interpersonal family dynamics
39. Conflict
40. Financial Management/Capital markets/liquidity and fiscal issues
41. Macro Systems (economic policy)
42. Estate and tax planning
43. Family Business Education and consulting
44. Business History

Research on family run enterprises has made impressive strides in the past 25 years as shown by the field’s growth in terms of number and diversity of scholars, dissertations, and articles published in non-journal publications. Family business scholars continue to progress in the three Rs of research — rigor, relevance, and reach (Sharma, Chrisman, & Gersick, 2012). Perhaps even more stimulating for scholars in the field is that much exciting and important work remains to be done and the future is bright (Craig & Salvato, 2012).

Among the notable trends revealed by recent reviews of family business studies are (1) the Western viewpoint of the current literature on family enterprises; and (2) the increased dominance of business approaches and virtual disappearance of family focused ones. Based on a comprehensive review of the 251 most-cited articles on family enterprises published in 33 journals between 1996–2010, De Massis, Sharma, Chua, and Chrisman (2012) observed that 73 % of the empirical studies focused on American and European family enterprises indicating a Western bias in our current knowledge of these firms.

Another wide-ranging review and analysis of 2,240 articles on family enterprises published between 1985–2010 led James, Jennings, and Breitzkreuz (p. 74) to conclude that not only is there “*the increased dominance of publication outlets and theoretical perspectives associated with business but also the near disappearance of those associated with family*”. James et al. (2012), join a growing cohort of researchers urging family business scholars to devote efforts to: understanding variations among families and their involvement in business, and how such variations affect and, in turn, are affected by the survival, growth, and performance of family enterprises (Yu, Lumpkin, Sorenson, & Brigham, 2012).

With the increased interest in family business as a field of research and the growing body and range of work being published, the consolidation of Family Business Research depends on a deeper knowledge of the past and the need to build on previous research.

3.2.3 Rigor and Relevance in Family Business Research

Rigor and relevance are two of the essential demands on the researcher where rigor forms a structured and controlled way of planning, carrying out, analysing, evaluating and producing research, which is carried out independent of the research method used. Relevance therefore is the act of making efforts into research issues that are of concern to a perceived audience providing a synthesis of an existing body of knowledge, producing articles that stimulate critical thinking, and producing implementable research findings that are interesting (Chrisman et al, 2008).

Relevancy and rigor are often assumed to be at opposite ends of a continuum (Sharma et al 2014). Therefore, it is important for researchers to strive for a balance. Research should therefore be focused on topics that have been agreed in consultation with all stakeholders (Chrisman et al., 2008) with appropriate relevancy checks as part of the research process (Sharma et al., 2014).

There are four recommendations for achieving this:

1. Employ practitioner sponsorship as a mechanism to ensure that research outputs meet the needs of those who pay

2. Use research practices from fields other than the social sciences, (e.g. policy and education studies);
3. Modify the style of the resulting research reports to appeal to the intended audience
4. Seek alternatives to academic journals as outlets including building bridges to practitioners. (Robey and Markus, 2009)

The debate on rigor and relevance is likely to continue into the future. The issue is fundamental to members of the management science community as it challenges the fundamental differences between the objectives of those in the academic field and those in the practitioner communities. Academics are principally concerned with generating theories and methodologies based on the use of scientifically approved methods (Mihaela, 2009). Conversely practitioners are concerned with decision making processes in response to organisational events, in an often intuitive fashion, which they do not consider inferior to what is considered a more scientific-rational decision making approach (Kieser & Leiner, 2009). Is it possible to integrate both approaches without sacrificing the underlying philosophical, theoretical and empirical challenges posed (Saunders et al., 2009).

3.3 Processual Research

Process research is the dynamic study of behaviour in organisations. Its main focus is the sequence of events, activities and actions, which unfold over time and in context (Hinings, et al., 1988; Langley & Tsoukas, 2010; Pettigrew, 1997). Process studies address questions regarding temporally evolving phenomena, that is; ‘*of things not being but rather in the making*’ (Ferlie & McNulty, 1997; Langley & Tsoukas, 2010).

The nature of process studies is discussed by Mohr (1982) who highlights the differences between variance models and process models. A variance model provides explanations of phenomena in terms of outcomes (a deterministic causation relationship) among dependent and independent variables in which X implies Y. A process model conversely views outcomes as discontinuous, or changes of state, rather than variables that can take on a range of values. Thus in a process model X does not imply Y, but rather Y implies X. Process theories provide explanations in terms of patterns in events, activities, and choices over time (Mohr, 1982) and unlike variance models, outline *necessary causality* rather than *necessary and sufficient causality* because the impact of any event will depend on what precedes it and what follows it. Thus variance models are appropriate for a static worldview whereas process models are most appropriate for a dynamic worldview of things (Langley & Tsoukas, 2010).

Table 1 below illustrates the difference between variance and process models.

Variance Model	Process Model
Deals with variables	Deals with events rather than variables
Entities with varying attributes	Entities participate in events which may change over time
Outcome will occur when necessary and sufficient conditions are present	Outcomes may not occur even when conditions are present
Emphasis on immediate causation	Explanations are layered and incorporate immediate and future causation
Time is immaterial to the consequences	Time ordering is crucial for the outcome
Attributes have a single meaning over time	Entities, attributes, and events may change in meaning over time
Generality depends on uniformity across contexts	Generality depends on versatility across cases

Table 1 - Differences between Variance and Process Models (adapted from Mohr (1982)), Van de Ven & Poole (2006)

Process models are typically multi-directional rather than linear (Tsoukas & Chia, 2002), cumulative and non-reversible (Sztompka, 1993) in (Pettigrew, 1997), reflecting social processes which are inherently discontinuous (Mohr, 2982), and open ended. Pettigrew (1997) uses the example of a river basin with many streams (processes) shaped by its flow over different terrain (context). Process models may incorporate several different types of effects into their explanations, including critical events and turning points, factors that influence the sequencing of events, and contextual and other factors that influence the direction of change and causal influence (Van de Ven & Poole, 2006). Process models have a lower capability to explain variance but provide richer explanations of how and why outcomes occur (Mohr, 1982) by untangling the history that altered the trajectory of events (Saunders et al., 2009), and identifying multiple intersecting conditions that link context and process to outcomes (Pettigrew, 1997).

3.3.1 The Ontological Assumptions of a Process Worldview

Sztompka (1993), in Pettigrew (1992) provides a list of ontological assumptions which are relevant for scholars of process. These are:

‘Social reality is not a steady state but, rather, a dynamic process’

A process orientation prioritises activity over product, change over persistence, novelty over continuity, and expression over determination (Langley & Tsoukas, 2010). Process utilises the language of verbs (action words/becoming) rather than nouns (being) to explain the origins, event sequences, and outcomes of phenomena (Pettigrew, 1987) in terms of *‘What was there-then, is included in what is here-now’* (Langley & Tsoukas, 2010, p. 10). The process approach does not deny the existence of events, states, or entities, but seeks to reveal the complex activities and transactions that take place and contribute to their constitution.

‘The social process is constructed’

The social process is created by human agents (individually or collectively) through their actions and interactions (Pettigrew, 1992; Sztompka, 1993; Tsoukas & Chia, 2002). Human agency is continuously influenced by rules and norms that are made relevant by the actors themselves through a dynamic process of adjustments to social conditions. In this way organisational rules are constantly adjusted, modified, or even ignored in the carrying out of actual organisational tasks (Tsoukas & Chia, 2002). This is further influenced by differences in power, knowledge, and other resources (Pettigrew, 1992). Events are also socially constructed and may be individually interpreted (Saunders et al., 2009) leading to different understanding and interpretation of event sequences and outcomes.

‘Social life is a process of structural emergence via actions which occur in the context of encountered structures’

Action occurs in the context of encountered structures, which is shaped in turn thereby, resulting in the dual quality of structure (as both shaping and shaped) and the actors (as both producers and products) (Sztompka, 1993) in (Pettigrew, 1992), (Pettigrew, 1997; Pettigrew, 1987). The resultant tension between actions and structures is the ultimate driving force of process (Sztompka, 1993) in (Pettigrew, 1992) and this ultimately links processes to outcome (Pettigrew, 2012).

‘The interchange of action and structure occurs in time and is cumulative’

It is essential to comprehend the construct of time as an integral part of a process orientation as it is time that sets the frame of reference for what changes are seen and how we explain those changes (Pettigrew, 1987). Process models treat time as the shaper of the future (Pettigrew, 2012) by its interaction in the

process sequence, and the multiple levels of changing contexts in which the process is embedded (Langley & Tsoukas, 2010; Pettigrew, 2012).

A process worldview occupies a broad ontological spectrum which offers the researcher the potential of a variety of conceptual frameworks for the conduct of processual research. Many process models are hybrid models that use both variables and events and can address a wide range of questions incorporating both variance and process worldviews (Saunders et al., 2009).

3.3.2 The Use of Process for the Study of Family Business.

A typology of four approaches for the study of organizational change is proposed by Van de Ven and Poole (1995). This typology incorporates a variance or process epistemological position and an ontological position of an organisation as either a noun (an entity), or a verb (a process of organizing which denotes action) and is shown in figure 3.3 below. They state that approach III ‘*process studies of organising by narrating emergent actions and activities by which collective endeavours unfold*’ is a suitable approach for the study of organizational change. This makes it a useful for the study of change within a family business environment.

		Ontology	
		An organization is represented as being	
		A noun, a social actor, a real entity ('thing')	A verb, a process of organizing, emergent flux
Epistemology (method for studying change)	Variance Method	Approach I Variance studies of change in organisational entities by causal analysis of independent variables that explain change in the entity (dependent variable)	Approach IV Variance studies of organising by dynamic modelling of agent based models or chaotic complex adaptive systems
	Process Narratives	Approach II Process studies of change in organisational entities narrating sequence of events, stages or cycles of change in the development of an entity	Approach III Process studies of organising by narrating emergent actions and activities by which collective endeavors unfold

Figure 3.2 - Approaches for Studying Organisational Change
(Adapted from Van de Ven & Poole (2006))

Process inquiry is particularly suited to the study of family business evolution because of the temporally evolving, longitudinal and creative nature of such processes, which typically involve a broad range of complex activities and transactions undertaken by actors, and which are subject to a range of contextual factors that contribute to the outcome.

There are, however, limitations to process studies. Some of these limitations, such as the inherent nature of process studies themselves, the lack of generalisability and the possible effects of researcher bias which will be addressed in Section 4.5 and 4.6. Pettigrew (1990) cautions about the amount of data that a process study can gather and warns about the danger of '*death by data asphyxiation*' (p. 281). Saunders et al., 2009 also emphasise the need to show in a convincing manner how the data was analysed, highlighting all assumptions and exploring possible areas of bias.

3.3.3 Conclusion

Process research has become firmly established as a field of knowledge since it was first developed in the 1970s (Ferlie & McNulty, 1997; Ranson et al., 1997), and is used to study a range of organisational phenomena such as change, innovation, and accountability. '*Time is an inescapable reality*' (Langley & Tsoukas, 2010, p. 10) therefore, process studies offer a rich contribution to our understanding of the world that is unavailable from more traditional research methods where time is either omitted or expressed simply as a variable (e.g. dynamic, stable), or they reduce the concept of time to a comparison of quantitative relationships over a longitudinal timeframe (Langley & Tsoukas, 2010; Pettigrew, 1990).

Process Inquiry is very appropriate for the study of emerging actions and outcomes in context, and is also highly relevant to practice (Ranson et al., 1997; Langley & Tsoukas, 2010). Many process studies have been motivated by a desire for a better understanding of events leading to a positive or negative outcome (Langley & Tsoukas, 2010), which further confirms its appropriateness as a suitable research approach to family business evolution. Process research also supports longitudinal research that is both retrospective and real time (Pettigrew, 1997). It has a strong connection with qualitative/interpretive research (Ransen et al., 1997; Langley & Tsoukas, 2010; Langley, 2008), and it often employs case study investigations (Ranson et al., 1997; Radeke, 2010), in particular longitudinal case studies, which facilitate inquiry over the entire duration of the family firm (Saunders et al., 2009). In support of this Chrisman, et al. (2012) call for more longitudinal studies on family firms, especially those that involve in-depth case studies, in order to provide a deeper understanding of the dynamics of these phenomena in various contexts which prevail in family firms.

Although process orientated inquiry has its limitations, these limitations can also be similarly attributed to other forms of qualitative research. The use of a process lens, with an emphasis on action and events over time and in context, provides a focus and a rigor on data collection that cannot be applied in other qualitative methodologies. Many of the practical difficulties in conducting a process inquiry can be reduced by the use of a carefully constructed systematic methodology to guide the conduct of the inquiry, which can also provide the necessary tools and frameworks to underpin rigor and accuracy in the research process. The use of a case study methodology is well proven for the study of phenomena related to family firms and provides such a framework for the conduct of a process inquiry. Furthermore contextual understandings are best achieved by direct, first-hand knowledge of the research setting (Van Maanen, 2011) The case study method is discussed Section 4.5 below, along with its appropriateness and utility for the conduct of a process inquiry for family business research.

3.4 Case Study Research

What is Case Study research? Yin, (2009, p. 18) defines a case study as: ‘... *an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident*’. Therefore we can conclude that the case study method is particularly relevant to the study of organisational phenomena (such as family business) which are inherently bound to the organisational context in which they occur. Wilson (2011) states that a case study is a choice of what is to be studied rather than a methodological choice.

There are variations of case study and they may be of the descriptive, exploratory, or explanatory type (Yin, 2009). Case studies can be used to provide descriptions of phenomena, develop theory, and test theory (Darke et al., 1998; Eisenhardt, 1989), which showcases the versatility of case research. Yin (2009) shows that the method can be undertaken using a positivist or interpretive stance, be deductive or inductive, can use quantitative or qualitative methods, and can investigate one or a multiple of cases. The goal of data collection in case research is purely to describe, to classify (typology development), to develop theory, and limited theory testing (Bonoma, 1985).

The case study approach is appropriate when the phenomenon of interest can be studied in its natural setting (such as within an organisation/family business), with a focus on contemporary events. Case study research can be utilized to research phenomena which does not benefit from a strong theoretical base, as the ability to research in natural settings can provide the basis from which theories may be generated. Case studies are therefore well suited to answering 'what', 'why', and 'how' questions because these deal with the day to day operations and processes which can be followed over time rather than

with frequency or incidence (Saunders et al., 2009). Case research is therefore useful when a phenomenon is broad and complex, where the existing body of knowledge is insufficient to permit the posing of causal questions, when a holistic, in-depth investigation is needed, and when a phenomenon cannot be studied outside the context in which it occurs (Bonoma, 1985; Yin, 2009).

Case studies may be longitudinal in nature (Pettigrew, 1990), with the collection and analysis of data over time, which may be used to link the content, context, and processes of change. Pettigrew (1990, p. 271) contends that *'truth is the daughter of time'* and that time is not just a neutral chronology of events but, in many cases, is an organisational social construction. For example, the process of bringing a new drug to the market or the development cycle of a new product.

The value of the case-based approach for qualitative/interpretive research is that because the subject is studied within its real life context the researcher has access to a broad range of primary and secondary qualitative data (DeMassis et al., 2011). In particular interviews allow the researcher to access multiple perspectives regarding the events, situations, actions, processes, and outcomes which have, or are, taking place, and discover their views and aspirations within this context (Saunders et al., 2009).

Theory building longitudinal case studies provide a suitable method for exploring processes over time (Eisenhardt, 1989; Eisenhardt & Graebner, 2007; Yin, 2009). These studies incorporate time as the independent variable, and explore how time influences dependent variables such as the level and nature of conflict, as well as the nature of opportunity and processes within family firms.

Despite the growing popularity of case study research, a number of concerns have been mentioned regarding the method. Some of these concerns include: the lack of a scientific approach including experimentation, the perceived lack of rigor in the research process, the incidents of researcher bias influencing the study, lack of generalisability of research findings, and the large investment in time versus the amount of data produced (Yin, 2009). While these concerns are not without merit, they often reflect the reality of poorly conducted research, which can happen, rather than any inbuilt flaws in the case study method itself. To critique the case study method simply according to the scientific approach unnecessarily limits its usefulness and how it can be applied (Walsham, 2006), because quite simply a phenomenon may not always be constructively studied outside of its natural setting, and may not be able to be quantified appropriately. It is also possible to generalise case study findings to other settings and test predictions (Yin, 2009). The investment of time and the resultant data volume can easily be justified in terms of the production of rich data and insight produced by case-based research.

3.4.1 Use of Case Study for Qualitative/Interpretive Research in Family Business

Case-based qualitative research now has a strongly established reputation within the business studies area and since the early 1990's some of the most influential research in this area has been qualitative and case based (Leavy, 1994). Eisenhardt and Graebner (2007, p. 26) contend that, '*building theory from cases is likely to produce theory that is accurate, interesting, and testable*'.

Case study research is becoming the most widely used qualitative method in family business research (DeMassis, 2014), its popularity as a research method is due mainly to the indivisible connection between family business and the context in which it operates (Sharma et al., 2014). Case study allows the researcher to study phenomenon in its natural setting and capture '*such dynamic, changing conditions*' (Pare 2004, p. 234).

The case study method is very well suited to the conduct of a process inquiry as it presents an opportunity to study a complex phenomenon, such as family business, in its real-life context, thereby providing a rich source of data that is the foundation of a process inquiry. Longitudinal case study facilitates inquiry over the entire duration of the family firm thereby offering a complete and holistic process view, which facilitates the development of novel theory that will make a contribution to the body of knowledge in the domain of family business. The case study method also provides a well-documented set of tools and procedures for the conduct of the case study and for managing the resulting body of data, which provides an ideal framework for the conduct of a process inquiry, as it forces a rigor at all stages of the inquiry, which in turn will strengthen and support the research findings.

It is now appropriate to consider how a rigorous process inquiry is conducted using the case study method. This is discussed in Section 3.6 below.

3.5 Conducting a Process Orientated Study in a Case Based Setting

Having outlined throughout this chapter the decision-making process regarding the use of a qualitative/interpretive process orientated study in a case-based setting as an appropriate approach to answer the research question the next section will outline how the research will be conducted to fit with the chosen research methodology.

Benbasat et al. (1987: p. 383) states that ‘A case study should be more than an exercise in storytelling or an opinion piece; it should adhere to certain rules of procedure’. A research design is a plan of the logical sequence that connects the empirical data to a study's initial research questions, and ultimately to its conclusion, such that the reader is able to follow the disclosure of any evidence from initial research questions to the conclusions of the study (Wilson, 2011; Yin, 2009). The researcher must describe in detail how the research was conducted and how the results were arrived at, and present a coherent, persuasively argued point of view (Saunders et al., 2009). Sufficient evidence for the research result must be presented along with consideration of alternative interpretations of the data (Benbasat et al., 1987; Dube & Pare, 2003; Walsham, 2006; Yin, 2009). Yin (2009) describes case study research as a linear but iterative process with six key components which are: plan; design; prepare; collect; analyse; and report. This method is also supported by other exponents of the case method (Pare, 2004), and is depicted in Figure 3.3 over:

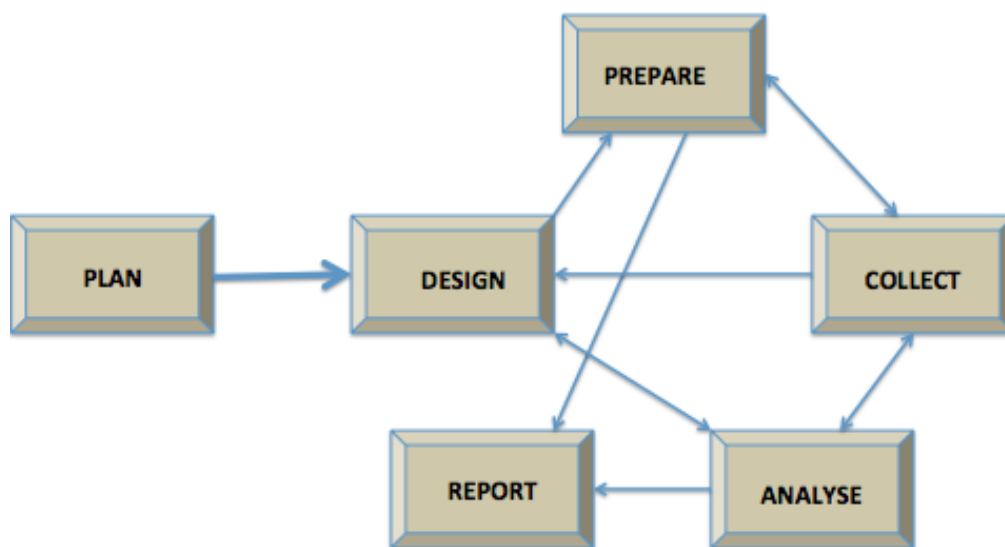


Figure 3.3 - Case Study Research Method (adapted from Yin (2009) Pare (2004))

Although depicted as six discrete steps the research process is both iterative and systematic, often requiring a return to previous stages as new data or concepts emerge. This model is congruent with the inductive-deductive cycle described by (Pettigrew, 1997) for the conduct of a process inquiry as depicted below.

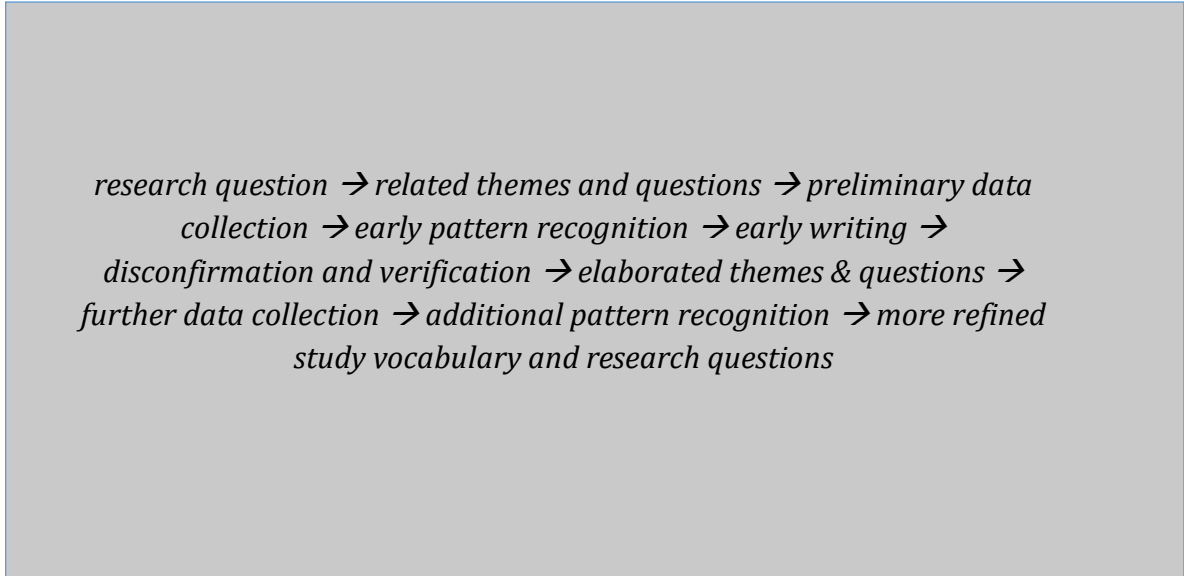


Figure 3.4 - Inductive-Deductive Cycle (Pettigrew, 1997)

3.5.1 Stage 1 - Plan:

This stage is mainly concerned with deciding on the most appropriate research strategy to answer the research question(s) including an assessment of one's own ontological and epistemological position, and the use of any guiding theory. This stage has already been conducted in Sections 3.3, 3.4, and 3.5 above concluding with the selection of a qualitative process inquiry in a case-based setting as the most appropriate method of inquiry to answer the research question.

3.5.2 Stage 2 - Design:

The case study design is concerned with ensuring that the inquiry is conducted in a systematic manner, which will increase the overall quality and robustness of the research findings. This stage is concerned with selecting the appropriate unit of analysis, selecting the appropriate case design, and addressing the issues of validity and reliability of the research including potential sources of researcher bias.

3.5.2.1 Selecting a Unit(s) of Analysis in Case Study Design

When undertaking case based research it is essential to correctly chose the unit of analysis for study. (Miles & Huberman, 1994; Yin, 2009). Gerring (2004, p. 342) defines a unit of analysis as '*a spatially bounded phenomenon observed at a single point in time or over some delimited period of time*'. The unit of analysis should be a definitive real-life phenomenon (e.g. individuals, groups, an entire organisation),

rather than an abstraction (Benbasat et al., 1987; Yin, 2009), and must provide sufficient depth and breadth of rich data to allow the research question to be answered (Darke et al., 1998).

Careful selection of the unit of analysis is crucial as it defines the boundary of what is to be studied, and as to how the study relates to the wider body of knowledge already within the research domain (Dube & Pare, 2003). Researchers also must be mindful when selecting their unit of analysis of the potential generalisability of the resulting theory (Pare, 2004; Yin, 2009), which in turn influences the research design and data collection strategy (Yin, 2009).

This research on family business evolution highlights two main areas of enquiry (1) the role of the family in the business, and (2) how the evolution of both the family and the business affects long-term business sustainability. As the resulting theory from this research will relate directly to the role of the family within a business setting it is appropriate that the family business be selected as the unit of analysis. The inquiry must also take account of the context of a family and a business across three generations thereby indicating this as the appropriate case setting for the inquiry. This satisfies Gerring's definition because the role of family is a spatially bounded phenomenon (as indicated in Chapter 2) and the business over three generations provides the delimited timeframe within which to focus the inquiry.

3.5.2.2 Selecting the Appropriate Case Design

A primary decision in designing case study is the choice between multiple-case and single-case design. That is between the analytic and generalisability benefits of replication of a multiple-case design and the depth and richness of data associated with a single-case design.

Single-case studies allow in-depth analysis of one setting with regard to a large number of aspects, facilitating a broad and detailed analysis of organisational dynamics, and the production of the rich descriptions favoured by interpretive researchers. (Saunders et al., 2009) The single-case design is recommended when (a) it represents an opportunity to confirm, challenge, or extend existing theory (Yin, 2009), (b) it represents a rare or unique circumstance (Siggelkow, 2007), (c) is a representative or typical case (Yin, 2009), (d) is revelatory in some way (Darke et al., 1998), or (e) is longitudinal (Yin, 2009). Single-case design is most useful at the outset of theory generation and late in theory testing (Benbasat et al., 1987). *Multiple-case* designs allow for cross case analysis and comparison and the investigation of a particular phenomenon in diverse settings (Darke et al., 1998). Multiple-case designs are desirable when the intent of the research is description, theory building, or theory testing. A multiple-case design usually sacrifices detail and richness of description for the opportunity to undertake cross case analysis and comparison and the investigation of a particular phenomenon in diverse settings (Darke et al., 1998).

Both single- and multiple-case designs may incorporate a single or an embedded set of units of analysis for each case (Yin, 2009).

Both single- and multiple-case research designs have advantages and disadvantages. Evidence from multiple cases is often considered more compelling and therefore more robust (Yin, 2009). Multiple cases support replication design whereby cases can be chosen to confirm similar outcomes ('literal' replications) or contrasting outcomes ('theoretical' replication) (Pare, 2004; Yin, 2009), resulting in a theoretical framework which can be used to generalise to new cases in a similar way to experimental science. It should be noted however that the nomothetic nature of experimental science (i.e. positivism) cannot be directly correlated with the interpretivist approach to research. Interpretivism does not emphasise generalisability (Maxwell, 2004) or the striving for universal laws, therefore a single setting is also a legitimate area of inquiry which, for example, is much used in ethnographic studies (Saunders et al., 2009), where the main aim is to develop thick description, i.e. to generalise within a case and not across cases. Yin, (2009) states that generalisability simply refers to theory that has been tested and confirmed in a variety of situations regardless of the methodology used.

Single-case design does not facilitate cross-case generalisation however thick description is often the objective of a case study. Yin (2009) cautions that a single case may become too context-specific, which may limit the possibility to generalise to other settings. A single case study should therefore contain sufficient within-case variation such as different episodes or phases in the history of the process or organisation under study (Leavy, 1994) and utilise multiple sources of evidence (Yin, 2009). Having selected a multiple-case study design, there is a requirement to decide the number of cases to be conducted. The principal requirement is that each case has to have a rich source of data (Perry 1998). Family firms at first glance could present with similar findings which points towards literal replication (i.e. predict similar results) as distinct from theoretical replication (predict contrasting results), with all predictions based on foreseeable reasons (Yin 2014). Two to three cases is sufficient for literal replication, whereas more would be required to pursue different patterns of theoretical replication (Yin 2014). Therefore two cases within the research criteria of being in 3rd generation of family ownership and control, practicable for a sole researcher are deemed appropriate thus offering the potential to gain theoretical insight into a phenomenon about which little is currently known (Baskerville and Pries-Heje 1999, Eisenhardt and Graebner 2007).

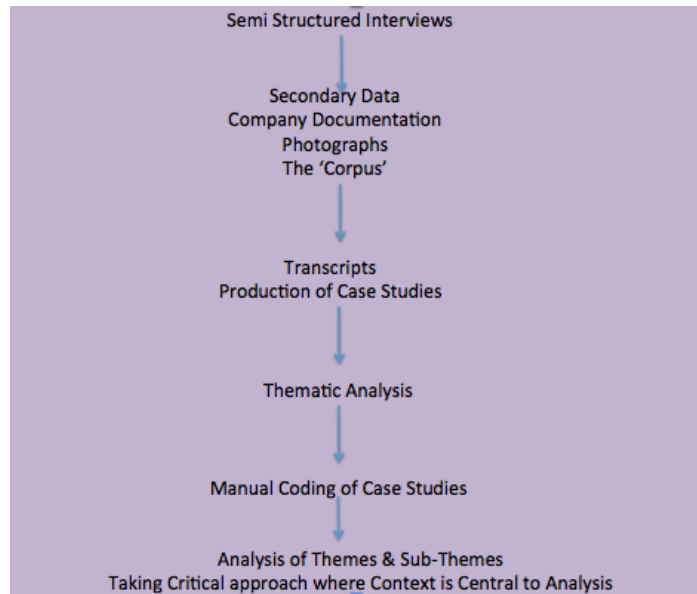


Figure 3.5 – Research Design

3.5.2.3 Validity, Reliability, and Objectivity of Qualitative Research

The quality of scientific research is measured against a set of long standing and well defined criteria: *construct validity* which is concerned with identifying the correct operational measures for the concepts being studied; *internal validity* which is concerned with identifying and eliminating spurious relationships; *external validity* which is concerned with finding the domain to which a study's findings can be generalised; and *reliability* which is concerned with demonstrating that the operations of a study can be repeated with the same results and that sufficient steps were taken to minimise error and bias. Merrick (1998) proposes an additional criterion of *objectivity*, which concerns the extent to which research findings can actually be supported by the data. Validity and reliability are equally important in qualitative studies (Saunders et al., 2009), however it is argued that criteria applicable to the scientific method are inappropriate for qualitative research because of the different epistemological and ontological assumptions in the contextual and subjective nature and the level of subjectivity and creativity. Hammersley, 1992; Whitemore et al., 2001). Lincoln & Guba (1985) in Whitemore et al. (2001) developed four validity criteria for qualitative research that parallel the quantitative criteria, and which remain as the standard for assessing the quality of qualitative research.

Internal validity is paralleled by *credibility* which may be attained by: Prolonged engagement facilitating persistent observation; triangulation of data sources to increase accuracy; engagement with others throughout the research process; continuous revision of hypotheses based on findings; setting aside data for checking against findings; checking of constructs with stakeholders. *External validity* is paralleled

by *transferability* which involves providing depth of description to enable other researchers to adequately evaluate whether findings might be transferable. *Reliability* is paralleled to *dependability* which may be achieved by provision of an audit of the research process. *Objectivity* is paralleled by *conformability* which is the extent to which the piece of research which is produced can be supported by the data and is structurally consistent.

Yin (2009) outlines a set of tools for increasing validity and reliability of case research. However (Lincoln et al., 2011) assert that social scientists rely increasingly on the experiential, the personified, and the emotive qualities of human experience which contribute the narrative quality to real life. Yin's strategy has been combined with Lincoln & Guba's (1985) credibility, transferability, and dependability criteria for qualitative research, and applied to process inquiry to provide a guiding approach to meeting the necessary validity criteria based on what is useful, and what has meaning in terms of a process worldview (Guba & Lincoln, 2005) The resulting framework is shown in Table 2 over.

Validity Criteria (Yin, 2009)	Validity (Lincoln & Guba, 1985)	Criteria	Case Study Tactic	Phase of Research	of Relevance of Case Study Tactics to Process Inquiry
Construct Validity	N/A		<ul style="list-style-type: none"> use multiple sources of evidence establish chains of evidence have key informants review draft case study report 	<ul style="list-style-type: none"> data collection data collection composition 	<ul style="list-style-type: none"> Multiple sources of evidence may be used to confirm actions, events, and outcomes facilitating the construction of verifiable process chains (cause and effect) using visual mapping and other techniques. Process narratives may also be used to confirm findings with interviewees
Internal validity	Credibility		<ul style="list-style-type: none"> do pattern matching do explanation building address rival explanations use logic models 	<ul style="list-style-type: none"> data analysis data analysis 	<ul style="list-style-type: none"> Outcomes may be explained using chronological mapping Findings may also be compared with previous research findings as a further test of credibility or novelty.
External validity	Transferability		<ul style="list-style-type: none"> use theory in single cases 	<ul style="list-style-type: none"> research design 	<ul style="list-style-type: none"> Depends on the type of inquiry and the potential for generalizing from the findings, whether a guiding theory is used for the inquiry and the number of cases.

Reliability	Dependability	<ul style="list-style-type: none"> • use replication research design logic in multiple case studies 	Process inquiry in family business relies on multiple cases to test transferability.
		<ul style="list-style-type: none"> • use case study data collection protocol 	The case study protocol should specify how the process inquiry is to be conducted and specify how data will be stored using the case study database. Data analysis tools should also be explained including the use of any software tools.
		<ul style="list-style-type: none"> • develop case study database data collection 	

Table 2 - Application of Positivist and Qualitative Validity Criteria for the Conduct of a Process Inquiry (adopted and expanded from Yin 2009, Lincoln & Guba 1985)

In addition to the above considerations Yin (2009) outlines the importance the researcher must place on the issue of *Trustworthiness* (how one approaches, collects, analyses, interprets, and reports data and findings), *Reflexivity* (how the researcher becomes an integral part of the environment, context, and culture s/he is attempting to represent), and *Representation* (the manner in which the research findings are reported by the researcher).

Trustworthiness also encompasses efforts to reduce or make known potential sources of bias in an interpretive inquiry. According to Robson (2002), there are two distinct types of bias: (a) *subject bias* whereby the subject's response is influenced due to a personal bias or external influence; and (b) *observer bias* whereby the interpretation of the research is influenced by researcher bias. Walsham (2006) contends that neutrality, on the part of the researcher, cannot be considered as being the same as being unbiased. Yin (2009) acknowledges the reflexive nature of qualitative research and proposes that the commitment to acknowledging and revealing potential sources of bias underpins the fundamental shift from truth to a state of understanding. The challenge of ensuring the quality of qualitative research must be continually addressed during all phases of the research process including data collection, data analysis, theory development, and writing of the research report (Yin, 2009).

3.5.3 Stage 3 – Prepare:

As in all worthwhile ventures preparation is the key principal to the conduct of a successful research project. The preparation stage should include attention to the issues of ethical behaviour for the conduct of the inquiry, and the preparation of a case study protocol to guide the research process.

3.5.3.1 Ethical Considerations

A fundamental principal of a research programme is that it should not subject the research subject(s) to embarrassment, harm or any other material disadvantage (Saunders et al., 2009). The researcher must therefore consider a range of ethical issues relating to the conduct of their research programme.

In addition to the overarching principles not to plagiarise, fabricate or falsify data, research procedures, or data analysis Diener & Crandall (1978) in Bryman & Bell (2011) identify four main areas of ethical behaviour for consideration:

- a. *Harm to Participants*: the researcher must take all reasonable precaution to ensure that participants are not harmed or adversely affected as a result of participation in the research. This includes maintaining confidentiality of records and anonymity of subjects if so requested.
- b. *Informed Consent*: the consent of each participant must be gained on the basis that the purpose and nature of the research has been explained to them leaving them free to choose whether or not to be involved and to terminate their involvement at any time if desired. Written consent should be sought as far as possible.
- c. *Invasion of Privacy*: The researcher at all times must respect the right to privacy of all subjects and respect their personal values and sensibilities.
- d. *Deception*: The researcher must ensure that no concealment or deception is carried out during the course of the research.

3.5.3.2 Developing a Case study Protocol.

The case study protocol is a comprehensive set of guidelines that describes the procedures for conducting the research, the type of data to be collected and potential issues regarding its future storage, and guidelines for data analysis (Yin, 2009).

The case study protocol is an essential part of the research as it sets out in detail how the case study will be conducted. While there is no standard format for the case study protocol Yin (2009) provides a useful template of such an instrument consisting of six key Sections as follows:

- a. A preamble outlining the purpose of the protocol
- b. A description of the research project and the case research method
- c. A detailed description of general procedures for conducting each case, including contacts and timing;
- d. A description of the research tools such as interview guidelines, questionnaires etc.
- e. guidelines for data analysis
- f. A template letter of invitation to participants (Maimbo, 2003; Runeson & Höst, 2009).

The use of a case study protocol helps the researcher to consider all issues relevant to their research which in turn contributes to more rigorous research that has greater internal and external validity and reliability (Yin, 2009).

3.5.4 Stage 4 – Collect Data:

The outcome of the data collection phase of a case study should be an extremely well organised and categorised set of case data (Darke et al., 1998). Case based research uses a range of data sources:

- a. Written documents such as memoranda, newspaper clippings, and formal reports;
- b. Archival records (including financial reports)
- c. Interviews
- d. Direct observation
- e. Participant observation
- f. Physical artefacts (Darke et al., 1998; Yin, 2009).

The primary source of data in a qualitative interpretive case study is the interview (Pan & Tan, 2011; Yin, 2009) which is also well established in the field of family business research (Chrisman, 2012). Yin (2009, p. 106) describes interviews as '*guided conversations rather than structured queries*' where the stream of questions is fluid rather than rigid. This makes interviews very suitable for qualitative,

interpretive studies as, if used constructively they can give us an intimate knowledge of people, their social world and the interactions that lie within it - which facilitates the search for meaning, intentionality, and context, which are the core objectives of qualitative research (Hermanowicz, 2002; Schultze, 2011). Yin (2009) identifies two types of interview: an *in-depth interview* where, in addition to the facts of the matter the researcher can ask questions so as to elicit opinion and insight relating to the topic at hand; and a *focused interview* which, as the name suggests, is designed to focus on particular facts using a specific set of questions, usually to corroborate previous information.

For the conduct of process orientated research data collection focuses on collecting data relating to the process models' main components, vis. event sequence data, causal and consequential factors, and the identification of relationships among these components as shown in Figure 3.6 below.

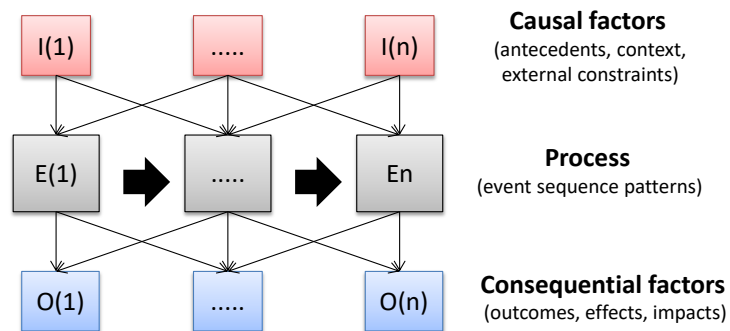


Figure 3.6 - Process Model (Adapted from Radeke (2010))

Pettigrew (1990, p. 277) states that data collecting should be '*processual, comparative, pluralist, historical, and contextual*'. Poole et al. (2000) presents five strategies to focus the data collection process:

- a. Identify events and event types
- b. Characterise and classify event sequences and their properties
- c. Identify dependencies in the sequences identified
- d. Evaluate the data in the context of the outcome if possible
- e. Identify coherent patterns that integrate the narrative and provide explanation.

3.5.4.1 Organising Research Data

Yin (2009) states that the benefits from the six sources of evidence as described above can be optimised if the following three principles of data collection are utilised:

- a. Multiple sources of information must be secured
- b. A case study database must be maintained
- c. Maintenance of a chain of evidence.

Radeke (2011) also proposes the explication of the data collection procedure to enhance the quality of the research and reliability of findings.

3.5.4.2 Multiple Sources of Information

A major strength of case study inquiry is the use of multiple primary and secondary data sources. This provides a rich pool of data which can be combined to corroborate findings rather than reliance upon a single source (Yin, 2009). Triangulation of data facilitates the development of '*converging lines of enquiry*' (Yin, 2009, p. 115) and mitigation of conflicting accounts (Pan & Tan, 2011), therefore supporting a more convincing narrative, and creating the opportunity to increase the reliability and validity of the research findings (Dube & Pare, 2003; Yin, 2009).

3.5.4.3 Use of a Case Study Database,

A case study database may be used to organise and document the collected case study data (Dube & Pare, 2003). Use of a case study database provides a single site for storage of case material which provides evidence supporting the case narrative and findings, which can be made available for review. Yin (2009) proposes a categorisation for the initial classification system incorporating four main areas:

- a. Personal case study notes
- b. Case study documents
- c. Tabular and quantitative materials
- d. Narratives.

As the research progresses and intensifies this classification system may be expanded and extended to develop a well organised, categorised, easily accessed, and complete set of records to support the resultant research findings. A computer system may be designed to support the case study database. The

subsequent availability of this database as a possible reference will increase substantially the reliability of the resultant research outcome.

3.5.4.4 Maintaining Chains of Evidence.

Throughout the research process it is vital to maintain chains of evidence to support the research findings. Each chain of evidence must be designed in such a way that it will allow, if necessary, an external observer to follow the research process beginning at the initial research question all the way to the research conclusions. The chain of evidence will include sufficient cross-referencing to methodological procedures carried out, and the resulting evidence leading to the research findings.

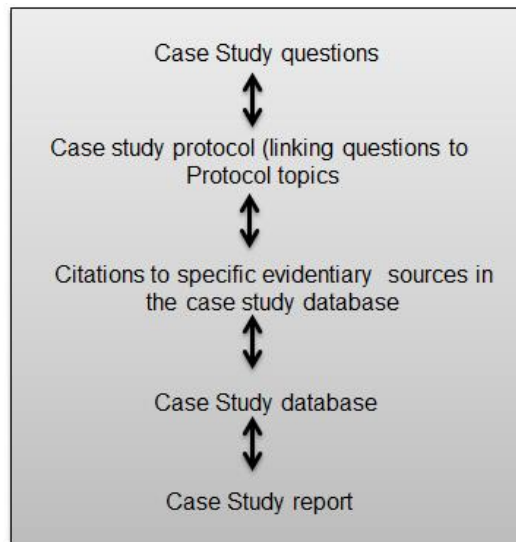


Figure 3.7 - Research Chain of Evidence (Adapted from Yin, 2009)

The construction and maintenance of the chain of evidence is enhanced by the use of the case study database with appropriate referencing, and only serves to further enhance the validity and reliability of the research findings. Analysis of the data collection procedure is best achieved by the use of the case study protocol document which outlines the procedures for data collection along with general rules to be followed. Documenting the actual research procedures enhances reliability of research findings. (Yin, 2009).

3.5.5 Stage 5 – Analyse Data (Theory Development):

The purpose of theory is to describe and explain connections among phenomena (Philips et al., 2003). Process models emphasise a dynamic view of phenomena (Radeke, 2010) which typically consist of three main components: the process itself; causal factors; and consequential factors (Radeke, 2010) which is shown in Figure 3.7 above. The purpose of process theory is to move beyond a description of the individual components by explaining the connections among them, the underlying mechanisms that drive them, (including action and context) and their underlying relationship with certain outcomes or consequential factors (Hinings, 1997; Radeke, 2010).

3.5.5.1 Data Analysis - the Inductive-Deductive Process

Data forms the foundation of theoretical development but in this regard does not in itself constitute a theoretical contribution (Philips et al., 2003). Data describes which empirical patterns were observed, and theory explains why these patterns were observed. Getting from data to theory is a creative process which uses a combination of induction and deduction to develop possible plausible explanations for temporal dynamics (Langley & Tsoukas, 2010; Miles & Huberman, 1994). This creative process is called abduction.

The strength of analysis in interpretive research is derived from the strength of the explanation of the phenomena based on the interpretation of the data (Darke et al., 1998). Eisenhardt (1989) proposes that induced theory is likely to be empirically valid when it is closely linked to the data. This position is supported by Walsham (1995a) who emphasises the importance of detailed descriptions outlining how findings were derived and deduced. Data analysis should be both systematic and disciplined and should display a logical pattern of thought processes and assumptions that result in sufficient evidence for the research outcome. There should also be adequate consideration of alternative interpretations and reasons for rejection by the researcher (Walsham, 1995a). Carroll and Swatman (2000) note that the main difficulty when employing qualitative research is demonstrating the linkages between the data collected and resultant conclusions which are drawn.

Analysis of case study evidence is one of the least developed aspects of case study research (Yin, 2009). Similarly there are no fixed recipes for undertaking process research (Pettigrew, 1997). Miles & Huberman (1994) propose a framework for analysing qualitative data which is applicable for both case study and process as it is consistent with Pettigrew's description of the cycle of induction and deduction for the conduct of processual research described above.

Miles and Huberman (1994) describe data analysis in the context of three phases: *data reduction, data display, and conclusion drawing and verification.*

- a. **Data Reduction:** is the first step in organising and distilling the mass of raw data into a meaningful format. This involves an iterative process of selecting, simplifying, abstracting, and transforming the data without diluting any of its embedded richness. This process requires an intuitive input from the researcher to assess what data should be emphasised. This usually involves some combination of deductive and inductive analysis and should also be guided by the research question. The outcome of this stage is a set of initial categorisations which form the input to the second stage of data display.
- b. **Data Display:** further organises the data to produce an organised, compressed body of information that facilitates some preliminary conclusions. The data at this stage is usually presented as a combination of text and diagrams, including process charts, which allow the researcher to identify some systematic patterns and inter-relationships. At this stage additional higher order categories or themes may emerge.
- c. **Conclusion Drawing and Verification:** conclusion drawing involves the ability of the researcher to contemplate what the analysed data may mean with regard to the research question. Emergent conclusions need to be revisited, crosschecked, and tested for plausibility, and confirmability so as to ensure the validity of research findings. The conclusion drawn must be credible, defensible, warranted, and able to withstand alternative explanations.

3.5.5.2 Strategies and Tools for Data Analysis and Sense-making

The complexity of process research has led to several efforts to offer plausible insights to aid the researcher when undertaking process studies. These are outlined below:

Pentland (1999) describes a number of properties of narrative that exist in any set of data as follows:

- a. *Sequence in time*
- b. *Focal actor or actors*
- c. *Identifiable narrative voice*
- d. *Canonical or evaluative frame of reference*
- e. *Other indicators of content or context.*

The construction of a narrative based on these properties assists with the data reduction stage of data analysis by indicating patterns in the data which can facilitate initial identification of key themes and categories (Miles & Huberman, 1994, Pettigrew, 1997).

Pentland (1999) describes the structural characteristics contained in a process narrative by showing their structure contained within four layers, with each layer presenting a deeper explanation of the processes driving the surface story or narrative as shown below:

Level	Type	Definition	Example
1	Text	Telling of a story by a specific narrator	The textual description of an event or action
2	Story	A version of a Fabula from a specific point of view	Eileen Collins view of growing up from childhood in the newly formed Southern Fruit
3	Fabula	A generic description of a particular set of events and their relationships	Who did what in the firm
4	Generating Mechanisms	Underlying structures that either enable or restrict the Fabula	Overall firm performance within the Macro Environment

Table 3 - Structural Characteristics of a Process Narrative (Adapted from Pentland, 1999)

The *fabula* at level 3 is a construct of the basic events and characters required to uniquely identify a particular story. In order to get to the *fabula* the researcher must go beyond the surface structures at levels 1 and 2 and in order to provide theoretical explanation the researcher also needs to identify the generative mechanisms that enable and constrain the *fabula*. The generating mechanisms of level 4 represent the deep structure in narrative as they explain the underlying factors which are the drivers of the process.

Mechanisms

Van de Ven & Poole (1995) identified four basic mechanisms, each type representing fundamentally different events in sequence which explain how and why changes unfold. There four mechanisms are:

- a. *Life Cycle Process Theory*: the developing entity has within it an underlying form, logic, program, or code that regulates the process of change and moves the entity from a given point toward a subsequent end that is prefigured in the present state

- b. *Teleology Process Theory*: the developing entity is purposeful and adaptive. It socially constructs an envisioned end state and selects one course of action from a choice of alternatives.
- c. *Dialectic Process Theory*: the developing entity exists in a pluralistic world of colliding events or contradictory values that compete with each other for domination. Stability and change are explained by reference to the emerging balance of power between opposing entities
- d. *Evolution Process Theory*: change proceeds in a continuous process of variation as in evolution.

Van de Ven & Poole (1995) propose that all specific theories of organisational change and development can be built from one or a combination of these four mechanisms.

Probing deeper into the *fabula* and motors can contribute to the data display stage of analysis as described by Miles & Huberman (1994). This step goes beyond data reduction to provide an organised, compressed dataset of information. This allows the researcher, uncover patterns and interrelationships and build causal maps (Dyer et al., 1989). At this stage higher order categories emerge from the data that go beyond the process of data reduction. Finally, the researcher can proceed to conclusion drawing – always being mindful to consider what the analysed data may mean and the underlying implications for the research question.

Other Tools

In addition to narrative there are a range of other strategies which may be utilized for analysing process data.

Langley (1999, p. 694) proposes seven generic strategies for sense making from process data. The seven strategies are narrative, quantification, alternate templates, grounded theory strategy, visual mapping, temporal bracketing, and synthetic. Each of the strategies have different strengths and weaknesses and may be in any combination depending on their relevance to the research.

There are a range of software applications which may be used to help researchers organise and analyse qualitative data. Typical features of such applications include the ability to classify, sort and arrange information and examine relationships contained within the data. The researcher can also test emergent theories, identify possible trends and cross-examine information in a variety of ways. These programs may be used to build evidence to support the research findings. Tools such as these can facilitate the development of theory, however, they cannot replace the role of the researcher whose insight and abductive reasoning is required to produce process theory, a creative human process which cannot be imitated by machine.

3.5.6 Stage 6 – Report Findings:

The purpose of the case study report is to describe and provide an analysis of the case. For multiple-case design the report may also include a cross case analysis (Yin, 2009). Although reporting is depicted as the last element of the case study process it is recommended that it should be given explicit attention and mention throughout the earlier phases of the case study (Yin, 2009), and should be commenced before data collection and analysis have been completed in order to facilitate continued refinement (Yin, 2009).

A good case report should be interesting and engaging and contain sufficient evidence to support the research outcomes with support drawn from the case study database as discussed earlier in this chapter (Darke et al., 1998, Yin, 2009). It is recommended that the format and content of the report should be consistent with comparable studies and should be applicable to its intended target audience (Darke et al., 1998). In order for the case report to demonstrate validity it must describe in detail how research results were deduced and it must present a coherent and persuasively argued point of view (Walsham, 1995b). There must be sufficient evidence for the research results and clear reasons outlined for rejected possible alternatives (Darke et al., 1998). The validity of the findings must also be demonstrated by providing the appropriate chains of evidence and multiple sources for the evidence. The issue of researcher bias should also be addressed and discussed.

Lincoln & Guba (1985) describe four criteria which address the quality of case reports as:

- a. *Resonance*: connection between the report and the underlying research paradigm
- b. *Rhetoric*: well organised and written which is consistent and logical. It must not contain loose ends
- c. *Empowerment*: this raises consciousness so as to evoke and facilitate action
- d. *Applicability*: the extent to which inferences can be drawn by the reader.

Finally, the report should be regularly reviewed by a range of people during the writing phase which may include informants. Readers should be encouraged to challenge findings and assumptions, as this will add to the credibility of the resultant research.

3.6 Consideration of Other Qualitative Methodologies

Having established the suitability of a process inquiry using a case study method for the conduct of this research it was necessary to investigate the suitability of other qualitative research methods. Three alternative research approaches are discussed below.

3.6.1 Ethnography

Ethnographic research is an in-depth research method stemming from the discipline of social and cultural anthropology, particularly the work of Malinowski (1994). Ethnography is an intensive research method as it requires the researcher to immerse him/herself in the daily life of the people they study and seek to place the phenomena studied in their social and cultural context (Locke, 2011). Embedded in the inductive approach, and adapting a flexible and somewhat unstructured research design, the researcher attempts to put aside his/her own terms of reference and allow themselves to be led by the social setting to new and unexpected insights (Schultze, 2006). Ethnographic research is somewhat similar to case study research in terms of studying a phenomenon in context, however it differs in two main respects:

- a. Observation of participants in their environment is the primary source of data (Locke, 2011; Watson, 2011);
- b. it requires that the researcher fully immerse him/her-self in the life of the social group under study in order to provide detailed observational evidence (Yin, 2009).

The applicability of ethnography to the study of family business, and its focus on human and social context, suggests that this method may be a suitable candidate for this research, however there are a number of aspects that limit its suitability to answer the research question. These include:

- a. Ethnographic research focuses more on the behaviour and thoughts of people and less on the formal of actions and outcomes for the organisation;
- b. The requirement for real-time immersion makes the practical application of this method unsuitable for this particular research project for both the researcher and the people involved.

3.6.2 Action Research

Action research originates from the work of Kurt Lewin, of the University of Michigan, in the mid 1940's (Coghlan, 2011; Lewin, 1947;1951). Action Research is research in action, concerned with the resolution of organisational issues (Saunders et al., 2009). Action Research is a two-stage process consisting of:

- a. The *diagnostic stage*, which involves collaborative analysis of the social situation by both the researcher and the research subjects, leading to the formulation of theories concerning the nature of the research domain
- b. A *collaborative change programme* and evaluation of the outcome (& (Pries-heje, 2000; Saunders et al., 2009). This approach contends that complex social processes are best studied by introducing changes into these processes and observing the effects of the changes.
- c.

Action research is interpretive in nature as the researcher becomes part of the study through intervention (Coghlan et al., 2009). Unlike other forms of academic research action research seeks to create organisational change (Pries-heje, 2000; Coghlan, 2009 et al.), and simultaneously study the process. The method produces highly relevant results because it is grounded in practical action, aimed at solving an immediate problem situation, while at the same time informing theory (Baskerville, 1999). However Pries-heje et al.,(2000) and Coghlan et al., (2011) point out that Action Research studies have gained only limited attention in the literature, a point also indicated by Yin (2009) and shown in Table 3.7 of this chapter.

One of the main limitations of action research is its direct involvement in the research by the researcher which can give rise to a relationship forming between the researcher and the 'client' which diminishes the researcher's ability to control the process and can affect the outcomes of the research (Yin, 2009). Another limitation is that the collaborative nature of the research can lead to blurring of authority relationships within the project, resulting in diminished control over the research (Reason, et al., 2001).

Having evaluated the suitability of action research for this project it would not be suitable for the following reasons:

- a. This study on family business evolution is exploratory in nature. It seeks to investigate what role the family played in the business over the course of three generations and therefore does not purport to influence behaviour in any way, this research agenda is enquiry (diagnosis) and not intervention (treatment)

- b. Action Research agenda is typically set by the client and not the researcher (Coghlan, 2009) which is contrary to the basis of this research, which has emerged from a research question arising from a review of existing literature.

3.6.3 Grounded Theory

The grounded theory methodology emerged in the 1960s following the publication of a book on the method by Glaser and Strauss (Glaser and Strauss, 1967). This work has become the seminal point of reference for carrying out this particular type of research. Grounded theory is an interpretive research approach in which theory and models are generated inductively from the analysis of contextual data, leading to the discovery of concepts and hypotheses (De Villiers, 2005).

The grounded theory approach involves a number of stages from data gathering to theory development. Data Collection begins with the commencement of data collection and all data is relevant. The data is ordered and analysed using a method called the constant comparative method (Goulding, 2002) which involves comparing the data in search of emerging patterns and themes. This is called theoretical sampling. Data from interviews, observations, and other sources is analysed using coding methods called open coding, axial coding, and selective coding which seek to iteratively group the data into higher order categories. Theoretical saturation occurs when theoretical constructs fit with existing data and the comparison of theoretical constructs with new data does not yield any new insights (Gasson, 2004). It is at this point that theory emerges from the data (Strauss and Corbin, 1998).

Grounded theory is represented in the area of family business research (De Villiers, 2005; Sharma, (2008); DeMassis, (2012), however Urquhart et al. (2010) and O'Reilly (2012) point out that many studies use the Grounded Theory tenet of constant comparison as a data analysis and coding technique but do not adhere to the other four fundamental principles of the methodology (theoretical coding, theoretical sampling, theoretical saturation, and theoretical sensitivity).

As an interpretive research method, grounded theory would be suitable for the conduct of this research as it facilitates the development of theory by induction. However, the central role of time in process orientated inquiry and the specific focus on actions and events unfolding over time indicates that a process inquiry is the most suitable to answer this research question which involves the study of a phenomenon (the role of the family) that is inextricably connected to a process (family business evolution) over time. Although Grounded Theory offers a well-structured approach to data analysis and theory generation there are other equally well established methods such as that presented by Miles &

Huberman (1994), that offer comparable data reduction techniques, and which are suitable and applicable to the conduct of a process inquiry.

3.7 Unified Research framework

Having decided on a processual longitudinal case based approach the unified research framework encapsulates the literature streams, the processual evolutionary framework (Van de Ven, (1995) and Pettigrew (1985b), other theoretical concepts (Agency, Stewardship and RBV), which are utilised as a guiding framework to underpin the research. This approach is outlined in figure 3.8 below.

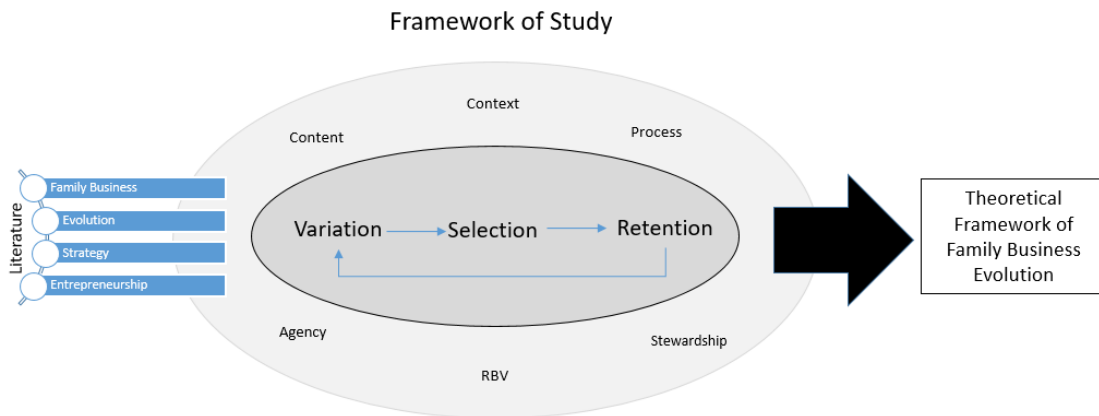


Figure 3.8 The Unified Research Framework

3.8 Case Data Analysis

3.8.1 Introduction

Data collection that took place during the course of this research was a rigorous process of collecting a rich set of both primary and secondary data, with the aim of building a well configured and organised

set of case data (Darke, Shanks et al., 1998). For the conduct of a processual inquiry Pettigrew (1990) states that data collecting should be "*processual, comparative, pluralist, historical, and contextual*". In keeping with Pettigrew (1990), research data collection was focused on event sequence data, as well as reasons and outcomes factors, the identification of relationships among these components, and contextual factors relating to the unfolding events. The selection of data sources also took into account the longitudinal nature of both the case studies.

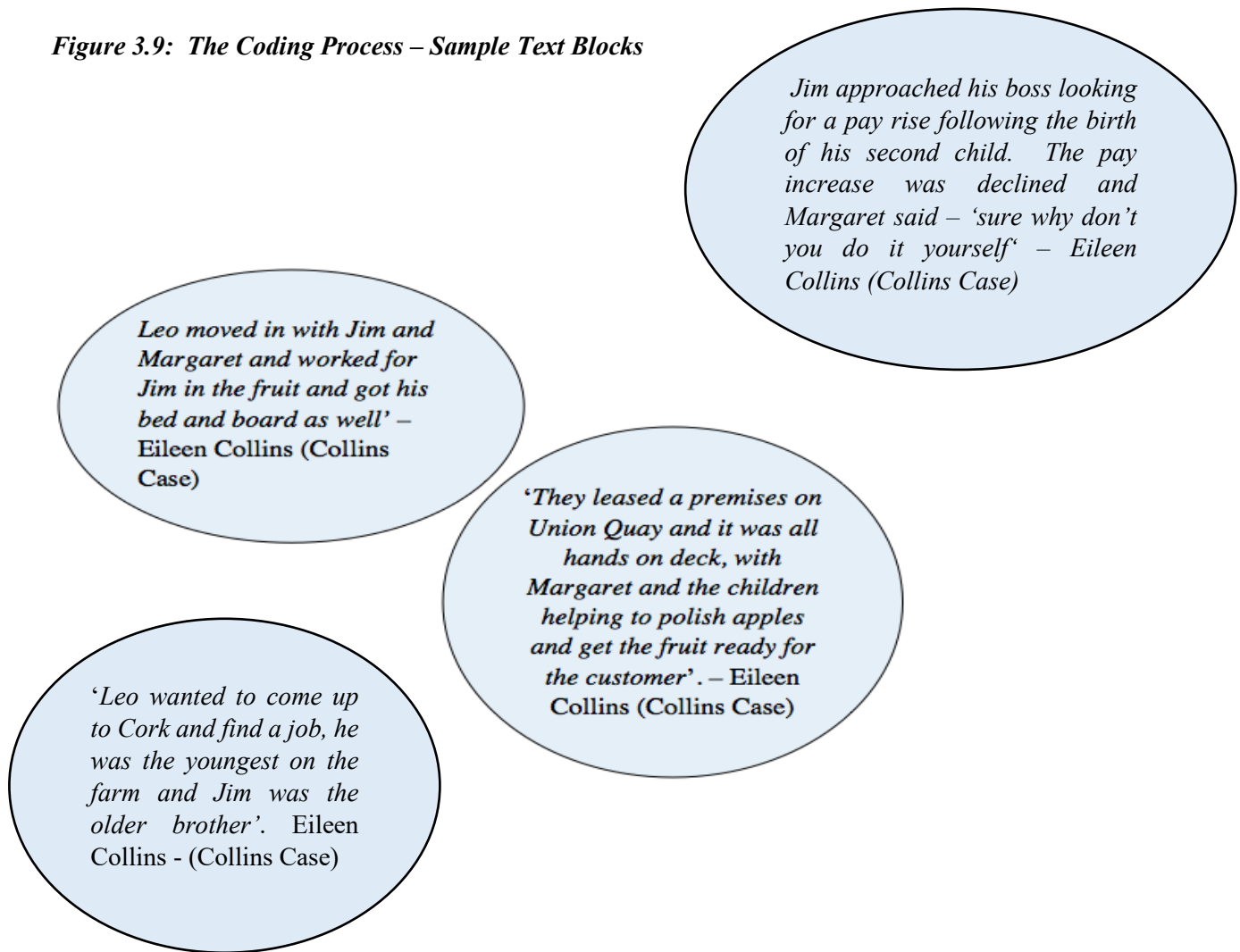
Data sources in case based research include: (a) written documents such as memoranda, newspaper clippings, and formal reports; (b) archival records (including financial reports); (c) interviews; (d) direct observation; (e) participant observation; and (f) physical artefacts (Darke, Shanks et al., 1998; Yin, 2009). Multiple sources of evidence provide a rich corpus which facilitate data triangulation, that in turn will strengthen the reliability and validity of the emergent theory (Yin, 2009).

3.9 The Coding Process.

3.9.1 Data Reduction

Firstly, all of the interview transcripts, participant correspondence, and relevant sections of the primary data reports were analysed on a line by line basis which created 1647 text blocks. These text blocks were sorted in chronological order. This is important to note as the concept of 'change over time' is a key point of interest for this study. A sample of a text block is shown in Figure 8.0 below. This was an initial sweep of the documentation and highlighting anything which may be important, whilst maintaining the data in date order. Moving towards the data display phase of data analysis the data was then analysed in a two stage process to identify events, actions and outcomes (temporal bracketing)

Figure 3.9: The Coding Process – Sample Text Blocks



3.9.2 Data Display - Stage 1

The first stage of data display was concentrated on the identification of key events, actions and outcomes. These were arranged into a chronological order in order to develop an understanding of both family firms as they evolved over time.

An **event** was defined as a discrete identifiable occurrence ‘*the board decided*’, an **action** as something that somebody does ‘*I decided to approach other family members*’, and an **outcome** the result of an action or an event – ‘*the board decided to close the company*’. An initial trawl of the 1647 text blocks resulted in the identification of 526 actions, events, and outcomes which were primarily the result of the

semi-structured approach adopted to interviewing which allowed a narrative of events relating to both family firms.

Figure 3.10: Stage 1 Data Display – Identification of Actions, Events and Outcomes

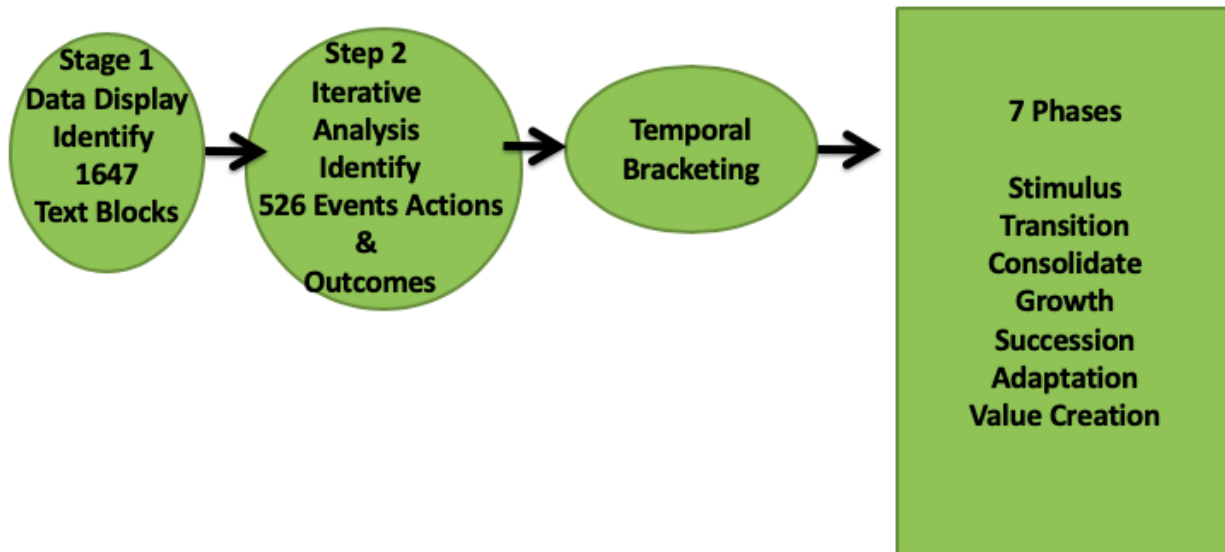


An iterative analysis of each of these 526 blocks of data resulted in the identification of 84 key events which were identified as being crucial to the family and the business. These events were significant defining moments in the family and business life cycle. *‘Dad died, it was cancer, we were all so upset, then Denis died, we didn’t know what to do, here we were with a business and just not functioning in any real way, what were we to do?’* – Deirdre Collins.

Further analysis resulted in the emergence of 7 key phases/stages which were bounded by an event or decision without which the next phase/stage of the development would not have occurred, and which represented a key turning point, for example when firm leadership passed from one generation to the next (succession).

The seven emergent phases/stages are: stimulus, transition, consolidation, growth, succession, adaptation and retention. This process is summarised in Figure 3.11.

Figure 3.11: Stage 1 Data Display – Identification of seven chronological phases



The seven phases identified in Data Display Stage 1 are detailed below:

Stimulus: In this stage individuals do not consciously consider changing to the desired behaviour (becoming entrepreneurial). They are unaware that adopting a new behaviour or adapting an old one might be a possible opportunity for them, until some stimulus occurs. In the field of entrepreneurship this is where the individual weighs up the ‘pros and cons’ of initiating a venture and their willingness to undertake ‘risk’ and overcome challenges. Macro environmental stimuli can also be a key factor in this phase with government policies such as government backed loans, tax breaks for new ventures being proffered as a means to encourage entrepreneurial ventures.

Transition: In the transition stage, individuals have made the decision to invoke change and are implementing plans to bring that change about. This is the stage where business plans are drafted, and/or networks are invoked for discussion regarding potential opportunities. Marketing of the new venture is actively pursued and there is a focus on overcoming initial challenges of launching the new venture. Within the transition stage individuals are making the transition to becoming self-employed and harnessing the resources of family to formulate the business.

Consolidation: In this stage, we are no longer talking about ‘individuals’ but we are now discussing ‘the firm’. Firm leaders are taking clear steps towards the target of actualising goals. The entrepreneur consolidates the new business/venture, there is a focus on networking and fostering relationships within

similar industries and/or locations. The 'family brand' becomes synonymous with 'family institution' (Selznick, 1957).

Growth: This phase is concerned with the growth of the business. It involves re-evaluating the suitability of the existing infrastructure and leveraging the business/family resources to maximise return on investment. Entrepreneurial opportunities and agency issues arise with family firms tending to pursue long term opportunities, rather than 'short term' views for the preservation of family position in the evolutionary process. The influence and importance of family social capital becomes apparent in the growth phase (Chrisman et al., 2012).

Succession: At some point, a dramatic event will occur which will put the firm into a state of flux. One of the significant events that can arise for family firms is when they are transitioning from one generation to the next. The loss of a family member is significant for any family, but when this is also the firm leader the duality of the situation becomes magnified. Effects can be increased if this is a sudden, unexpected event, or if succession has not been planned in any systematic way. Conflict issues can arise among siblings and there can be a knock on effect in the market.

Adaptation: Following a period of flux, there is a time to adapt to the 'new' set of circumstances. For example, this could be the installing of a new leader, a division of roles within the family, a division of resources. Following the ascension of the next generation to a position of leadership within the firm, the issues of remaining entrepreneurial, firm growth, the importance of network and the preservation of family social capital become important. Professionalisation of the family firm as they look towards transitioning to the next generation is considered.

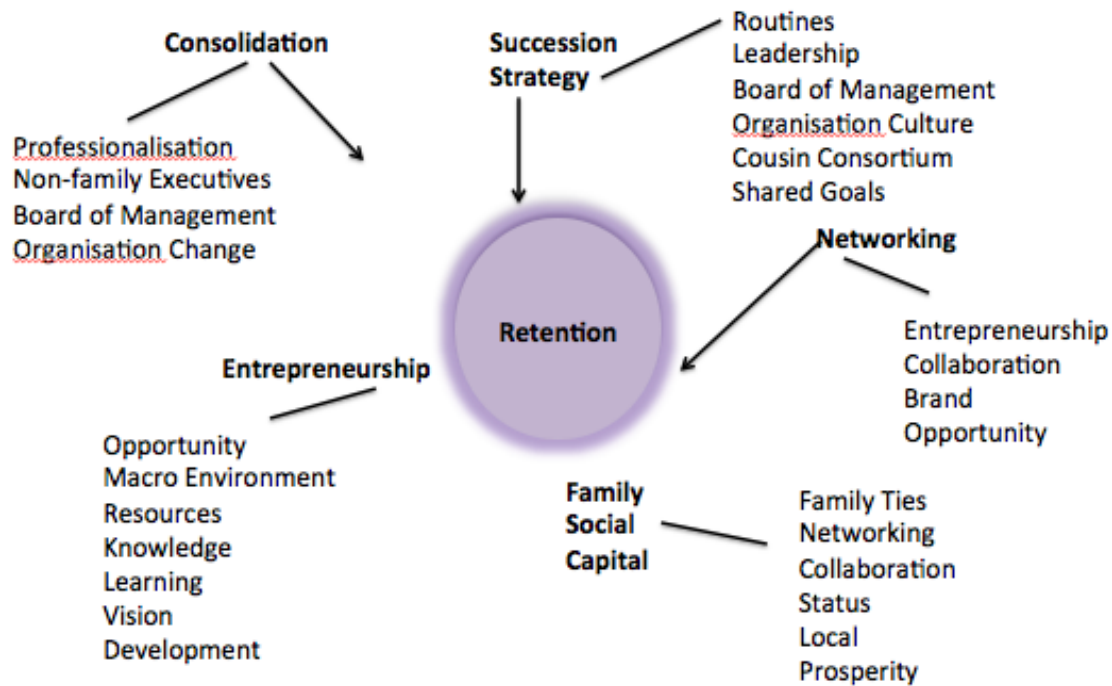
Value Creation: The processes that have been adapted following the succession phase as being of benefit to the family business become normalised and adopted as standard procedure. Similar to organisational learning as discussed by Cyert and March (1963), where organisations learn from experience and they repeat successful behaviours and discard unsuccessful ones. The ability to retain new routines is in keeping with evolutionary theory which shows that organisational learning occurs, following a period of succession (variation) when organisation culture is altered and the organisation develops the ability to store and retrieve new routines and knowledge. (Aldrich and Ruef, 2006). Retention of the changes involves substantial changes in the routines of the organisation in such a way that the organisation re-produces itself, thereby creating value over time. (Aldrich and Ruef, 2006).

It is noted that the seven emergent phases are consistent with Evolutionary Process Theory (Van de Ven, 1995, Van de Ven & Poole, 2006, Aldrich and Ruef, 2006) which describes cumulative changes in

organisations through the mechanism of ‘variation, selection and retention’. It is through these processes that different behaviours, structures and concepts are selected and retained.

Figure 8.3 is a sample of the mapping of themes to the emergent characteristic of ‘retention’. Similar mapping of themes occurred across all seven phases of the emergent theoretical framework.

Figure 3.12 Sample mapping of themes to the Retention Phase of the Emergent Framework



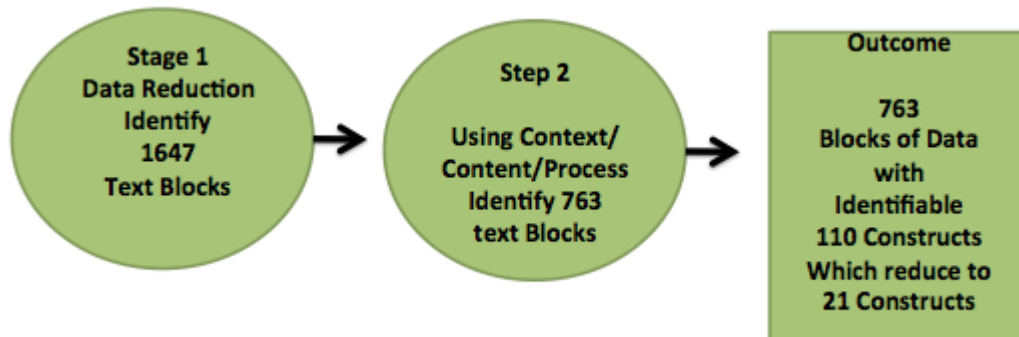
3.9.3 Data Display - Stage 2

In order to assist with data dissemination, the need to use a lens through which data could be categorized was identified. The choice of the Pettigrew (1985b) triangle using context, content and process provided a means through which processual data could be interpreted. Process models may incorporate several different types of effects into their explanations, including critical events and turning points, factors that influence the sequencing of events, and contextual and other factors that influence the direction of change and causal influence (Van de Ven & Poole, 2006). Process models have a lower capability to explain variance but provide richer explanations of how and why outcomes occur (Mohr, 1982) by untangling the history that altered the trajectory of events (Saunders et al., 2009), and identifying multiple intersecting conditions that link context and process to outcomes (Pettigrew, 1997). The Pettigrew triangle (1985b) of context, content and process, provides a basis for consistency with previous

processual research and evolutionary studies, and provided a useful complimentary addition to the novel theoretical framework, as it is a standard processual lens it may be readily accepted amongst scholars. The accepted nature of the Pettigrew (1985b) lens also enhances the generalizability of the framework and therefore is adaptable to future studies using the novel framework.

In order to complete the second phase of data analysis the 1647 text blocks were re-examined. Using Pettigrew (1985b) as a lens and utilizing the triangle of ‘context, content and process’ this resulted in the identification of 763 text blocks. Through further analysis of the 763 remaining text blocks the identification of characteristics / dimensions of family business evolution was undertaken. Analysis of the data involved an iterative process of induction and deduction, combined with a cyclical process of synthesis and data reduction. The 763 remaining text blocks were further reduced to a total of 110 constructs which, during further iterations, culminated in the emergence of 21 constructs which characterise family business evolution. This process is shown in Figure 3.12 below.

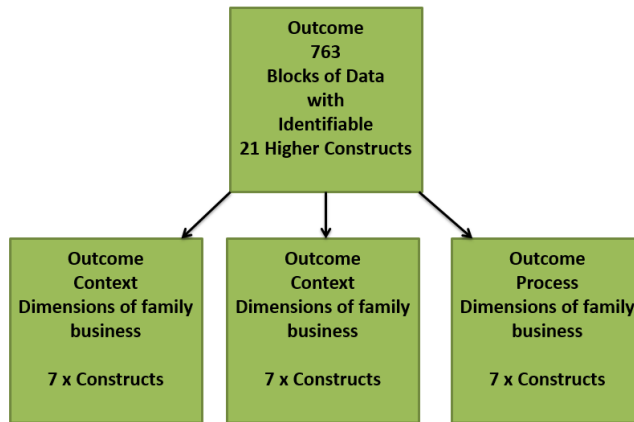
Figure 3.12 Data Display Stage 2a – Emerging Constructs



3.9.4 Data Display - Stage 2 – Constructs

As detailed above the reduction of the 110 constructs when further examined led to the identification of a clear 21 constructs which were identified using the Pettigrew Triangle (1985b). This is shown in Figure 3.13 below.

Figure 3.13 Data Display Stage 2b – Emerging Constructs



This detailed process of data analysis, examination and re-examination culminated in the production of the novel theoretical framework as detailed in figure 3.14. A detailed explanation of the framework is presented in Chapter 8.

3.10 Organisation Evolution

In conclusion this research proposes that the ‘mix’ of all the constituents in this study are not in isolation from each other. The interplay between actors is not a static process but there is a continuous action and re-action between the players. This becomes apparent in the outcomes of the higher order themes and dimensions. How the organisation changes over time is a significant process because no organisation is removed from its macro environment where it can remain static. If it is unable to change in response to stimuli from an evolving environment it will be at risk. If organisations do not adapt and change, they are at risk of being replaced by others who are more ‘fit’ for the industry in which they operate. If organisations do change and develop strategies and/or practices that can be imitated by others this further promotes the concept of networking and using family social capital for diffusion of information among networking firms, and the network evolves and survives (Aldrich & Ruef, 2006).

3.10.1 The Emergent Theoretical Framework

Figure 3.14 *The Novel Theoretical Framework*

	Stimulus	Transition	Consolidation	Growth	Succession	Adaption	Value Creation
Variation	Circumstance	Macro Environment	Networking	Economic Stimulus	Succession	Leadership	Prosperity
Selection	Opportunity	Developing	Family Brand	Shared Goals	Leadership	Family Social Capital	Entrepreneurship
Retention	Resources (Financial)	Resources (Labour)	Community	Professionalisation	Family Ties	Synergy	Collaboration

Combining the dimensions of family business evolution with the 7 evolutionary phases a two dimensional framework was constructed and will be used to form the backdrop to the novel theory of evolution of the family in the family business, which is central to the emergent theory of the role family business evolution and its ability to survive in the long term. The theory, along with the associated theoretical framework will be described in detail in Chapter 9.

3.11 Conclusion

This Chapter set about exploring the range of research possibilities that would be appropriate to answer the research question –

‘How does family business evolution affect long term sustainability of the family firm?’

Having explored 'family business evolution' and the rigor versus relevance debate surrounding academic research in the family business field it was noted that the high degree of diversity in the field indicates that a thorough analysis of the spectrum of philosophical and research appropriate to the discipline should be undertaken before deciding on the most appropriate research design.

Having analysed the spectrum of philosophical paradigms in terms of ontology and epistemology, including the three paradigms of positivist, interpretivist, and critical as indicated by Sharma et al., (2014) for the study of family business, along with quantitative and qualitative research methods and associated data gathering and analysis methods, a decision was made to adopt a qualitative / interpretivist approach as the most suitable strategy to answer the research question proposed in this study.

The adoption of an interpretivist approach indicates that a qualitative approach to data gathering and analysis is appropriate as the study does not seek causal factors based on independent and dependent variables, but rather seeks to enlighten the audience, based on outcomes from the research. Because family business is a temporally evolving process the suitability of a process orientated approach for data gathering and analysis was then investigated and found to be highly suitable because of its focus on behaviour in organisations, and sequences of events, activities and actions, which unfold over time and within its context (Hinings, 1997; Langley & Tsoukas, 2010; Pettigrew, 1997). Given that contextual understandings are best achieved by direct, first-hand knowledge of a research setting, the suitability of a case study approach was then investigated and found to be highly appropriate to the study of family business phenomena (Sharma et al., 2014) and for answering 'what', 'why', and 'how' type research questions. The choice of a process orientated study in a case-based setting is further justified by the number of existing studies in family business that have adapted a similar approach. A six-stage research framework adapted from Yin (2009), Pare (2004), was then described as a suitable approach for the conduct of the study. Finally, three alternative qualitative research approaches: Ethnography, Action Research, and Grounded Theory, were also investigated but were rejected on the grounds that they do not fully meet the objectives of this research.

Following the outcomes of the literature review and evaluation of potential research approaches a unified research framework is presented in figure 3.8 which forms the basis of this study.

The conclusion of the researcher is that a longitudinal, case based, processual study is the most appropriate method of research to answer the research question posed in this study.

This chapter concludes with a description of how the research was undertaken to answer the research question. Having argued for the appropriateness of a multiple (two) case study setting for the research the rationale for the selection of both candidates (Southern Fruit Company and The Gleneagle Hotel)

was then explained. Following this discussion, the chapter describes the initial stages of the inquiry including access negotiation, initial meetings, along with preliminary secondary data research.

Collection of the primary and secondary data was then described along with how the collected data was organised using a Case Study Database. Finally, the data analysis process was presented in detail describing a two stage procedure. Stage one involved the construction of a longitudinal chronology of both family firms. An initial 1647 text blocks were initially identified. Further analysis of the data led to the emergence of 520 events, actions, and outcomes, consistent with a processual world view. Further refinement identified 84 key events which were further combined through a process of data reduction resulting in the identification of seven distinct phases/stages of family business evolution.

The second stage of data analysis applied the Pettigrew (1985b) lens of context, content and process was used to re-examine the 1647 text blocks, isolating events which could be categorized under the headings of 'context, content and process'. This resulted in a total of 763 data blocks which, through an iterative process of induction and deduction, (and utilising the Van de Ven & Poole (1995, 2006) evolutionary framework of variation, selection and retention as a lens), culminated in the identification of 21 higher order process components under the headings of 'Variation, Selection and Retention'. The three dimensions were combined with the seven phases of family firm evolution to develop a theoretical framework to explain the role of family and the family business in family business evolution. The process of first and second stage data analysis is shown in Figure 3.15

Figure 3.15 *Stages of Data Analysis*

Stages of Data Analysis	Action	Outcome
Step 1	Data Reduction	Line by line analysis 1647 text blocks created
Step 2	Data Display Stage 1	Identify Actions, Events, and Outcomes. 526 Blocks of data identified.
Step 3	Temporal Bracketing	7 identifiable chronological phases emerged.
Step 4	Data Display Stage 2 Process Modelling utilising Pettigrew Triangle (Context, Content and Process)	763 Blocks of Data created.
Step 5	Data Display Stage 2b	110 Constructs reduced to 21 Higher Constructs.

Chapter 4 – Research in Practice

'Facts are stubborn things; and whatever may be our wishes, our inclinations, or the dictates of our passion, they cannot alter the state of facts and evidence.'

John Adams, 'Cicero and the traditions of Republicanism'. - Cornish, P.J, 2012

4.1 Introduction

Chapter 3 provided a detailed analysis of the research philosophies and methodologies appropriate to family business. Based on these, a qualitative, interpretive approach would present as the most appropriate to answer the research questions, the use of a processual methodology, within a longitudinal case-based setting as the most appropriate research design for this study. The purpose of this chapter is to show how the research strategy was implemented to answer the research question:

'How does family business evolution affect the long-term sustainability of the family firm?'

This chapter describes the research process for this thesis and offers an insight into the practicalities of executing a qualitative / interpretivist inquiry using a processual methodology within a longitudinal case-based setting. Section 4.2 of this chapter outlines the demands of case-based inquiry on the researcher, and the personal attributes required by the researcher in the execution of a research process of this type. Section 4.3 describes the various stages in the decision-making process; the choice of a single or multiple case design for the purpose of the research and ultimately the rationale for the particular research method and case selection. Section 4.4 describes the initial stages of the research including; preparation for conducting the research, access negotiation, preliminary data gathering, and the application of a case study protocol to guide the investigation. Section 4.5 describes the systematic process of primary and secondary data collection, and organisation of case data. In Section 4.6 a detailed description of how the case data was analysed and the resulting theoretical framework emerging from it.

4.2 The Skill of a Good Researcher

According to Yin (2009, p. 68) the demands of a case study on the intellect, ego, and emotions, *'are far greater than those of any other research method'* and goes on to describe personal attributes which contribute to the skill of a case-based researcher. These are as follows:

1. The ability to ask good questions

2. To be a good listener, not trapped in personal ideologies and preconceptions
3. To be adaptive and flexible to new situations over the course of the study
4. Having a firm grasp on the issues being studied
5. To be sensitive to contradictory evidence.

Having already completed academic research for an undergraduate thesis and a Master's thesis, the role of the researcher at PhD level encapsulates all previous research experiences and furthermore requires the dedication and commitment of the researcher to forensic inquiry of their chosen field, and to possess the abilities to set aside their own beliefs, pre-existing ideologies and to listen with a keen ear to the evidence being presented. The ability to take a step back and re-evaluate evidence is also a necessary skillset when evaluating data presented in the case studies.

The experience of this researcher in the field of academic research is somewhat limited, however one does not choose to study a PhD lightly, and indeed the researcher must have an interest in their chosen research area for it to stimulate investigation. I come from a family business background. My father owned and operated his own business as did all my father's siblings. I know and understand what it is as a child to work in the business, and to be involved in the discussions regarding the business that frequently occurred during family mealtimes. On leaving school, I spent periods working in the family business and when economic circumstances dictated, I secured employment outside the family firm, whilst at the same time continuing with my role and duties in the family business when I returned home each evening and, when economic circumstances improved returning to the family firm. In addition, when we acquired a pub, it was expected that after finishing work at 5pm – you would have your evening meal then go out to work again in the pub and so the cycle continued. One family business by day, and the other by night.

In Chapter 3 (Methodology), it is acknowledged that topics of research often reflect the researchers biography and personal interests (Flick, 2011), and the potential for bias due to the researchers personal experiences. In an effort to address the potential for bias a series of iterations of the study have been peer reviewed and the process of continual self-evaluation and contemplation of the questions posed to interviewees and the evidence presented through the casework is constantly under review.

4.3 Selection of the Research Case Studies

4.3.1 Single case Vs Multiple Case Design

For any researcher, the consideration of the appropriate type of enquiry cannot be made in isolation from the topic of the enquiry. Before a decision could be made regarding the most appropriate method of inquiry, it was also necessary to consider the issues pertaining to the topic of enquiry which could impact the research. Firstly, the very nature of family business research may limit the availability of suitable research opportunities as family firms are reluctant to submit for research as they are by their very nature extremely private organisations. Chrisman et al., (2012) highlight the difficulty in gaining access to study family firms, which can be attributed to the nature of family relationships both inside and outside the firm and the tendency to keep family matters private. This complexity of these relationships which are observed within the family business setting, spanning three generations, offers the researcher the opportunity to present an empirically rich case narrative from the evidence presented by this research.

On this basis the decision was made to undertake a multiple (two) case design. This decision is consistent with my chosen research strategy and will facilitate a longitudinal, qualitative/interpretive process inquiry. The potential of such a rich and in-depth longitudinal study of this kind, across two cases can add significant theoretical insight to the growing body of longitudinal research in the field.

4.3.2 Identification and Selection of the Research Candidates

The selection of a research candidate is influenced by the appropriateness of the case to the research topic and the research question (Pan & Tan, 2011; Pettigrew, 1990). That being said, all family firms are unique, by virtue of the people that are involved. No two families are the same. In fact, no two generations of the same family are the same and their influences on the business will therefore provide a unique setting for this research on family business evolution.

Based on the research question a set of selection criteria was drawn up in order to evaluate suitable candidates which is shown in Table 3 below:

Criteria	Desirable Attributes	Rationale
Family Business Type	<ul style="list-style-type: none"> • Family Business currently Operating in its 3rd Generation. • Ideally with a number of family members Involved in the day to Day operations of the firm 	<ul style="list-style-type: none"> • Being in the 3rd Generation of firm existence increases the complexity of the firm and the number of stakeholders thereby increasing the, availability of rich longitudinal data.
Current Status	<ul style="list-style-type: none"> • Currently trading in 3rd Generation of family ownership 	<ul style="list-style-type: none"> • As the business continues to trade it is balancing the role of family and the business which allows for real time and historic analysis.
Organization Type:	<ul style="list-style-type: none"> • A private SME Company. • National or international • Multiple stakeholders (internal / external) • Family CEO 	<ul style="list-style-type: none"> • SME's are most likely to have multiple stakeholders both family and non-family to examine relationship evolution and provide a rich dataset.
Access:	<ul style="list-style-type: none"> • The family firm must be willing to engage in the research process 	<ul style="list-style-type: none"> • Need to ensure that sufficient data is available for the successful conduct of the research

Table 3.0 - Research Candidate Selection Criteria

The search for a suitable research candidate was undertaken by investigating web sites, to ascertain the number of three generational family firms in existence. Following this a preliminary investigation was conducted to ascertain their suitability for the research. In addition, discussions with academic staff were conducted within Trinity College to explore the list of candidates further. Discussions with a number of personal contacts within the Small Business Network took place to indicate the nature of my research and to assess the potential for research candidates. Initially the response was not favourable due to perceived commercial sensitivity and fear of disclosure of sensitive private family information. However, four potential research candidates emerged from this search as follows:

Southern Book Company: The Southern Book Company was located in Cork City. It was in the transition period between 2nd and 3rd generations. Difficulties arose for the Company during this part of the research process as the 3rd generation decided to close the business as we were in the process of negotiating access and it soon became apparent that they were not going to be a suitable candidate for selection.

Southern Fruit Company: The Southern Fruit Company is currently in its 3rd generation of family ownership. The Business is located in Cork. The business is an SME and is run on a daily basis by Deirdre Collins with a ‘cousin consortium’ as the Board of Directors. The daughter of the founder of the business, (Eileen Collins) is still alive at 86 years of age and was prepared to be interviewed as part of this research project.

The Gleneagle Hotel: The Gleneagle Hotel is located in Killarney, Co. Kerry and is one of Ireland’s best-known hotels. What is special about the hotel is the fact that the hotel is currently in its third generation of family ownership and is currently looking at ways to safeguard its transition to the fourth generation. Two cousins Aoife and Barbara O’Donoghue published *The Gleneagle, An Illustrated History* in 2015 which provided a valuable source of secondary data.

Flahavans: Flahavans has been milling oats in Kilmacthomas, Co Waterford for over 200 years. In 1785, Thomas Dunne took over the mill and he is the great-great-great grandfather of John Flahavan who is the current managing director of Flahavans.

Contact was initiated with relevant parties with all firms. Three firms expressed enthusiasm about the research on the basis of the contribution it would make in relation to longitudinal research in the family business field of study. Despite numerous attempts, John Flahavan did not respond to any requests for a meeting. Contact with the Small Business Network was initiated by the researcher by e-mail followed by a phone call with John McSweeney, Director of the Small Business Network. I have worked as a mentor with the Small Business Network, for a number of years and realised the potential of the Network for research candidates. The reaction to my proposed research was positive as it was felt that family firms who were in the first and second generations would have many similar concerns and issues arising that had been faced by Southern Fruit and the Gleneagle Hotel. These concerns lay in the area of succession strategies and it was suggested that a longitudinal study within an Irish context would provide an invaluable resource for family business scholars and practitioners alike.

Based on the rationale shown in Table 3.0 above a decision was taken to select both the Southern Fruit Company and the Gleneagle Hotel for the purpose of my research as they both fulfilled the researchers criteria of being currently in the 3rd generation of family involvement and ownership of the firm, and

both agreed to provide access to company records. These firms also provided the opportunity to engage with external stakeholders. The suitability of both of these firms for this research, and their willingness to partake in the study is enhanced by the fact that Trinity College has a very high reputation for research excellence and quality which assists the research student greatly in gaining access which otherwise may be denied.

4.3.3 Considerations for Family Business Researchers

Family Firms are of great interest, however, obtaining access and information on family firms, the business and the family can be challenging as different stakeholders, may have a certain bias because of the emotional connections which exist between the family and the business. Sharma et al., (2014) calls for more researchers to undertake longitudinal research which, can provide a fully interpretive understanding of family firm evolution, particularly in regard to succession initiatives, understanding conflict in a longitudinal case setting which can provide rich contextual information for academic and practitioner use.

A key challenge in the selection of both of these family firms is dealing with the ‘bias’ of the information which would be provided by potential interviewees. Given that the first generation and founders of the family firms would not be available for interview and as it transpired the 2nd generation of leaders had passed away, it could be expected that interviewees may have a certain bias to present information regarding deceased family members in a more favourable light. Ruspini (2000) reminds us that the researcher must take account of the events which occur over the course of a longitudinal study and must take care to apply a set of rules as to how these changes are incorporated into the study so as to ensure high quality and consistency of the data used for the research.

4.4 Preparation

4.4.1 Negotiating access and Introductory Meetings

In selecting an appropriate research candidate, one of the most challenging obstacles that have to be overcome is gaining sufficient access to an organisation to conduct research. For example Pan & Tan (2011) discuss the low rate of success for unsolicited requests for research purposes to organisations. Pettigrew (1990) proposes a strategy of ‘planned opportunism’ which involves the selection of a candidate site based on criteria which include, among other things, ‘chance and opportunism’.

Pan & Tan (2011) highlight the importance, and good practice, of having the endorsement from a benefactor and/or an institution with recognised credentials (e.g. a recognised academic institute). The School of Business at TCD has an excellent reputation for research and producing high quality graduates and being a TCD PhD student certainly helped secure the initial discussions with research candidates.

Preliminary meetings were arranged between the researcher and the CEO's of both family firms as recommended by Pan & Tan (2011), the purpose being to obtain an overview of the case history of both companies, for the CEO's to have the opportunity to interview me and to be reassured that this was to be a serious undertaking and that coming from TCD Business School, a code of ethics would guide behaviour during the research. At this point I realised that during the preliminary meetings, the CEO's of both firms became committed to the project when my own family business background became apparent. My understanding of what it is to be from a family business proved an invaluable asset and helped secure my research sites.

4.4.2 Secondary Data - Undertaking a Review of Available Background Material

The Gleneagle Hotel and the O'Donoghue Family –

Initial background material was sought using an internet search to establish the context and background of Killarney tourism. The following reports were selected for initial study on the basis that they are official publications, they provide the complete history of the Killarney tourism industry, the O'Donoghue family and the Gleneagle Hotel.

- ***Fáilte Ireland Tourism Statistics Report 2015:*** published March 2016. Fáilte Ireland is the National Tourism Development Authority. Their role is to support the tourism industry and promote Ireland as a high-quality and competitive tourism destination. They also co-operate with other state agencies
- ***Chamber of Commerce Annual Report 2015:*** published in March 2016 this annual report was the source of valuable information regarding the blending of tourism activities and industry. It also outlines, strategies for future development for Killarney and its hinterland.
- ***The Gleneagle: An Illustrated History:*** published in 2015 by Aoife and Barbara O'Donoghue, grandchildren of the Sheila and Paddy O'Donoghue founders of the Gleneagle. It provides an invaluable backdrop to the family and the Gleneagle Hotel.

The three publications above in conjunction with the initial fact-finding interview that took place with Patrick O'Donoghue, current CEO of the Gleneagle, confirmed that the Gleneagle Hotel was a suitable research subject to answer my research questions.

The Southern Fruit Company and the Collins Family

Initial background material was sought using an internet search to establish the context and background of the Fruit Importation industry in Cork. The following reports were selected for initial study on the basis that they are official publications, they provide the complete history of the fruit importation industry in Cork, the Collins Family and the Southern Fruit Company.

- ***Cork Harbour and the challenges of change:*** published 2005 this publication examines the importance of Cork harbour and traces its evolution in the City's history over the last few hundred years. The role of the harbour in the economic evolution of Cork and the access it gave traders to markets from far flung destinations allowing for the importation of exotic produce is significant in the context of this study.
- ***Cork Civic Records:*** Currently held by the Cork Historical and Archaeological Society. This report was the source of valuable information regarding the evolution of Cork city itself and its people, their diet, emigration patterns and population.
- ***Teagasc Report – The end of the quota era:*** published in 2011 by Teagasc, due to the diversification of Southern Fruit, and the significance of 'intervention' in the evolution of the Company, this report commissioned by Teagasc, provides a complete background on the role of 'intervention' and the role of the Government with EU funding to deal with the problem.

The three publications above in conjunction with the initial fact-finding interview that took place with Deirdre, current MD of the Southern Fruit Company (ceased trading and the remaining refrigeration business division, Colso confirmed this was a suitable research subject to answer my research questions

4.4.3 Structuring the Investigation

A Case Study Protocol is recommended for the conduct of a case-based inquiry (Yin, 2009). The case study protocol is a comprehensive set of guidelines that describes the procedures for conducting the research, the type of data to be collected, and the guidelines for data analysis.

A Case Study Protocol was constructed for this research project and appears in Appendix 2. The Case Study protocol includes a description of the case and the primary purpose of the research, guidelines for

the type of evidence to be collected, primary data collection procedures (including an interview protocol), and the additional protocols relating to ethical issues arising and the use of a case study database.

4.5 Field Data Collection

Data collection that took place during the course of this research was a rigorous process of collecting a rich set of both primary and secondary data, with the aim of building a well configured and organised set of case data (Darke, Shanks et al., 1998). For the conduct of a processual inquiry Pettigrew (1990, p 224) states that data collecting should be "*processual, comparative, pluralist, historical, and contextual*". In keeping with Pettigrew (1990), research data collection was focused on event sequence data, as well as reasons and outcomes factors, the identification of relationships among these components, and contextual factors relating to the unfolding events. The selection of data sources also took into account the longitudinal nature of both the case studies.

Data sources in case based research for this study include: (a) written documents such as memoranda, newspaper clippings, and formal reports; (b) archival records (including financial reports); (c) interviews; (d) direct observation; (e) participant observation; and (f) physical artefacts (Darke, Shanks et al., 1998; Yin, 2009). Multiple sources of evidence provide a rich corpus which facilitate data triangulation, that in turn will strengthen the reliability and validity of the emergent theory (Yin, 2009).

4.5.1 Primary Data Collection

The primary source of data in a qualitative interpretive case study is the interview (Pan & Tan, 2011; Yin, 2009).

4.5.1.1 The Interview Process

Yin (2009, p. 106) describes interviews as '*guided conversations rather than structured queries*' where the stream of questions is '*fluid rather than rigid*'. The nature of the interview makes them very suitable for qualitative, interpretive studies as the opportunity to interact with the key players can bring us to a unique understanding of how the players behave and how they perceive their social world (Hermanowicz, 2002). It is this interaction with the main characters under observation in our research which facilitates the search for meaning, and context; which are the objectives of qualitative research (Hermanowicz, 2002)

Yin (2009) identifies two types of interview: an *in-depth interview* where, in addition to the facts of the matter the researcher can ask questions so as to elicit opinion and insight relating to the topic at hand,

and a *focused interview* which, as the name suggests, is designed to focus on specific facts using a specific set of questions, usually to corroborate previous information.

Interviewing is a skill, and like all skills, our competences improve with practice over time. Much has been written about the skills and attributes of a ‘good interviewer’ and how to conduct a ‘good interview’ (Pan & Tan, 2011; Saunders et al., 2009; Yin, 2009; Kvale, 1996). However, the responsibility of a good interviewer is also to ensure that the interview is relaxed and one where the interviewer does not become overly burdened by the ‘how to’s’ of interview techniques as this can take from the information sharing experience. Like all things in life, balance is the key. (Hermanowicz, 2002).

Having examined my own approach to interviewing, the following was established as the basis for each interview:

- (a) *Personal awareness and conduct*: preparation for the interview – which involved examining my own conduct during the interview, including an assessment of personal bias;
- (b) *Ethics of interviewing*: addressing issues of informed consent and confidentiality
- (c) *Recording and transcription*: including seeking permission to record the interview.

A detailed guideline for interviewing is contained in section 3 of the Case Study Protocol in Appendix 2. An individual interview protocol was drawn up for each interview specifying the date and location, the interviewee, the purpose of the interview, and listing supplemental questions and topics to ensure maximum value was achieved from each encounter. A sample individual interview protocol is shown in Appendix 3.

A list of interviewees was prepared as a result of the preliminary interviews and secondary research, and contact was initiated by the researcher, initially by phone and then confirmed by email.

A total of 13 respondents agreed to be interviewed pertaining to the Gleneagle Case Study and a total of 9 respondents were secured from the Southern Fruit Company/Colso. The interviews were conducted at the premises of the interviewee, or in a venue chosen by the interviewee (e.g. hotel). Interviews varied in duration from one to two hours per session.

Table 4: List of Interviews/Interviewees – Gleneagle Hotel

Gleneagle Interviews	Position	Number of Interviews
Aoife O’Donoghue	Family Member 3 rd generation	3
Eamonn O’Dea	IHF	1
Jerry O’Grady	Killarney Historian Former MD Pretty Polly Killarney	1
Margaret O’Donoghue	Family Member 2 nd generation	1
John O’Donoghue	Family Member 3 rd generation	1
Patrick O’Donoghue	CEO Family Member 3 rd gen	2
Padraig O’Donoghue	Family Member 2 nd generation	1
Brid O’Donoghue	Family Member 2 nd generation	1
Maura O’Donoghue	Family Member 2 nd generation	1
Shella O’Donoghue	Family Member 2 nd generation	1
Anne O’Donoghue	Family Member 2 nd generation	1
Eamonn O’Donoghue	Family Member 2 nd generation	1
Maurice O’Donoghue	Family Member 3 rd generation	1
Total = 13 interviewees		Total = 16 Interviews

Table 5: List of Interviews/Interviewees – Southern Fruit

Interviews – Southern Fruit	Position	Number of Interviews
Deirdre Collins	MD Southern Fruit/Colso (2 nd gen)	3
John O’Brien	Retired Southern Fruit (non family)	1
JM Murphy	Fruit Importer Retired (non-family)	1
Michael Collins	Family Member 3 rd generation	1
Eileen Collins	Family Member 1 st generation	1
Denis Collins	Family Member 2 nd generation	1
Tom Collins	Family Member 2 nd generation	1
Peter Collins	Family Member 2 nd generation	1
Margaret Collins	Family Member 2 nd generation	1
Total 9 Interviewees		Total = 11 interviews

The interviews were conducted in accordance with the guidelines for interviewing as set out in the case study protocol (Appendix 2), and interview protocol (Appendix 2), including personal awareness and conduct before, during, and after the interview, and within the scope of ethical considerations relating to the conduct of interviews. In line with the research protocol, interviews were recorded where permission was granted. All recorded interviews were transcribed and offered to each respondent for review and correction. The only request I received from both families was that they would receive a copy of the finished thesis as it would provide them with an historical account of their family business.

To mitigate potential inaccuracies or biased reports it was deemed important to take some initial preventative measures. To achieve this, an attempt was made to double check data when it was possible to do so, therefore, checks were carried out against the published material and secondary data available. In addition, interview notes were completed following each interview where an account was kept of how the interview went, noting the body language of the interviewee, and whether it was free flowing or

strained. The recorded interviews were reviewed a number of times to identify inappropriate inclusions such as laughter or sarcasm when describing an incident or person. Lastly the transcripts of each interview were reviewed several times to ensure the commentary was not misinterpreted within its context.

4.5.2 Secondary Data Collection

In addition to the collection of primary data a range of secondary data was gathered during the course of this research. The internet proved to be a valuable source of data in relation to both cases and provided a good starting point from which other materials could be traced. A large number of government reports and documents which are in the public domain were accessed through e-portals, which facilitated the contextual nature of both cases development.

Secondary data was used to inform the construction of interview questions, furthermore as a source of additional data, which could be drawn into the interview exchange and to support data triangulation in the development of sequential evidence.

4.5.3 Organising Research Data

Data was organised through the use of a case study database which is described in the Case Study Protocol in Appendix 2. The case study database provided a single repository for case material which can be easily referenced in support of the research findings. The case study database was constructed as a hierarchical folder structure in Microsoft Windows 7. The database comprised of three first order folders containing: 1. **Case Protocol** (documents relating to the conduct of the case including the research protocol and interview protocols); 2. **Secondary Documents** (containing 147 documents categorised into 24 sub-folders based on source/origin of document); (3) **Fieldwork** (interview protocols, interview audios, interview transcripts, case notes, respondent communication).

Chapter 5: Case Study 1 – Southern Fruit Company

5.0 Introduction

In this section the case studies will be presented. They tell the stories of the evolution of two family businesses and the influence of context and history on their respective outcomes.

5.1 Method

The case study has been developed through the STEP Project methodology, namely through a series of personal in-depth interviews with ‘strategically relevant actors’ and the analysis of secondary data such as financial reports, minutes of meetings and newspaper reports. Secondary sources were used to verify the interview data and to ensure objectivity in the data collection process. The use of multiple data sources enabled the triangulation of evidences (Yin, 2003).

The interviews focused on the operation of the business and where possible trans-generational processes of the firm. The interviews also discussed professionalization, succession, drivers, challenges, strengths and weaknesses of the firm. The case was analysed longitudinally. The interviews were conducted between 2015 and 2016 and included an interview with the founder’s daughter (92 years) and the current manager Deidre Collins. The aim was to bridge the gap between the founding and current generation to gather multiple points of view. Each interview lasted on average 2.5 hours and was recorded and then transcribed.

5.2 Case Introduction

In this chapter the first of the two case studies are presented. It tells the story of The Collins Family and the Southern Fruit Company, which is located in Cork, in the South of Ireland.

County Cork is located in the province of Munster. It was founded during the Viking invasions in 915. The county borders four other counties, Kerry, Limerick, Tipperary and Waterford. Cork is the largest land area county in Ireland. The population of the county in the 2016 census is 542,196 with Cork city having a population of 125,622. Cork county is the second largest county by population in the state, and

third largest in the entire country. The River Lee flows through the city and it splits into two channels at the western end and divides the centre of the city into two islands. The river then converges on the eastern end of the city where the quays and the docks along the river lead outwards towards Lough Mahon and Cork Harbour, one of the world's largest natural harbours.

Figure 5.0 – Cork County Location



Source: Google Maps 2017

5.2.1 Emigration

In the 1940s and 1950s, thousands of Cork people travelled backwards and forwards across the Irish Sea in the MV Innisfallen. David Martin McCarthy in his book, *Cork's Docks and Dockers*, writes, '*She was a vital link between those forced to emigrate in search of employment and the families they left behind*'. Many of these emigrants rarely saw their native Cork again except on intermittent holidays. Because of the influences of the harbour, Cork people have a distinct maritime identity. Today, Cork harbour receives visits from the great trading vessels of the world. Much of the present day commercial activity of the harbour centres on the deep water terminal at Ringaskiddy. These facilities afford access to the south and south-west of the country, linking Cork to European and intercontinental shipping lanes.

The importance of the harbour to Cork is also underpinned by the many jobs it provided for the local population. Throughout Cork's history, the close proximity of the docks to the city centre has ensured

that they have been an integral part of the character and day-to-day activity of the city. As economic conditions slowly improved during the 1950s, the amount of shipping increased, and hundreds of men would be employed whenever ships arrived in the port. All of the country's imports and exports were handled by ship at this time. In the '50s and '60s, many of these men worked in difficult and often dangerous conditions. The work consisted of manually emptying and loading cargoes such as coal, iron and manganese ore, timber, grain, and chocolate crumb. It also included, the loading and unloading of general cargoes of foodstuffs, such as the banana boats, and goods and clothing for businesses around the province.¹² Materials such as coal, iron ore and brimstone were emptied manually, by means of shovel and a large bucket; tasks both dirty and dangerous. Work began at 8am and finished at 10pm, for five and a half days a week, or until the cargo was unloaded. Health and safety regulations were effectively non-existent at the time.¹³

5.2.3 Cork in the 20th Century

In the opening decades of the 20th century Cork was affected by events of international and national importance. These events were, World War One, the War of Independence and the Civil War. However, the start of the century began very auspiciously for Cork with the Cork International Exhibition of 1902 – 1903.

5.2.4 Evolution of the Irish Food Chain & Diet

5.2.4.1 Historical context

The period between the 1920s and the 1960s saw Ireland move, after a time of initial political turbulence, to a prolonged period of politically stability, social conservatism, and economic stagnation. Events such as the Economic War of the 1930s and Ireland's neutrality during World War Two were significant in setting the framework for a country which would remain largely rural in nature, decidedly isolationist and inward looking in character until, at least, the first phase of significant industrialisation in the 1960s.³⁴

¹² McCarthy, D., *Cork's Docks and Dockers*, Cork: McCarthy, 2005.

¹³ Cummins, V., and O' Donnell, V., *Cork Harbour and the Challenges of Change* In *Annals of Cork City*, edited by John Crowley, Robert Devoy, Denis Linehan, Patrick O' Flanagan, 391-395, Cork: Cork University Press, 2005.

³⁴ Interview with Anthony Murphy, Cork Historical and Archaeological Society, 3rd June 2015.

Such a culture put great demands on personal and community resilience and self-sufficiency. Among those interviewed a general consensus emerged of an era that was harsh and difficult in many respects, with little social mobility or prospect for advancement, beyond the opportunities held by emigration. It was also, however, a time of great community spirit and co-operation, where neighbours worked side-by-side and where the luxuries of life were scarce but greatly appreciated.³⁵

At a time when access to farm machinery was limited and farm work itself highly labour intensive, neighbourhood cooperation was a matter of survival. Where labourers were employed, bed and board usually formed a significant part of their remuneration.³⁶

Food at this time was considered to be much scarcer than it is today and came from a narrower repertoire of ingredients. Farmers utilised every acre of ground and even the smallest parcel of land was pressed into service for the supply of the basic staples of life: milk, butter, eggs, meat, fruit and vegetables. A space of less than half an acre could, for example, be sufficient to keep one or two dairy cows, a half dozen laying hens, a pig and a kitchen garden. The seasonal availability of foods was a simple fact of life. Seemingly exotic and complex tasks by today's standards, such as butter making, and the home slaughtering of pigs were set fixtures on virtually every calendar.³⁷

There was a significant change in the farming demography after the famine with a new class of larger farmer emerging. These farmers had acquired lands that had been abandoned after the famine and emigration and the practice of the sub-division of Irish farms largely ceased in favour of leaving the farm to the eldest son. These larger farm units had the capacity to bring the surplus to the market and therefore reliable sources of home-grown fruit and vegetables improved greatly.

Ireland was an active participant in the import and distribution of food products and there is empirical data from the kitchens of the grand houses of food items being imported for the tables of the gentry. Indeed, it was the combination of curiosity and extravagance at dinner that the guests would ponder the newly arrived wonders being presented for their delight.³⁸

5.2.4.2 Fruit and Vegetable Wholesaling in Ireland – A tale of Two Cities – Dublin and Cork

In 1892 Dublin Corporation opened a wholesale fruit and vegetable market on a site immediately to the north-east of the Four Courts on the city's north side. The principal reason for its establishment was

³⁵ Interview with Anthony Murphy, Cork Historical and Archaeological Society, 3rd June 2015.

³⁶ Interview with Anthony Murphy, Cork Historical and Archaeological Society, 3rd June 2015.

³⁷ Interview with Anthony Murphy, Cork Historical and Archaeological Society, 3rd June 2015.

³⁸ Interview with Anthony Murphy, Cork Historical and Archaeological Society, 3rd June 2015.

hygiene. Up to this point food was being sold off the back of carts in dirty streets. Increasing awareness of the links between sanitary handling of food and waste products and disease control was gaining momentum and in 1883 Dublin Corporation's Market Committee took the matter in hand under the chairmanship of Councillor James McDonnell.³⁹

5.2.4.3 'Vested interests and established usages'

In the committee's report on 'the question of the sanitary condition of Ormonde Market and the letter of Archdeacon McMahan', it says that there were a number of '*privately-run markets scattered around the city centre*', that the state of hygiene was a 'matter for concern' (particularly to Archdeacon McMahan) and that the owners of the markets '*were able to control the prices*'. It was also noted that goods were being sold in the streets '*without contributing a fraction to the city's taxation*'. The police refused to prevent this abuse of the streets, as they said that the dealers had no other place suitable for selling their produce.

This was a difficult problem. In 1852, a Royal Commission had been appointed to inquire into the fairs and markets of Ireland. They were told 'to provide proper markets for the sale of all kinds of food by wholesale'. The Commission's report pointed out that '*the Dublin Improvement Act empowers the Lord Mayor and Corporation to establish new markets*', but that '*vested interests and established usages...scare away all change*'. Parke Neville, the City Engineer, made similar points in a report to the Corporation in 1869. He proposed two markets, one on either side of the River Liffey, but he pointed out the great difficulty of clearing sites because many small interests would have to be bought out. In the end it was his successor, previously his deputy, Spencer Harty, who supervised the building of the new wholesale fish and vegetable markets.⁴⁰

The site chosen was beside the old Ormonde Market. This had been set up by two viceroys, Lord Essex and the Duke of Ormonde, and the local landlord Sir Humphrey Jervis in the 1670's. They laid out the first quays on the river, Ormonde Quay and opposite, Essex Quay. The market was called after Ormonde and the bridge after Essex, as was Capel Street (his family name). There is also a nearby street called after the landlord, Jervis. The market was just an open square but there was a circular building (called a rotunda) in the centre. The old site of the market is now called Ormonde Square and is surrounded by houses.⁴¹

³⁹ McThomáis, E., *Me Jewel and darlin' Dublin*, O'Brien Press, 1974.

⁴⁰ McThomáis, E., *Me Jewel and darlin' Dublin*, O'Brien Press, 1974.

⁴¹ *History of the Dublin Fruit Market*, Mercer Press, 2011

5.2.4.4 Considerable variety of fruit and vegetables

The market reports in the newspapers of the period show that there was a considerable variety of fruit and vegetables available. The main ones were the same as today: potatoes, cabbage, carrots, turnips, onions, etc.. A lecture on behalf of the Irish Industrial League on ‘fruit, flower and vegetable culture and packing’ given by Miss Fanny Curry at the Hotel Metropole was recorded in the Freeman’s Journal on 8 December 1892 (two days after the opening of the new market):

‘Asparagus and sea kale might well be grown in the open fields, as might well be onions, which were a lucrative crop. Strawberries and raspberries would pay for field culture in the South of Ireland, and would sell immediately on their arrival in Dublin. Celery which was best grown near where peat could be obtained, could also be grown, and would yield a great profit. The gooseberry crop was a very easily grown one. Currants was an excellent crop to grow. She would not encourage the growing of peaches, pears, or nectarines, as they were not so certain as in Scotland or England.’

When the market opened, all goods sold were fresh and could only be obtained ‘in season’. Refrigeration did not become available until the 1930s and not on a mass scale until later, perhaps the 1970s. Nowadays, most produce is available all year round, due to a combination of cold storage, better transport (so that produce can be imported from the southern hemisphere during our off-season) and the use of preservative (such as the waxes applied to various types of fruit).⁴⁴

5.2.4.5 Transport

In the 1890s (and for many years afterwards), local farmers would bring their produce by horse and cart, delivering fresh produce every day. Goods would also be carted to the market from Dublin Port (and from the railway stations in the case of the South of Ireland produce mentioned by Fanny Curry). Nowadays, produce arrives by lorry, van and container from all parts of the world: potatoes come from Cyprus or Chile as well as from Clare or Connemara, but farmers from north County Dublin still bring their goods in themselves. Within the market, the main vehicle is the forklift, which has replaced the

⁴⁴ English, Ma., *The Three Castles of Dublin: An Eclectic History of Dublin Through the Evolution of the City’s Coat of Arms*, Four Courts Press, 2016.

hand-barrow of the early years. The effect of this change on the market is very important, as one of the worst problems in the early days was how to dispose of the horse manure.⁴⁵

5.2.4.6 Buyers and sellers

In 1976, An Foras Taluntais noted that ‘ninety-five per cent of the greengrocers of Dublin visited the market daily to buy fruit and vegetables’ and they supplied about half of the retail market. The remainder was supplied by supermarkets (i.e. multiple or ‘chain’ stores, who buy in bulk and do not use the wholesale market).⁴⁶

Currently the supermarkets have an even higher proportion of the business. They import their fruit and vegetables directly through large import agencies. The main customers in the wholesale market these days are hotels and caterers, followed by small vegetable shops and street sellers (who have a much smaller share of the market than the supermarkets). Household buyers also use the market, though the market traders would prefer not to undercut the greengrocers. The market has always been the source of supply for street traders, notably those of nearby Moore Street.

Some of the larger market traders import their own produce but most buy from importers or local growers. They buy in bulk from the importers and sell smaller quantities on to their customers. Growers can instruct traders to charge a certain price and offer them a percentage commission (usually around ten per cent). However, usually the traders buy the produce from the growers and get what they can for it. Traders obviously have to know what the others are charging, but the most important thing is to watch what the supermarkets are charging. Supermarkets often sell fruit and vegetables below cost as ‘loss leaders’, sometimes at prices which the market wholesaler cannot match. In this case, the wholesaler does not buy from the grower (or importer), and the greengrocer can (and does) buy produce in the supermarket for resale to his customers.⁴⁷

⁴⁵ McThomáis, E., *Me Jewel and darlin’ Dublin*, O’Brien Press, 1974.

⁴⁶ English, Ma., *The Three Castles of Dublin: An Eclectic History of Dublin Through the Evolution of the City’s Coat of Arms*, Four Courts Press, 2016.

⁴⁷ English, Ma., *The Three Castles of Dublin: An Eclectic History of Dublin Through the Evolution of the City’s Coat of Arms*, Four Courts Press, 2016.

5.2.4.7 1930s and 1940s

The market opened at 6am. Stall-holders would sell by auction and they would choose which fruit to sell depending on who they saw in the crowd. They would sell to the highest bidder who would take their pick, and would then ask ‘anyone else?’ and the rest of the crowd took what they wanted at the same price. If the price was too high, buyers waited to see if the goods went up for auction again. This didn’t always happen so the buyer would have to guess whether it would or not. Apples would usually come from France (but sometimes from as far away as South Africa) and oranges from Spain. Bananas would come in a box that looked like a coffin (six feet long, three feet wide) and each box would be auctioned.⁴⁸

Potatoes were dealt with differently: the potato factor would buy the field of potatoes from the farmer, supply the pickers, packaging and the transport. Then they would auction the sacks of potatoes in the same way as apples or oranges.

On Tuesdays and Fridays, farmers would line the streets in what were commonly called dung carts, Four feet wide and six feet high. The farmers would put boards in to add another two feet to the height. They would be packed full of cabbages (usually with the nicer ones towards the top!). Each cart was separately auctioned for a price of around £2. The farmer would give the auctioneer a commission for selling them, and deliver the cartload to the shopkeeper who had bought the load.⁴⁹

All around the market there were carters with horses or donkeys with carts or just simply hand-barrows. When the greengrocers had bought their goods, they would call on a carter and tell them the address of their shop and what they had bought. In the late 1930s the usual price of the carter’s service was half a crown.

The market was a very dirty place on busy days in the 1930s. There would be a strong smell of horse manure and rotting vegetation all the way out to Capel Street. The ground would be foul, especially on

⁴⁸ English, Ma., *The Three Castles of Dublin: An Eclectic History of Dublin Through the Evolution of the City’s Coat of Arms*, Four Courts Press, 2016.

⁴⁹ English, Ma., *The Three Castles of Dublin: An Eclectic History of Dublin Through the Evolution of the City’s Coat of Arms*, Four Courts Press, 2016.

wet days, and people had to be very careful where they walked! Official documents from the 1940s and 1950s referred to the overcrowding of the market and indicated that more space was needed.⁵⁰

5.2.4.8 What next?

The market is mentioned in Dublin Corporation's 1967 and 1987 development plans. In 1967, when the market was still very busy, there was a proposal to move it out to a new site further from the congested city centre. By 1987, the need to preserve the city centre had become more important, and the Corporation made a commitment to keep the market in place. The building is protected due to its architectural importance.

The market is not as important as it was even twenty years ago. The supermarkets have taken over. There is still a problem with the traffic caused by the market. The big trucks tend to block up the roads and the 'near-homicidal' forklifts are a danger to everybody.

In 1990 the Dublin City Business Association proposed that the market be moved out to 'more suitable land' in order to create an 'oasis of residential living' between the Phoenix Park and O'Connell Street. Other suggestions have included the building of a terminus for the light rail system. There was a similar market in Covent Garden, London. It has since closed down and moved to New Covent Garden, further out from the centre of the city. The old building was transformed into a shopping and leisure centre and is now a famous tourist attraction with street performers, museums and market stalls. So if the Dublin market moved could the building be used (like Covent Garden) as a tourist attraction? During a visit to the market early in the morning, it was evident that a lot of people work there, and many of these are locals. If the market moved, their lives would be greatly disrupted. Many of the larger companies have premises close by, and they would incur moving costs (or perhaps they would not move, leading to a conflict between the old and new locations). There is also the question of what really could be done with the space. Dublin already has several redevelopments in progress, notably Temple Bar and Bachelor's Walk. It is hard to see a good way to reuse the site. It is most likely that the market will remain in the existing location for many years to come as the trend has been for companies to keep a presence in the

⁵⁰ English, Ma., *The Three Castles of Dublin: An Eclectic History of Dublin Through the Evolution of the City's Coat of Arms*, Four Courts Press, 2016.

market while developing large production centres elsewhere. An example of this is the FoodCentral facility at St Margarets owned by Keelings Fruit.⁵¹

5.2.4.9 Food Markets in Cork

In 1788 Cork opened its first indoor market, a covered food emporium off the Grand Parade. This Grand Parade Market for meat and fish was soon linked to the semi-covered Root Market for vegetables and fruit off Princes Street. When the latter was re-fashioned and roofed in 1862, it gave rise to what has become known as The English Market. Following local government reform in the 1840, a Catholic ‘Irish’ majority was returned and a new ‘Reformed Corporation’ established. This period saw the emergence of a new era in the political history of Cork and also in the history of its food markets. A Market Committee (later Tolls and Markets) was established to oversee administration. In 1842 almost £5000 was earmarked for the building of new markets and renovation of many of the existing ones most of which, with the exception of the English Market, had long been neglected.⁵²

The centerpiece of Cork’s market revolution was a second indoor food market in the city centre. It was named St Peter’s and was completed on this site in late 1843 at a cost of approximately £3000. The main entrance was on North Main Street and the rear entrance on Cornmarket Street. The huge building, described at the time of its opening as ‘a sort of covered street’, covered half an acre. It was designed by the renowned architect Alexander Deane and modelled on St John’s Market in Liverpool, the largest in the United Kingdom, which had opened in 1822. Its hundreds of stalls sold meat fish and vegetables to the Cork working class. St Peter’s, together with its neighbouring newly-established clothes market, the Bazaar, was intended to provide accommodation for the numerous street dealers that had previously occupied Cornmarket Street. The creation of the new markets was part of ongoing measures by the authorities to regulate dealing and minimise street selling. It was also an attempt by the new corporation to distinguish itself from its predecessors by providing facilities for Cork city’s majority working class Catholic population.

Rents, prices and food quality in St Peter’s were lower than in the English Market and it soon became known as the ‘Irish Market’. Special shield-shaped plaques were attached to the new markets which were

⁵¹ English, Ma., *The Three Castles of Dublin: An Eclectic History of Dublin Through the Evolution of the City’s Coat of Arms*, Four Courts Press, 2016.

⁵² O’Driscóil, D., *A History of the English Market*, Cork County Council, 2015.

named after saints (St Peter's, St Finbarr's, St John's, St Mary's), branding them as the creation of 'the Reformed Municipal Corporation of Cork'.⁵³

The market opened at 8.00am each weekday and closed at 6.00pm. A team of labourers including sweepers and scalesmen, or 'weighmasters', maintained the market under the direction of a superintendent who had responsibility for it together with the nearby Bazaar. St Peter's survived the Great Famine of the 1840s but suffered from the constant competition of street trading which carried on in the nearby Cornmarket and North Main Streets despite the best efforts of the authorities to encourage dealers indoors. Although rents in St Peter's were relatively low (two to three shillings per week maximum), the temptation to revert to free trading on the streets was not resisted by all. A report for the Tolls and Markets Committee in 1881 noted that a large number of the market's stallholders had decamped to Cornmarket Street. The order was given for them to be cleared and offered two months' free rent in St Peter's if they gave a commitment to stay indoors.⁵⁴

The seamless border between the 'covered street' that was St Peter's and the bustling real street outside sealed its fate. It was never able to establish its own distinct, insulated identity as the English Market had done. While the latter continued to turn a healthy profit for the corporation, justifying continued expenditure on it and copper fastening its identity in the process, the Irish Market rapidly became a loss-maker. By early 1905 fifty-eight stalls in St Peter's were vacant and its annual income of less than £500 was over £200 less than it had been the mid-1880s. Estimated expenditure on the market for 1906 was £600.⁵⁵

Various proposals were mooted as to the best way to remedy what was effectively a crisis. In November 1905, the corporation's Tolls and Markets Committee considered a proposal to convert St Peter's, which by then had sixty-three vacant stalls, into a wholesale market for the sale of fruit, vegetables, flowers, fish and poultry. The proposal, which was opposed by thirty councilors and a petition of 140 local residents and shopkeepers, was rejected. The committee then suggested that the proposed market could be held on Cornmarket Street itself, 'under a glass or corrugated iron roof, supported on iron pillars, up to a certain hour, after which all commodities remaining unsold should be removed into St Peter's Market', a fascinating proposal that never materialised. Within the context of increasing losses, the corporation decided in 1910 to close a portion of the market at the North Main Street end. In the

⁵³ O'Driscóil, D., *A History of the English Market*, Cork County Council, 2015.

⁵⁴ O'Driscóil, D., *A History of the English Market*, Cork County Council, 2015.

⁵⁵ O'Driscóil, D., *A History of the English Market*, Cork County Council, 2015.

meantime, in a further admission of defeat, moves were made to regularise street trading on Cornmarket Street by listing approved stallholders and arranging stalls along a prescribed line on the street.⁵⁶

The First World War began in August 1914, and the Irish Market became one of its casualties. In April 1916, the month of the Easter Rising, Cork Corporation, which was then controlled by a Redmondite majority who supported the British war effort, handed St Peter's over to the Ministry of Munitions which established a National Shell Factory there. The remaining stallholders were accommodated in a specially adapted section of the Bazaar.⁵⁷

At the end of the war in late 1918, the St Peter's site returned to the corporation. Following independence in 1922 most of it was leased out, first as a garage and subsequently to the shoemaking firm, but a small portion at the North Main Street end was retained as a meat market by the corporation. This mini-version of the Irish Market, with space for sixty stalls, the majority of which remained vacant, continued on into the mid-twentieth century. At the end of 1955 the remaining handful of stallholders in St Peter's were given notice to quit and offered alternative accommodation in the English Market. The Irish Market ceased to exist.⁵⁸

The English Market became an increasingly working-class market, and its fare reflected its altering customer base. The old divisions between the meat (Grand Parade), vegetables and fruit (Princes Street), and fish and tripe and drisheen sections gradually broke down. A cluster of fruit and vegetable stalls emerged close to the Grand Parade entrance, in the area now occupied by Superfruit. In 1954, the corporation rejected a petition from stallholders to rename it Our Lady's Market; it survived a plan to redevelop it as an office block in 1973 and again in 1988. Following its near destruction by fire in 1980, the Market was rebuilt and slowly re-gentrified with the arrival of a new generation of stallholders, mainly from outside Cork. Olives, French cheeses, fresh pasta, exotic herbs and spices, and so on, joined the skirts and kidneys, bodice, tripe and drisheen, pork chops, chickens and buttered eggs in the re-born bustling space. The mackerel, cod and plaice, in the meantime, were joined by marlin, octopus, anchovy and other exotica demanded by the expanding customer base. The recent arrival of thousands of immigrants to the city has fueled additional demand for a wide variety of produce and the English Market has achieved enhanced popularity following the visit of HRH Queen Elizabeth II in 2011.

⁵⁶ O'Driscóil, D., *A History of the English Market*, Cork County Council, 2015.

⁵⁷ O'Driscóil, D., *A History of the English Market*, Cork County Council, 2015.

⁵⁸ O'Driscóil, D., *A History of the English Market*, Cork County Council, 2015.

Fruit and Vegetable wholesaling in Dublin and Cork, took very different routes. Dublin, providing the centralised space of the Dublin Fruit Market and the same attempt in Cork, never quite took hold for a variety of reasons.

In the wider context of economic activity, Cork was an economic backwater, with nothing in terms of modern industry, until the arrival of Henry Ford & Son Ltd in 1917. Traditionally, Cork was an agricultural centre and the primary export through the port of Cork was Cattle.⁵⁹ Cork's impoverished working classes had little or no prospects and emigration was high.

5.3 Introduction to the Southern Fruit Company

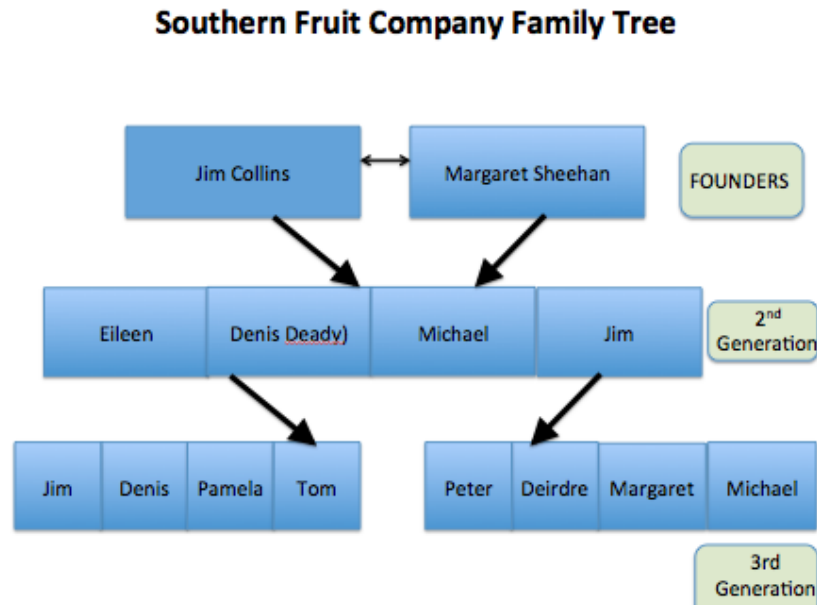
Southern Fruit Company was founded in 1926 in Cork City by James and Margaret Collins. It is currently in its third generation being managed by Deirdre Collins grand-daughter of the founder following the untimely demise of both its 2nd generation managers in quick succession in 1997. It is based in Togher, Cork and since January 2016 is no longer in the fruit business, and has diversified into warehousing.

Figure 5.1 – Jim Collins (Founder 2nd from left) Cork County Cricket Team 1932



⁵⁹ Cullinane, L. History Department, UCC, 2017.

Figure 5.2 Family Tree of Southern Fruit Company



Southern Fruit Company Ltd was founded in 1926 in Cork city by James (Jim) Collins and his wife Margaret Collins (nee Sheehan). Denis had been working as a manager in Olgivy and Moores, (fruit importing company) but following the birth of his second child when he had requested a pay increase which was refused, and following a discussion with his wife, it was decided to invest her dowry into the formation of a new company – Southern Fruit.⁶⁰ The company leased a premise in Union Quay, and Denis employed his younger brother Leo to work in the business with him. At this point Leo was an employee and had no financial interest or shareholding in the firm.⁶¹

5.3.1 Southern Fruit Company – The Early Years

Southern Fruit Company grew steadily from the beginning aided by the knowledge and experience Denis had gained of fruit importation that he had learned from his time in Ogilvy’s. In that first year of trading, the Company recorded a healthy trading profit of £500.00.⁶² As was customary at the time Margaret was not employed in the business on a day to day basis, but there are accounts of Margaret and the elder

⁶⁰ Interview with Deirdre Collins 09.06.14

⁶¹ Interview with Eileen Collins 10.06.14

⁶² Historic Accounts viewed 09.06.14 at Southern Fruit Offices

children working in the business preparing the fruit for dispatch to customers.⁶³ Margaret was paid a salary of £7,000 per year with Jim drawing a salary of £12,000 and Leo being paid £5000 with his food and board provided.⁶⁴ Jim's younger brother (Leo) who had left the family farm to work with his elder brother, moved into Jim and Margaret's home in Turners Cross. Jim and Margaret had four children, Eileen, Dennis (Deady), Jim and Michael.

Leo was employed as a travelling salesman. Leo's job was to travel around the counties of Cork, Kerry, and Limerick, promote Southern Fruit produce and when orders were secured, these orders would be fulfilled from the Cork base, the orders were boxed and put on the trains and delivered to customers.⁶⁵ It was part of accepted family life that Saturday's were spent in the warehouse, polishing and boxing apples for dispatch to customers. The children were also expected to sweep floors of the warehouse and clean offices and bathrooms as part of their duties. In return they received their 'pocket money' and as they grew, so too did their responsibilities.

The Company grew steadily and had 10 people employed on a part time and full time basis in 1930. Accounts show that at the end of the 1920's Southern Fruit had grown to achieve profits of £10,000 approximately.⁶⁶ Southern Fruit Company provided the family with what would have been considered a good standard living – the children attended private schools, had piano lessons and annual holidays.⁶⁷

Upon leaving their secondary schooling, in the early 1940's Jim and Deady went directly to work in Southern Fruit Company. The brothers were used to working in Southern Fruit, as they had worked in the warehouse from an early age during weekends and school holidays. Michael, the youngest brother had the opportunity to attend UCC to study engineering. Michael worked in Southern Fruit during weekends and school holidays like his siblings, however once he completed his education, he had no further involvement with the Company.⁶⁸

Eileen Collins was the eldest of Jim and Margaret's three children. Eileen, like her brothers, worked in Southern Fruit during weekends and school holidays. The roles of the young children were quite simple, sweeping floors and polishing and packing fruit. However, as they grew older they developed additional responsibilities and the boys did more 'heavy lifting'. Margaret also worked in Southern Fruit and drew a wage. The marriage bar was in operation at that time in Ireland and was not abolished until 1973.

⁶³ Interview with Eileen Collins 10.06.14

⁶⁴ Historic Accounts viewed 09.06.14 at Southern Fruit Offices

⁶⁵ Interview with Deirdre Collins 09.06.14

⁶⁶ Interview with Deirdre Collins 09.06.14

⁶⁷ Interview with Eileen Collins 10.06.14

⁶⁸ Interview with Eileen Collins 10.06.14

However, it was customary in the case of a ‘family business’ that spouses would work in the businesses when required to do so.⁶⁹ When it came Eileen’s turn to leave school, following her intermediate certificate, it was never an option for her to work in the family firm. The family used its contacts to secure Eileen training at Queens of Oldcastle in the ‘Mantle’ Department.⁷⁰ The ‘Mantle’ department would be the ladies clothes department in modern stores, and Eileen started working here in 1942, she was not paid a wage, but her parents had to pay £100.00 to the store for her ‘training’. This was considered to be a prestigious position for a young girl at that time and following her year’s training she secured a position working at the department store.⁷¹

5.3.2 World War II

In the late 30’s with the advent of Wartime – overseas trade ceased. Fruit importation was impossible. There was little or no commercial shipping during this time, as it was too hazardous with the activities of naval boats and submarines in shipping channels.⁷² Southern Fruit Company, could not import fruit and needed to secure access to homegrown produce in order for the Company to survive. An emergency meeting was held towards the end of 1938 in the house of Jim (Snr) and Margaret, Leo, also was in attendance as was a number of their domestic suppliers from the Munster hinterland. It was agreed at this meeting that Southern Fruit could secure all the produce from apple orchards controlled by the farmers at the meeting, subject to the payment of a deposit prior to the growing season and the balance upon harvest.⁷³ This provided the farmers with much needed income prior to the growing season and provided Jim with the certainty of a product to fulfill orders and keep the Company trading through an extremely difficult trading period.⁷⁴

This strategy proved to be a successful one for Southern Fruit. The apples were delivered to Cork depot. During Wartime, it was decided by Jim and Margaret that the Company could no longer afford to employ staff and all the staff were dismissed. This caused Jim and Margaret much distress, however they felt they had no other option in order for the business to have any hope of survival. When the War had finished where possible, they tried to re-engage staff members. It was a situation where the family had to pull together, evenings were spent sitting in the warehouse polishing the apples and putting them into

⁶⁹ Interview with Eileen Collins 10.06.14

⁷⁰ Interview with Eileen Collins 10.06.14

⁷¹ Interview with Eileen Collins 10.06.14

⁷² Cullinane, L. History Department, UCC, 2017

⁷³ Minutes meeting Southern Fruit 25.11.38

⁷⁴ Interview with Deirdre Collins 09.06.14

boxes for transportation to customers outside Cork, using the existing rail network. Delivery in the Cork region was by horse and cart as petrol was rationed during the War.⁷⁵

The strategic position of Southern Fruit Company was consolidated during WWII as it was able to limit its competitor's access to the produce. Using this strategy, the Company managed to survive through the wartime period, and following the war, the first ship which sailed into Cork Harbour, carried oranges from Spain destined for the Southern Fruit Company.^{76 77}

In 1945 the Company moved from its rented premises on Union Quay to larger rented premises on Mailer Street, which co-incidentally was the former premises of Olgivy and Moore (Jim's previous employment), which had closed the premises down during the wartime period.⁷⁸

In 1946, it was agreed between Jim and Leo that Leo would invest the sum of £500 and in return receive a 20% shareholding of the Company and became a Junior Partner. This decision was ratified at the Annual Meeting of the Company held on 24th July 1946.⁷⁹ This was to be a big year for Leo as he married that year and started a family of his own.

It was not until 1947 that Southern Fruit started to return to profitability following the War. The Company now had Jim (founder) Denis (son), Jim (son) working and Leo, alongside 3 full time and some transient part-time staff.⁸⁰

The period immediately following the war was difficult for the Irish Economy as a whole. Protected by tariff barriers, the Irish economy relied largely on its home market. The standard of living was poor in comparison with standards on the Continent, and emigration was one of the great scourges of Irish life. Older generations of Cork people remember thousands of emigrants boarding the *Innisfallen* boat at Penrose Quay. So many Corkmen emigrated to work in the Henry Ford factory in Dagenham that it became known as 'Little Cork'. Many of the Dagenham emigrants returned home annually for holidays. With their more fashionable clothes and the slight traces of English accents they became affectionately known as 'Dagenham Yanks'. It was also common for workers in the Cork Ford plant to be transferred to the Dagenham plant based on fluctuating production requirements. This 'slackage' was a common feature for workers during the 50's and 60's. The most important employers in Cork during this period

⁷⁵ Interview with Eileen Collins 10.06.14

⁷⁶ Interview with Eileen Collins 10.06.14

⁷⁷ Historic Accounts viewed 09.06.14 at Southern Fruit Offices

⁷⁸ Historic Accounts viewed 09.06.14 at Southern Fruit Offices

⁷⁹ Historic Accounts viewed 09.06.14 at Southern Fruit Offices

⁸⁰ Historic Accounts viewed 09.06.14 at Southern Fruit Offices

included Fords, Dunlops, Sunbeam Wolsey, Irish Steel, and Verolme Cork Dockyards. Many smaller enterprises were engaged in the textile, agricultural processing, chemical and printing industries. The Irish diet was relatively low in fat high in carbs during the 1950's. The Irish diet lacked variety and the food was plain and largely unprocessed. At the same time there was a growing awareness among the Irish population regarding the importance of incorporating a variety of foods into their diet for health reasons. Diseases which had been prevalent up to this time such as anaemia and rickets were being eradicated through an improved diet and wider knowledge amongst the general population. Shop bought produce was considered to be better than homemade, and the grocery sector thrived.

5.3.3 1950's Inflation

During the 1950's, the grocery sector expanded. Branded products were increasing in variety, and had its price set by the manufacturer, the government regulated pricing on bread, milk and other staples. Food price inflation was increasing at an unprecedented rate which linked to growing prosperity and our emergence from protectionism. From the 1950's the rate of increase in the consumer price index trebled about every six years.⁸¹ Between 1946 and 1966 the population of Cork City grew by 18,000 to 122,146 inhabitants.⁸² This increase in population size was met by the construction of public and private housing estates and led to increased numbers of localized grocery stores.

When Ireland, under the leadership of Séan Lemass, prepared to abandon protectionism in the late 1950s, the Committee on Industrial Organisation produced a report for the government outlining the underlying weaknesses of the Irish economy, which needed to be remedied before Ireland could actively combat competition from free trading conditions as it prepared to join the Common Market. Government grants and loans were offered to firms to remedy these defects, including grants to encourage networking and co-operation between firms operating in the same industries. It is argued that not enough Cork firms availed of these opportunities and the grants available at that time. The slow demise of some of Cork's traditional employers during the recessionary years of the 1970s and 1980s can be attributed to this failure to engage with the openness of the Irish economy. The closures of Fords and Dunlops in the early 1980s were detrimental to the economic life of the city. While Cork had enjoyed a period of economic prosperity in the 1960s and early 1970s, the city was economically devastated during the late 1970s and 1980s with its indigenous industries unable to compete against foreign enterprises which had freer access to the Irish market since Ireland joined the EEC (now the EU). Thousands of young Cork people were

⁸¹ Meenan, 1970, p.66.

⁸² CSO, 1969.

forced to emigrate in search of work while unemployment rose to levels not experienced since the early 1950s.⁸³

5.3.4 The Consolidation and Professionalisation of the Grocery Wholesaling/Retailing Industry

With the growth in popularity of ‘shop bought’ products during the 50’s, the electrification of rural Ireland and the availability of fridges and freezers, consumers turned to grocery stores for choice and variety in consumer produce. In Cork, Musgraves became a leading Cork-based wholesaler with a turnover of £1.2m in 1960.⁸⁴ Musgraves obtained the VG franchise in the 1960’s and expanded the network through the acquisition of prime location sites and selling them to competent retailers, other sites they operated themselves. Musgraves professionalised their operation through a series of key appointments and the adaption of modern retailing techniques which they had observed in both the UK and US markets, in addition they developed a 70,000 square foot warehouse in cork and a 16,00 square foot cash and carry facility in Limerick. Coverage of the Munster/South Leinster region was secured.⁸⁵

Jim Collins (Snr) set about aligning Southern Fruit with the expanding grocery business. The transition to shop bought produce presented an opportunity for Southern Fruit to expand its customer base from hoteliers, market traders, grocery stores and mobile shops, and saw the potential in alignment with a professional chain such as VG and Musgraves.

5.3.5 The Collins Family Social Capital

Jim and his two sons, Jim (Jnr) and Denis (Deady) were avid sportsmen, the boys played rugby in school, and Jim and both his sons played cricket. They were also members of Cork Yacht Club and were avid sailors. On Wednesday afternoons during the Summer time, it was common for business’s to close and to take to the water. Families would gather and have picnic’s, it was family time and also a chance to network and develop business relationships.

It was during one of these sessions that the Collin’s made contact with Musgraves and a trading partnership was born.⁸⁶ Although there are no recorded accounts of meetings between the two

⁸³ Tim Meagher, Cork Economic Historian, Cork Area Partnership, 2017.

⁸⁴ Quinn, J., PhD thesis, *Industry Evolution: A Comparative Study of Irish Wholesaling*, 2002.

⁸⁵ Quinn, J., PhD thesis, *Industry Evolution: A Comparative Study of Irish Wholesaling*, 2002.

⁸⁶ Interview with Eileen Collins 10.06.14

companies, what is on record is the first trade that occurred between the two firms in August 1962.⁸⁷ The nature of the business relationship between the two Companies was that Southern Fruit were to supply fresh fruit produce to their retail outlets both loose produce and packaged branded produce. Southern Fruit Company grew in tandem with the Musgrave Group who by the early 1970's had a turnover of £12m.⁸⁸

Figure 5.3 Cork County Cricket Team 1965 Jim (Snr) Denis and Jim (Jnr)



5.3.6 Transition to the 2nd Generation

In 1968 Jim became ill. He was approaching his 70th birthday and had been actively involved in the company since he founded it. It became apparent that Jim would not be in a position to return to the business. Leo had died in 1965 and his shareholding had passed to his two sons who were also working at the Company. At a family meeting which involved all the family members including Jim (Snr), Deady,

⁸⁷ Southern Fruit Company, Annual Accounts 1962

⁸⁸ Quinn, J., PhD thesis, *Industry Evolution: A Comparative Study of Irish Wholesaling*, 2002.

Jim (Jnr) Leo's two sons, it was agreed that Leo's shareholding would be bought from his two sons for a figure of £50,000. They readily agreed as they admitted they had no interest in working their long term. Both had just finished college and were happy to pursue other avenues in their careers. Jim (Snr) and Margaret were left as the two shareholders in the business. Margaret insisted that their joint shareholding be passed to Deady and Jim (Jnr) in its entirety and that Eileen and Michael (their other two children) were to receive £20,000 each to liquidate any future claim on the Company. This was done with no objections, and so in October 1968 Southern Fruit Company transferred to the 2nd Generation of the Collins Family, with Deady and Jim (Jnr) both owning 50% shareholding.⁸⁹

5.3.7 1969 and the Rise of the 2nd Generation

In 1969 The Southern Fruit Company was based in rented premises in Mayor Street in Cork. It was at this time that the second generation took control of the Company and the shareholding was divided 50/50 between the two sons of the founder, Denis (Deady) and Jim (Jnr). Evolution of the fruit wholesaling industry had taken a very different route in Cork than in comparison to Dublin. Competitors were fragmented and scattered around Cork City, unlike Dublin, where fruit wholesalers were located in a central location, the Dublin Fruit Market.

Deady (Denis) and Jim (Jnr) were very different personalities. Deady was content to manage the day to day running of the fruit business where Jim (Jnr) decided that he wished to pursue strategic consolidation and diversification strategies. In the 70's the alliance with the Musgrave group was proving strategically rewarding for the Company and with the ongoing expansion of the Musgrave Group, Southern Fruit were the sole providers of fruit to Musgrave outlets⁹⁰.⁹¹ Deady (Denis) was happy with this arrangement. He believed that the existing business could be expanded and was happiest when working in the fruit distribution division. He believed his contribution was in ensuring the fruit distribution continued apace and consolidated his family social capital contribution through his involvement with Golf in the Cork region.⁹² That being said, the consensus between both family divisions is that the personalities of Jim and Deady were very different. Jim would not have been happy to just concentrate on the fruit distribution business and was happy to focus his attention on expanding the business.⁹³

⁸⁹ Interview with Eileen Collins 10.06.14

⁹⁰ Telephone Interview with Denis Collins 11.05.18

⁹¹ Interview with Deirdre Collins 11.04.15

⁹² Telephone interview with Tom Collins 13.05.18

⁹³ Interview with Denis Collins 14.06.18

Jim realized the significance of consolidation of the fruit importation industry. Jim travelled to Dublin, London and Holland to study and observe how fruit markets operated within a centrally located environment. A 12 acre site became available in Turners Cross, Cork which was 7.5km from Tivoli Docks. It was agreed at a management meeting in March 1972, that this site be purchased for a sum of £5000.00 by Southern Fruit Company. This was secured by means of a bank loan from the Bank of Ireland who were the Company's bankers.⁹⁴

Jim approached the other fruit importers in Cork with a view to consolidation of the industry, for them to move to a central location and espoused the many advantages and indeed disadvantages of locating all the importers in one place. A series of meetings were held; indeed, many discussions were to take place. However, despite trying to resolve issues, the fruit importers decided that it would not be in their best interests to move to the Togher site and they would be better keeping their business interests separate.⁹⁵

James O'Brien who worked for one of Southern Fruit's competitors and who was aware of the discussions in 1971, indicated that the principal reason as to why the proposed move to Togher was unsuccessful was that, given the success of the partnership between Musgraves and Southern Fruit, other firms were concerned that they would become subsumed by the Southern Fruit Company, and that they would become a controlling entity in the fruit importation industry. James acknowledges that in hindsight, there was perhaps more to be gained by pooling their resources and that strategically they may all have benefitted from a consolidated industry; however, all the players chose to remain separate and co-operate from a distance.⁹⁶ In addition, it was felt that the governing structures of any consolidation would favour Southern Fruit as they were the principal owners of the location. Fruit markets on which this consolidation would be based were governed by a statutory body with no vested interest in the fruit industry per se. It was not a business model that Southern Fruit competitors were prepared to accept.^{97 98}

In the 1970's with the ongoing expansion and development of Cork City, competing fruit companies, moved out of their city as anticipated by Jim. Southern Fruit competitors purchased and moved to their own various sites located on the outskirts of the city, but not to the Turners Cross site.⁹⁹

⁹⁴ Interview with Deirdre Collins 11.04.15

⁹⁵ Interview with Deirdre Collins 11.04.15

⁹⁶ James O'Brien, Retired, Interview 17.07.2015

⁹⁷ James O'Brien, Retired, Interview 17.07.2015

⁹⁸ Tom O'Sullivan, Interview 14.06.18

⁹⁹ Interview with Deirdre Collins 11.04.15

5.3.8 1970's - The EEC – Intervention and Diversification

Ireland's entry to the EU in 1973 transformed the Irish agricultural sector. In the period prior to EU entry, the only market to which Irish dairy produce had access to on any meaningful scale was the UK. Dairy exports were principally in the form of butter, but the price received for these butter exports was poor due to the availability in the UK of competitively priced butter imports from New Zealand. Despite its undoubted importance, the Anglo-Irish relationship was one wrought with difficulties throughout the 1950s and 1960s due to Britain's assertion of its dominant position. Membership of the EU offered Irish agriculture (the country's most important traded sector at the time) an opportunity to prosper, with independence from the British market – the main trading partner up to that point.¹⁰⁰

5.3.9 The Common Agricultural Policy (CAP)

The Common Agricultural Policy (CAP) has been a key element of European policy since the Treaty of Rome set up the EEC in the 1950's. The Treaty set out the objectives of the CAP which are still in place today:

- To increase productivity
- To stabilize markets
- To ensure availability of food (Self-sufficiency and build up supply post-war)
- To provide food at reasonable prices.

In the early days of the EEC, the CAP was the price Germany paid for French support for industrial free trade. The policy guaranteed farmers prices well above world prices, with imports being hit with high tariffs. With increasing productivity and no relative increase in demand, there were surpluses which could have forced prices downwards. To avoid this the EEC purchased the surplus and the result was the creation of the Butter Mountain, the Beef Mountain, and the Wine Lake and so on. In the conditions of the 50's and 60's the CAP made perfect sense. In 1958, 25% of the EEC's workforce worked in agriculture, and farmers and farmworkers through their representative bodies had considerable political influence particularly in France.

¹⁰⁰ The end of the Quota Era – a History of the Dairy Sector and its future prospects, Teagasc, 2011

In addition, the European community had not forgotten times of starvation during the war and the EEC pursued a policy of self-sufficiency in food. Following an initial transition period from 1973 to 1979, EU accession brought the Irish dairy sector under the full influence of the EU's Common Agricultural Policy (CAP) price support system. The Common Market Organisation (CMO) for dairy products was already established when Ireland entered the EU having been established in 1964. The dairy CMO set out to deliver a fair price for milk. This fair price took the form of a target price. It was not a guaranteed price, rather it was a price that the EU could allow the market to reach via the various policy levers at its disposal, having regard to supply and demand conditions at a given point in time.¹⁰¹

The effects of EU accession on the Irish dairy sector can be seen clearly on examination of developments in creamery milk prices and milk production, particularly in the early years of membership. The Irish milk price increased by 75 percent from 1975 to 1984, although it should be noted this was a time of very high inflation. The increasing milk price stimulated production, and milk production in Ireland expanded rapidly during this period. Even in the period prior to EU accession, production had begun to increase as farmers anticipated higher prices following entry to the EU. Although a basic transition period of 5 years was required and the move to substantially higher agricultural prices was phased over this period, Ireland benefitted immediately from the price support system and the farm export subsidies. Total Irish milk production doubled between 1970 and 1984. Growth rates in France, Germany, Denmark and the UK averaged at about 2 percent per year between 1970 and 1984, while growth rates in Ireland averaged at closer to 10 percent between 1974 and 1984.¹⁰²

The substantial increases in the Irish milk price at this time were a consequence of sharp increases in the EC support price for dairy commodities combined with successive devaluations of the green pound. The growth in production was driven almost entirely by productivity gains. Continuing improvements in herd quality, feeding and other advancements led to sustained increases in milk output per cow in the 1970s and early 1980s.

EU price support policies were very successful in providing an incentive for increased production however; they also had the impact of dampening EU consumer demand. With substantial increases in milk prices throughout the EU in the 1970s, a gap between domestic production and consumption began to emerge and a considerable surplus of milk existed. Various policy reforms attempted to rectify this situation. A prudent price policy was introduced for milk which froze nominal milk prices from 1979 to 1981. This led to a leveling off in milk prices in nominal terms and a sharp decline in real terms in the

¹⁰¹ The end of the Quota Era – a History of the Dairy Sector and its future prospects, Teagasc, 2011

¹⁰² The end of the Quota Era – a History of the Dairy Sector and its future prospects, Teagasc, 2011

late 1970s. However, there was only a temporary cessation in the growth of milk supply.

Many farmers had borrowed heavily in the late 1970s on the strength of the expectation that the milk price increases experienced in the early to mid-1970s would continue. In the early 1980s, interest rate increases accelerated bringing rates to over 20 percent. Expenditure on interest payments more than doubled between 1979 and 1982 and for the first time, in 1981, such payments comprised the highest proportion of farm overhead costs. With the introduction of the prudent pricing system a debt crisis resulted, and many producers found themselves over exposed. The prudent price policy was relaxed from 1981/82 when modest nominal price increases were granted.

5.3.10 The Introduction of the Milk Quota

The 1970s saw the emergence of a substantial milk surplus within the European Community. This growing surplus was initially managed through intervention buying, but it was never the purpose of the intervention system to handle the volumes of surplus output, which began to be experienced in the late 1970s. Reacting to this, in 1977 the EU Council introduced the co-responsibility levy. The purpose of this levy, which was paid by producers, was to finance market development measures and some disposal measures such as the school milk scheme. Intervention stocks continued to grow, and the EU faced a spiraling budget for intervention storage and export refunds. By the early 1980s a point had been reached where expenditure on the dairy sector had become the single biggest item in the CAP budget. By that time the then 10 EU member states were producing 20 percent more milk than the EU market could absorb. As well as being a severe burden on the CAP budget, intervention was politically unpopular with the general public. The experience of food mountains in the 1980s caused the community to shift its focus away from intervention and towards subsidised consumption/disposal

By the early 1980s member states with a relatively low dependency on agriculture sought to stem the growth in the agriculture budget. The solution was the imposition in 1984 of a quota system for milk producers, which allocated specific production volumes to member states. The alternative to the milk quota system would have been a cut in support prices for dairy products; a policy which it was felt would have had a considerable negative effect on agricultural incomes. The purpose of the milk quota system was to contain the growth in milk production so that the EU's agriculture budget could continue to carry the cost of the price support framework.

The quota system was introduced initially for four years. At its point of introduction, the EU milk production quota was set at 103.7 million tonnes which was the average level of production for the period 1981 to 1983. Under the quota arrangement, each Member State was given a reference quantity, with

each producer in turn having an individual reference quantity. While generally the Member State quota allocation was set at 1981 levels plus 2%, flexibility was given to some member states at the time, and Ireland for example was allowed to use 1983 as its base. The initial Irish milk quota was set at the 1983 level of production of 5.28 million tonnes plus 0.245 million tonnes from the Community reserve.

5.3.11 Intervention and the Collins Family

Southern Fruit had already created over 15,000sqft of refrigerated space on the Togher site for their own use and as part of the plan to bring a centralized fruit market to Cork. When it became apparent that Jim Collins dream of a centralized fruit market in Cork, was never going to materialize, the issue for Southern Fruit was how could they utilize this additional refrigerated space to generate income. In 1974 Southern Fruit Company embarked on the first of a series of diversifications with the incorporation of Colso. This was a subsidiary of Southern Fruit Company which would oversee the operation of the warehouses and cold storage facilities which would be constructed on the site.

In 1974 the European Economic Community had a problem. The 12 member states and over 1.5million tons of butter $\frac{3}{4}$ million tons of beef and 1 million tons of powdered milk that it needed to store throughout the community. Colso seized the opportunity and in 1974 agreed a storage contract with An Bord Bainne to store powdered milk. Construction on the site continued during the 70's and in 1980 an additional site was purchased, and dry stores were constructed. Further dry stores, cold rooms and freezer stores were constructed and Colso secured contracts for the storage of powdered milk, intervention butter and intervention beef. In 1984 the EEC bill for intervention storage across the member states was 1.5 billion. In total now the overall site was 30 acres and had a mixture of dry and refrigerated storage.

Storage of intervention produce created a cash flow for the company, which facilitated the development of this side of the business. In 1984 income from intervention storage was valued at 2m. Warehouses would be constructed utilizing bank debt and the bank debt repaid over a three year period, thus enabling rapid expansion of warehousing capacity in Togher. The creation of this additional space was purely to capitalize on this opportunity. The fruit distribution business did not require additional storage space. Denis and Jim both agreed that this was a valuable opportunity to utilize the space available to them at the time without putting any financial strain on the resources of the Company.¹⁰³

¹⁰³ Interview with Deirdre Collins 11.04.15

The former Ford plant in Cork Harbour became available for sale following the closure of the Ford plant in 1984. The site had 82,000 sq. ft. warehousing already available and Southern Fruit acquired the site in 1985 and at that stage became the largest provider of dry and cold storage in the muster region.¹⁰⁴

Whilst Jim assumed overall responsibility for Colso, Denis (Deady) assumed responsibility for the Fruit business. Southern Fruit utilized 80% of their resources servicing the Musgraves distribution contract. The two brothers did not actively pursue other fruit distribution business.¹⁰⁵ The consumption of fruit was on the increase due to growing realization of the health and nutritional benefits in the diet and also active promotion and advertising campaigns by government bodies.

Fruit and vegetables were from the 1980's and 90's in particular among the major growth food areas in Ireland with increasing amounts of shop space being allocated to them. The growth in consumer expenditure on fresh fruit and vegetables from 1986 to 1989 rose by 16% to £150.7 million.¹⁰⁶ In 1995 Irelands grocery landscape had expanded and multiples accounted for over 40% of fruit and vegetable sales, greengrocers for 20% and symbols for 17%. Consumers could by now expect year round availability of fruit and vegetables which up to quite recently had been unthinkable. The trend continued towards pre-packaging of fruit and vegetables and a rise in the pre-prepared fruit and vegetable model.

In 1992, the fruit market consisted of two segments, fruits like apples, bananas and oranges and then soft fruits like strawberries and other berries. The largest selling fruit was the banana followed by the apple. Ireland could only supply 14% of the apple market with annual imports of £20 million needed to satisfy annual consumption.¹⁰⁷ Southern Fruit had actively aligned its fruit business with the expanding Musgraves operation, which in the 1990's, Supervalue, a Musgraves owned symbol group had captured 15.2% of the grocery market.¹⁰⁸

5.3.12 1990's McSharry's CAP Reform

In 1988, Ireland received IR£1,184.6 million from EC funds for industry, farmers, infrastructural and community developments. Of that amount 70% went to the agriculture sector and a total of IR£838.5

¹⁰⁴ Interview with JM Murphy, Cork Chamber 17.06.15

¹⁰⁵ Interview with Deirdre Collins 11.04.15

¹⁰⁶ Checkout Ireland 1996

¹⁰⁷ National Nutrition Surveillance Centre: *Changes in the food chain since the time of the Great Irish Famine*, 1995.

¹⁰⁸ Quinn, J. *Industry Evolution: A Comparative Study of Irish Wholesaling*, PhD Thesis, DCU, 2002.

million came from export refunds and for payment for the costs of intervention storage of meat, grain and dairy products.¹⁰⁹

There were considerable pressures from within Europe to curb the costs of the agriculture budget and to introduce reform in the Agriculture sector. In Ireland agricultural industry change came about in two distinct ways. Firstly, farming Co-Ops such as Kerry and Glanbia, among others, became established and vertically integrated within food the processing industry. The production of yoghurt, high end cheeses etc. for the export market helped to absorb surpluses and lessened the need for storage, it also helped keep production levels high on farms where significant investment had been made by farmers to maximize production and intensify farming methods to avail of guaranteed income under CAP in the 80's. Secondly these firms became multinationals and expanded the market for Irish agricultural products to the wider global audience.

Ray McSharry was a Fianna Fail TD who was appointed by Charlie Haughey as a European commissioner in 1988. On becoming commissioner for Agriculture, he successfully negotiated reforms of the CAP which were accepted by all member states. Following agricultural reform and improvement in farm production which had occurred in the 80's, instead of producing un-necessary food items, farmers were paid 'not to produce' and received direct regular payments subsidized from the EU.

In 1994, Ireland commenced a period of economic growth commonly referred to as our 'Celtic Tiger' Era. This period saw a growth in the number of farmers working 'off the land'. A paper presented by Brendan Kearney to the Agricultural Economics Society of Ireland (AESI) in 2000 reviewed the developments in off-farm employment in the previous decade. Kearney surmised that part-time farming was likely to become a permanent feature of Irish farming and he concluded that this was due to a combination of push and pull factors. The persistence of relatively lower farm income in Ireland relative to incomes of other sectors was the principal 'push' factor in the Irish farm labour force while the "pull" factor was the expanding labour market and employment opportunities outside of the sector in rural Ireland. In 1998, the majority of farm operators were employed in the building and construction industry and the agriculture and primary sector with a minority participating in services and the professional labour market.¹¹⁰

¹⁰⁹ Shanahan, E., *Irish Times*, 22.03.89

¹¹⁰ Boyle, G., *40 years of Irish Farming since joining the European Union*, Teagasc, 2013.

5.3.13 1990's Southern Fruit, Colso and the Collins Family

The 1990's were a prosperous time for Southern Fruit/Colso. Turnover in 1996 was in the region of £15 million annually. Jim and Denis had four children each and in 1997 there were a total of 5 family members working in the Company.^{111 112}

Deirdre (Jim's daughter) had attended UCC and had studied commerce. Deirdre had eventually conceded to joining the Company, following pressure from Jim to do so. Deirdre had insisted in working for a period of time outside of the family firm to gain experience which she personally felt was important for her. Deirdre assumed responsibility for administration and finance for both Southern Fruit and Colso. Deirdre's elder sibling Michael also worked in the warehousing section of the firm in a managerial role and Tom, a son of Denis and cousin to Michael and Deirdre was manager of distribution. The other children of Denis and Jim had no direct involvement in the Company and had obtained employment elsewhere.¹¹³

One of the key challenges Deirdre immediately faced was to computerize operations for both firms. Deirdre computerized the entire operations of both companies which immediately had an impact on efficiencies and training needs for employees. Deirdre professionalized accounts, ordering, and logistics functions of the firm, this resulted in improved efficiencies and streamlining of the supply chain function for the business.¹¹⁴

5.3.14 1997 – The demise of the 2nd Generation

In 1997, Southern Fruit and Colso was in a strong position. Turnover was strong (IR£15 million 1996), trading relationships were good with existing partners such as Musgraves and the third generation of the Collins family had begun to transition to senior roles within the Company.

It was during this time that Jim became terminally ill. Deirdre was in charge of administration and finance and over this challenging time her role unofficially expanded to incorporate managing the day to day functions of the firm. It was clear that Jim was not going to be able to return to the business. Succession planning had to be agreed. It was agreed at an emergency meeting that the shares belonging to both Jim and Denis should upon their death, be passed to their spouses. The only entitlement that the

¹¹¹ Interview with Deirdre Collins 11.04.15

¹¹² Interview with Denis Collins 11.0.18

¹¹³ Interview with Deirdre Collins 11.04.15

¹¹⁴ Interview with Deirdre Collins 11.04.15

children would have would be on the death of their remaining parent, at which point all the shares would automatically transfer to their children. At this point there were a total of 8 children between the two brothers and of the 8, 3 were working in the business. The only entitlement that the children had was the automatic right to a job in the company which had never been formally ratified at any point in the lifetime of the business, but rather was a tradition that had evolved.¹¹⁵

Jim died in July 1997 whilst it obviously was expected it none the less was a time of great upset for the Collins family.

What happened subsequently caught everybody by surprise, the unexpected death of Denis two weeks later was came completely out of the blue and effectively caused a crisis within the family.^{116 117}

5.3.15 1997 – Crisis and Solutions

Following the death of the two Collins brothers, a meeting of both families took place in September 1997 to decide the best way forward for the Company. It was decided at that meeting that the spouses of Jim and Denis, who had no direct involvement in the Company would legally transfer their interest in the Company to their children. A caretaker arrangement was put in place where Deirdre would assume overall responsibility for the day to day operations of the Company from an administrative point, Michael her brother would assume responsibility for Colso, and Tom (son of Denis) would assume responsibility for the fruit. The Board of the firm would consist of the eight family members and monthly board meetings were scheduled to keep family members informed of events and decisions to be taken. It was also agreed at this meeting that board members would be entitled to a dividend. It was further agreed to appoint the services of BDO Simpson Xavier to seek their professional advice on the future direction of the business and to facilitate the drafting of a family constitution. The family constitution was to be a document which would be agreed among family members and which would provide a blueprint for family involvement in the firm into the future.^{118 119}

With the contraction of intervention storage, Colso continued to expand its operation and provided cold and dry storage facilities to the growing number of food processing companies in the southern region.

¹¹⁵ Interview with Deirdre Collins 11.04.15

¹¹⁶ Interview with Deirdre Collins 11.04.15

¹¹⁷ Interview with Denis Collins 14.06.18

¹¹⁸ Interview with Deirdre Collins 11.04.15

¹¹⁹ Interview with Denis Collins 14.06.18

Musgraves had continued to expand its operation and had itself expanded globally. In 1998, it invested in wholesaling chilled and frozen foods which was a new direction for them.¹²⁰ Musgraves developed a centralized distribution depot in Cork which resulted in the loss of the lucrative Musgraves contract for Southern Fruit which at that time was worth IR£7.5 million annually.¹²¹

Deirdre continued in her existing role as day to day manager of the business. The business now comprised of, warehousing which was in use by Southern Fruit, warehousing which, under the banner of Colso was sub-let, and fruit importation and distribution through Southern Fruit. During this transitional time, Southern Fruit suffered a significant contraction in business due to the loss of the Musgraves contract and sought to seek alternatives for this income stream. BDO Simpson Xavier, following a period of examination of the business suggested that the business could survive but it needed to be restructured to become more streamlined. IT recommended the implementation of technology to improve operation systems and suggested that a number of staff retrenchments needed to be made and senior management could not be immune from redundancy. The activities of the Company would continue to be under the control of the Board of Management which was to be comprised of all eight 3rd generation members, who would receive an annual dividend payment. It was suggested that strategically it was wrong for Southern Fruit to become so dependent on the Musgraves contract and that the future of the Company would be best served if they concentrated on the expansion of their storage facilities which were in tandem to rising food exports from the port of Cork.¹²²¹²³

The family considered the findings of the report and after a heated meeting, it was agreed that Deirdre would assume the role as Manager of Southern Fruit and Colso. Computerisation was already well under way and a number of retrenchments had already occurred, the most significant move was Deirdre's eldest brother, Michael resigned his position and left the Company. This move initially caused a lot of tension within the family unit and did affect personal relationships within the group. As time moved on and moods changed, relationships repaired, and the family got on with the business of running the Company.¹²⁴¹²⁵

The re-structuring of the Company and the formation of a business plan to expand the warehousing/storage side of the business, facilitated by BDO Simpson Xavier enabled the business to

¹²⁰ Quinn, J. *Industry Evolution: A Comparative Study of Irish Wholesaling*, PhD Thesis, DCU, 2002.

¹²¹ Interview with Deirdre Collins 11.04.15

¹²² Interview with Deirdre Collins 11.04.15

¹²³ BDO Simpson Xavier Report 1999.

¹²⁴ Interview with Deirdre Collins 11.04.15

¹²⁵ Interview with Michael Collins 12.04.15

secure funding to purchase land in Carrigtouhill. This land was developed to provide 8500 sq. ft. of warehousing facilities. This investment was to secure the future of the Company, by capitalising on the existing knowledge within the firm of the warehousing industry. These facilities were not needed for utilization by Southern Fruit itself but were seen as an opportunity to expand their presence in the dry/cold storage industry and provide an additional income stream to replace that lost by the Musgraves contract.^{126 127}

5.3.16 Optimism and The New Millennium

1999 was the beginning of the turnaround for the firm. Having successfully negotiated a number of crisis which happened in quick succession, Southern Fruit and Colso managed to consolidate its own governance structures, the Board consolidated its own position and turnover improved from a low of IR£2.5 million in 1998. In addition, it managed to move from a base of zero dividends being paid to shareholders to paying its first dividend to the eight shareholders in 2001.^{128 129} Family members could see the benefits of working together to safeguard the future of the Company. Deirdre felt secure in her role as MD and felt that she had the backing and support of the entire family group in order for the Company to move forward.^{130 131}

Southern Fruit had three Cork properties, the site in Togher which was the location of its head office, the Carrigtouhill site, which was the most modern of the business plants and lastly, they had the depot on the Cork docks which was the former Henry Ford Site. At a Board meeting in September 2003, it was decided to put the docklands site on the market to ascertain interest. The Docklands in Cork had been ear marked for re-development by Cork County Council, which led to a rise in property values. The site, which had direct access to the water, was placed on the open market in 2004 and sold for a figure of €10m to Howard Holdings (an English based property development company with Irish property interests).^{132 133} Following the sale of the Ford site, the Company had a significant cash surplus. At a Board meeting in December of 2004, how best to utilise these funds were discussed.

¹²⁶ Interview with Deirdre Collins 11.04.15

¹²⁷ Interview with Denis Collins 14.06.18

¹²⁸ Interview with Deirdre Collins 11.04.15

¹²⁹ Interview with Denis Collins 14.06.18

¹³⁰ Interview with Denis Collins 14.06.18

¹³¹ Interview with Deirdre Collins 11.04.15

¹³² Interview with Deirdre Collins 11.04.15

¹³³ Irish Examiner, November 2014.

The macro environment in Ireland at that time was optimistic. Against a background of a robust economy, Southern Fruit/Colso was providing an annual dividend of €25,000 to the eight shareholders, their liquidity ratio was consistently at around the optimum 2% level and there were no perceived threats on the horizon.¹³⁴ A decision was taken to divide the proceeds of the sale in its entirety among the eight family members by way of a dividend. This dividend was paid to the family members in February 2005.^{135 136}

5.3.17 The Financial Crisis and a decline in family fortunes

In 2007/2008 Ireland entered the global financial crisis and went into recession.¹³⁷ Southern Fruit/Colso saw a rapid decline in its business.^{138 139} Turnover which had been running at €11 million annually, dropped 50% in 2008 with the fruit business showing the greatest losses. The warehousing/storage facilities managed to survive with the profits dropping to a low level of €1.5 million in 2009, thereafter showing slow signs of improvement from then onwards. The board decided to suspend the payments of dividends to shareholders and embarked in another re-structuring phase in 2011 with significant staff redundancies.¹⁴⁰

The writing was on the wall for the business decline even further, at the annual board meeting in September 2015, and after receiving advice from BDO Simpson Xavier, it was decided to close the Southern Fruit Company.^{141 142} Southern Fruit Company closed operations in January 2016.

5.4 The Future

In an interview with Deirdre Collins in August 2016, Deirdre is optimistic for her future. Deirdre sees her role as caretaker/ manager of the company. She no longer sees a long term future for the Company. The fourth generation of the Collins family do not work in the business, save for giving holiday jobs to nieces or nephews. All of the grown up children in the fourth generation have pursued opportunities

¹³⁴ Interview with Deirdre Collins 11.04.15

¹³⁵ Interview with Michael Collins 12.04.15

¹³⁶ Interview with Deirdre Collins 11.04.15

¹³⁷ The Guardian Business Edition 23.09.2008

¹³⁸ Interview with Denis Collins 14.06.18

¹³⁹ Interview with Deirdre Collins 11.04.15

¹⁴⁰ Interview with Deirdre Collins 11.04.15

¹⁴¹ Interview with Deirdre Collins 11.04.15

¹⁴² Minutes of Board Meeting sighted 20.09.2015

outside the Company and none of the fourth generation see, their future there. In Conclusion, the Board members have taken a decision that the existing warehouse facilities are to be disposed of when the market becomes opportune to do so. Therefore, Deirdre, in her role of caretaker sees no point in developing the business further. Her function is to try to maintain the warehousing operation for an eventual sale. A time-frame of five years is projected.¹⁴³

Both sides of the family agree that the untimely demise of Jim and Denis Collins (Snr) had a dramatic effect not only on them as a family unit but ultimately on the business itself.¹⁴⁴ ¹⁴⁵Neither side felt adequately prepared to take over the business and there had been no contingency planning in the event of such unforeseen events. That being said, the consensus from both sides of the Collins family is that whilst there have been arguments and disagreements, they are a family first and can still gather for social family events. The business played a significant role in all of their lives, but the family unit survives intact.¹⁴⁶ ¹⁴⁷

¹⁴³ Interview with Deirdre Collins 25.08.16

¹⁴⁴ Interview with Deirdre Collins 11.04.15

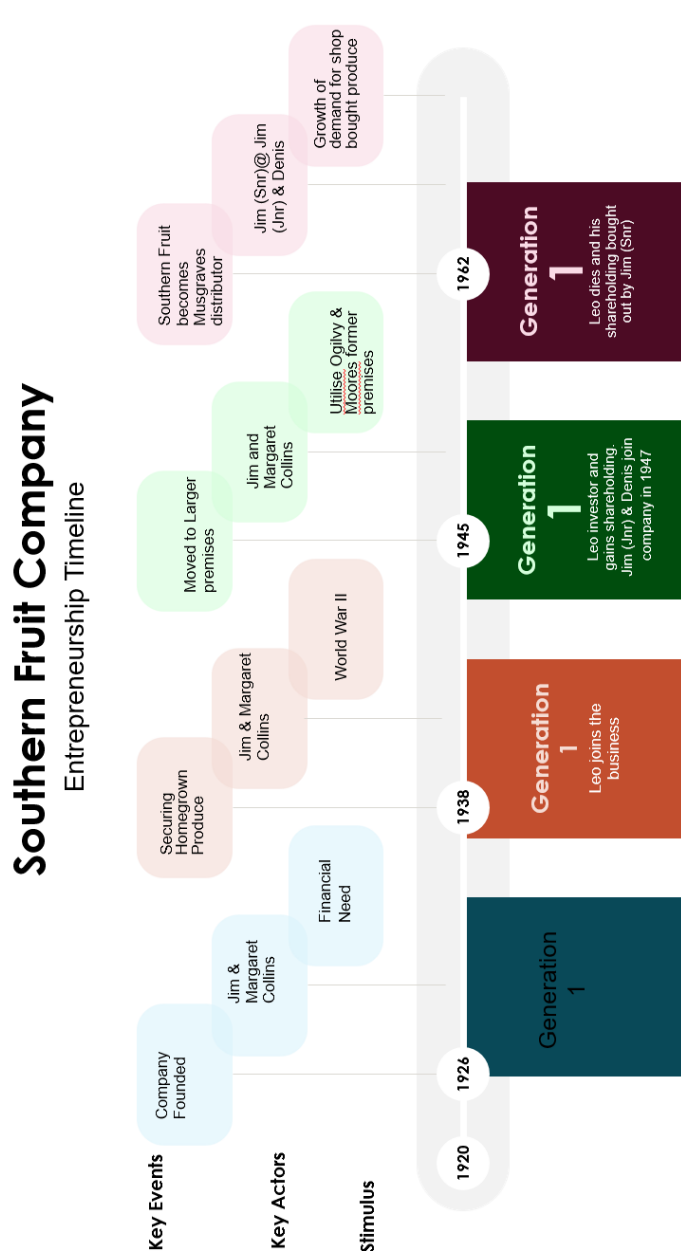
¹⁴⁵ Interview with Denis Collins 14.06.18

¹⁴⁶ Interview with Denis Collins 14.06.18

¹⁴⁷ Interview with Deirdre Collins 25.08.16

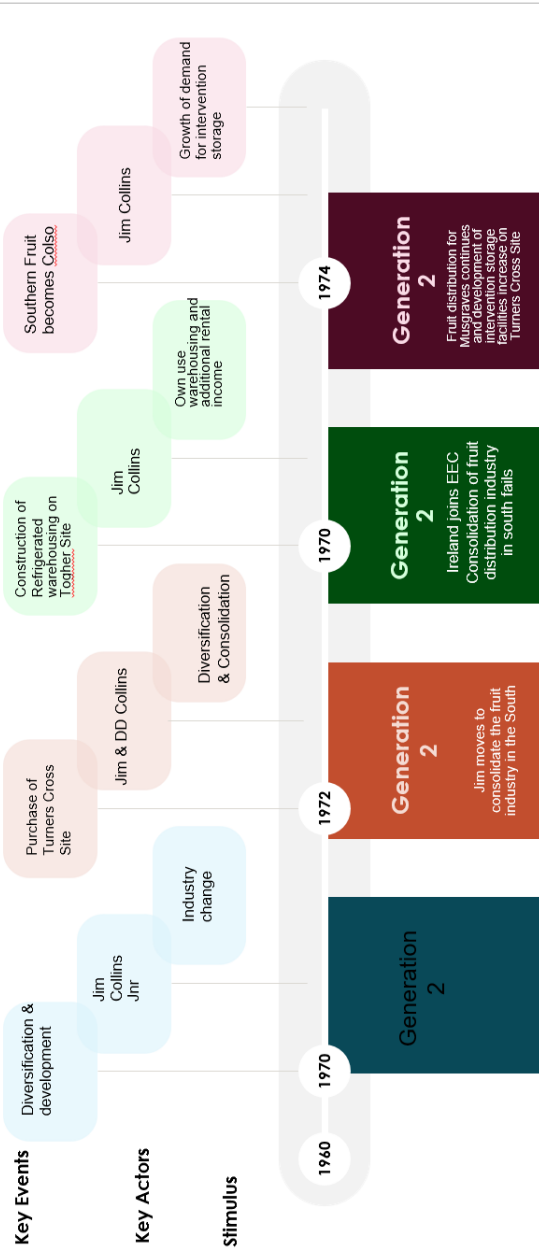
Figure 5.4

Entrepreneurship Timeline the Collins Family – Southern Fruit



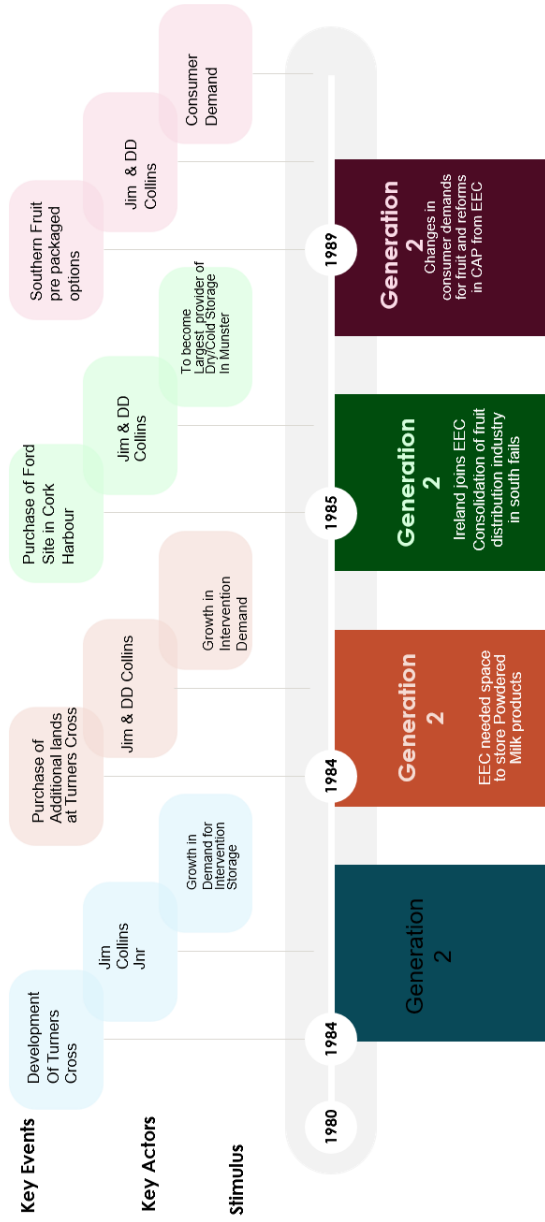
Southern Fruit Company

Entrepreneurship Timeline



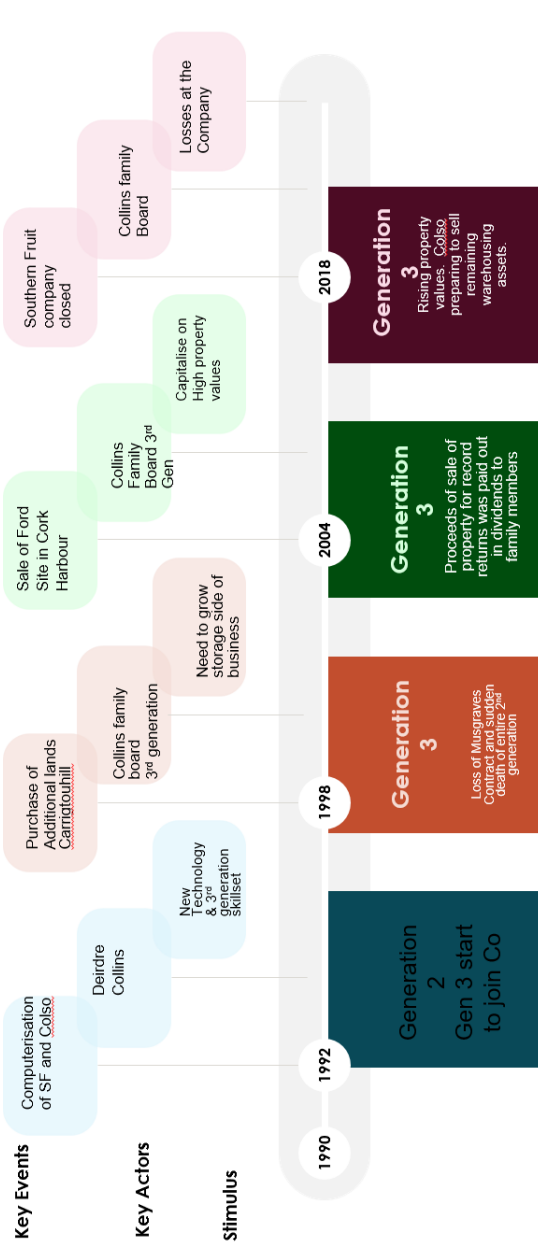
Southern Fruit Company

Entrepreneurship Timeline



Southern Fruit Company

Entrepreneurship Timeline



Chapter 6 Case Study 2: Gleneagle Hotel /O'Donoghue Family

6.0 Case Overview

The Gleneagle Hotel is a family run hotel in Killarney. The hotel first opened its doors in 1957 after Flesk House (as it was previously known) was purchased by Paddy and Sheila O'Donoghue as a family home for themselves and their seven children. From the arrival of their first paying guests a few months later, the Gleneagle Hotel has grown over the decades to become a family business with a large hotel portfolio. The hotel industry has changed over the past several decades and the story of the Gleneagle and the O'Donoghue family is an integral part of this evolutionary process. To comprehend this story, it is necessary to explore the historical backdrop to Killarney and its Tourism Industry.

6.1 A background to Killarney

Killarney town has a population of 14,219¹⁴⁸ and is situated in the county of Kerry, in the Southwest of Ireland (Figure 6.1). The Southwest region is the second largest tourism region in Ireland after Dublin (the Capital city) and in 2015 a total of 2.1 million tourists visited the region ¹⁴⁹. With an area of 1,815 sq. miles, Kerry is the fifth largest of the thirty-two counties of Ireland is in an area of immense natural beauty, with a combination of high mountains, hills lakes, rivers, bog land, rugged coastline and off-shore islands. ¹⁵⁰ Killarney is located in an area distanced from high population density centers. The nearest major city is Cork, 86Kms whilst Dublin, the capital city of Ireland is 345 Kms. ¹⁵¹

Killarney is home to Ireland's first national park which covers an area of 10,236 hectares of mountain, mooreland, woodland, waterways, parks and gardens (Killarney National park, 2008). ¹⁵² Killarney town is situated at the foot of Ireland's highest mountain range, the MacGillicuddy Reeks. Killarney is home to the famous Lakes of Killarney; the Upper Lake, Muckcross Lake (the middle lake) and Lough Leane (the lower Lake which occupies a valley stretching south between the mountains. They are is world famous for its natural beauty and rare flowing plants¹⁵³. Industry in Killarney and its surrounding

¹⁴⁸ CSO Census 2011

¹⁴⁹ Fáilte Ireland Tourism Statistics Report 2015

¹⁵⁰ Fáilte Ireland Tourism Statistics Report 2015

¹⁵¹ Fáilte Ireland Tourism Statistics Report 2015

¹⁵² Fáilte Ireland Tourism Statistics Report 2015

¹⁵³ Flynn, A., (1993) *The Book of Kerry, Towns and Villages in the Kingdom*, Dublin, Wolfhound Press

hinterland includes tourism, small-scale light industry and agriculture. The main source of employment in the town is tourism and Killarney are a primary tourism hub in the area ¹⁵⁴ .



Figure 6.1 Killarney Town situated in the Southwest of Ireland

Killarney is recognized both nationally and internationally as a significant tourism area and is referred to by Davenport et al. in the lonely planet guide to Ireland as a ‘*well-oiled tourism machine in the middle of sublime scenery*’¹⁵⁵ . The town is a ‘market leader’ in Irish tourism ¹⁵⁶ and is one of Ireland’s premier tourist destinations. Traditionally a market town, Killarney owes its growth primarily to the successful development of its tourism industry. It is acknowledged as the oldest tourist center in Ireland and tourism in the region dates back to the 1750’s.¹⁵⁷ Currently Killarney is second only to Dublin in the provision of hotel rooms and possesses a world-class infrastructure ¹⁵⁸. It is estimated that approximately 1.5 million people visit the town each year and tourism provide an income of over €250 million to the local economy.¹⁵⁹ Empirical studies conducted by Killarney Chamber of Commerce indicates that the majority

¹⁵⁴ Kerry Chamber of Commerce, Annual Report, 2015

¹⁵⁵ Davenport, F., Bainbridge, J., Canning, A., Downs, T., Le Nevez, C., Ver Berkmoes, R., & Wilson, N., (2008) *Ireland. Lonely Planet Guide, 8th edition*, London, Lonely Planet Publications Pty Ltd.

¹⁵⁶ Shane Ross, Minister for Tourism, National Tourism Forum, November 25th, 2016, Killarney.

¹⁵⁷ Flynn, A., (1993) *The Book of Kerry, Towns and Villages in the Kingdom*, Dublin, Wolfhound Press

¹⁵⁸ Fáilte Ireland Annual Report 2015.

¹⁵⁹ Killarney Chamber of Commerce website – www.killarney.ie last accessed 20.03.2017

of enterprises located in the immediate vicinity of Killarney are directly or indirectly related to Tourism.¹⁶⁰

6.1.1 1950's Ireland and the growth of Killarney Tourism

The county of Kerry is situated in the South/West of the country of Ireland and its distance from centres of population is both a strength and a weakness in terms of its tourism development. Three quarters of Kerry was considered to be rural in the 1950's.²⁰⁰ The population of Kerry had fallen from nearly 294,000 in 1841 to circa 183,000 in 1960.²⁰¹ Apart from the impact of the famine on the county's population, the drop in population numbers was part of a growing national trend being experienced in Ireland of migration from rural Ireland to the larger cities in search of work.

Giving the emerging trend of population migration, it is not surprising that the people of Killarney with their collective tourism experience were interested in promoting their own representative body that would market and promote tourism in Killarney. In 1955, Killarney Tourist Development Company Ltd was founded.

The world economy improved steadily from 1955 onwards, which led to an increase in international travel.²⁰² Domestically, Ireland's economy improved, and holidays became possible for middle and lower-income families²⁰³. Government funding directed towards tourism promotion which commenced in the 1950's was greatly increased²⁰⁴The Tourist Traffic Act in 1961 was passed and enshrined the state's commitment to tourism development and was seen as a positive move towards active participation by the state in the projection of Ireland as a viable tourist choice for domestic and international visitors²⁰⁵.

The major resorts selected by Bórd Fáilte for development were Galway/Salthill, Killarney, Bray, Dun Laoghaire, Tramore, Skerries, Killkee, Youghal, Ballybunion, Lahinch, Arklow, Greystones, West Cork,

¹⁶⁰ Killarney Chamber of Commerce website – www.killarney.ie last accessed 20.03.2017

²⁰⁰ Killarney Tourist Development Co Ltd, Launch document 24th February 1955

²⁰¹ Kerry County Committee of Agriculture (1972) Kerry County Agricultural Resource Survey.

²⁰² Furlong, I. (2009): *Irish Tourism 1880-1980*, Dublin & Portland, Oregon, Irish Academic Press

²⁰³ O'Connor, B. & Cronin, M. (1993) *Tourism in Ireland: A Critical Analysis*, Cork University Press: Cork.

²⁰⁴ Deegan, J. (2006) a Long Term Perspective on the Policy and Performance of Irish Tourism, *Visit Scotland Futures Lecture*, Glasgow, 2006.

²⁰⁵ Deegan, J. & Dineen, D.J. (1997) *Tourism Policy and Performance: The Irish Experience*, London, International Thomson Business Press.

County Donegal, Achill Island, Dingle peninsula, River Shannon and Lakes²⁰⁶. The availability of state funding for tourism development spearheaded the development of facilities and amenities for tourists.
207

6.1.2 Economic Reliance on the Tourism industry in Kerry

An new in-depth report commissioned by the Destination Kerry Tourism Forum in June 2016, which examined the impact of tourism in Co. Kerry has found that 20 per cent of people in the county are reliant on its €420 million a year tourism industry.²⁰⁸

The study highlighted that Kerry's accommodation and hospitality sector currently employs more than 9,000 people and welcomed over 1 million overseas visitors in 2016. It also showed that the county is a favorite among Irish tourists too, with domestic tourism accounting for almost 700,000 visitors. In total 13% of all overseas visitors included Kerry on their itinerary.²⁰⁹

One third of American visitors to Ireland include Kerry in their itinerary, which is attributed to Skellig Michael appearing in Star Wars: The Force Awakens. American tourists are described as being 'the most valuable visitors' as they generate 40 per cent of overseas income.²¹⁰

Kerry currently has a capacity of 50,000 tourist beds, the largest number outside of Dublin, however only 20,000 of those are in the 'formal approved sector'.²¹¹

6.1.3 The Origins of the Gleneagle Hotel

The Gleneagle was originally known as Flesk House. It was a Georgian house built in the 1830's. It sat on four acres and had a cobbled courtyard and an orchard. In 1957, the house and grounds were purchased by Paddy and Sheila O'Donoghue for £5000, from the estate of Archie Graham. This purchase was funded £3000.00 on mortgage and £2000.00 from personal funds.²¹⁴ Originally from the neighbouring parish of Glenflesk, Paddy O'Donoghue served as an apprentice chemist in Killarney,

²⁰⁶ Deegan, J. & Dineen, D.J. (1997) *Tourism Policy and Performance: The Irish Experience*, London, International Thomson Business Press.

²⁰⁷ Deegan, J. (2006) *A Long Term Perspective on the Policy and Performance of Irish Tourism, Visit Scotland Futures Lecture*, Glasgow, 2006

²⁰⁸ Destination Kerry Annual Report – Kerry County Council Tourism Strategic Plan, 2016- 2020.

²⁰⁹ Destination Kerry Annual Report – Kerry County Council Tourism Strategic Plan, 2016- 2020.

²¹⁰ Destination Kerry Annual Report – Kerry County Council Tourism Strategic Plan, 2016- 2020.

²¹¹ Destination Kerry Annual Report – Kerry County Council Tourism Strategic Plan, 2016- 2020.

²¹⁴ Interview with A. O'Donoghue, 23.06.16

before studying for his MPSI course in UCD. After qualification he returned to Killarney to PD Foley's chemist shop which he bought in 1926, from his employer. In 1936 he married Sheila Foley of Foley's bar in New Street, Killarney. This was a 1st generation family business. In 1957 Paddy and Sheila along with their seven children, moved from their family home above Paddy's chemist in Main Street, to Flesk House on the Muckcross Road. While the house afforded more space in which to raise their children, the couple also recognised the property's commercial potential and within month welcomed their first paying guests. The name 'Gleneagle' originated from the name of Paddy's town land Glenflesk and the local knowledge that the Muckcross area had been a rare breeding ground for eagles, and p 1957, the Gleneagle was registered as a licensed hotel.

Figure 6.2: *The Marriage of Paddy O'Donoghue and Sheila Foley 1936*



Flesk House was an eight-bedroomed Georgian building constructed in the 1830s as a private home for one of the Herberts of Cahernane. It later became the stately home of Lord Headley. The house was first opened as a hotel by Eustace McMorrough-Bernard and was later acquired by Mr William Gilmore who also ran a hotel from the premises. The house then reverted to the role of a private residence when bought by Archie Graham.²¹⁵

²¹⁵ Interview with A. O'Donoghue, 23.06.16

Figure 6.3: The O'Donoghue Children playing outside Flesk House 1957



At the time the O'Donoghues, who were both from family business backgrounds, purchased Flesk House, it was 120 years old. It comprised of eight bedrooms and was cited on four acres of ground. The house was purchased with the vision of providing a family home for the growing family and to provide the origins of a viable hotel business.²¹⁶ The availability of financial incentives backed by the Government, which included the introduction of the State Guaranteed Loan Scheme in 1952 which gave hoteliers access to cheap loans at 3.75%, was extended over the course of the 1950's and in 1957 the loan was extended to include the provision of tax 'write-offs' which enabled hoteliers to write off development costs against taxes, (a similar scheme was in existence for manufacturing industry). In 1959 grants became available to hoteliers to provide double-sized bedrooms with en-suite bathrooms, this scheme later became extended to cover renovations and refurbishment of existing hotel premises in 1960.²¹⁷

In the first year, the hotel infrastructure expanded, and six additional bedrooms were added followed by twelve more bedrooms and the ballroom the following year.²¹⁸ This expansion of the hotel infrastructure was ongoing and included the addition of a formal dining room in 1960. In 1962 a third floor was added to the house comprising of ten additional bedrooms. In the following two years the hotel underwent

²¹⁶ Interview with A. O'Donoghue, 23.06.16

²¹⁷ Interview with E. O'Dea IHF, 24.09.16

²¹⁸ O'Donoghue family records dating back to 1958

further renovations. In 1963 a major extension to the ballroom increased the size to 5500 sq ft. Access to capital for the ongoing renovations and development of the hotel was achieved through combining financial resources from the existing hotel funds, availability of government backed funding and through bank debt.²¹⁹ This expansion of the Gleneagle was driven primarily through the availability of Government backed funding, but also through the growth in tourism numbers and the entrepreneurial spirit of accommodation service providers willing to expand their business on the promise of healthy returns.²²⁰

6.1.4 Killarney Tourism in the 1960's

Killarney Tourist Development Co-Ordinating Committee evolved from the Killarney Tourist Development Co. Ltd. Where Killarney Tourist Development Co. Ltd. were focused on tourism services, such as localized sports, amusements, accommodation and other services to improve amenities for tourists, The Killarney Tourist Development Co-Ordinating Committee had a much wider brief. They saw their role as having an impact on a national level and formed the 'lobby group' which ultimately secured control 'in trust' of the rapidly deteriorating Muckross House.²²¹ The Group remained true to their entrepreneurial roots, and as The Muckross House Trustees, they established Muckross House and Traditional Farms as one of Ireland's premier visitor attractions.²²²

Paddy O'Donoghue was a member of this group along with other Killarney hoteliers. The Group formed the opinion that whilst Bórd Fáilte were an important source of support (both financial and administrative), that Killarney tourism development would be aggressively promoted by local interests.²²³ Members agreed on three main actions on their first committee meeting, that communications between the Group and Bórd Fáilte would be maintained and developed for the good of Killarney and that secondly, local tourism interests would be asked to make ongoing contributions to fund marketing projects promoting Killarney as a tourist destination.

²¹⁹ Minutes of management meeting December 1st, 1959.

²²⁰ O'Connor, B. & Cronin, M. (1993) *Tourism in Ireland: A Critical Analysis*, Cork University Press: Cork.

²²¹ Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

²²² Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

²²³ Minutes KTIC initial meeting September 9th, 1959.

6.1.5 Managing the expanding Family Business

Paddy O'Donoghue continued to work on a daily basis in the chemist, and he had a sideline involvement in the Gleneagle. Sheila and the growing children worked in the hotel. Varying in ages, the children did what they could, from helping in the kitchen, and in front of house, to Maurice (the eldest son), who returned from his pharmacy studies in UCD 3 nights per week to run dances in the Ballroom. Maurice never practiced as a chemist, it was seen as important by Paddy to have a 'backup' plan in case things didn't work out in the hotel. ²²⁴

Paddy and Sheila concentrated their efforts on developing the home tourist market and developed the Gleneagle Summer Cabaret in 1965. This market proved fruitful with the rise in domestic tourism in the '60's. Maurice was now 26 years of age and qualified as a chemist. Paddy whilst remaining at the helm along with Sheila, decided to give Maurice control of the day to day running of the hotel, along with his wife Sheila.²²⁵ It was accepted by family members that the business would pass to Maurice on the passing of Paddy and Sheila.²²⁶

Figure 6.4 Sheila O'Donoghue in 1950 with the seven O'Donoghue Children.



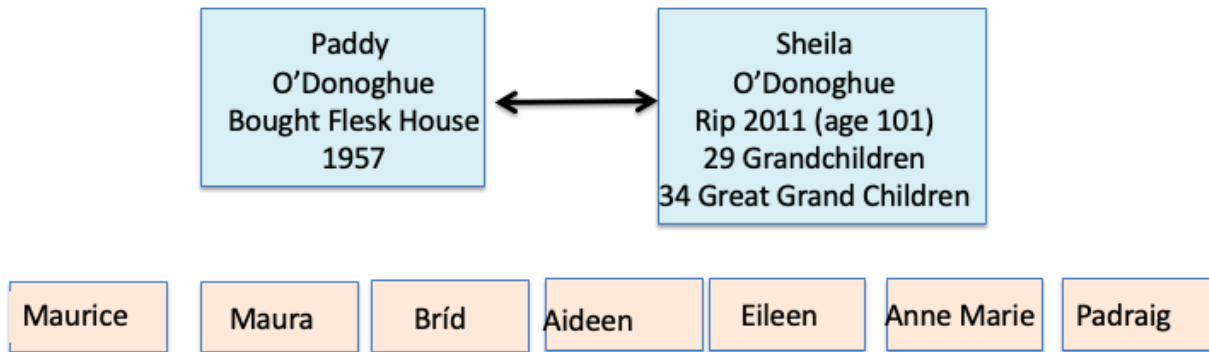
From Left, Brid, Maurice, Aideen, Pdraig, Sheila, Anne Marie, Eileen and Maura.

²²⁴ Interview with A. O'Donoghue, 23.06.16

²²⁵ Appointment of Maurice as General Manager, recorded in minutes of meeting held in the Gleneagle on 3rd July 1965.

²²⁶ Interview with A. O'Donoghue, 23.06.16

Figure 6.5 *The O'Donoghue Family Tree (1st generation)*



Maura, Bríd, Aideen and Eileen also worked in the hotel covering front of house duties on a daily basis. The children were expected to contribute to the running in the hotel according to their age and ability. The smallest could carry out small tasks such as collecting litter, and as they got older, they became involved in kitchen duties.²²⁷ Involvement of the female children in the hotel ceased upon their marriages receiving a ‘sizeable dowry’ (£3000), as was customary at the time.²²⁸

Relationships between Bórd Fáilte and the Killarney Tourist Industry Co-Ordinating Committee remained intact during this period. Maurice took over his father’s position on the committee in 1966 and became Chairperson the same year. Minutes of consecutive meetings show support for the national organisations promoting tourism, but the continual drive to have local efforts create an effective tourism product to make Killarney attractive to a wider international audience.²²⁹ The Committee had a number of notable achievements which, increased tourism revenues to Killarney. These events included the creation and hosting of four National Food and Wine Catering Exhibitions between 1961 and 1969, the securing of Muckross House and using the combination of Government Grants and locally sourced funding to restore the House and Traditional Farms. In doing so, Muckross House and Farms became one of Ireland’s premier visitor attractions. The development of a golf course on the estate and a new golf clubhouse funded by Bórd Fáilte was built in 1966 and was opened by the Taoiseach, the late Sean Lemass. Television coverage of golf was available and when a TV programme for the Shell Wonderful

²²⁷ Interview with A. O’Donoghue, 23.06.16

²²⁸ Interview with A. O’Donoghue, 23.06.16

²²⁹ Minutes monthly meetings Killarney Tourist Industry Co-Ordinating Committee 1966-1967

World of Golf series was aired in America, Killarney with its two championship golf courses experienced an influx in American golf tourists.²³⁰ In 1968, Bórd Fáilte, purchased, in one of Irelands biggest ever land deals, 130 acres of the Kenmare estate for an undisclosed sum. In a statement from Bórd Fáilte at the time it stated that *‘the development would go a long way towards safeguarding the unspoilt scenic and recreational amenities of Killarney’*²³¹ This success of the committee, convinced local business owners, who may have been skeptical to get ‘on board’ with the efforts of the Committee, of the value of tourism development and records show that membership of the Group increased during the period 1966-1967.²³²

Figure 6.6: Paddy at the chemist shop where he worked on a daily basis.



6.1.6 The Rise of the 2nd Generation

Maurice O’Donoghue married Margaret in 1964. Margaret and Maurice met by accident at a dance in Killarney. Margaret worked in the Great Southern Hotel Killarney and had experience of the hospitality industry. The co-incidence of their meeting and her hotel experience was purely coincidental and yet brought great dividends to the Gleneagle.²³³ The female O’Donoghue children were of their time in that,

²³⁰ Hickey, D. (1991) Carrolls Irish Open, One Hundred Years of Golf, Cork Examiner, 1991.

²³¹ Irish Independent, 1968.

²³² Minutes monthly meetings Killarney Tourist Industry Co-Ordinating Committee 1966-1967

²³³ Interview with A. O’Donoghue, 23.06.16

they worked in the hotel until they got married at which point, they left their jobs in the hotel. There were two males born to Paddy and Sheila, Maurice and Padraig. Padraig became an optician and practiced above the chemist shop, before moving to a separate premises in Killarney.²³⁴

On the death of Paddy, the transition to second generation was seamless, as Maurice became the heir apparent in 1966, through his involvement in the Gleneagle, and this was made known to the other children. Sheila continued to work at reception in the hotel until she was 96, following through from 1st to third generations of the business.²³⁵

When Margaret and Maurice married, Margaret bucked the trend and worked in the hotel for prolonged periods in between having their seven children.²³⁶ The Marriage Bar which existed at that time (only being lifted in 1973), prohibited women from working after their marriage. It was common place for women who were involved in family business, and particularly within the tourism industry, to keep working after their marriage. Family business facilitated a social change for women and provided an opportunity for women to continue in their career.^{237 238}

Maurice was heavily involved in the development of the business, and Sheila's role was front of house, Margaret utilized her competences gained from her experience working in the Great Southern Hotel and concentrated on the restaurant and up-house. Margaret capitalized on available funding through grants and the hotel's financial resources to upgrade the rooms to incorporate en-suite bathrooms into every bedroom. They managed to achieve a viable working arrangement and retirement for Sheila was never to be an issue.^{239 240 241}

6.1.7 The start of the 70's and Tourism 'Problem'

In the late 1960's Killarney had succeeded in building a lucrative tourism industry centred on the natural resources of the town and serviced by the many businesses that operated within its environs. Tourism provided employment for 100% of its own workforce, with additional labour

²³⁴ Interview with A. O'Donoghue, 23.06.16

²³⁵ Interview with A. O'Donoghue, 23.06.16

²³⁶ Interview with Margaret O'Donoghue 13th July 2016

²³⁷ Interview with Margaret O'Donoghue 13th July 2016

²³⁸ Interview with Brid O'Donoghue 18.07.18

²³⁹ Interview with A. O'Donoghue, 23.06.16

²⁴⁰ Interview with Margaret O'Donoghue 13.06.16

²⁴¹ Interview with Maura O'Donoghue 18.08.18

being bussed to work in the town from the outlying regions of Kerry, Cork, Limerick and Clare. Kerry managed to avoid the widespread problem of emigration experienced by other areas of Ireland during this period. Migration of people to Killarney not emigration to America, and the UK was the issue of the time.²⁴²

The problem of seasonality in the industry was widely accepted and over-reliance on the tourism industry was becoming evident. Killarney Chamber of Commerce was formed in 1968 to address the need to develop 'industrial and non-tourism' based economic activity in Killarney.

"I think we should persist in hammering home the message that Killarney cannot survive on tourism alone — an industry that is seasonal and fickle and under constant threat because of world affairs outside of our control." – John O'Grady Lord Mayor of Killarney 1968.

The Killarney Tourist Industry Co-Ordinating Committee and the Killarney Chamber of Commerce shared a number of committee members and both organisations were linked through strong local connections. The new Chamber did continue with an interest in tourism, but not exclusively. The Chamber concentrated its efforts to attract industry to Killarney.²⁴³ Liebherr, who had established its first plant outside Germany in Killarney in 1958 expanded its plant and increased its labour force to 250 in 1968, and Pretty Polly (hosiery) established a plant in Killarney in 1968. Its establishment and subsequent employment of an initial workforce of 120 (mostly female), was deemed to be a success by the Chamber of Commerce. However, this led to a deep division between the Chamber and the Killarney Tourist Industry Co-Ordinating Committee. Killarney tourism relied heavily on the availability of local labour to work in the many tourist service providers during the tourism season. This growth in the availability of non-seasonal employment, especially for women, caused a serious problem for hotels, B&B's and restaurants.^{244 245}

This set the stage for the advent of the 1970's. Killarney was a town divided - Tourism versus Industry. Maurice O'Donoghue at the helm of the Gleneagle was faced with immediate challenges of developing

²⁴² Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 06.06.16

²⁴³ Killarney Chamber of Commerce Founding Statement 1968

²⁴⁴ Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

²⁴⁵ Interview with Shella O'Donoghue 18.07.18

a business with local staffing shortages and falling tourism numbers due to the outbreak of the Northern Ireland ‘Troubles’.²⁴⁶

6.1.8 Maurice O’Donoghue - Background

Maurice graduated from UCD with a degree in pharmacy, but never practiced. His career was centered on the hospitality industry. From the original eight bedroom house which was bought in 1957 to a 90 bedroom hotel in 1979 and the development of a country club incorporating a pitch and putt club, whose clubhouse originated in the family kitchen, Maurice O’Donoghue was the driving force behind extensive development at the Gleneagle during his time at the helm.²⁴⁷

Maurice was very much the entrepreneur and community activist. He was a Fianna Fail member for Killarney Urban District Council for over 30 years, served as a director on Bord Failte. Was director of elections for John O’Donohue (no relation) and was a director of the Killarney Race Company. Maurice believed in the entrepreneurial activities of the individual and believed the power of networks of relationships.^{248 249250}

²⁴⁶ Interview with Margaret O’Donoghue 13.06.16

²⁴⁷ O’Donoghue, A., O’Donoghue, B., The Gleneagle – an illustrated history. (2015)

²⁴⁸ Interview with A. O’Donoghue, 23.06.16

²⁴⁹ Interview with Jerry O’Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 06.07.16

²⁵⁰ Interview with Eamonn O’Donoghue 19.07.18

Figure 6.7 *Maurice O'Donoghue wearing his Chain of Office from Killarney UDC.*



6.1.9 The Gleneagle Hotel and Killarney Tourism in the 1970's

Ireland joined the EEC (European Economic Community) in 1973. Membership of the EEC compelled Ireland to develop international policies on issues which had never been addressed previously. Membership brought numerous advantages to Ireland gaining access to a significant portion of structural funding to develop infrastructure thus spearheading our potential for economic development. Membership reduced trade barriers between EEC member states and paved the way for foreign investors, who, through the IDA received generous incentives to invest and establish businesses within Ireland.²⁵¹ The time from the late 60's to the early 1970's was a time of major social change in Ireland. Paid holiday leave and the introduction of 'bank-holiday weekends' resulted in increased spending power and provided new opportunities for tourism. This new market provided a boom to Killarney tourism and the opportunity to develop 'off-peak' tourism business. Car ownership among the working classes increased and Killarney established itself as a touring base for the Ring of Kerry.²⁵²

²⁵¹ O'Grada, C. (1997) *A Rocky Road – The Irish Economy since the 1920's*. Manchester and New York, Manchester University Press.

²⁵² O'Connor, B. & Cronin, M. (1993) *Tourism in Ireland: A Critical Analysis*, Cork University Press: Cork.

Maurice and Margaret were frequent travelers and used the experiences gained on these trips to improve what was on offer in not only their growing hotel portfolio but encouraged other service providers in the Killarney and South Kerry area generally to do so.²⁵³ With the collapse of the British tourist trade in the 1970's due to the troubles in Northern Ireland, Maurice a decision was taken to concentrate on the domestic market.²⁵⁴ Following a trip to Las Vegas and having observed hotel operations there, Maurice intentionally saw the opportunity to develop a 'Vegas style' cabaret, where the top acts in Ireland at that time would play for an extended run, thus maintaining cash flow throughout a depressed market which facilitated the continued expansion of the hotel.²⁵⁵ Financially the hotel was secure which allowed expansion to continue without the necessity to secure backing from financial institutions.²⁵⁶ The generous tax breaks for updating and renovation works were still available and service providers in the Killarney region availed of these breaks in large numbers.^{257 258}

From the 1970's Maurice and Margaret made a conscious decision to create a recognizable brand to cater for the domestic travel and leisure market. The brand became Destination Killarney which was to be the marketing arm of the Gleneagle aimed to provide a complete listing of accommodations available in the Killarney region (including those not belonging to the O'Donoghue's) and recreational and entertainments available.²⁵⁹ The O'Donoghues garnered support from other service providers in the town albeit with some skepticism from providers given the division that existed at the time.²⁶⁰ Its purpose was to market Killarney both at home and abroad. Destination Killarney operated a kiosk in the centre of town. It acted as a tourist information desk and provided a booking service for the growing number of visitors. The brand name 'Destination Killarney' operated from the 1970's but was not officially registered until 2005. Since its inception it has gone from strength to strength and aside from its physical locations it has presence on social media and websites.²⁶¹

²⁵³ Interview with Margaret O'Donoghue 13th July 2016

²⁵⁴ Interview with Margaret O'Donoghue 13th July 2016

²⁵⁵ Interview with Margaret O'Donoghue 13th July 2016

²⁵⁶ Interview with Margaret O'Donoghue 13th July 2016

²⁵⁷ Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

²⁵⁸ Interview with Margaret O'Donoghue 13th July 2016

²⁵⁹ Interview with Margaret O'Donoghue 13th July 2016

²⁶⁰ Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 06.07.16

²⁶¹ Interview with Margaret O'Donoghue 13.07.16

In 1978, Maurice and Margaret extended the hotel portfolio to include the purchase of Scotts Hotel in Killarney town centre. The Gleneagle expanded its hotel portfolio and the, Brehon Hotel was completed on an available site next door to the Gleneagle, The INEC (Killarney Conference Centre) was developed on the site of the Gleneagle and the purchase of the Maritime Hotel in Bantry, West Cork, completed the Hotel portfolio. The Gleneagle expansion continued apace with the development of the Aquila Centre which housed the swimming pool and leisure centre to capitalize on the growing market for spa breaks. Other acquisitions included, an opticians, a Bed and Breakfast in close proximity to the Gleneagle and a Travel Agency.^{262 263}

In 1979, Killarney estate was officially purchased by the Office of Public Works (OPW), and the ownership of the estate transferred to the Irish State. Bórd Fáilte had provided over half the money needed to acquire the 25,000 acre estate.²⁶⁴ This effectively protected a prime resource of the tourism industry in Killarney safeguarding it from development and allowing it to become Ireland's first National Park. This purchase was the culmination of extensive lobbying from the Killarney Tourist Industry Co-ordinating committee which had successfully lobbied for the purchase of the Mucross Estate in 1968 through Bórd Fáilte. State funding was secured thus securing a major coup for the Killarney tourist product.

6.1.10 Tourism and Industry Interests Consolidate in the 1980's

If the 1970's were a time of division, then the 1980's could be marked as a time of consolidation. In 1983 Maurice played in a pivotal role in the establishment of the Killarney Working Group.²⁶⁵ This Group was comprised of the Town Council, the Chamber of Commerce, Junior Chamber, Irish Hotels Federation, Vintners Association, the Construction Industry Federation, the Trades Council, Killarney County Council, the Office of Public Works, KNPWS, MHT and Teachers from local schools. It also included members from sub-groups such as 'Killarney looking Good (Tidy Towns), 'KATE' (National Information Age Group), and 'DIT-Achieve' (Sustainable Tourism Project).²⁶⁶ The minutes of the first meeting of the group in April 1983, show the acknowledgement of the differing interests within the town,

²⁶² Interview with Margaret O'Donoghue 13.07.16

²⁶³ Interview with Anne O'Donoghue 19.07.18

²⁶⁴ Cork Examiner, 1979.

²⁶⁵ Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

²⁶⁶ Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

however with that the need to consolidate and work with each-other to promote the commercial and tourism interests of the town.²⁶⁷

The aims of the group were to:

1. Lobby for improved infrastructure (development of local projects such as increased bedroom capacity from local interest and national lobbying for improvement in the road, sewage and water services especially in rural areas),
2. The promotion of product development for a yearlong tourism season
3. To provide support for smaller businesses by encouraging ‘complimentary’ services to existing ones to combat unfair competition between larger and smaller firms.
4. The development of new markets at home and abroad and to leverage existing networks to broaden links at local, national and international level.²⁶⁸

Following on from the consolidation of the various stakeholders in Killarney and in order to compete with other domestic destinations, Maurice realized that Killarney would need to maintain its innovative model.²⁶⁹ In 1987 Maurice and Margaret devised the Showtime Express. This venture involved trains bringing customers from Heuston Station in Dublin to Killarney for £49.00 return fare including two nights’ accommodation in any hotel in Killarney and nightly cabaret in the Gleneagle and Sunday morning Jazz in Scotts Hotel.²⁷⁰²⁷¹

The key point here is the recognition by Maurice and Margaret that by combining the resources of the Killarney region as a whole, even with those whose business was in competition with the Gleneagle was a key element in developing the tourist industry from which all vested parties would benefit.²⁷²

The Showtime Express was a resounding success and the benefits were felt throughout the Killarney area. The average train carried 500 passengers a quarter of which opted to stay in the Gleneagle, with the remaining staying in hotels and guesthouses all over Killarney. Over 90% had never been to Killarney before which created a new market for Killarney. The entertainment on offer was central to

²⁶⁷ Minutes of first meeting of KWG, 10th April 1983

²⁶⁸ Minutes of first meeting of KWG, 10th April 1983

²⁶⁹ Interview with Jerry O’Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 06.07.16

²⁷⁰ Interview with Margaret O’Donoghue 13.07.16

²⁷¹ Interview with John O’Donoghue 19.07.18

²⁷² Interview with Margaret O’Donoghue 13.07.16

the success of the offering and included many of Ireland’s top artists at that time. The weekend was rounded off with a Sunday morning Jazz session in Scotts Hotel, before guest boarded the train back to Dublin.²⁷³

6.1.11 1990’s – The Decade of Development

The 1990’s brought the availability of structural funding to the tourism product which was designated an area of high importance for this source of funds.²⁷⁴ Two Operational Programmes for Tourism funded under the auspices of European Structural Funds allowed significant investment in the development of new Tourism Initiatives. These Operational Programmes represented the most systematic approach Ireland as a whole had seen to planning and resourcing the industry.²⁷⁵ Tourism revenues as a % of GNP grew from 5.5% to 7% in 1993 alone.²⁷⁶ Tourism numbers to Ireland started to grow from the late 1980’s when the government began to use the availability of structural funding to invest in the tourism product. These figures doubled during the course of the 1990’s at the same time as the economy of Ireland is growing at an unprecedented rate which became known as the ‘Celtic Tiger’.²⁷⁷

Figure 6.12 Tourism Visitors to Ireland (CSO, 2000)

Number of Overseas Visitors to Ireland Unit=thousands

1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
2,345	2,732	3,069	2,997	3,128	3,333	3,681	4,256	4,739	5,164	5,716	6,068

Ireland Central Statistics Office (CSO)

The 1990’s were a time for building development and strategic development for the Gleneagle.²⁷⁸ Innovation was at the core of the expansion such as the collaboration between Maurice O’Donoghue and Dennis Lucey to open The Museum of Irish Transport which housed a large collection of vintage cars, motorcycles and transport memorabilia. Maurice introduced a waterbus to the Lakes of Killarney which

²⁷³ Interview with Margaret O’Donoghue 13.07.16

²⁷⁴ Walsh, M., 1996. Demand analysis in Irish tourism.

²⁷⁵ Walsh, M., 1996. Demand analysis in Irish tourism.

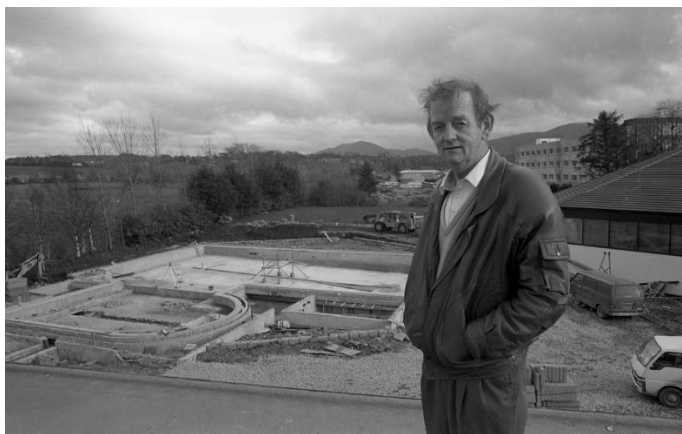
²⁷⁶ Guydosh, R.M., Tourism in Ireland: Observations on the Impact of European Union Funding and Marketing Strategies. *Marketing*, 154, pp.63-000.

²⁷⁷ Guydosh, R.M., Tourism in Ireland: Observations on the Impact of European Union Funding and Marketing Strategies. *Marketing*, 154, pp.63-000.

²⁷⁸ Interview with Margaret O’Donoghue 13th July 2016

initially met with controversy. The covered, heated boat was intended to make the lakes more accessible to visitors and crucially to extend the tourism season.²⁷⁹

Figure 6.8 *Maurice at the building of the Aquila Club in 1991*



Not all plans were successful. In 1992, Maurice petitioned for the provision of cable cars to cross the Killarney mountains and for the granting of casino licences to operate in Killarney. These ideas were rejected by local councilors and residents of Killarney.²⁸⁰ However what Maurice did achieve in his role of Chair of the UDC, was to secure funding for provision of better roads, rail, water and sewerage services to service the influx of more than 1 million visitors to the Killarney South Kerry region annually.

²⁸¹ ²⁸²

The number of stakeholders involved in the promotion of Killarney as a tourism venue ran into difficulties again during the '90's.²⁸³ Killarney Lakes Marketing Ltd, (T/A Killarney of the Welcomes & Killarney 250) was formed in 1994, by Maurice O'Donoghue and a number of his fellow Killarney service providers. They established KLM Ltd in response to:

²⁷⁹ Interview with Margaret O'Donoghue 13th July 2016

²⁸⁰ Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 06.07.16

²⁸¹ Interview with Margaret O'Donoghue 13.07.16

²⁸² Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 06.07.16

²⁸³ Interview with Margaret O'Donoghue 13.07.16

- the perceived lack of focus on tourism by Killarney Chamber of Commerce;
- Increase in ‘National Spatial Approach’ by National Tourism Policy Makers and Marketing Agencies which resulted in the decrease in national/international profiling of Killarney;
- Desire to optimize return on major facilities investment by the local tourism industry in the Killarney tourism product;
- The need to organize the 2004 Celebrations of the 250th anniversary of the establishment of Killarney town.^{284 285}

The intertwining of networks was a skill of Maurice O’Donoghue and Destination Killarney still operated in Killarney and followed with an expansion of its brief in 1994. Destination Killarney had an operating budget of £1m and opened an office in London to address the needs of the growing UK tourism market. This combination of the resources of Destination Killarney with the formation of the Killarney Lakes Marketing Ltd (T/A Killarney of the Welcomes & Killarney 250). This was a strategic alliance which both promoted Killarney as a viable tourism option whilst at the same time providing a platform for tourism service providers to showcase their products. What is important to note at this point is the importance to Maurice of local promotional efforts and the involvement of local stakeholders coupled with the promotion of Killarney through his capabilities at National level.^{286 287}

6.1.12 The Role of New Technology for the Tourism Industry and the Gleneagle

The Internet is one of the most influential technologies that have changed travelers’ *behavior since it became available to consumers from 1994*. Research has indicated that tourists who searched on the

²⁸⁴ Interview with Jerry O’Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 06.07.16

²⁸⁵ Interview with Margaret O’Donoghue 13.07.16

²⁸⁶ Interview with Margaret O’Donoghue 13.07.16

²⁸⁷ Interview with John O’Donoghue 18.07.18

Internet tended to spend more at their destinations as compared to those who consult other information sources.²⁸⁸

For those customers who could access the internet, it gave them the opportunity to engage directly with suppliers which negated the role of intermediate service providers. It also allowed consumers to interact dynamically with the suppliers and destinations and often make requests that allowed them to customise their trip.²⁸⁹

The Gleneagle embraced new technological developments and was among the first hotels in Ireland to develop its own website in 1995 which offered a reservations facility and a ‘contact us’ option for users. Since that time the website has developed in line with technological advancements and now acts as a booking and advertising avenue.²⁹⁰

More recently the development of social media platforms ie Facebook, Twitter, Snapchat and Instagram has provided a means for the Gleneagle to interact with customers directly at any given time. And the advent of online review websites such as *Trip Advisor* has given the Gleneagle another source of customer feedback.²⁹¹

The O’Donoghues realised the importance and potential of internal marketing and the Gleneagle Hotel currently employs three full – time graphic designers, one digital marketer and one web-developer to provide content and constantly update websites, social media platforms and online advertising avenues. The graphic designers are, of course also used for more traditional lines of advertising, (ie print advertising, brochures etc.) but a large amount of their time is allocated to new media.^{292 293}

In terms of streamlining services on the ground, computerised tills, check-in and checkout systems has allowed for a seamless system for customers. It has allowed the Gleneagle to build customer profiles, so regular customers do not have to continuously provide full details when making bookings etc. In terms

²⁸⁸ Bonn, M.A., Furr, H.L. and Susskind, A.M., 1998. Using the Internet as a pleasure travel planning tool: An examination of the sociodemographic and behavioral characteristics among Internet users and nonusers. *Journal of Hospitality & Tourism Research*, 22(3), pp.303-317.

²⁸⁹ Bonn, M.A., Furr, H.L. and Susskind, A.M., 1998. Using the Internet as a pleasure travel planning tool: An examination of the sociodemographic and behavioral characteristics among Internet users and nonusers. *Journal of Hospitality & Tourism Research*, 22(3), pp.303-317.

²⁹⁰ Interview with A. O’Donoghue, 23.06.16

²⁹¹ Interview with A. O’Donoghue, 23.06.16

²⁹² Interview with A. O’Donoghue, 23.06.16

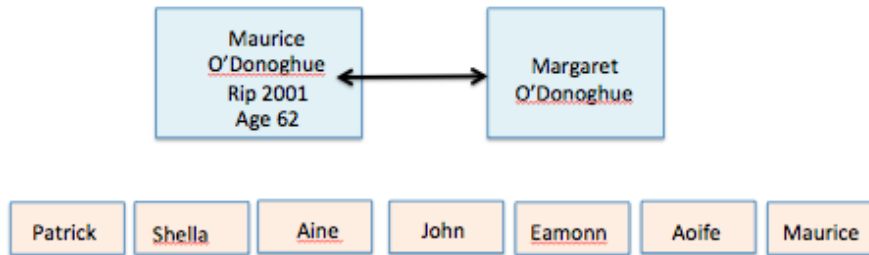
²⁹³ Interview with John O’Donoghue 19.07.18

of purchasing and ordering supplies etc., this too is now all computerised. Access to data mining resources is again proving to be a useful tool in promoting the Gleneagle product.²⁹⁴

6.1.13 Strategy for Transition to the Third Generation

The transition from the 1st to the second generation in the 1960's was of its time in that historically the elder son would be seen to be the appointed heir. In the case of the O'Donoghues, the first generation matriarch, Sheila O'Donoghue was still involved in the business throughout the 'reign' of Maurice and Margaret at the helm. Maurice and Margaret had seven children and as with the first generation, all had worked in the business growing up through school and college.²⁹⁵

Figure 6.9: Family Tree O'Donoghue Family 2nd Generation



Over the course of their marriage, Margaret and Maurice had numerous discussions and arguments regarding the transition of the hotel to their children.²⁹⁶ What was important for Maurice was that the legacy of the first generation (including his mother who was still alive and involved in the business) be preserved in the best way possible into the third generation.²⁹⁷ He was of the belief that ultimately The Gleneagle needed one person in charge, that if the business were to be divided amongst the family members that ultimately it would not be in the best interest of the business.²⁹⁸

²⁹⁴ Interview with A. O'Donoghue, 23.06.16

²⁹⁵ Interview with Margaret O'Donoghue 13.07.16

²⁹⁶ Interview with Margaret O'Donoghue 13.07.16

²⁹⁷ Interview with Margaret O'Donoghue 13.07.16

²⁹⁸ Interview with Margaret O'Donoghue 13.07.16

6.1.14 Family Conflict and Resolution

The strategy devised by Maurice and Margaret for succession came about through discussion, arguments and inputs from Sheila. Margaret believes that they came to a conclusion that they both believed would be best for the business and they hoped that over time they would be proven correct.^{299 300}

Maurice and Margaret's children had worked in the hotel at various stages throughout their young lives and according to their ages.³⁰¹ Maurice and Margaret decided that the best strategy for the family was to develop complimentary businesses to the hotel group and appoint each of their children to manage and eventually own the business. However only one of the children would inherit the business and that was to be Patrick, their eldest son. However, in order to deal with the possibility that Patrick may pursue an alternative career option, it was decided that if Patrick himself was of the opinion that he did not want to be involved in the business, then the business would pass to the second son.³⁰² All family members would retain a seat on the board of directors, however it would be in a non-executive role with no shareholding. They received no shares as Maurice and Margaret perceived that the children's financial interests in the group were given in the form as a complimentary business.³⁰³

6.1.15 Safe-guarding the future - The Expanded Business Portfolio

In order to preserve the family unit and to try to avoid potential conflict within the family the strategy of acquiring or developing complimentary businesses was pursued. These businesses were:

Scotts Hotel

Torc Travel

Destination Killarney

MV Pride of Killarney

The Glen Eagle River Apartments

²⁹⁹ Interview with Margaret O'Donoghue 13.07.16

³⁰⁰ Interview with Anne O'Donoghue 19.07.18

³⁰¹ Interview with Margaret O'Donoghue 13.07.16

³⁰² Interview with Margaret O'Donoghue 13.07.16

³⁰³ Interview with Margaret O'Donoghue 13.07.16

The Brehon Hotel³⁰⁴

Whilst all of these businesses have a direct link to the Gleneagle and their boards would be comprised of the same family members, the controlling ownership within the firms would be spread amongst the 2nd generation, with each of their children being owner of a separate business, albeit linked to the Gleneagle through family.^{305 306}

The exception to this is Aoife, the youngest, who at the time of her father's death was still a student and who insisted that she did not want to be part of the family business. Aoife returned home after completion of her studies and is currently involved in the marketing of the Gleneagle Hotel and plays an active role in the PR for the firm.³⁰⁷

This strategy was successful in that the businesses complimented the existing tourism provision; however, the succession decision of both parents did not quell conflict. Two of the children in particular, did not believe the arrangement was equitable as the Gleneagle would have been perceived to have been the 'jewel in the crown'.³⁰⁸ The conflict still exists and although it has cause derision amongst family members, it does not prohibit the family coming together to deal with the day to day matters concerning the business.^{309 310}

6.1.16 Transfer to the 3rd Generation

At the time of Maurice's death, Sheila O'Donoghue (first generation matriarch) was still alive and was still actively involved in the business at front of house. Patrick was in his mid-30's and had been involved in the business of a full time basis since graduating with a degree in hospitality. John was working in Scotts Hotel and the other children were all working in the other businesses procured by Maurice over the course of his lifetime.³¹¹

³⁰⁴ Interview with Margaret O'Donoghue 13.07.16

³⁰⁵ Interview with Margaret O'Donoghue 13.07.16

³⁰⁶ Interview with Eamonn O'Donoghue 19.07.18

³⁰⁷ Interview with Margaret O'Donoghue 13.07.16

³⁰⁸ Interview with Shella O'Donoghue 18.07.18

³⁰⁹ Interview with Margaret O'Donoghue 13.07.16

³¹⁰ Interview with John O'Donoghue 14.06.16

³¹¹ Interview with Margaret O'Donoghue 13.07.16

The issue of succession issue which had been an emotional one for the family throughout the lives of both Maurice and Margaret, came into effect on the death of Maurice. The accrual/development of complementary businesses became the inheritance of the previously appointed family member on the death of Maurice. ³¹²

6.1.17 The Rise of the 3rd Generation

Patrick O'Donoghue took over the reins of the business in his mid-thirties, upon the death of his father Maurice. He had grown up in the family business and worked there from his childhood right through school, University and on completion of his hospitality degree. Patrick never worked outside the family firm.³¹³

Patrick married Eileen who was solicitor and who works in the business in HR and in handling insurance and claims for the group. The couple have three children two of whom are teenagers (one in college and one still in secondary school), and the third is still in primary school. The two teenage children are currently employed through their school/college holidays and weekends in the kitchens and hotel shop.

Margaret and Aoife insist that the family knew that Patrick was the heir to the Gleneagle. However, this caused some hostility with two of their siblings.³¹⁴ ³¹⁵ The remaining members of the family have no hostility towards the decision of their father and serve on boards within the family business group.

Despite the conflict caused within the family, Patrick is of the opinion that despite the expressed wishes of his father that he inherits the business, his contention is that his position in the family and his experience of working in the various departments within the business had also played a role in his succession. His age and his close working proximity to his father, upon his death were a great asset to the family and the firm during the transition from 2nd to 3rd generation. ³¹⁶

Upon the death of Maurice, Patrick was co-opted onto Kerry Urban District Council, to take his father's seat. He subsequently stood for election and was elected to his father's seat on the first count. Patrick took up his father's position as a member of the board of Fáilte Ireland, (of which he is now a former member). Patrick is also a former mayor of Killarney, a member of the National Tourism Review Group,

³¹² Interview with Margaret O'Donoghue 13.07.16

³¹³ Interview with Patrick O'Donoghue 22.09.16

³¹⁴ Interview with Margaret O'Donoghue 13th July 2016

³¹⁵ Interview with A. O'Donoghue, 23.06.16

³¹⁶ Interview with Patrick O'Donoghue 22.09.16

Chairman of the Killarney Summer Fest, and Chairman of the Rally of the Lakes Organising Committee and so has followed in his father's footsteps in terms of his involvement in the local community and tourism industry as well as the broader national tourism industry. John O'Donoghue, another son is currently a member of Killarney Urban District Council as well as owner of Scotts Hotel in the center of Killarney town, while Maurice O'Donoghue has applied for planning permission for a €15million development in the town. The family's embeddedness in Killarney continues into the third generation of influence on Killarney and its environs. ³¹⁷

Figure 6.10 3rd Generation – Patrick & Eileen O'Donoghue – 2015



6.1.18 Tourism as a Product – Ireland 2000-2010

The New Horizon Report published in 2003, acknowledged the importance of tourism to the Irish economy and set out a strategy for tourism which was ‘comprehensive, coherent and challenging for the industry itself and for Government’. ³¹⁸ The success of Killarney in marketing itself as a tourist destination, and the failure at national level of public policy resulted in the issue of regional distribution of tourism to be highlighted in the 2003 report as a matter needing urgent attention.

The Government bought in to the tourism product and in 2006 the Tourism Strategy Implementation Group was established by the Government to provide continued impetus for implementing the New

³¹⁷ Interview with Jerry O’Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

³¹⁸ Deegan. J. (2006) a Long Term Perspective on the Policy and Performance of Irish Tourism, *Visit Scotland Futures Lecture*, Glasgow, 2006.

Horizons tourism strategy and action plan, and also the National Development Plan 2007-2013 (NDP), included the largest ever Government investment programme for the development of tourism. This plan provided for an €800m Exchequer investment in tourism and had at its core the fundamental objective for regional development stimulation.³¹⁹ The programme included an investment of €335m to promote Ireland as a whole in key international markets in an effort to increase tourism revenue and visitor numbers and to achieve a greater distribution of business and to combat seasonality. It included a ‘Product Development and Infrastructure fund which provided €317m to upgrade and supplement attractions and to cover the cost of the National Conference Centre in Dublin. The fund allowed for the investment of €148m for the education and training of tourism workers.³²⁰ It also provided for investment in the continuation of initiatives aimed at improving management capabilities, networking amongst SME’s and micro-enterprises at regional level.³²¹ Within the cross over in the NDP between direct tourism activities and indirect tourism infrastructure, there was an additional €990m proposed investment in culture and sport infrastructure, which would benefit not only the home market but would have additional benefits accruing to the tourism industry.³²²

The achievement of the invested groups in promoting the interests of Killarney cannot be understated. A tourism development strategy developed by Bórd Fáilte in 2000 provided a ‘Framework for Development’ which divided the country into three distinct types with regard to tourism. These were:

- Established tourism areas
- Developing tourism areas
- Special interest tourism areas³²³

The established tourist areas included ‘mature’ areas such as Dublin city, Limerick/Shannon/Ennis and Galway and the town of Killarney. Killarney town being the only town designated as an established tourism area which was a direct reflection of its level of development, its accommodation provision and its potential to achieve continued self-sustaining growth.³²⁴

³¹⁹ Government of Ireland 2007

³²⁰ Government of Ireland 2007

³²¹ Government of Ireland 2007

³²² Government of Ireland 2007

³²³ Bórd Fáilte 2000

³²⁴ Bórd Fáilte 2000

Figure 6.11 Tourism Revenue and numbers per region 2008

Region	Tourism Revenue (€m)	Tourist Numbers (000s)
Dublin	1,665.8	5,627
Southwest	1,205.5	3,781
West	771.8	2,754
Southeast	526.2	2,190
East/Midlands	484.3	1,869
Northwest	423.1	1,596

**Source Fáilte Ireland Tourism Facts 2007*

6.1.19 The Gleneagle present and Future

Killarney has established itself as a major player in tourism in Ireland. Some notable successes for the region include:

- Finalist Ireland's Information Age Town
- Der Tours Reiseakademie
- Ring of Kerry Charity Cycle
- 4th of July Festival
- Hugh O'Flaherty Memorial Committee
- Irish Opens 1991 & 1992, 2010 & 2011
- Christmas in Killarney Festival
- St Patrick's Festival
- White Tailed Eagle programme

- Killarney House & Gardens
- DIT-Achieve Sustainable Tourism project
- purple Flag
- Tidy Towns – Successive Titles
- National park and Town Roads Meitheal
- Host of Major International Conferences e.g., IBM, Google, World and all-Ireland Irish Dancing Championships etc.³²⁵

6.1.20 Recent Financials for the Gleneagle

Company accounts show that The Gleneagle Hotel made a loss of €606,228.00 in 2013 compared to a profit of €45,093 in 2012. Company turnover dropped by 2% to €21.7 million. The net debt to AIB on borrowings was €28 million. The Company had to leverage borrowings in the period during the global economic downturn. The Gleneagle recorded an operating profit of €1.05m in 2015 as hotel revenues rose by 6% to €24.8m.

Accounts filed by the Gleneagle show that the business maintained its level of operating profit in 2015, but an exceptional cost of €384,000.00 relating to the write-off of debt owed to the Company by connected firms and interest payments totaling €934,105.00 resulted in a pre-tax loss of €267,425.00. Turnover in 2015 had increased 6% on 2014 and the cost of sales in 2015 fell to €6.28m from €6.48m in 2014. The cost of administrative expenses increased from €15.9m to €17.54m. The numbers employed in the Gleneagle had risen in 2015 from 382 to 409 highlighting the increased tourist numbers returning to Killarney, following the global economic downturn, however margins still remained tight as a strategic decision to keep bed occupancy high safeguarding Killarney's place as a major domestic and international tourist hub.³²⁶

The Gleneagle's bank loans at the end of December 2015 stood at €30.6m. Remuneration for Directors, including pension contributions increased from €450,549.00 to €567,540.00. Cash on hand in 2015 was €3.19m, doubling from €1.84m in 2014.

³²⁵ Interview with Jerry O'Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

³²⁶ Interview with Patrick O'Donoghue 22.09.16

6.1.21 Management Structure at the Gleneagle

Gleneagle Management Services (Killarney) Ltd., is the current owner of the Gleneagle Hotel. It has two shareholders Patrick O'Donoghue and Eileen O'Donoghue. The current management team of the Gleneagle reflects how the O'Donoghues have recognized the importance of professionalization for the hotel. They have accessed essential resources from outside the family that, are strategically important for the ongoing development and growth of the business. The current team at the helm are shown in figure 6.12

Figure 6.12– The Gleneagle Management Team (2016)

A blue rectangular slide titled "Gleneagle Management Team" in bold black text. Below the title, four team members are listed with their roles and professional backgrounds. The text is white and black on the blue background.

Gleneagle Management Team

Patrick O'Donoghue – CEO Owner and major shareholder, 25+ years experience in tourism sector, director of Fáilte Ireland, Director Killarney Golf & Fishing Club, member of Chamber of Commerce & Irish Hotels Federation.

Manjit Gill - Deputy CEO and Chief Financial Officer. – Accountant with MBA, 20+ years experience in variety of industry sectors, Directorships held in GSM Association, Elan Plc, Carphone Warehouse Plc, key skills in company and financial restructuring including mergers, acquisitions and disposals.

Jonathan Kay – Chief Operations Officer, Over 20+ years experience, key positions held in Mariott International, Crown Golf (24 Golf courses & 3 hotels), DeVere Group Plc (19 Hotels).

Mark Egan – Director of Corporate & Leisure Events – 20+ years experience in live events (public and corporate), senior position held with MCI Group, experience in delivering global live communication projects.

Source: Gleneagle Hotel, 2017

Patrick O'Donoghue is confident about the future of the Gleneagle, the INEC is providing a basis for good income streams and was regularly booked out in 2016 and has a steady stream of bookings for 2017, between conferences and shows such as Daniel O'Donnell which book out the hotel. The hotel has grown from offering 7 bedrooms to now providing 240 bedrooms onsite, plus the added advantage of leveraging alternative accommodation from other family member service providers and others all

within a short distance.³²⁷ In April 2016, Tourism Ireland announced that figures from the CSO showed an increase of 17% in tourism figures for the first quarter of the year 2016, when compared with the same period in 2015.^{328 329}

The future for the Gleneagle looks secure. The business has grown and succeeded over the past 85 years. When discussing the future with Patrick he has no doubt that the hospitality industry will continue to succeed and thrive within the Killarney South Kerry region.

6.1.22 The issue of transition to the 4th generation

Patrick and Eileen have three children. Two of whom are teenagers and one still in primary school. Notwithstanding the desire of any of his children to become involved with the business. (At the moment the two eldest are employed during school/college holidays in the hotel and have been for a number of years), Patrick is of the opinion that the business has grown to the extent that it is no longer feasible for it to be governed by one person. He feels a more corporate company structure would best serve the needs of both stakeholders and family shareholders.³³⁰

Patrick sees his particular role in the evolution of the Gleneagle as the facilitator in the transition of the business from being family owned and run to becoming a corporation with possibly the combination of outside and family ownership structures and various governing boards established under the family brand to govern the different operations within the group. The discussion regarding future strategy for the Hotel, is that the succession strategies employed by the first and second generation of the O'Donoghues are no longer fit for purpose in that the business has 'outgrown' the family.³³¹ The likely scenario according to Patrick is that of a corporate merger or sale but with the 'family business' brand still very much part of the package.³³² Patrick does not envisage a time where there will be no 'O'Donoghues' in the Gleneagle, but he looks forward to a time where the business will not be the cause of conflict among siblings, but yet he acknowledges the hard decisions his parents and grandparents made and feels

³²⁷ Interview with Patrick O'Donoghue 22.09.16

³²⁸ CSO Tourism Statistics 2016

³²⁹ Interview with Patrick O'Donoghue 22.09.16

³³⁰ Interview with Patrick O'Donoghue 22.09.16

³³¹ Interview with Patrick O'Donoghue 22.09.16

³³² Interview with Patrick O'Donoghue 22.09.16

obligated to ensuring the business continues into the future, but without the conflict that has divided his family and which still causes his mother guilt.³³³

6.1.23 Sheila O’Donoghue

The role of Sheila Foley and the Gleneagle Hotel spans 3 generations of family ownership. Sheila Foley was born and reared in Killarney. Sheila Foley married Maurice O’Donoghue in 1936. The daughter of a publican, she came from an entrepreneurial background and those skills came to the fore with the purchase of Flesk House in 1957.³³⁴ As Paddy continued to work in the Pharmacy, Sheila had primary responsibility for rearing the couple’s seven children, but also took a ‘hands-on’ approach to developing the hotel business. The ‘marriage bar’ which existed in Ireland until 1873 prohibited married women from working, however what is evident from looking at the tourism sector and accommodation services is that married women were actively involved in the provision of tourist accommodation which set the sector apart from other industries. Many hotels and bed and breakfast accommodations were registered in joint names of the husband and wife owners; however, it was common practice that such accommodations were operated by women.^{335 336}

Following the death of Maurice in 1966, the transition to the 2nd generation was seamless. Maurice and Margaret O’Donoghue took over the running of the hotel and capitalizing on Margaret’s skills from her previous work experience in the Great Southern Hotel in Killarney, Margaret’s took charge of modernizing guest provisions. Margaret replaced the traditional provision of blankets in bedrooms and replaced them with duvets, and the Gleneagle Hotel was quickly followed by other hotels in Killarney.³³⁷ Sheila continued in her role at ‘front of house’, and the expanding hotel could comfortably accommodate the expanding family members without difficulty.³³⁸

Sheila O’Donoghue was known locally as being a hard working woman who would preside over the guests at the Gleneagle as if they were ‘guests in her kingdom’.³³⁹ Over a lifetime, Sheila became well

³³³ Interview with Patrick O’Donoghue 22.09.16

³³⁴ Interview with A. O’Donoghue, 23.06.16

³³⁵ Interview with Jerry O’Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 06.07.16

³³⁶ Corr, F., *Hotels in Ireland*, Irish Hotels Federation, 1982

³³⁷ Interview with Margaret O’Donoghue 13.07.16

³³⁸ Interview with Margaret O’Donoghue 13.07.16

³³⁹ Interview with Jerry O’Grady, Former MD of Pretty Polly in Killarney and member of Killarney Chamber of Commerce 1974-83 6th July 2016

known to hotel regulars, and when Sheila would be aware of returning guests, would ensure to be at reception to greet them on arrival. ³⁴⁰ Sheila survived the transition of the business across three generations of the O'Donoghues, although given her advancing years, Sheila's role became less 'hands-on'. ³⁴¹ Sheila worked at front of house particularly at reception dealing directly with guests until she was 96 years of age. Sheila took immense pride in her ability to remember customers and their families and she continued to oversee 'front of house' duties until she was 96. Sheila O'Donoghue was honoured by the Irish Hotels Federation for her lifelong contribution to the hospitality industry in Ireland in 2008. Her portrait which was commissioned by the IHF, hangs in 'pride of place' in the lobby of the Gleneagle Hotel.

Sheila passed away in August 2011 at the age of 101 and had 29 grandchildren and 34 great grandchildren.

Figure 6.13 Sheila and Patrick O'Donoghue (1st and 3rd Generation) with president Mary McAleese and her husband Dr Martin McAleese at the Gleneagle in 2007.



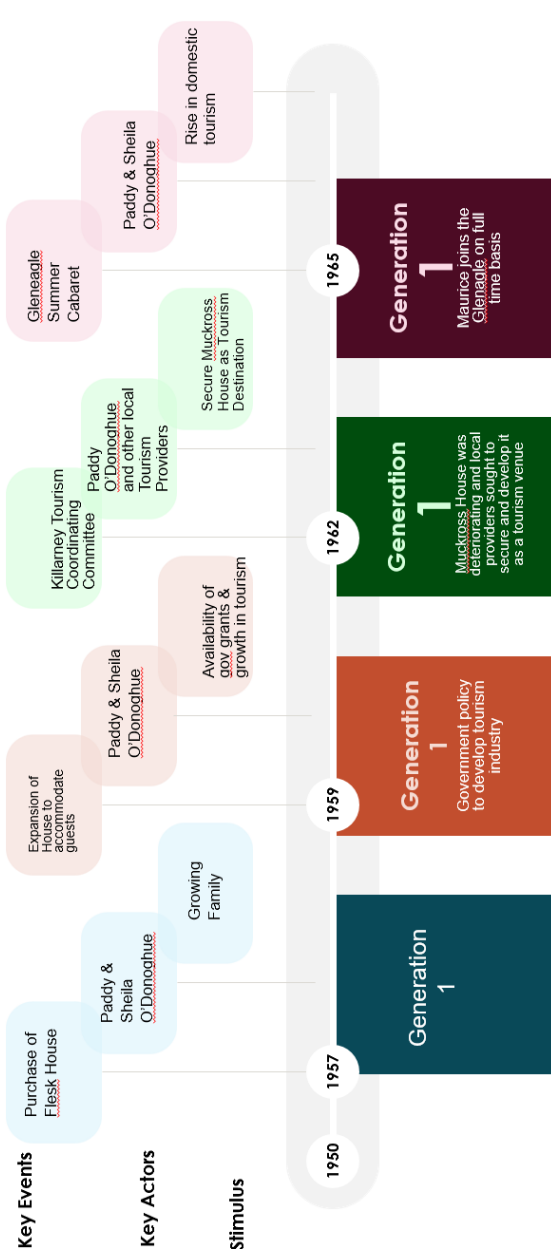
Figure 6.14 Entrepreneurship Timeline – The O'Donoghue Family – The Gleneagle Hotel

³⁴⁰ Interview with Margaret O'Donoghue 13th July 2016

³⁴¹ Interview with Margaret O'Donoghue 13th July 2016

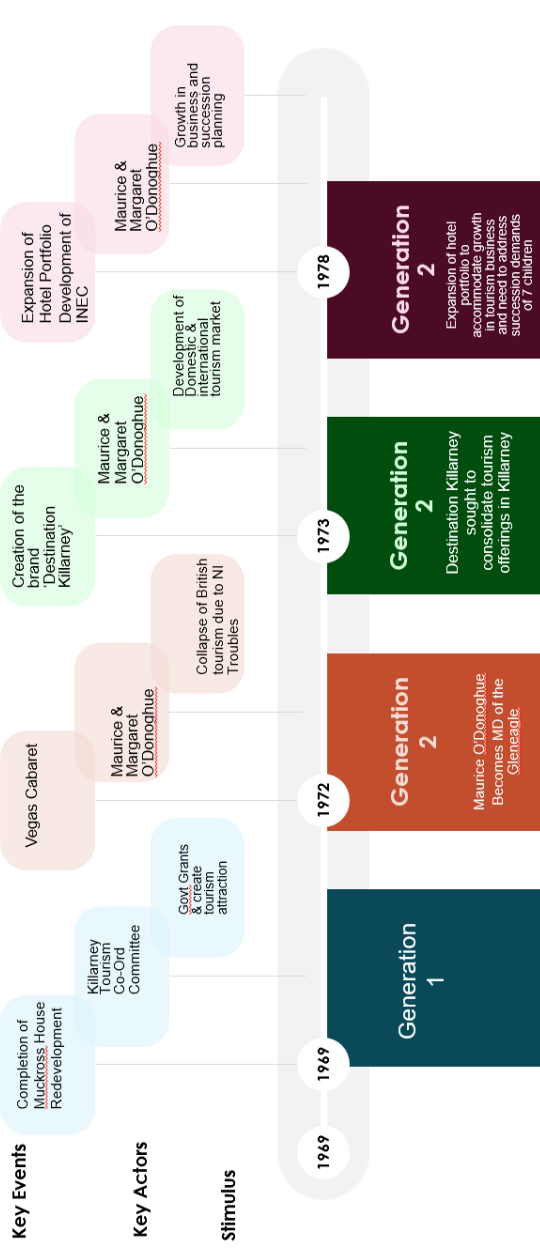
Gleneagle Hotel

Entrepreneurship Timeline



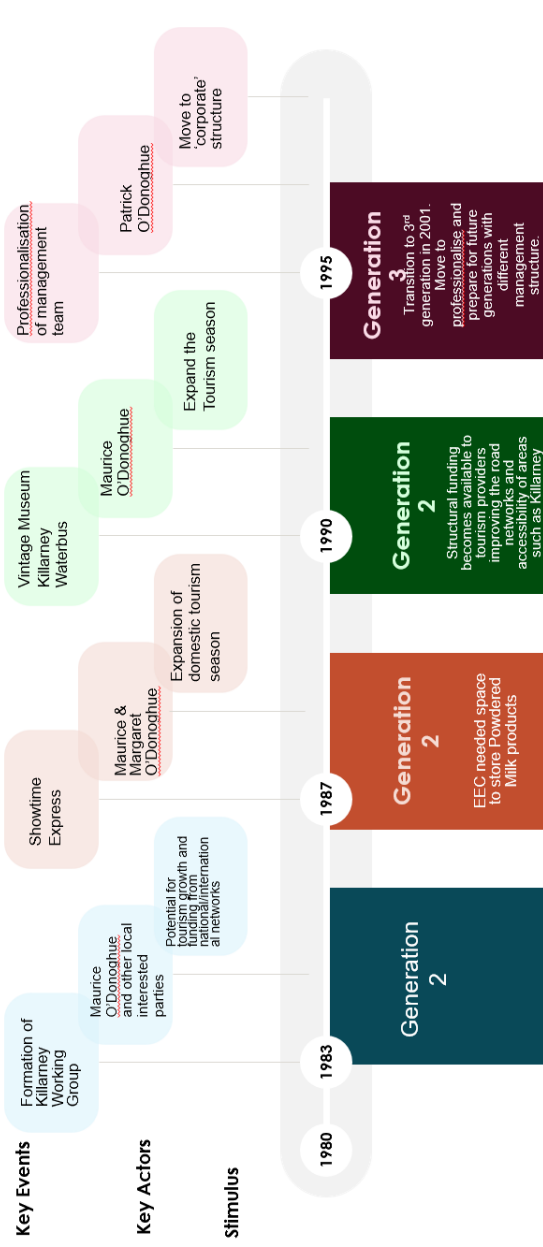
Gleneagle Hotel

Entrepreneurship Timeline



Gleneagle Hotel

Innovation Timeline



7.0 Cross Case Analysis

7.1 Introduction.

This chapter presents the intra-case and cross-case analyses, structured at macro, meso and micro levels. This in turn, facilitates answering the research question, in the subsequent chapter:

How does family firm evolution affect the long-term sustainability of the family business?

At the practitioner level, the research question is firmly focused on the praxis carried out by family business owners within each case. However, to obtain a rich view of the alignment of business and strategies within both cases, the analysis includes numerous references to the praxis of other practitioners at the macro, meso and micro levels (Walsham 1995b).

Section 7.2 presents the analysis of both cases in accordance with the praxis carried out by various practitioners at the macro, meso and micro levels. It presents the cross-case analysis structured in accordance with the three levels of macro, meso and micro, highlighting similarities and differences. Section 7.3 presents data analysis from both cases and concludes with the presentation of the emergent theoretical framework based on the data presented.

7.2 Cross-case analysis.

This section brings together both case studies around the three levels of macro, meso and micro, highlighting similarities and differences. Explanations are provided based on the analysis undertaken.

Both the Southern Fruit and Gleneagle cases operate within the same framework of being 3rd generational firms in Ireland. Both firms have enacted strategic plans designed to ensure their sustainability across generations. The fundamental difference between the two cases, arose in the strategic planning for succession. The Collins family pursued a strategy of equal division amongst family members whereas the O'Donoghue family chose one family member as the successor to the CEO. Therefore, having analysed the data both within and across the two cases it is not surprising that there are a great deal more similarities than differences between both family firms.

7.2.1 Cross-case analysis: Macro level.

1920's and 30's

Southern Fruit commenced trading in 1921. Ireland gained its independence from the UK in 1922 becoming known as the Irish Free State. Six counties in Northern Ireland remained as part of the UK, becoming known as Northern Ireland. It remained the Irish Free State until 1937, when it became known as Ireland. At this time the economy was weak, largely based on agriculture, and a high dependency on the UK market. (O'Hearn, 1990). Economic policies during this time were concerned with providing stability following the turbulent civil war, and to renew growth. Industry at that time was limited to textile mills in the North, Guinness and Jacobs factories in Dublin and Ford in Cork. Agriculture formed the basis of the Irish economy. It was facilitated by the formation of the Irish Agricultural Society Co-Operative which encouraged farming efficiencies, however development in the sector was hindered by the small holdings of Irish farms due to the tradition of sub-division amongst families following the death of a parent. Emigration, primarily to the UK, and migration to the rural centers were a key feature of this period indicating a dis-satisfaction of the rural population with their living conditions and future prospects.

The post-independence government promoted fiscal conservatism and a small public service in the pursuit of comparative advantage. This may have been sensible economic policy for the time, it proved unpopular politics for Arthur Griffin (Cumann na Gael) and Eamonn DeValera swept to power in the general election in 1932.

In 1932, the Fianna Fail Government under the leadership of Eamon deValera, introduced 'Protectionism' to the Irish Economy. This measure was introduced to stimulate import substitution (mainly British imports) and encourage the formation of an indigenous manufacturing sector. (O'Hagan & Foley, 1982; O'Hearn, 1990). Southern Fruit imported bananas and oranges which could not be produced in Ireland, however they relied on home produced fruit and vegetables to service their city based customers.

1940's and 1950's

During World War II, incomes fell significantly during what was called the 'Emergency'. In distribution, manufacturing and construction drops were recorded of 26-39%, agriculture 9%, public service 24%. (O'Grada, 2011). There was a fall in the unemployment rate during the War, the rise in emigration certainly was a major factor, other factors included wage moderation, an increase in the size of the Defence Forces and the introduction of the 'job-sharing schemes'.

The supply of basic food items during the ‘Emergency’, such as potatoes, eggs, sugar, milk and meat were adequate due to our protectionist (import substitution) economic policies and the largely agricultural base within the country. Butter was rationed, and tea, margarine and imported fruit were virtually impossible to obtain due to the lack of imports from foreign markets during this period. Southern Fruit managed to survive this difficult period through leveraging relationships with domestic suppliers as discussed in the Case Study.

The import of coal to Ireland during the War was severely restricted, turf production increased significantly, the remote location of the bogs and its bulky nature made the logistics difficult. That said, bogs provided a substitute during the War years which provided welcome respite . However, the lack of coal and fuel had a serious knock on effect on the Irish economy and on health and living standards. (O’Grada, 2011).

Protectionism as an economic policy became outdated during the 1950’s, ultimately leading to its demise in the late 1950’s. During the recovery period following the war Irish exports increased, which were largely agriculturally based. On the converse, imports of consumer goods increased more rapidly than our exports, which lead to a crisis with the balance of payments. During this post war period approximately 400,000 people emigrated. (Barry, 2003).

The Gleneagle hotel was established in the 1950’s which saw Ireland immersed in policy-induced austerity and political instability, including ‘revolving door’ governments. De Valera finally resigned the leadership of Fianna Fáil, and the post of Taoiseach, to Seán Lemass in 1959. The country was near bankrupt and its independence compromised. When the First Programme of Economic Expansion (1958) was introduced, its author, secretary of finance Dr Ken Whitaker, noted: *‘The common talk amongst parents in the towns, as in rural Ireland, is of their children having to emigrate as soon as their education is complete in order to be sure of a reasonable livelihood.’* Lemass embraced Whitaker’s innovative approach to remaking Ireland’s future. The newly established IDA and Córas Tráchtála were the bedrock for this ‘new economy’. Tax incentives were introduced to encourage capital investment and exporting by domestic businesses. In addition, successful diaspora (in construction, and manufacturing) were encouraged through a series of ‘tax breaks’, to return and become part of the movement to build a modern Ireland. Significantly, Ireland remained committed to balancing the current budget – but the capital budget was used to drive investment. Lemass was an advocate of, ‘adjustment through growth’– ‘Keynesian’ economics.

Both firms continued to trade and were both still in first generation ownership. Southern Fruit was dependent on the domestic market with the Gleneagle being dependent on the numbers of overseas visitors in the post war period.

1960's Ireland

The 1960's were the start of a period of growth for the Irish economy. In the period from 1960 to 1966, the economy was averaging growth figures of 4% and growing at a faster rate than the rest of Europe. Unemployment was declining and our export trade was developing, which were attributed to the development of a more open economy.

The introduction of free secondary schooling in 1967 gave access to further education, which was to provide the basis for further economic development and a shift in our attitudes towards the re-introduction of the Irish language left Ireland strategically well placed for future expansion. This was a time of domestic tourism growth where the Gleneagle benefitted from increased numbers, the 1963 Planning and Development Act, was a turning point in Irish Planning, as it allowed for commercial development, this afforded the Gleneagle the opportunity to expand from its original footprint. Southern Fruit also benefitted from this shift in social attitudes. A greater awareness of diet led to a demand for greater choices and allowed Southern Fruit to expand its product range.

1970's

Both Southern Fruit and the Gleneagle Hotel had transitioned into 2nd generation ownership in the 1970's. It was a time of growth for both family firms. Significantly, Ireland joined the EEC (European Economic Community) in 1973. Membership of the EEC compelled Ireland to develop international policies on issues which had never been addressed previously. Membership brought numerous advantages to Ireland gaining access to a significant portion of structural funding to develop infrastructure thus spearheading our potential for economic development. Membership reduced trade barriers between EEC member states and paved the way for foreign investors, who, through the IDA received generous incentives to invest and establish businesses within Ireland. There is no doubt that Ireland experienced a remarkable transformation between the late '50's and early '70's. (O'Grada, 1994).

Agriculture received intervention from the EEC in the form of farm subsidies under the Common Agricultural Policy (CAP). Agriculture accounted for 18% of Ireland's GNP in 1973. Ireland was

offered attractive and guaranteed terms on accession and a fanfare of pronouncements projected a bright outlook for the main branches of Irish farming. Accession offered major market outlets for the principal products at high and guaranteed prices, which was a major attraction to Irish farmers as Irish farm prices before accession were considerably less than the prevailing common EEC administered price level. The CAP provided a significant opportunity for Southern Fruit Company, to expand their storage facilities at the Togher site to store excess farm produce. This is discussed in detail within the Case Study.

The late 1970's showed positive economic growth, lower inflation and decreasing unemployment rates as the economy gradually expanded. This occurred within the backdrop of some high profile industrial disputes including the ESB and Banks, inflation triggered by both oil crises in 1973 and 1979, the escalation of the 'troubles' in Northern Ireland, introduction of new capital taxes and poor management of the economy by Government.

1980's

During the 1980's Ireland experienced high levels of unemployment which were recorded in 1979 at 6.8% increasing to 17.1% in 1986. The country fell into recession, falling living standards and the return of mass emigration which had not been experienced in Ireland since the 50's. From 1987 the economy began to rebound, due to some fiscal counter measures such as currency devaluations which increased competitiveness, an upturn in the UK economy, still our largest trading partner, a successful tax amnesty and the stabilization of labour relations. A new dawn in the Irish psyche emerged where being part of Europe and adopting fiscal policies embracing globalization lead to an upsurge in entrepreneurial activities and a willingness to become a player on the world economic stage. (O'Grada, 2011).

The Celtic Tiger Era 1990-2008

'Surely no other country in the rich world has seen its image change so fast', – *The Economist*, 2004.

Fiscal policies implemented in the late 1980's and early '90's sought to stabilize the economy following the recession during the 1980's. This included cuts in government spending with rates of taxation remaining constant. Currency devaluations in response to a sharp fall in sterling gained long term benefits in cost competitiveness against the UK. (Barry, 2003). The lift in the world economy also paved the way for a period of economic growth. Through a series of expenditure reductions measures which were to stabilize the economy, such as reduction in capital expenditure, public service salary freeze, public sector recruitment embargo, and budgetary cutbacks to non-commercial semi-state organisations, all achieved the desired result, creating a budgetary surplus in 1987.

The 1990's were a period of prosperity for Ireland. Commonly referred to as the 'Celtic Tiger' era was a time of unprecedented growth in the Irish economy. Scholars have varied opinions as to the underpinnings of this phase in development. This study does not seek to disseminate the reasons behind this period of Irish economic development, but rather to identify the significant markers of the time for the benefit of contextualizing the developments within the family firms under review.

In a shift of focus from the previous decade, concern shifted from unemployment to labour shortages. This despite the influx of women into the labour force, who, in previous decades, had not generally worked outside the home following marriage and children. A key indicator is the fall in the long term unemployment rate which reduced from 9% in 2004 to less than 2% in 2005. (O'Hagan and Newman, 2005, Ruane and Ugur, 2005).

To consolidate its position within the European community, Ireland joined the single European monetary system in 1992. The Euro currency was introduced in 2002. A significant factor in the introduction of the Euro was the elimination of currency exchange rates and charges between member states, a significant hidden cost for companies exporting within the union.

During the 1990's the economy grew at a rate of between 5-6% annually, and by the turn of the century Ireland had become one of the world's wealthiest nations. Disposable income in real terms grew from the mid 1990's onwards.

The reasons for the sustained growth of the Irish economy are complex, however it is possible to identify some key factors. The social consensus (Croke Park Agreement), agreed in 1987, the substantial foreign investment in growing industries, a tighter fiscal regime, a stable macroeconomic climate, good all-round competitiveness, the EU transfers, and access to the huge Single Market in Europe and timing were key.

The previous chapters have outlined the evolution of the Irish Macro environment since 1920. Both Southern Fruit and the Gleneagle Hotel both transitioned from 1st to 3rd Generation ownership. Both businesses had to plan and adapt to the various changes which occurred, and these are well documented in the Case Studies. The similarities lie not in reactions being replicated, but in the ingenuity and entrepreneurial orientations of both families in order to safeguard the future of the business. Both firms saw the potential for expansion, both firms leveraging Government interventions (CAP in the case of Southern Fruit, and government grants for the Gleneagle). The differences between the firms lie in the way in which the management structure at both firms operated. Southern Fruit had two brothers at the helm who operated separately. The Gleneagle, having been in single ownership, through its own particular succession plan, continued to expand and grow, with its expansion also being linked to future

succession planning for transfer to the 3rd generation of family ownership. This is presented in detail in the Case Studies.

7.2.2 Cross-case analysis: Meso level.

Meso level analysis of both firms, show that both family firms were firmly embedded within their own communities. The Collins family were active members of Cork Cricket Club and Cork Sailing Club and this social network was actively used to develop their business over time. The O'Donoghue family took their social networks very seriously and actively participated at local government level. The O'Donoghues formed alliances between other tourism providers in Killarney. These alliances which grew and developed over time were leveraged to improve the tourism offering for the whole of the region and not for any single operators benefit. Paddy O'Donoghue in the 1st generation was very much involved in his local community, but Maurice O'Donoghue in the 2nd generation took his involvement to the next level. He held offices in the Killarney Chamber of Commerce and local council. It is worth noting that after his death a local public park in Killarney was named in his honour. Where Maurice was able to leverage local tourism networks, Jim Collins in Southern Fruit could not convince the other fruit importers to leave their Cork City locations and relocate to Togher. The Case Study shows that Jim wanted to establish a 'fruit market' at his site in Togher similar to the ones in Dublin and Amsterdam. The difference between the cases is that the other fruit importers in Cork perceived that a move to Togher would result in a loss of autonomy whereas in Killarney, it was an alliance of individuals, talents and businesses for the benefit of the tourism industry in Killarney as a whole.

7.2.4 Cross-case analysis: Micro level.

Both case studies discuss family firms who are currently in 3rd generation of family ownership and control. Southern Fruit Company have two core businesses Colso and Southern Fruit and have eight owners, whereas the Gleneagle Hotel has one ownership team, Patrick O'Donoghue and his wife, but the other family members have acquired businesses which compliment, the Gleneagle Hotel's offering.

The ownership structure and the manner in which both firms transitioned across generations is outlined in detail in Chapter 8, where a theoretical framework is used to discuss the process in detail. However, it can be noted that the process of succession planning in both firms differed. That is not to say that either one was right or the other was wrong, but rather given the context in which decisions were made,

and the inputs of family members where one used conflict to firm advantage, and the other avoided familial conflict through equal division the outcomes were significantly different.

Figure 7.0 Cross Case Analysis

	Founding Stimulus	Family Social Capital	Resources Utilised	Succession Plan in place	Professionalisation	Diversification
Southern Fruit Company	Circumstance was initial driver for the foundation of Southern Fruit – Jim needed additional income for growing family	The Collins Family were avid sports people and the family developed these networks for the benefit of the business. This was a feature of all three generations.	Family labour and family capital provided the initial resources. In subsequent generations bank loans provided investment capital. Developed to capitalise on Govt. intervention funding.	Direct inheritance transfer to all family members across the 3 generations of family ownership.	Southern Fruit did not actively professionalise. They hired outside labour but not to managerial positions.	Southern Fruit diversified into other areas but ultimately the one that lasted (Colso) was a complimentary business to the fruit importation business.
Gleneagle Hotel	Circumstance was the initial driver for the purchase of Flesk House (later to become the Gleneagle Hotel). The growing family needed a larger home.	Hugely important across all 3 generations including service at local government level.	Family labour and family capital. Accessed Govt. development grants plus bank loans.	Traditional succession plan of eldest male inherits the business. Plus complimentary business's developed for sibling inheritance.	Actively sought to professionalise in the 3 rd generation. Will totally professionalise heading to 4 th generation of family ownership.	Developed complimentary businesses to aid in the succession and transition process across generations.

Chapter 8 Theoretical Development

8.1 Introduction

Having completed the analysis of the case studies as detailed in Chapters 5 and 6, and having derived the main themes and concepts, it is now possible to develop an explanatory model to explain the key findings from the research.

Using a Theoretical Framework and dividing the findings into the evolutionary headings of *Variation*, *Selection* and *Retention*, in keeping with Van de Ven and Poole (1995), the central aim is to understand change events as probabilistic progression in the wider set of circumstances and at the time decisions were made effecting change. Therefore, the process of ‘variation, selection and retention are an appropriate lens with which to develop a theoretical framework. This evolutionary process model consists of a repetitive sequence of VSR within the unit of analysis (the firms and the families). According to Van de Ven (1995, pp 518) it is the ‘*competition for scarce resources between entities which generates this evolutionary cycle*’. The process of variation, according to Aldrich and Ruef (1999, 2006 pp 17), can be intentional where change occurs when organisations or individuals actions are proactive. Blind variation occurs as an independent outcome of any conscious act by individuals. The selection process of evolutionary change occurs with the elimination of options for change and retention is where the selected variations are preserved, duplicated and/or reproduced (Aldrich and Ruef, 1999, 2006, pp 17). This evolutionary process is underpinned by Pettigrew’s triangle of ‘context, content and process, (Pettigrew, 1985b). In keeping with Pettigrew, context is examined under inner context, the ‘*structure, corporate culture, and political context within the firms*’ and the outer context, the ‘*social, economic, political and competitive environment*’. Content refers to the ‘*areas of transformation*’, which are the objectives, the purpose and goals of the strategic change while process refers to the ‘*actions, reactions and interactions from the various interested parties as they seek to move the firm from its present to its future state*’. It is the implementation of the change actions that signify the process that is occurring. (Pettigrew, 1985b).

Successful change is the result of continual interaction between the ‘what’ of change (content), the show of change (process) and the ‘where’ of change (context). For change to be successful it is seen as a result of a cumulative, iterative and dynamic process. (Pettigrew & Whipp, 1991).

The previous chapter was guided by the research questions. We can further develop the research framework by showing the main themes for discussion in theoretical development.

Figure 8.0 Theoretical Framework

	Stimulus	Transition	Consolidation	Growth	Succession	Adaption	Value Creation
Variation	Circumstance	Macro Environment	Networking	Economic Stimulus	Succession	Leadership	Prosperity
Selection	Oppportunity	Developing	Family Brand	Shared Goals	Leadership	Family Social Capital	Entrepreneurship
Retention	Resources (Financial)	Resources (Labour)	Community	<u>Profession-alisation)</u>	Family Ties	Synergy	Collaboration

8.2 Stimulus

A family business has to start at some point. The existence of a **stimulus** marks the departure from pre-existing routines for both families. Klonek et al (2015) refers to this as the pre-contemplation state and the contemplation state. That is the point where individuals do not consciously consider becoming entrepreneurial, however as they move through the contemplation state, they begin to weigh up the ‘pros and cons’ of initiating a venture. Both of these states are cognitive, as they are about the ‘thought processes’ before moving to the ‘action’ state.

The contemplation state is a necessary driver of the stimulus to develop an enterprise. The O’Donoghues owned and operated the pharmacy in Killarney prior to purchasing Flesk House, and Jim Collins worked in Ogilvy and Moore’s. who were importing fruit at that time? Both could have continued to work at their respective positions had the stimulus not existed.

8.2.1 Variation process of Stimulus

The interplay between stimulus and the context in which it happens is also an essential thread in fully understanding the evolutionary path family business evolution takes. Pettigrew (1985b, 1992, 1997) states that *‘much research on organisational change is ahistorical, aprocessual, and acontextual in character’* (p.655). The findings indicate that in addition to the contemplative state precondition the contextual circumstances may also provide clarity and direction in driving the stimulus. The research shows that the stimulus may not be perceived as an opportunity to become self-employed if not for the context in which it occurred. For example, in the Gleneagle case, the context of its setting in Killarney, a tourist hub in a setting of extreme natural beauty, provided an ideal setting for the development and on-going success of a hotel enterprise. Furthermore, the initial decision to purchase Flesk House was taken within the context of having a growing family of seven children and needing to move home. The house purchase made sense within the context of providing a sizeable family home (variation), whilst also offering the opportunity to develop tourist accommodation in the form of a hotel. The development in 1955 of the Killarney Tourist Development Company Ltd provided an additional stimulus to the development of the region as a tourist attraction. Furthermore, as the local pharmacist Paddy would have identified the increasing number of tourists in the vicinity. This is also evidenced by the Collins Case. Initially the stimulus was blind (i.e. the request for a pay rise) however circumstances that followed were intentional variations although the pace at which the variation occurs may not be foreseen.

8.2.2 Selection content of Stimulus

The factors which allow stimulus to manifest are numerous. The objectives for the O'Donoghues were to provide a larger family home for the couple and their seven children, and the ability to diversify into the tourism industry through the provision of hotel accommodation. The goals would have been two-fold at this point. This stimulus, in addition to becoming the family home and meeting the practical needs for a growing family, also provided the opportunity to enter the tourism industry. The driving stimulus was a perfect storm of the synergy created between practical needs, opportunity, and entrepreneurial drive which created the need for selection as a driver of stimulus in the form of the desire to increase family wealth whilst mitigating the risk. The Selection of Flesk House was to a large extent driven by the fact that in addition to the creation of a family enterprise, Flesk House offered space for the family, availability of land to expand, and the opportunity to further develop the site into a Hotel. Similarly, the stimulus with the Collins family was driven by selection in order to meet the practical needs of the family alongside the, opportunity and entrepreneurial drive to do so. The opportunity presented itself at the right time for Jim who had been working in the fruit importation business for Ogilvy and Moore's. He realized that his future did not lie in working for that particular company and, with the existing financial resources available to him, the decision was taken between him and his wife Margaret to open their own fruit importing business, Southern Fruit. The prospect of securing alternative employment or remaining in his employment were not considered viable alternatives and thus the option of the entrepreneurship was selected. The location of Cork itself, situated on one of the world's largest harbours, made it an ideal location for the importation of any product, including fruit. The goal of providing for their family is evidenced by the opportunities provided to the family which allowed for a good standard of living and the provision of a good education to the children, with private schooling and extra-curricular activities such as piano lessons.

8.2.3 Retention process of Stimulus

The retention of stimulus is the mechanism by which the variation (i.e. becoming self-employed) was replicated for both families. Externally, the world economy was improving steadily from 1955 onwards and the Irish government recognized the importance of tourism to the domestic economy. The establishment of Bórd Fáilte, and the Tourist Traffic Act of 1961, were two significant events which signified to the market the potential of tourism for those who were willing to invest. Moreover, Bórd

Fáilte earmarked Killarney for state funding, to provide tourist facilities and amenities. The interplay of all the variables certainly enabled the development of the Gleneagle Hotel and tourism in Killarney.

Similarly, evidence of stimulus from the Collins case manifests through career stagnation driving the decision to establish the Southern Fruit Company. Further stimulus manifests through the personal work experience and a network established during previous employment. Funding was also important and the use of family financial resources, which was Margaret's dowry, provided the means for the establishment of the Company. The combination of stimuli of career stagnation, opportunity, personal belief and financial resources provided the means through which Jim and Margaret Collins entered the fruit business.

The challenge for any new business lies in its ability to access the resources required for the startup, primarily land, labour and capital. Family business scholars (Chrisman et al (1998); Sharma and Chrisman (1999) argue that there is a link between the creation of a new business and the match between opportunity and family resources, with Chrisman (2002) going further to show the reliance of new ventures on family involvement at various levels and stages of development. This is evidenced in both case studies. The reliance on family, both as a resource (through provision of labour) and as a source of funding is further proof of the process of stimulus which is consistent with findings in the literature.

Evidence from the O'Donoghue case shows that at the time Paddy and Sheila purchased Flesk House in 1957, they had seven children of various ages. Paddy stayed working in the pharmacy on a daily basis and Sheila ran the hotel with the assistance of her children. The additional labour resource provided by offspring is a key enabler of the process of stimulus. Evidence from the case suggest that without the resource of the family, operating two businesses, especially one being a hotel, the family were an essential resource for the development of the Gleneagle. Similarly, in the Collins case, Jim and Margaret established Southern Fruit in 1925 and their children were expected to help out in the business, with their tasks and responsibilities increasing as they got older. The arrival of Leo, to live with Jim and Margaret facilitated Leo working in the business at a reduced financial cost due to his living arrangement.

Evidence from both cases, which confirms the findings in the literature, is that entrepreneurs are reliant upon family resources and financial funding, especially during the inception stage of a business.

8.2.5 Summary of Stimulus

In summary, there is a need for stimulus to provide the impetus for the entrepreneurial journey to commence. A combination of events within the micro and macro environmental context are key drivers

of the entrepreneurship process. There is evidence in the cases to support this finding which concurs with Pettigrew's (185b, 1992, 1997) world view of context, content and process driving action and reaction in context. The process of stimulus for both families shows a reliance on the valuable resource of the family as a source of labour and a source of finance which again, is in keeping with existing literature streams. (Chrisman et al., 1998; Sharma and Chrisman, 1999; Chrisman, 2002).

The evolutionary process of variation, selection and retention, (Van de Ven 1995, Aldrich & Ruef, 1999, 2006) is evident in the stimulus phase, as it was the need to address changing circumstances for both families which resulted in the need to introduce change (variation) into their situations. The selection of their ideas to form a new business and retaining that idea once it had been made signifies a point in the evolutionary process where 'variation' became the key driver of change for both families as evidenced in both cases.

The evolutionary change, which facilitates transfer from the stimulus phase to the transition phase, is driven by circumstance. Circumstance in this instance manifests in personal circumstance and favourable economic conditions. In Ireland the macro political and economic environment underwent a fundamental change which enabled the stimulus of self-employment to move to a transitional phase for both family firms where both became self-employed and the business was the provider of family employment and income.

As evidenced in both cases, there was an initial variation of needs for both families to start new businesses. In the Collins family it was the need to provide additional income for their growing family which was not available had Jim decided to stay in Ogilvy & Moores. For the O'Donoghues it was the need to provide larger living accommodation for their family of 7 children who, up to that point, had been living in their accommodation above the Chemist shop in Killarney. Selection of the fruit business for the Collins family was an easy choice for Jim, as he used his previous work experience with Ogilvy & Moores to underpin his new venture, retaining his experiences gained and using his skills/resources to further his own venture. It was slightly different for the O'Donoghues in that they had no previous hotel experience however as evidenced from the cases, they would not have been unaware of the opportunity that Flesk House afforded the family. Tourism was on the increase and Paddy owning his pharmacy in Killarney would have been very aware of this fact. The opportunity to provide additional living space and the opportunity to expand the family business did not go unnoticed. This need to vary or change their current circumstances provided the stimulus for change resulting in the creation of Southern Fruit for the Collins family and the O'Donoghue's moving into the hotel business within 6 months of purchasing Flesk House.

The dominant driver of evolution for both families at the stimulus stage is ‘variation’ through circumstance, but selection of the ‘what’ each family was going to do to address their change in circumstances was also important. Retention and making the final decision to proceed with their new ventures also deserves consideration as important points in the evolutionary process for both families as they moved from one state of being to the next.

8.3 Transition

At this stage the business and the family are moving from their previous state of being to the new state of being self-employed with a new venture to operate. The family may have been self-employed before and had a business and this may be a diversification, like the O’Donoghues, or not, as in the case of the Collins family.

8.3.1 Variation process of Transition

For the Collins family the period between the 1920’s and the 1960’s saw Ireland move, after a time of initial political turbulence, to a prolonged period of political stability, social conservatism and economic stagnation. Events such as the Economic War of the 1930’s and Ireland’s neutrality during World War II were significant in setting the framework for a country which would remain largely rural in nature, decidedly isolationist and inward looking in character until at least the first phase of significant industrialization in the 1960’s. Ireland had no significant industrial base and was heavily reliant on agriculture, where access to farm machinery was limited and highly labour intensive.

Significant events occurred in 1950’s Ireland which led to variation. We can observe from events outlined in the history timelines presented in Appendix 1 that it was during this decade that Ireland became more outward looking. In 1955 Ireland joined the UN and in 1958 Ireland joined the IMF and the World Bank. This set the stage for a transition from protectionism to the expansion of markets outside of Ireland’s borders. From evidence presented within the cases therefore one of the most significant drivers for moving from the stimulus to the transition stage are located external to the business. Events in the external environment of the business can provoke, drive evolutionary change, from one state of being to the next. This is again in keeping with Van de Ven (1995) where evolutionary processes operate on multiple layers or entities. Therefore, the Collins and O’Donoghue businesses are subject to influences not only from within the firms, but also from the wider macro environment.

8.3.2 Selection process of Transition

Entrepreneurship is tied to the concept of opportunity. Entrepreneurship is harnessing strategic capabilities and management for venture creation, organizational renewal and innovation which involve a match between opportunity and resources. Sharma & Chrisman, 1999). For the O'Donoghues, the opportunity to purchase Flesk House in 1957 and the further opportunity to take in their first paying along with securing additional (Government backed) funding towards the purchase of the house. Once the first guests came, the family embraced the opportunity for their business expansion and their goal of increasing the family wealth. Evidence from both cases shows that in this transitional phase, families develop (transition) their newly formed businesses into stable enterprises which can support the family and the enterprise as a going concern.

9.3.3 Retention process of Transition

Retention processes are the ways in which value can be harnessed from new routines that have shown or are believed to be beneficial to the organisations (Miner, 1994, pp 85).

The evidence presented in each case shows that the ability of family firms to adapt social norms can greatly enhance the process of transition. This is evidenced firstly in the O'Donoghue case where the matriarch Sheila O'Donoghue worked in the Gleneagle from the time they took in their first paying guest despite the existence of the marriage bar (this was a requirement that females would retire from the workforce upon marriage), Sheila worked in the hotel whilst at the same time rearing the couple's seven children. Furthermore, Sheila's own female children worked in the hotel until the time of their respective marriages whereupon they received a dowry payment and left their employment in the hotel which would have been seen as socially normal at that particular time. We can also note that in the second generation of Maurice and Margaret, Margaret too worked in the hotel following her marriage to Maurice in between having the couple's seven children. The marriage bar was lifted in 1973 it became socially acceptable for women to continue in the workplace following their marriage. The social changes mentioned above seem to be limited in terms of their occurrence within the family business environment and were driven by economic factors rather than a greater social movement.

This is corroborated by similar events in the Collins family case. Margaret and Jim were the founders of Southern Fruit in 1925 and the couple had four children in the following years. Margaret worked alongside her husband in the early days of the formation of the Company. The couple had only one female child, however from evidence presented in the case it is noted that it was never an option for

Eileen to work in the business and she was secured a position through family contacts in the mantle department of a large department store. Eileen never married and continued to work in the drapery sector for the rest of her life, eventually owning her own drapery business.

Another key enabler for both families which facilitated this transition, is the role the Government intervention played at different stages for both the O'Donoghue and Collins families. This intervention would take the form of statutory regulations and government funding through grants and infrastructural development for the tourism industry. For Southern Fruit, the rapidly rising inflation rates of the 1950's caused difficulties in food pricing, however the consolidation and growth of the grocery sector and the construction of public and private housing estates and the provision of localized grocery stores, saw an increase in market opportunity for Southern Fruit as the country moved into this new era of development. It was during this time that the Government, who in an effort to address the underlying weaknesses in the Irish economy, following a report received from the Committee on Industrial Organisation, offered grants and government backed loans to encourage networking and co-operation between firms operating in the same industries. Evidence from the Collins Case study shows that Cork firms were reluctant to avail of these grants, and some have argued that the demise of some of Cork's traditional employers is attributed to their 'inward looking' approach which precluded them from taking full advantage of the growth in openness of the Irish economy.

The role of the Government in providing funding to hoteliers for improvements to buildings and to provide an up-grading of accommodations to enhance our tourism product again provided the O'Donoghues with an invaluable opportunity at the right time to further develop Flesk House. They embarked on a period of expansion and development of what was now the Gleneagle Hotel and in the period 1957-1960 from a starting point of 8 bedrooms in the original Flesk House this grew to 18 additional bedrooms and a formal dining room. Thereafter expansion continued with the addition of a 3rd floor with an additional 10 bedrooms and the ballroom was extended to 5500 sq ft., funding being backed from personal resources and the availability of government backed funding. We can also note that the dismantling of Ireland's economic protectionist policies in the late 50's saw an increase in the domestic tourism market and provided an opportunity for those in Killarney to expand their business whilst at the same time being funded through government backed financial assistance programs.

8.3.4 Evolution – V.S.R. – Transition

It is evident in this period of transition to being self-employed and operating their newly formed businesses that both families had variation to their lives and new routines had to be selected and adopted. Both families relied heavily on family members for financial support and labour to contribute to the efficient operation of the newly founded businesses. These new routines, which were successful, were retained and others discarded. This period of transition from both the Pettigrew (185b, 1992, 1997), and Van de Ven (1995) perspectives, shows the primary driver of this phase to be ‘Selection’ and how both families managed to develop a new state of being (self-employed in the new business venture). The other phases of variation and retention were also clearly to be seen however this transitional phase is underpinned by trying routines and selection of those that worked best for the family and the business.

This concurs with the literature on imprinting in that it allows for the study of organisations at the level of the industry and community in which it operates, a stand-alone organisation, job routines and individuals. In consideration of organisation evolution and the role of imprinting time of change is discussed in terms of ‘sensitive periods’ (Marquis and Tilcsik, 2013). Sensitive periods are periods of transition and firms can experience numerous sensitive periods over time which allows for the examination of the layering of imprints. The consequences of imprinting for organisations must be viewed in terms of an understanding the historical origin of an imprint and how the imprint may or may not be used in its current setting. That is not to say that an imprint has altogether disappeared, but rather their effects and how they are demonstrated change over time and highlights the connection between the past and present. (Marquis and Tilcsik, 2013).

8.3.5 Summary of Transition

The transition phase occurs when following some ‘stimulus’ an entrepreneurial venture is founded which leverages available resources to form the basis of a viable business. In this study both businesses harnessed family resources to develop the business. From a micro perspective, evolutionary change is seen in the variation of family routines, harnessing of family resource for the business and selecting those routines which work best for the business and the family. Evolutionary change, in the wider macro context for the family and the business, occurs in the transfer from the transition phase to the consolidation phase where firms seek to expand their networks and to become ‘embedded’ within their community. The driver of such an evolutionary change can be seen in the cases through the attempts by both firms to expand business networks. Within the transition phase itself, the businesses harnessed their ability to avail of funding and opportunities in the form of government backed loans and grants, and the

change in the grocery trade practices and policies which enabled both firms to become established and firmly rooted within their respective industries. The drive to move from the transition phase to the consolidation phase and become part of a wider network can be linked back to family origins and the expansion of a community network for the benefit of both the community and the firms through the formulation of networks and localized learning processes, thereby harnessing competitive advantage through exchange of knowledge and relations (Belso-Martinez, 2006; Newlands, 2003; Muscio, 2006).

8.4 Consolidation

Consolidation marks the next stage of family firm evolution. At this point the firms have moved from being in a startup to becoming established in their particular industry whilst at the same time the family has become self-employed and have become synonymous with the business in keeping with Selznick (1957) who aligns the business with the creation of a family institution. At this point, the firms begin to look outside of themselves to form some type of alignment with the wider industry/community to consolidate and protect their position. What is interesting from the point of view of the cases in this study is that while there may be an assumption that consolidation can be linked to market expansion and therefore industry growth, this may not always be the case.

8.4.1 Variation process of Consolidation

When the concept of opportunity is considered, it can often be assumed that opportunity is for prosperity and to expand and grow. What happens when firm growth is not an option and owners are faced with extraordinary circumstances and need to somehow find an opportunity to ensure survival? The need to place opportunity within context can be seen in the Southern Fruit Case Study. during World War II when it became impossible for commercial trade to use the port of Cork Southern Fruit and the Collins family were faced with a tough dilemma. The firm needed to leverage domestic fruit suppliers to survive due to the lack of imported fruit produce. The ability to network provides the opportunity to come to an arrangement with local producers. This was an opportune moment for both Southern Fruit and the local farmers themselves. The ability to secure product for Jim Collins meant that he could provide his customers with a guaranteed supply of apples in the absence of imported fruit. In addition, the advance payments made to farmers were very welcome in times of scarcity.

8.4.2 Selection process of Consolidation

The content of consolidation can be identified as achieving a strong family firm identity. This is enabled by a strong sense of belonging through having strong ties to the business and the increase in self-worth and self-esteem precipitated by the perception that the family firm represents an extension of themselves (Dyer & Whetten, 2006). Family members who are involved in the family firm are likely to view the firm as an extension of the family and a positive firm identity becomes a direct reflection of the family itself (Dyer, 2006). Family has a kinship, a shared family name, common history and therefore familial relationships have the potential to create unique synergies and capabilities which, aid in the development of a strong identity and which culminate in a shared vision and a desire to uphold the values and goals of the family firm.

The ability of the family firm to establish community based support and the establishment of networks for information sharing creates value for the family firm as it reduces transaction costs related to the search and screening of information and aids in gaining access to new markets (Cannella, 2015). In the case of the O'Donoghue family Paddy O'Donoghue was already established in Killarney with as a result of owning and operating the pharmacy in the town. In the first generation of the business Paddy was a founding member of the Killarney tourism groups and was involved at committee level promoting Killarney as a tourist destination.

Identifying as a family firm can create a positive and distinct identity in the minds of consumers which can contribute to firm performance. A distinct corporate brand as a family business can lead to positive outcomes because of the perception of family firms as being trustworthy, customer-focused and quality-driven (Craig et al., 2008, Ward & Aronoff, 1995). A family based brand identity has been shown to positively contribute to firm growth (Craig et al., 2008) and similarly family firms who have communicated their 'family firm' identity tend to establish an 'external family' of stakeholders who support the principles of the family business such as loyalty, fairness and respect (Sorenson, et al.,1999). These unique family based capabilities enable the business to build a distinctive and sustainable competitive advantage.

8.4.3 Retention process of Consolidation

The O'Donoghues had already established a business in Killarney with Paddy owning and operating the pharmacy in the town. In this phase of consolidation, Paddy was a founding member of the Killarney tourism groups and was involved at committee level promoting Killarney as a tourist destination. He

was perceived as a man with local status and importance in tourism circles. The importance of social status is well documented in the literature, (Granovetter, 2005, 2010, Adler et al, 2002). There are numerous incidents of this in both case studies, and aside from the example above, the Collins family were involved with numerous sporting clubs in Cork where social engagement and the facilities of networking were invaluable to the fledgling firm. The sense of the importance of the 'Community' to both families, and the emphasis on leveraging family networks figures prominently in both Case Studies.

8.4.4 Evolution V.S.R. - Consolidation

According to Van de Ven (1995), change and developmental processes can occur at many levels, starting at the individual and up to and including larger communities of organisations which creates a hierarchical system of levels. For both families, consolidation was a different event for both of them, but ultimately provided similar outcomes.

For the Collins family and Southern Fruit, this period of consolidation was not a period for growth. It was based on the variation of war breaking out and the inability of Southern Fruit to import produce. The ability of Jim to secure produce from local orchards and to retain their customers through provision of supplies sourced locally allowed Southern Fruit to consolidate their position and retain their position in the market, and for the business to survive until produce could be imported again following the war.

For the O'Donoghue family it was their ability to consolidate/retain their position within their community and identify as a family brand among tourism providers in Killarney which marks this period in their family business evolution.

8.4.5 Summary of Consolidation phase

Sheila O'Donoghue had a major role to play in the development of the O'Donoghue's family social capital and embeddedness within the local community. While Paddy worked in the chemist shop on a daily basis, Sheila managed the hotel. She worked in the hotel until she was 96 years of age and was, from family accounts a formidable woman. The involvement of both families in sporting and lobby/special interest groups within their local community, the ability of the O'Donoghue families to garner the trust and the support of the local community enhanced the tourism industry in the town. The inability of Jim (Jnr) to do the same in Cork could, depending on how it is interpreted, have been the turning point for the fruit importation industry in Cork. Had they joined to form a similar 'milieu' as the tourism industry in Killarney, they may have inhibited the move by Musgraves into Cork and their subsequent position of power within the industry. The process of value creation which transcends

generations does not necessarily result from the possession of some type of unique resource or capabilities but rather from the ability of family firms to renew, re-shape and consolidate their social interactions both from inside and outside the family firm (Salvato & Melin, 2008). The process of consolidation of both family firms can be considered in terms of the goals of the firm to leverage resources with the objective of increasing family wealth. From an evolutionary perspective, the primary driver of the consolidation phase is 'Retention'. Variations in circumstances, driven by macro or micro factors in the environment continue to occur, selection of new routines continue to happen but in the consolidation phase it is how these steps are retained and harnessed so that the firms become firmly established within their wider communities. However simply owning resources is not enough for value creation, they must be managed for this potential to be achieved. (Chirico et al., 2013; Sirmon et al., 2007). Therefore, in the consolidation stage, findings from the research show that the families have achieved the competences to manage resources including physical and intangible resources which include the values, beliefs and family relationships, to mix these together, to create a unique competitive advantage for the firm.

8.5 Growth

Firm growth and development are an integral part of firm survival. In the course of the firm's evolution they have moved beyond existence and survival and they have demonstrated the capabilities to grow and expand. The decision for the O'Donoghues and the Collins family is whether to risk the company's resources and family wealth and maintain their entrepreneurial spirit. The diversity and complexity of both firms and how they align their objectives, purpose and goals in order to facilitate this growth is a key determinant of how they continue to evolve.

8.5.1 Variation process of Growth

The growth phase of family evolution is driven largely by circumstance and opportunity. We can observe from the case evidence that in the period following the war there were significant improvements in the macro economy with the expansion of the grocery sector and the government rural electrification scheme setting the backdrop for an improvement in the economic climate. This had a clear impact on the Collins family and Southern Fruit. Following the severe constriction of the business from external forces Jim Collins, saw the opportunity to align Southern Fruit Company with Musgraves who were the leading Cork wholesaler in 1960. Southern Fruit had the contract to supply Musgraves customers with fruit products. The alignment of Southern Fruit with Musgraves provided Southern Fruit with the opportunity to supply loose and branded product directly to a professional chain in the form of Musgraves itself and

its VG franchise. This business arrangement proved to be a beneficial arrangement and Southern Fruit grew in tandem with Musgraves who by the early 1970's had a turnover of £12m.

Evidence from the Gleneagle case shows that following the war significant opportunities for growth were opened up by a significant drive by the Irish Tourist to increase Ireland's appeal as a tourist destination. Many firms responded in what was perceived as an opportunity to secure income, thereby providing an additional stimulus for growth. The tourism industry became regulated and a team of inspectors were appointed who were empowered by the ITB to inspect establishments make recommendations which owners were obliged to comply with to ensure inclusion in the Irish Tourist Guide. This process of regulation culminated in 1946 with the introduction of the Irish Tourist Board Grading system which was a major shift for the tourism industry. This gave entrepreneurs the opportunity and incentive to invest in their premises and upgrade their infrastructure thereby differentiating service providers and providing choice of accommodations for the consumer which matched their budget.

Furthermore, the tourism industry experienced a short-term boom due to the availability of fresh food produce in Ireland as Europe was still feeling the effects of the War and infrastructural difficulties were hampering tourism development.

Evidence from the case indicates that tourism development was not always a priority for the Irish government however, the influence of external sponsors in terms of Marshall Aid from the US realigned the Irish Governments focus on tourism and was a further opportunity for growth. The Irish Government introduced the Tourist Traffic Act in 1955 which established Bórd Fáilte. The need to acquire realistic data on tourism was acknowledged and the first piece of comprehensive research into the tourism industry by Tim O'Driscoll in 1955, introduced the concept of marketing to the tourism industry. This resulted in market segmentation and facilitated a focus on the lucrative American tourist market. This push by the tourism industry into the US, was successful and resulted in a direct increase in tourism traffic from the US. The Government realized the income potential contained within tourism development and increased the budget of Bórd Fáilte from £250,000 to £10, million in 1956 thereby creating further opportunity for growth.

Against the backdrop of tourism industry development at national level, evidence indicates that at local level, the people of Killarney with their collective tourism experience were keenly interested in promoting their own representative body that would market and promote the Killarney tourism industry. With the improvement of the world economy from 1955 onwards, international travel increased steadily. In Ireland the tourism industry was aided by a series of statutory acts. For example, the Tourist Traffic Act 1961, enshrined the state's commitment to tourism development and was backed up by a series of

government funding initiatives. The availability of funding through state backed channels, allowed tourism providers to avail of funding to develop facilities and amenities for tourists facilitating further growth and development.

8.5.2 Selection process of Growth

Family businesses differ from non-family firms due to how the family influences the behavior of the firm. The alignment of the goals of managers (agents) with those of the owners (principals) is necessary where a separation of ownership and control exists in an organisation. Therefore, family firms should have low agency costs as the goals of managers and owners should be closely aligned, as they are from the same family. From evidence presented in both case studies, both the Gleneagle Hotel and the Southern Fruit Company had low agency costs in generation 1 as the firm was in the ownership of and managed by the owners. Therefore, evidence shows that in Generation 1, agency costs are not an issue due to common alignment of goals of managers and owners.

8.5.3 Retention process of Growth

During this phase family firms transition from being a draw on family resources to becoming a valuable resource in its own right. This is evinced in both cases who had evolved and grown to contribute to the 'family wealth'. There is a pivotal point where family members move from the perception of the business as a family asset to that of a business under family ownership. The concept of family wealth and how the perception of the business as being for the 'good of the family', versus for the 'good of all stakeholders', raises the concept of agency issues for family firms. Family firms can incur significant agency costs due to the conflicts that accompany family involvement. Family members can have competing goals and values, different views within the family about the distribution of ownership, compensation issues, attitudes towards risk, assigned roles and responsibilities may lead to competition among family members. (Dyer, 2006).

Altruism can often manifest in conjunction with agency especially in the family business setting. Parents have a desire to be generous to their offspring, which can in certain circumstances cause their children to 'free-ride'. Agency can therefore be pronounced in family firms due to the control parents have over the firm's resources thereby allowing them to be generous to their children and relatives. (Schulze, et.al, 2001). This is particularly evident in the case studies when both businesses transfer to the second generation.

The professionalization process of evolution is evidenced during the growth phase as family firms address issues such as the development of corporate governance structures, the appointment of a board and the employment of non-family members to key management positions within the firm. The issue of the number of family members at the top level of management and the choice to appoint a non-family manager becomes a unique aspect of professionalization in the case of family firms. When ownership and control of firms are joined in a family business setting, some researchers contend the issues of entrenchment and agency arise as the owner managers have the power to use the firm to satisfy their own needs (Bozec and Lauren, 2008). This implies that strong family involvement in the firm can diminish firm performance. External non-family managers are therefore, seen as a way to counteract the agency and altruistic problems that can exist in a family business setting.

Evidence from the case studies shows that in the first generation of both firms, both families avoided professionalization through the appointment of outside senior managers. They did however appoint non-family staff to non-managerial positions.

8.5.4 Evolution V.S.R. – Growth

Aldrich and Ruef (1999, 2006) discuss the concept of ‘struggle’. In the search for effective variations, organisations must compete for scarce resources. In order for organisations to grow effectively, they need to be able to harness additional resources, utilize these resources effectively and obtain some reward for the ‘risk’ and value creation which occurs. The process of evolution (variation, selection, retention and struggle) happen simultaneously not sequentially (Aldrich & Ruef, 1999. 2006). While the evolutionary process is occurring, the primary driver in the growth phase for both our families is ‘struggle’. Struggle to remain innovative, to acquire as many of the scarce resources as possible (customers, income, land etc.) and struggle to identify new routines which may have positive or negative outcomes for the family and the business. Underpinning this is the stability of firms having reached a certain point where they become established. As evidenced in the cases, both firms had achieved steady income streams and both families had successfully made the transition to becoming self-employed and established in their new businesses. The process of evolution is not static but rather dynamic. This becomes evident in the growth phase where this period of reward and harvest is also a period of uncertainty and struggle in the quest for new and additional resources which it must harness in order to survive.

8.5.5 Summary of Growth

The main characteristic which underpins all the classifications up to this point has been ‘stability’. From the time of the founding of firms and through all the evolutionary stages thus far, there is a continuity of founder at the helm. Furthermore, the growing family, entering the business is preceded by family firms pursuing a period of growth, which is aided by both access to family resources and favourable macro environmental conditions. Family firms become embedded within their environment extending family and business networks, including at local and national levels. This period is also underpinned by the ‘struggle’ which occurs in the process of variation, selection and retention of the evolution of businesses. The primary driver is the struggle which occurs between what is familiar and the need to change and update routines which may need to be adapted in order for firms to remain innovative.

Following this period of stability and struggle, the impetus to engage in further evolutionary change is driven when the need to succeed from one generation to the next occurs. Succession can be a time for upheaval in family firms. Whether the founders have planned for succession or not, a death or an illness within a family requires a period of adjustment. The implications for family firms therefore is one significant differential between family and non-family firms, where the impact of the death or serious illness of a leader does not have such a direct and wide ranging impact. Replacement of leaders is on the basis of ‘suitability for the job’ whereas in family firms it can be on the basis of ‘family genes’.

8.6 Succession

A family firm cannot really be considered as such until there is the possibility and intention for the ownership to pass from one generation to the next. From a Darwinian perspective the key factor in reproductive fitness is not just to ensure your offspring survive but that they inherit material advantages that will help to sustain the transmission of the family genes through successive generations (Barrett, Dunbar & Lycett, 2005, Davis & Daly, 1997). In evolutionary terms the clan structure is the traditional method for doing this, by virtue of the fact that family property is commonly held therefore, the benefits of such property transferring from one generation to the next mitigates the possibilities of conflict. In agency theory terms, the alignment of the family business interests closely with family interests, the business becomes synonymous with the bloodline and it is in everybody’s interest to keep it performing well.

Succession looms large in all family businesses. The problem with succession is that founders can be reliant upon the gene lottery that leads them to search in vain for one of their children to emulate them.

In a family business environment, the prospect of a leader being appointed who would be an unlikely choice via the normal process of corporate succession can in fact be a strength for those businesses who identify their own shortcomings and professionalise their organisations with executives who compliment and compensate for the strengths and weaknesses of family leaders. Family leaders who understand they are in the position of leadership by virtue of their birth as much as by merit can have the confidence to have a realistic understanding of their own weaknesses and appoint people who will work alongside them to make up for their own short-comings (Bellow, 2003). Conversely the opposite can also take place, and this is what separates leadership effectiveness in family firms, i.e. the ability to blend complimentary family and non-family resources into effective leadership partnerships.

8.6.1 Variation process of Succession

Succession in family firms occurs when there is a requirement for leadership of the firm from one generation to the next. The transfer of business control from one generation to the next is one of the major differences between family and non-family firms. Non-family firms have the freedom to choose from pool of potential candidates from the labour market. Family firm leaders tend to prefer to choose a successor from within the family, even if an external candidate would be better qualified for the position. (Kets de Vries, 1993). Research has shown that the most popular reasons for this is the desire to retain family control (Astrachan et al., 2002) and to fulfill dynastic ambitions within the family (Goldberg & Wooldridge, 1993). Family firms are often willing to incur an economic cost rather than pursuing the rational economic option of the external most qualified candidate (Shen & Cannella, 2002). The goals of succession planning for family business owners is to mitigate the fall-out from the transition period, whether it is a planned handover or happens suddenly, through the unexpected death of the firms leader. Family business succession has therefore been a popular topic for research (Dyer & Sanchez, 1998; Sharma, Chrisman, Pablo & Chua, 2001). There have been many suggestions as to effective succession strategies however a consensus amongst scholars is that the choice of a successor is one of the most critical decisions to be made by the family business owner (Le Breton-Miller, Miller & Steier (2004). Evidence from both cases shows that in the transfer from generation one to generation two, both families chose to transfer to their offspring, there was never any doubt that this was the intention of the founders. The only difference between the families is that the Collins family chose to leave two sons in charge, and the O'Donoghue family chose the traditional route of transfer to the eldest son. There are of course mitigating circumstances to these decisions which are outlined in the case study. However, the transition from generation one to generation two was seamless and intentions regarding the transition of the firm were signaled in advance of the event occurring.

8.6.2 Selection process of Succession

The goals of succession planning for the family business owner can generally be summarized as, the smooth transition of the business to the next generation, and the appointment of a successor from within the family which allows for the development of personal relationships between the leader and the successor where the successor has been mentored and coached over a number of years. The transfer of knowledge across the generations is assured and the identification of the successor offers the opportunity for the potential of conflict among siblings to be mitigated and fosters an emotional attachment and identity of ownership from the successor to the business.

From within both cases inter-generational succession has taken place on two occasions and we are now in the third generation and assessing if, how and in what format the companies are going to transition to the fourth generations. Taking the Collins Case first, evidence shows the transition from the first to the second generation was seamless in that it occurred as the founder (Jim Snr) became too ill to work in the business. He passed the business over to his two sons Jim (Jnr) and Denis who were already working in Southern Fruit and had day to day experience of running the Company. The other two children, Eileen and Michael had already forged careers outside of Southern Fruit and were not the beneficiaries of this transition. Evidence from the case shows that there was no conflict with this decision by Jim (Snr) and Margaret between the siblings and it was seen to be a sensible decision for the business as the objectives of a seamless transition were met.

Similarly, in the Gleneagle Case, Paddy and Sheila O'Donoghue decided to pass the business on to the elder son, Maurice. The other son, Padraig worked outside the business as an adult, and the other siblings who were all female had received their dowries from the business and left it when they got married. All in keeping with social norms at that time.

Succession from the second generation to the third generation shows some marked differences between the cases. Taking the Collins case first, that the transition from the second to the third generation came about quite suddenly with the unexpected death of both Jim (Jnr) and Denis (Deady). Jim had been sick for some time and therefore succession planning had been discussed. The Collins family decided that an equal split among all of their children was the succession option they would pursue. Three of the children were working in the business at that time and Deirdre Collins, as she had been working alongside her father Jim (Jnr) in the administration of Colso and Southern Fruit was the natural leader, who reported to the family group of eight. The problem occurred in how the business could operate with what became in effect eight bosses. Deirdre stated how she felt under pressure to provide an income for the siblings who were not involved in the business and expected to be paid dividends. Deirdre thought that the fact

that the sale of the Ford site in Cork for €10 million which was divided equally among the family members would alleviate the pressure on her directly however *'eaten bread is soon forgotten'* suggests that she feels that the expectations on her were too great and could not be achieved. She identified that she sees her role now as a caretaker until the economy improves and the business and all assets pertaining to it can be sold. There are no plans to pass anything of the business to the fourth generation and all members of that generation have secured alternative careers.

Evidence from the Gleneagle case shows that the transition to the second generation of the O'Donoghue family in the Gleneagle Hotel, was more planned and structured than the Collins case. Maurice and Margaret had seven children and Maurice had wished to continue the tradition started by his parents that the business would transfer to the eldest male child. Margaret had issue with this, and societal succession norms had evolved with male and female children accepted as being equally entitled to inherit resources regardless of gender. Therefore, Maurice and Margaret agreed on a strategy whereby the business could transfer to the eldest male, Patrick, pending his suitability for the job, but the other siblings would be catered for through the acquisitions of complementary businesses which would align alongside the primary business of the Gleneagle itself. The exception to this was the purchase of the opticians to facilitate one of the children who had qualified as an optician.

Plans for transition from the third generation to the fourth generation for the Gleneagle Hotel are symbolic of how the evolution of time, the family and the business itself has influenced the succession process. From the interviews with Patrick, gender preference is not an issue and he would be equally happy to see any of his children in charge of the hotel. However, the Gleneagle has seen how professionalization can benefit the firm and this is the strategy the hotel will pursue into the fourth generation. Patrick has decided to follow the path of family involvement with the board of management structure, however the business will itself expand its shareholder base and be run as a corporate entity with the identity of a family business. Patrick has appointed non-family executives as his co-leaders in the Gleneagle with Patrick and Eileen maintaining joint ownership of the hotel.

8.6.3 Retention Process of Succession

Conflict refers to sources of difference between parties that lead to disagreement (De Dreu & Weingart, 2003). Shared genes represent shared interests, and therefore siblings should be motivated to co-operate. (Nicholson, 2008). Within the context of family resources however, their interests can be divided. Evidence from the cases suggests that conflict may be slow to materialize as conflict among family members did not present itself to any great degree until the third generation of both firms. That is not to

say that disagreements did not occur, however significantly, evidence from this research indicates that significant conflict occurred with the succession issues of the third generation and the equal status of both male and female offspring and their entitlement to inherit.

Evidence from the Collins case shows the firm enjoyed an absence of major conflict, until the succession of the third generation. Deirdre Collins' comments in regard to Denis is that he 'preferred to be on the golf course' whereas her dad was 'more of a 'go getter' and that it was easier for her dad to pursue his interest in developing the Togher site, than working with Denis. It is also noted that conflict was potentially avoided when Jim (Jnr) and Denis took control as they had the opportunity to diversify which left Jim actively developing the storage facilities and infrastructure and Denis looking after the fruit business. A serious point for consideration is the constructive role conflict can play in forcing a re-assessment of company strategy, which facilitates change and the development of new procedures and strategies. It is conceivable that allowing conflict to occur in the business could have forced Denis and Jim to pay more attention to the expansion and development of the fruit business. In addition, their failure to pursue their core business interest left the firm critically exposed following the loss of the Musgrave contract.

Hindsight is of course a great thing, and we only see evidence of significant conflict when the third generation come to the fore. The need to consolidate with the succession of eight family members saw the family seeking outside assistance in the form of BDO Simpson Xavier. The resulting family constitution was produced and saw the resignation of Michael Collins, Deirdre's older brother following a heated argument. The passage of time has healed some of the ill feeling and evidence from the case suggests that family relationships have been repaired, but the company is in a state of flux awaiting improvement of the macro environment and for property prices to rise which will result in the sale of the Togher site and other assets and the closure of the remaining business.

Evidence regarding family conflict in the Gleneagle case, similar to the Southern Fruit Case, does not seem to make any great impact until the third generation, but with very different ways of resolution and therefore outcomes. Conflict does however make an appearance in affairs outside the family, but with obvious implications for the development of tourism in Killarney.

The formation of community interest groups in Killarney specifically for the purpose of promoting the Killarney tourism product caused a certain amount of conflict within the town. Evidence from the case suggest that the success of the groups promoting tourism in Killarney and the subsequent demand for staff in the town, led to a staff shortage. In 1968, non-tourism commercial interests were actively aggrieved by this with public figures such as the Lord Mayor of Killarney, John O'Grady being quoted

taking the side of industry over tourism, all against a backdrop of declining tourism numbers in the wake of the outbreak of the ‘troubles’ in Northern Ireland. Maurice O’Donoghue, in his role as hotelier and community activist at local and national level played a key role in negotiating the conflict and consolidating what had been a town divided in the 1970’s. The merger of the divergent groups in Killarney, into one group made up of all the relevant stakeholders is evidence of Maurice’s realization and understanding that the way forward was not to have a division in the vested interest groups of Killarney, but in harnessing all the support and resources into one cohesive group for the benefit of Killarney as a whole.

As mentioned earlier, evidence from the Gleneagle case indicates that family conflict did not become evident until the issue of succession planning for the children of Maurice and Margaret occurred. Contextually, female and male children had equal rights in matters concerning inheritance and the issue for Maurice and Margaret was how to devise a strategy to ensure the business could continue to the next generation and how best to mitigate the potential for conflict among family members.

Maurice wanted to continue with his father’s tradition that the business would go the eldest male, Patrick. This was not without sound logic as Patrick had worked alongside Maurice since he was a young child and had been educated to third level in hospitality. Patrick had experience of working in the hotel at all levels of service provision and was considered to be the ‘natural’ successor.

The role of Margaret O’Donoghue is significant in the resolution of succession from the 2nd to the 3rd generation. Her determination to ensure that fairness prevailed in the transfer of the business convinced Maurice of the need to provide for all of their children. The solution reached by Maurice and Margaret to solve the succession dilemma was the accumulation of both complimentary and a non-complimentary business in the form of an opticians, that would be passed to the children on the passing of Maurice. This strategy was successful to a point, in that it enabled the Gleneagle to successfully pass into the ownership of Patrick and Eileen on the death of Maurice in 2001, but despite family members receiving their own businesses to run, the perception of the Gleneagle as being the ‘jewel in the crown’ is a source of derision. The family bonds however, and the influence of Margaret has allowed the conflict to dissipate and the family have been able to put these issues aside and are able to come together for family occasions and events.

The potential for conflict continues as an issue for Patrick and Eileen who have three children of their own. The transition to the fourth generation is currently under consideration for them and evidence from the case suggests that Patrick may consider strategies such as the retention of the ‘family brand’ for the Gleneagle but with a corporate structure managing the hotel into the future.

8.6.5 Evolution V.S.R. - Succession

Transferring the business from one generation to the next requires strategic thinking on behalf of families who are also involved in operating a business. Difficulties encountered by families and businesses are well documented in the literature (Barrett, Dunbar & Lycett, 2005; Davis & Daly, 1997; Bellow, 2003). The problem with succession is that it is an unavoidable event for all families and family businesses if it is to transfer from one generation to the next. Evidence from the both cases show that there was clear intent from both families to pass the business on to successive generations. Differences between both cases lies in the 'how' of that was to occur.

In the case of the Collins family, variation occurred for the first generation when Jim Collins (Snr) and Margaret considered how to deal with the succession issue and ultimately decided to pass the business on to their two sons, Jim and Denis, whilst making provision for their other two children separately. Similarly, for the O'Donoghues, the decision of Sheila and Paddy to pass the business to the eldest son, Maurice, was taken in the context of the role of women in the workplace and the tradition of passing business's to the eldest male offspring. In addition, Maurice was working in the business from an early age and his abilities are beyond question.

In the second generation, variation occurred for Margaret and Maurice O'Donoghue when they too faced the question of succession to the 3rd generation. This lead to conflict between the children of Maurice and Margaret, and despite mitigating efforts through the acquisition of complementary businesses to the Gleneagle with family members owning and operating these businesses, there is still 'bad feeling' among some family members regarding the unfairness of the succession process. Despite that, the business successfully transferred to the 3rd generation of the O'Donoghue family with Patrick at the helm.

For the Collins family, variation of succession occurred suddenly and unexpectedly, with no real succession planning having taken place, other than the business would transfer to the 8 members of the 3rd generation of Collins children.

Selection is evident from both cases in terms of the selection of 'who'. The Collins family when deciding whom to pass the business in generation 2, decided an equal division of the Company between the two Collins brothers who were both working in Southern Fruit at the time. The other two children as documented in the case were both working outside the business and had their own respective careers. The O'Donoghues followed the traditional approach of passing the business to the eldest son, making financial provision for their other offspring as appropriate. The concept of leadership shown by previous generations in clearly establishing the succession process and the way in which it would occur, in

advance, shows the intent for both firms to continue through the generations. The deliberation between ‘conflict’ and ‘leadership’ is an important one, in that conflict only occurred between the generations regarding the choice of succession path, but as evidence from the cases ‘family ties’ ultimately overcame conflict and it was the leadership of the older generations which provided the directives for the succession process which were to be followed.

Selection for the Collins family in generation 3 once the firm had transferred to all eight children equally was ‘who’ was going to manage the business. Amidst conflict among family members it was agreed that Deirdre would take over the running of the firm with the assistance of a cousin. Macro-economic factors such as the economic down turn and Deirdre’s frustrations regarding the lack of support from family members to drive innovation left her in what fundamentally became a ‘caretaking’ role until assets regained material value and could be disposed of among family members.

Selection for the O’Donoghue family, who followed the traditional route of the eldest son inheriting the Gleneagle up to the 3rd generation, worked well for the Company, at the expense of family relationships through conflict. Evidence from the case shows that Patrick O’Donoghue does not believe that this will be a suitable strategy for the 3rd generation passing to the 4th generation of the O’Donoghues. Selection for the current generation is about selecting the optimum way of transferring the business, retaining its family identity, but acknowledging the evolution of the business thus far. Patrick claims that understanding whatever strategy is decided upon, the previous method of succession won’t work and that it is more likely to be a more ‘corporate’ type structure with a board of management operating the business with family members sitting on the board alongside others from outside the family who can contribute to its operation and future survival.

Retention of the ‘who’ was going to succeed, established the strategy for the succession process from the founding generation to the 2nd generation. In the first generation, the family numbers are smaller and are still under the influence of the founders and as evidenced in the cases, the founders made the decision regarding succession and made provision for other family members accordingly, thus mitigating conflict.

For the 2nd generations, the Collins family, both retained the same strategy as the founding generations. It can be questioned whether if the second generation of the Collins brothers not have passed so quickly and unexpectedly, would they have altered that decision? The answer to this question is unknown and we can only make assumptions based on evidence provided in the case studies. What is clear is that the strategy of selecting one family member only to inherit the business, worked well for the O’Donoghue family, thus far. Leaving eight family members in charge as evidenced in the Southern Fruit case, coupled with an unfortunate series of events in the macro economy, worked to its ultimate detriment.

For the O'Donoghue's conversely, the business has survived, and it is highly likely will transfer to the fourth generation, through using different succession strategies. There has been some cost in terms of internal family conflicts, which have been to a large degree overcome. Retention is not just about preserving strategies which have proven successful in the past, but true evolution is about looking to the future and ascertaining which strategies enhance opportunities going forward.

8.6.4 Summary of Succession

How the process of succession was managed by the Gleneagle is interesting for family business scholars, firstly because there is an underlying belief following research conducted in the field, that family firms are diversification adverse for a number of well documented reasons including the loss of control due to the need to raise capital for diversification which necessitates the issuing of shares and accepting non family members on the Board. Furthermore, the additional resources required to manage the business may not be readily available from within the family firm and may necessitate acquiring managerial staff from outside the family, thereby further limiting family control over the business (Anderson & Reeb, 2003b). Gomez-Mejia et al., (2010), agrees with previous research, however with one important differential which is very relevant to this study. That where there is a 'fear factor', family firms are willing to diversify in the interest of safeguarding the family and the business.

The 'fear factor' in this case is the fear of conflict among the siblings regarding the succession of Patrick O'Donoghue in the third generation. Therefore, the need to diversify, and to provide an 'alternative' business for the other children was a way to reduce the risk of family conflict while preserving the 'family business concept' of the Gleneagle.

The driver that forces evolutionary change is the need to move forward with the new management structures in place following the succession of the next generation. Within this process the principal driver of the process is variation. The need to address the issue of succession raises difficult questions for all generations, as seen from the cases, it can give rise to interesting conversations and can cause family conflicts, some of which are difficult to resolve and can lead to break downs in family relationships. Obviously, the selection and retention stages, created difficulties of their own but none of these would have taken place if the question of transferring the business from one generation to the next did not arise. In some ways, they are victims of their own success as family firms can only be considered as such if there is the possibility and intention that it should pass from one generation to the next. (Barrett, Dunbar & Lycett, 2005; Davis & Daly, 1997).

Succession for both families has provided challenges. To quote Benjamin Franklin (written in a letter in 1789) that *'the only things certain in life is death and taxes'*. The issue of what is best for the family and what is best for the business comes to the fore. At first glance one may assume that the Collins family concept of an equal division of the firm among all family members was the most equitable and certainly it seemed to work out when there were only two siblings involved (Jim and Denis), however when there are eight people involved perhaps the O'Donohue method of one person in charge works best and the crucial element is to implement strategies that work for the best outcomes for the business and for individual family members.

8.7 Adaptation

As the firms moved into the second generation, this is characterized by a period of adaptation to the 'new order'.

8.7.1 Variation process of Adaptation

Variation occurring for family firms as they cope with the new order following succession is best understood in the wider context of succession success. Researchers have found that survival rates for family firms as they cross generations is not exactly encouraging. Roughly one third of family firms survive the transition from the first generation to the second generation. Of those firms who successfully transfer to the second generation only one third of those tend to survive going to the third generation and beyond. (Poutziouris, 2001; Wang, Watkins, Harris & Spicer, 2000; Ibrahim, Dumas & McGuire, 2015). Therefore, the importance of effective succession strategy, including the adaptation to the new regime following the succession is a critical element in family firm sustainability. Therefore, the new leaders of both Southern Fruit, and the Gleneagle Hotel, needed to be in a position to embrace their new leadership roles, mitigating potential for conflict and stabilizing the business during this phase of adaptation.

8.7.2 Selection process of Adaptation

The two families had similar succession strategies to transfer from the first to the second generation. The O'Donoghues opted for the traditional method of passing to the eldest son, the Collins family followed a similar approach with two brothers (Jim and Denis) assuming the leadership roles. In the second generation the content of this evolutionary period allows us to examine the objectives in the adaptation process. On examining of the case material, it can be observed that Maurice on the death of

Paddy, continued to consolidate the family's local status and expand the family social capital. Maurice took over his father's role on committees in conjunction with ownership of the Gleneagle. Maurice became involved in local politics and became an ardent community activist. He was a Fianna Fail member for Killarney Urban District Council, a director of Bórd Fáilte, was director of elections for John O'Donohue and was a director of the Killarney race company. Family Social Capital enabled the O'Donoghues to form networks which spanned across local and national levels. What is evident from the case is how Maurice understood the importance of the entrepreneurial actions of the individual but equally as important were the power of relationship networks in establishing his own identity on the Gleneagle whilst maintaining a link to the past. The O'Donoghues benefitted in the transition by the presence of Sheila in the Gleneagle. Her presence was a direct link to the first generation of family ownership and helped stabilise the transition of the firm.

For the Collins family the content of their adaption phase from the first to the second generation was through their ability to adopt niche roles for themselves which meant they could continue to both work in the business, but each had their own responsibility. One gets the impression from the Collins case that there seems to have been a reluctance to address important issues such as planning for succession, or how best to develop

8.7.3 Retention process of Adaptation

The ultimate goal for the O'Donoghues, which transferred through all generations was to increase family wealth. In the second generation with Maurice and Margaret at the helm this was achieved through the expansion of existing networks and the ability of Maurice to bring local people together to promote the Killarney tourism product. Some notable instances where the ability of the Killarney Tourism groups to lobby at national level to secure the purchase of Muckross House and Park, which was notable in that it was the first time such large state intervention and funding was secured to purchase property which in effect created a national park around Killarney. The ability to secure tax breaks for hoteliers (not just in Killarney) for updating and renovation works enabled the development of the Killarney tourism product, by encouraging existing providers to expand their offerings and by encouraging new entrants.

What happens when there are two leaders and what strategies can the firm employ to accommodate two leaders. The Collins family pursued the option to diversify operations. Both brothers were different personalities and while Denis was content to operate the fruit business, Jim (Jnr) saw the opportunity in development of the fruit market concept, which he had observed in operation in London, Dublin and the Netherlands. The opportunity to secure a 12 acre site was taken and Jim (Jnr) attempted to consolidate

the Cork fruit importing industry. As evidenced in the case, this attempt failed and was aided by the opportunity Southern Fruit competitors had to purchase their own sites on the periphery of the City. While one might think this would be a devastating blow for Southern Fruit, opportunity provided a way out in the form of the Common Agricultural Policy.

Ireland joined the European Economic Community in 1973, and a key element of European policy was the encouragement of increased agricultural productivity, a stabilization of the markets for produce, the need to ensure availability of food and to provide food at reasonable prices. With the subsequent increase in productivity and no relative increase in demand, the creation of surpluses could force food prices downward therefore the EEC were forced to store excess produce thus giving rise to 'intervention'. This provided an opportunity for Jim (Jnr) to utilize the Togher site and the opportunity to diversify and the formation of Colso – the cold storage facilities which were developed at Togher. The income which was directly funded from the Government, allowed the expansion of the Togher site itself to cover 30 acres which had a mixture of dry and refrigerated storage facilities. The opportunity to expand the land resources of the company arose again in 1984 with the purchase of the former Ford plant in to docklands of Cork. Intervention storage was a valuable diversification for the Collins Family and in the period of the 70's and 80's intervention income and in 1988 a figure of £838.5 million was paid out to cover farm export refunds and intervention storage of meat, grain and dairy products.

The culmination of the network in Killarney was the development of the 'Destination Killarney' brand. The ability of Maurice to bring local tourism operators together under the Destination Killarney umbrella, which shows an underlying trust between providers, meant that a 'one stop shop' was created, where providers still engaged in healthy competition for customers, but it was the Killarney tourism product which was being promoted. If Killarney encouraged more tourists to visit the area, there would be a gain for the town as a whole and not just one hotelier.

In 1983, we can observe the further expansion of community network leverage where Maurice played a pivotal role in the establishment of what was known as the Killarney Working Group. It had a broader scope than just tourism and for the first time consolidated tourism, commercial, industrial, educational and state agencies together to promote an overarching network of activities in Killarney.

Maurice's ability to garner community support and trust was something which the people of Killarney on his untimely passing. The Maurice O'Donoghue memorial park is a public park which is located close to the Gleneagle Hotel and is a symbol of how highly regarded Maurice and the O'Donoghue family are held. Aside from sponsorship, research has failed to show another example of where a leader

of a business in Ireland has been honored for his contribution to the growth and development of their local community.

What is evident from the O'Donoghue Case is the manner in which the social capital of family brought together an industry in a town, creating unique synergistic resources. Some of the other tourism providers were also family based. Links between families and business can be a source of unique capability through the existence of the unique synergies created between them.

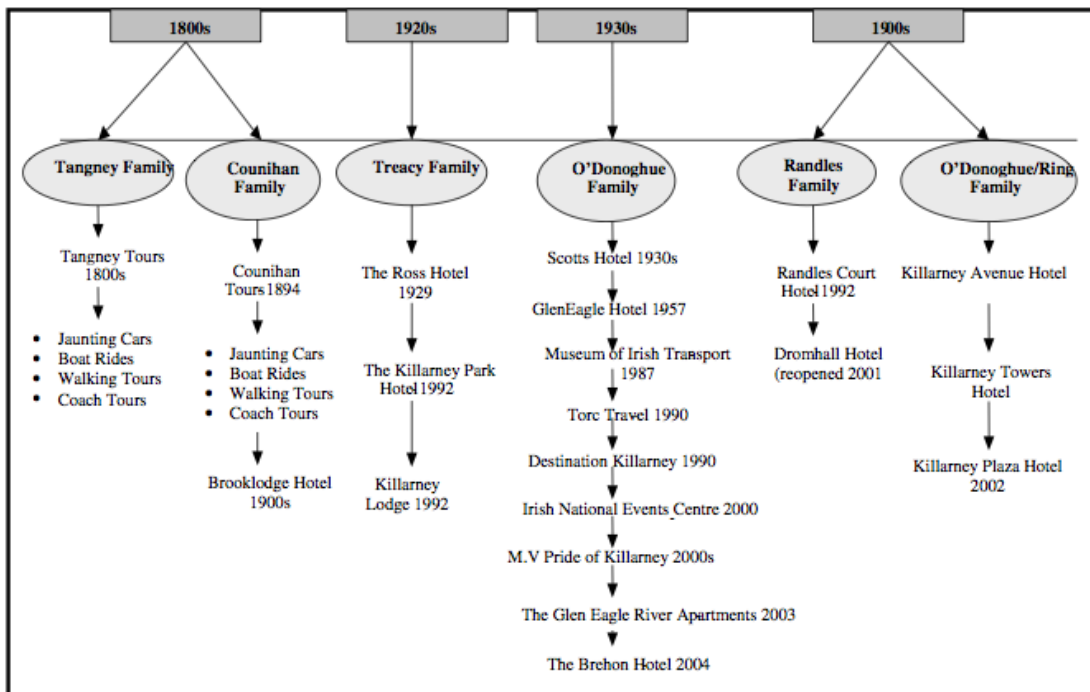


Figure 8.1: Multi-Generational Family Firms in Killarney (source Ryan, 2009)

The process of retention has culminated in the creation of a ‘unique synergy’ in the tourism industry in Killarney, and for the Collins family, the ability of Jim Collins to develop the additional refrigerated and non-refrigerated storage facilities at Togher harnessing value enabling the adaption to new routines for both firms following the turbulent succession period.

8.7.4 Evolution V.S.R. – Adaptation

Variation occurred in generation 1 in both families in how the families adjusted to the ‘new order’. This period of adjustment, as evidenced in both case studies, showed that both families tried new routines,

adapted old routines and selected which routines suited the new order and assisted in moving the business forward.

In the Collins case this can be clearly seen when Jim and Denis Collins assumed leadership at Southern Fruit. Given that both brothers had different personalities and ambitions, Jim pursued the acquisition of lands, development of new business opportunities, and tried unsuccessfully to mirror the fruit market operations in Dublin and Europe. Denis remained overseeing the operations of the fruit business. They continued in this vein until the transition of the business to the third generation.

For the O'Donoghue family, they too followed a similar selection of new routines with Maurice in control. Evidence from the case shows, Maurice actively pursued development projects at the hotel, he established new networks, and nurtured old one. Maurice expanded his property portfolio of complementary businesses and succeeded in pushing Killarney tourism agenda onto the national and international stages.

Evolution for both families following the succession of the next generations culminated in the adaption to new leadership roles, harnessing family social capital and the creation of unique synergistic resources which could be leveraged for value creation.

Selection of the best routines, despite a number of apparent failures (Fruit Market for Jim Collins and Cable Cars up the Kerry Mountains for Maurice O'Donoghue) and retaining these selected routines are the key elements driving this period of adaption. The principal driver as such being retention as there is a need to quickly establish stability in order to provide security and a sense of calm to the business after the turmoil of the succession process which again as seen in the cases can be expected or unexpected and provide a 'shock' to the business. Within the imprinting literature McEvily et al. (2012) discussed the importance of past associations and network history and how these connections may influence the present. The structure of the social network and its persistence has the imprint of the various sensitive periods therefore carrying with it the ability to replicate itself across generations (Ahuja et al., 2012, p. 439). A network once formed and its structures established, new incumbents to the network imitate behaviours of the main network members. Imprinting facilitates a way to comprehend why and how history matters not only to organisations, but to wider communities, industries and in particular to family businesses.

8.7.5 Summary of Adaptation

Following the transition to the second generation, what is clear from both cases is how both families sought to maintain the entrepreneurial nature of the firm in keeping with current findings from the literature, remaining true to the values which lay the foundations for the formation of the business such as ambition, reliability, responsibility, conscientiousness, honesty and progressiveness can support the long-term survival of the family firm. (Tirdasari & Dhewanto, 2012). The key driver which evokes evolutionary change is the need of organisations, having learned new routines and behaviours following the period of succession and adaptation to the new regime, then these behaviours become part of the accepted norms within the organisation and are retained and normalized. (Aldrich and Ruef, 2006).

8.8 Value Creation

This is the period that happens following the adaptation to the new regimes and for each generation to normalize following the evolutionary changes that have occurred.

8.8.1 Variation process of Value Creation

The utilization of Government backed funding is common between the cases. The O'Donoghues utilizing funding and tax incentives to improve and develop their hotels and the Collins utilizing intervention funding as a means to diversify and expand their storage facilities in Cork. However, it is the ability to adapt to new and changing opportunities which can often present the greatest challenges for family firm owners.

Intervention funding could not continue as it had been in the 70's and 80's. The appointment of Ray McSharry as European Commissioner for Agriculture in 1988 saw him introduce reforms of CAP, which resulted in payments being made directly to farmers 'not to produce' thus reducing the need for storage of surplus food products. The 1990's were a prosperous time for Southern Fruit and Colso. 1994 was the start of our 'Celtic Tiger' era and the Irish economy was thriving and expanding. Turnover in 1996 was in the region of £15million annually.

8.8.2 Selection process of Value Creation

The value creation phase is building on the previous periods of change, and keeping the selected practices, embracing the past and building on it for the future. Maintaining their entrepreneurial ethos is a central component of this process of building on the past. The development of new technology and

internet availability from 1994 provided unprecedented opportunities for all industries to develop new markets, to streamline their services thereby increasing productivity. The impact of new technology is more symbolic of the ongoing challenges firms face and how they harness the potential for the good of the business. The approach of firms to new developments and opportunities is key in the mindset of firm leaders towards future firm survival. Evidence in the cases supports the view that both firms embraced opportunities which were presented to them. The differential between the firms in the case study lies in the mindset of ‘how to deal with challenges’ rather than the challenges themselves.

From a practical point of view, evidence from the case shows that the adoption of computerized tills, check-in and check-out systems and the ability to build customer profiles has given the opportunity to engage on a more personal level with customers. Customer data bases are used for marketing purposes and all other administration services have all been computerized, for Southern Fruit/Colso computerisation resulted in improved efficiencies and the streamlining of the supply chain function for the business.

To summarise, evidence from both cases would indicate the impact of new technologies on both family firms was in the main a positive one, allowing for improved efficiencies and increased customer service and engagement.

As both companies progressed through the 1990’s, it is important to pause and consider our perception of entrepreneurial opportunity. Evidence from the cases from the late 1990’s onwards indicates how opportunity presents at differing levels and it is our interpretation of these opportunities which can have critical outcomes for both businesses which are the subject of this research.

According to the leading theoretical perspective of entrepreneurship, the possibility of entrepreneurial profit requires the pre-existence of entrepreneurial opportunities which are waiting to be discovered (Casson, 1982; Kirzner, 1979; Shane & Venkataraman, 2000). This perspective which is known as the ‘discovery approach’ is increasingly being criticised by scholars expressing disagreement with the concept that opportunities exist objectively ‘out there’ in ways visible to potential entrepreneurs (Alvarez, Barney, McBride, & Wuebker, 2014; Davidsson & Wilklund, 2007; McMullen, Plummer, & Acs, 2007). Increasingly scholars are promoting the ‘creation approach’ which denies that opportunities are pre-existing entities in the external world and argues that opportunities are created through entrepreneurial agency (Korsgaard et al., 2011; Sarasvathy, 2001; Wood & McKinley, 2010).

In examining the concept of ‘opportunity’ for our cases it is also necessary to consider the ‘actualization approach’— which sees opportunities as unactualised propensities — as an alternative that maintains a

commitment to the objectivity of opportunities but does not have the shortcomings of the discovery perspective.

In considering this approach to entrepreneurship we need to re-visit the ontological perspective of this research which is central to the understanding of this study. Scholars often discuss opportunities in terms ‘physically observable objects’ (Alvarez et al., 2014: 227) which is based on an empiricist ontology (Ramoglou, 2013a). This realization indicates the potential for understanding of opportunities alongside the concept of reality as advanced by critical realist metatheory (Bhaskar, 1978; Lawson, 1996; Searle, 1995). Critical realism facilitates the move away from the deep-seated empiricist idea that opportunities are present at the actual but undiscovered domain of reality and toward the view of opportunities as absent from the actual but present in the deeper domain of existence. To state that opportunities exist ‘out there’ is —to paraphrase Popper (1990) in the opening paragraph —to acknowledge that the future lies within the un-actualized but no less real layers of the present world. In other words, for some, entrepreneurial opportunities are visible in a way that we can almost touch them. For others, opportunities are located almost in the imaginary sense, but are none the less as real as if they could be touched. Evidence from both cases supports both positions. In the first generation of both firms, both firms were founded from the very practical base of opportunity. However from the transfer from the first generation to the second generation, the critical realist perspective comes to the fore, where the opportunities were almost visionary in their nature, where both families could imagine some future state of firm existence through the harnessing of opportunity and by creating the ‘perfect’ context through which these opportunities could be actualised.

8.8.3 Retention process of Value Creation

Tourism providers in Killarney have ensured their product will continue to survive and thrive in the face of competition from other locations in Ireland through the creation of a social and professional milieu. The existence of this social and professional milieu in Killarney creates an environment of co-operative behavior that is underpinned by trust. This trust, as discussed by Knorringa (1994), is not based on either idealism or naiveté, but is based on the recognition by both individuals and businesses that they need each other. It is cultivated over long-term relationships and is reciprocal and governed by norms of behavior that have evolved over many years and cause local tourism providers to consider the consequences of their behavior on the entire area. Killarney is of significance in this, as this trust is not shared equally between all businesses. For example, one of the large hoteliers tends to co-operate only with smaller operators rather than other large hoteliers. However, despite this, co-operation remains a key feature of the industry and while informal forms of co-operation are pervasive, more formal means

of co-operation have evolved. This co-operation has been the underlying success factor in the structured approach to Killarney's competitive position and its ability to co-operate at a broader national scale.

8.8.4 Summary of Value Creation

To summarise the Value Creation phase, it is the phase where family firms show that they have evolved from the founding generation into generation two and three and where following a period of evolutionary change, that new learned behaviours are retained and the firm emerges having adapted to these new norms. The process of organisation evolution across the three generations of both family firms shows how the business can grow and even as evidenced from the O'Donoghue family with the Gleneagle Hotel, outgrow the family. Observing the process of change in the organisations themselves which at times is being driven by industry evolutionary change is evident and observable. Evolutionary change in the organisations is primarily driven by succession from one generation to the next with the incoming generation facing their own particular challenges. For the Gleneagle this occurred with the transition from the 1st to the 2nd generation. Evidence from the case shows the significant consolidation of the tourism industry in Killarney spearheaded by the various committees and groups which Maurice O'Donoghue was a member. This in turn co-evolved with the consolidation of the tourism industry nationally as a result of the various statutory ACTS and regulation introduced by the various Governments along with significant funding.

Southern Fruit and Colso have also evolved. Changes over the three generations have been mirrored in the succession issues that have been the characteristic of the business. Significantly for the Collins Family, the inability of the fruit importers in Cork to consolidate in any form, left their industry open for new market entrants which happened when Musgrave vertically integrated to service their own network of shops throughout the Munster region. The family have also evolved until 8 members were in charge of the business. Ultimately it was the undoing of the business.

The outcomes for both families are largely positive. Despite disagreements, conflict, and the highs and lows of business – both families have stood the test of time and are still communicating with each other.

'In time of test, family is best' – Burmese Proverb

Evidence from the case shows that in the O'Donoghue family, particularly when Maurice and Margaret were planning for the succession of Patrick, the significance of successful planning has been an integral part of the family's success. Although the end result did cause some difficulty as discussed in the case – the end result is that all family members have been provided for. It can be argued that if Maurice and

Margaret had failed to make proper provision, then perhaps litigation could have followed which could have proven to be costly for both the business and the family in terms of personal relationships.

The Collins family when faced with succession issues, chose to follow the equal split of the business among their offspring. Was this a successful strategy? The family are still on talking terms and have good relationships. But one must consider that if Jim (Jnr) and Denis had followed a similar strategy to the O'Donoghues and looked at the strengths and weaknesses of family members and chosen either a leader from inside the family, or indeed from outside the family to run the business, perhaps things could have turned out very differently for Southern Fruit – Colso.

8.9 Convergence between Literature and Research Findings

8.9.1 Introduction

The purpose of conducting a literature review is for the researcher to gain an understanding of existing research in their chosen field. It is important to understand the debates within the discipline and to contribute to the discourse, pushing the boundaries of knowledge within the field. Chapter 2 of this thesis presented a systematic literature review of the current literature streams informing this thesis. These streams will be re-visited in terms of the research outcomes in the following section.

8.9.1.2 Entrepreneurship and Family Business Literature

Entrepreneurship happens in combination with other factors, financial, human resources, economic climate, education background, and family resources. (Baumol 1990; Bains and Wheelock, 1997; Stafford et al 1999).

Chrisman (2002) shows the reliance of new ventures on family involvement at various levels and stages of development. Both the O'Donoghue and Collins family were heavily reliant on family members to assist with not only the establishment of the business but contributed in terms of age appropriate jobs for children. This was evidenced in terms of the O'Donoghue children carrying out tasks in the Gleneagle and the Collins children working in Southern Fruit on weekends and school holidays.

Chrisman et al (1998) and Sharma and Chrisman (1999) propose the existence of a link between the creation of a new business and the match between opportunity and family resources. Selznick (1957) contends that family business entrepreneurs not only create businesses but family institutions. Tan and Fock (2001) show that family succession may be secured through the appointment of an entrepreneurial leader. Both cases, concur with the literature. The O'Donoghues became an integral part of the

entrepreneurial fabric of Killarney and the heir apparent was known to the family before succession occurred. With the Collins family, they too became part of the commercial families in Cork, and Jim was the entrepreneurial leader although their succession plan was that the business was to be split between the brothers on succession to the 2nd generation.

Literatures emerging from the convergence of Entrepreneurship and Family Business researchers differ regarding the concept of entrepreneurial families. Some researchers contend that entrepreneurial activities are at their peak in the first generation of the family firm and that the firm must harness their unique capabilities to create mechanisms for value creation. (Arregle, Hitt, Sirmon & Very, 2007; Sirmon & Hitt, 2003; Zahra, 2010). Other literatures contend that it is the social capital of entrepreneurial families which other non-family firms find difficult to imitate (Habbershon, Williams & MacMillan, 2003). There is evidence from the cases to support both stances in the literature. The Collins family were certainly at their height between the 1st and 2nd generations. With Jim Collins (Snr) at the helm in the 1st generation working with his 2 sons, Southern Fruit was certainly a successful organisation. However, it could be argued that it was their succession planning that eventually sealed their fate, rather than a generational divide of entrepreneurial intent. With the O'Donoghues, evidence from the case indicates that their social capital was a primary driving force for the success of not only their business but for the tourist region of Killarney as a whole. Perhaps the literature in this regard needs to be considered not only in terms of entrepreneurial ability across generations but in combination with mitigating factors such as successful succession planning.

8.9.1.3 Entrepreneurship, Innovation and the Family Firm

Innovation literature has primarily focused on innovation opportunities and challenges in SME's (Lee et al., 2010; Thorpe et al., 2005). Research has concluded that SME's are characterized by their ability to make quick decisions, a willingness to take risks and their inherent flexibility in recognizing and responding to new market opportunities. SME innovation is dependent upon information obtained through partnerships rather than R&D research. (Love and Roper, 2015).

Current research by family business scholars have been both positive and negative towards family firm innovation. Negative characteristics include; the conservative nature of family firms (Habbershon et al., 2003), inflexibility (Kets de Vries, 1993), risk aversion (Morris, 1998), keeping family control of the firm (Gomez-Mejia et al., 2007), reluctance to seek investment capital to fund innovation projects (Block et al., 2013).

The long term orientation and the multi-generational capabilities of family firms can positively influence innovation through the ability to take the long term view of risk and reward (Zahra et al., 2004; Craig and Dibrell, 2006; Llach and Nordquist, 2010). However, it can be argued that the willingness of family firms to risk firm survival on innovation projects is limited and yet paradoxically innovation is linked to survival instincts and long term continuity. (Miller et al., 2015). As evidenced in the case studies, neither firm showed signs of being risk averse. Conversely, both firms continued to exhibit signs of entrepreneurship and innovation across the generations. Could they have been more entrepreneurial/innovative? That is certainly not evident, from the data. However, as a contingency and an obvious limitation of the research, not all the information in this regard was possibly recorded or discussed and as such not included as evidence in the case studies.

8.9.1.4 Entrepreneurship, Strategy and Family Business Literature

Strategy and entrepreneurship are interlinked as they both describe how a firm engages with an opportunity and the way in which the opportunity is harnessed and exploited towards creating a competitive advantage. However the distinction is made within the literature regarding the specific nature of entrepreneurial strategy versus strategy in other forms. (Murray, 1984). Richie and Crouch (2003) link the emergence of entrepreneurial activities from SME's in the development of the tourism industry. They propose that the strategies, structure and rivalry of these entrepreneurial SME's follow Porter's (1985) theory of competitive advantage. Furthermore, the inter-dependence of small firms encourages inter-firm co-operation which become evident in the form of marketing alliances, sector associations and management structures. The number of small firms operating in a tourism area allows for established firms to concentrate on their core competences while emerging entrepreneurial firms provide for the generation of new innovative practices to emerge. Evidence from the O'Donoghue case in particular concurs with the literature. The strategic alliances and network that was established between the tourism providers in the Killarney region became set the bar for other regional tourism areas in Ireland. These successful alliances influenced the tourism industry at national and international level. From the Collins case it appears that the failure of the fruit importers to combine in a similar manner to the Dublin Fruit Market at Smithfield as Jim (Jnr) had tried to achieve paved the way for Musgraves to enter the market in the Munster region. In line with Richie and Crouch's (2003) assertion of Porter's (1985) theory of competitive advantage, a unification of providers within an industry dispels the threat of new entrants. The absence of these alliances in Cork facilitated the entry of a much greater and larger player than had previously existed.

8.9.1.5 *Corporate Governance and the Family Firm*

Governance and family business are one of the areas, which have received much attention in the family business literature. In the Family Business literature resource-based theory argues that family firms generate unique intangible and tangible assets, sometimes referred to as 'Familianness' (Habbershon & Williams, 1999). Miller and Le Breton-Miller (2006, 2007) discuss how these are a source of competitive advantage. Corbetta and Salvato (2004) show that it is the stewardship (stewardship theory) of the family, which can act with altruistic tendencies, which at times means the interests of the family are sacrificed for the good of the firm. An example of this type of behavior is the tendency of owners of family firms to work long hours for the sake of the business, sacrificing family time. Evidence from the cases show that this was a feature of family life for both the O'Donoghues and the Collins family alike. Deirdre Collins remarked of a time where her father would bring people out on family trips on their boat. These were customers and as children they became accustomed to 'strangers' accompanying them on family outings. For the O'Donoghues, the social networking activities and local politics often meant Maurice missed out on family time. Evidence from the cases shows the blurring of boundaries between family time and business time. Quite often, boundaries were non-existent.

8.9.1.6 *Succession and the Family Firm*

Involvement of new family members into the organization requires planning and is not without its challenges. Expansion in the numbers of family involved in the business increases the resources of the firm (Barney, 1991, Habbershon and Williams, 1999, Bubolz, 2001, Arregle et al., 2007) seemingly reducing the need to attract outside resources whilst at the same time strengthening family control (Sirmon and Hitt, 2003).

In a family business the parent/child relationship is worthy of note. Parents are naturally protective of their children and seek to guide them from childhood to adulthood. In a family business the parent/child relationship is sustained for a longer time due to the business involvement. This can lead to conflict regarding such issues as succession, involvement of spouses, non-involvement of siblings and inheritance issues. (Davis and Tagiuri, 1989). Evidence from both cases shows that across the generations, the children not only worked in the business when they were young, but following completion of their education, some of them went to work in various roles in the firm itself. In the O'Donoghue Case, agency theory can be seen to operate in the acquisition of various additional businesses for the children to control which for the most part played complimentary roles to the main hotel business. In the Collins case, some of the children of both Jim (Jnr) and Denis worked in Southern Fruit forming a cousin consortium.

Initially, family business researchers assumed that family firms were not as influenced by agency issues as non-family firms due to the aligned interests of owners and family managers in those firms (Jensen and Meckling, 1976). As the field of research has expanded the issue of agency costs for family firms has been highlighted, due to nepotism (Schulze, Lubatkin, Dino and Buchholtz, 2001), and family firm succession (Aguilera and Crespi-Cladera, 2012; Chrisman, Chua, Steier, Wright and McKee, 2012; Pieper, 2010). Divergent goals and interests among the parties can arise if example the owner wishes the firm to continue with the preservation of traditions, whereas the successor may wish to introduce new practices in order to distinguish themselves (Bruen de Pontet et al., 2007).

In general, the issue of agency difficulties (agency theory) between ownership and control of the organization is less of an issue for family firms but arises more frequently between owners and stakeholders. (Gilson and Gordon, 2013). Agency theory is evident in both cases. As succession planning occurred in both firms and in concert with the literature, it may be that to avoid conflict among siblings and family members as to who will succeed the principal that the principal may engage in strategies of diversification and acquisitions of complementary businesses which align themselves alongside the main business. These businesses are acquired on the basis that they will be passed to a member of the principal's family, thereby reducing potential conflict among family members. Agency arises as the principal puts the interests of the family and the business above those of other stakeholders (Gilson and Gordon, 2013).

Agency can also be found when offspring of the founder exhibit behaviours not in keeping with the positive promotion of the business. The way parents and children form relationships and interact with each other can lay the foundations for future behavior in the family firm. (Eddleston and Kidwell, 2012). Parents can have 'blind faith' in their children (Van den Berghe and Carchon, 2003), and often act generously toward their children even when they become adults. Resulting behaviours can vary across the spectrum to include evading responsibility and incompetence. The implications for family business are that such behaviours increase a child's sense of entitlement and weaken their sense of connectivity to the business making them more likely to become an impediment to the firm. This is referred to as the 'Fredo Effect'. Inspired by the Godfather stories of Mario Puzo and films of Francis Ford Copola, the character of Fredo Corleone is the epitome of a family member who are seen by other employees as an impediment to the family firm, and who are viewed by non-family members as obstacles to firm growth and their career development. (Kidwell, Kellermanns, Eddleston, 2011). This is evident from the Collins Case. When the business transferred to the 3rd generation of cousins, some worked in the business and some did not. The weakened sense of connectivity to the business, from those who had carved out their

own separate careers became evident. Behaviours from the cousin consortium became an impediment to the growth of the business resulting ultimately in conjunction with the economic downturn to the eventual closure of the business.

The conservative nature of family firms causes them to avoid risk, work against strategic changes preventing the firm from growing in order to preserve family wealth. (Upton et al, 2001). Family firms which exhibit the fastest growth are the ones which do embrace strategic changes and are proactive in planning for the future (Upton et al, 2001).

Chrisman, Chua and Sharma (2005), claim that it is family firms who actively engage in strategic planning that are best positioned to capitalise on opportunities, thus enhancing their capabilities and opportunities for success. Strategic Planning involves the process of defining goals, evaluating alternatives and implementing strategic plans. This process of strategic implementation enables family firms to become adept at strategically planning for change and responding to challenges from the macro/micro-environment. (Brinkman et al, 2010). Brinkman et al (2010) concluded that there is a direct correlation between family firms who actively strategically plan, and firm growth particularly for those firms who were approaching their first decade in business.

Penrose's (1959) theory of firm growth states that a firm's current growth rate will be influenced by the adjustment costs of, and changes to a firm's productive opportunity which arises from previous growth. Although Penrose (1959) considered previous organic growth on current growth, she failed to take account of previous acquisitive growth. Researchers have continued to examine firm growth and Johannisson (2011) proposes that organic growth and acquisitive growth constitute two distinct strategic choices for the firm, which can offer differing outcomes and impacts on the future organic growth of the firm. Links between networking and entrepreneurial growth in family firms can be investigated from both the perspective of the entrepreneur and the firm itself (Johannisson, 2002) The concept of organizing context, which refers to the action of entrepreneurs wherein their contribution to economic growth are affected by their networking choices for obtaining business intelligence, resources for their venture, and legitimacy (Johannisson, 2002). Strategic Alliances can be a method as a means for growth, with a particular focus on the use of formal or informal alliances as well as bona fide joint ventures to achieve growth (Weaver 2006).

The literature on succession has largely focused on the context of the succession of the CEO, whether the incumbent is from the family or an outsider, and post succession outcomes (Brady & Helmich, 1984; Shen & Cannella, 2002). Subsequent research has questioned the benefits succession from within the

family, and the contentious nature of the appointment of a successor for family relationships. (Bennedsen, Nielsen, Perez-Gonzalez, & Wofenzon, 2007).

Succession planning in family firms involves the development of family firm leaders so that tacit knowledge can be transferred (Chirico & Nordqvist, 2010; Miller & Le Breton-Miller, 2006). The process of succession planning involves the transfer of tangible and intangible resources across generations in an effort to ensure the continued growth and sustainability of the family firm. The adoption of a succession plan provides transparency and clarity to family members, thereby reducing the potential for conflict within the family. Furthermore, the process of communicating succession planning to family members can ensure a continued focus on the growth of the business as members are not embroiled in conflict regarding the replacement of leaders (Brun de Pontet et al., 2007).

From the generational perspective on strategic planning and growth, the first generation initiates the firms strategic management with a direct focus on growth. These strategies however can be dependent on the founder's expertise and goals (Gedajlovic et al., 2004).

Family social structures, routines and next generation engagement are key factors in the evolutionary process of family firms. Consideration of how these factors change, based on parental influence and the psychological control of the next generation engagement are central in the succession process. (Zellweger et al., 2019; Nason et al., 2018).

Gersick et al. (1997) discuss the prevalence of increased conflict when the 2nd generation of the family firm assume leadership. The heightened emotions and divergent family connections in 2nd generation family firms negative conflict can often arise which hinders the implementation of strategic plans (Minichilli, Corbetta & MacMillan, 2010). Stagnation can occur in 2nd generation firms where family rivalry can lead to the emergence of family firm politics which may lead to the emergence of conservative or poorly designed strategies in an effort to achieve consensus among siblings (Gersick et al., 1997). The negative effects of conflict and the compromised quality of strategic decision making impacts strategic planning and growth in 2nd generation family firms.

When family firms transition into the 3rd generation, growth is managed more like a non-family firm (Gersick et al., 1997). Their organisational development has matured (Sharma et al., 2003). Family firms in the 3rd generation enact formal growth strategies in order to accommodate the increasing number of family members (Jaffe & Lane, 2004; Miller, 1983). Family firm leaders in 3rd generation in order to meet the demands of family stakeholders for dividends, need to implement strategic plans that ensure firm growth as family members evaluate their ownership demand a return on equity (De Visscher, 2004).

In summary, current literature streams show the importance of strategic and succession planning to growth in 1st generation firms (Eddleston et al., 2013). The practical implication from the literature is that 1st generation firms place significant importance on growth and the future sustainability of the family firm across generations. Family firms in 2nd generation significantly, are often less likely to experience growth as a result of strategic planning but are more likely to experience growth through implementation of strategies relating to formalisation of governance mechanisms which direct the conduct of family members (Lubatkin et al., 2005). Finally, 3rd (and beyond) generation family firms strategic plans should reflect the need to adopt to change from the macro and microenvironments and not be reliant on founding strategies in order to pursue positive growth (Kellermans et al., 2013).

Gender and Succession

Evolution has been dominated by a patriarchal society (Brown, 1991; Murdock, [1945] 1965), where males are the natural family heirs and females exit the family group and through marriage become part of other family groups (Keesing, 1975). There are exceptions to this however it has certainly been part of expected behavior until fairly recently. This obviously has an impact on family business research as succession has predominantly been prevalent amongst male members of the family. (Handler, 1994; Morris, Williams, & Nel, 1996). Evidence from the case studies is largely in agreement with the literature regarding gender roles and succession. However, what is also clear from the cases is the important role of women not only in the formation of the business in the founding and subsequent generations, but additionally in the nurturing of the expanding family unit, and in their own career development despite the existence of the ‘marriage bar’. The significant role of two women in particular, Sheila O’Donoghue (founding generation of the Gleneagle) and Deirdre Collins the 3rd generation of Southern Fruit is worthy of note.

8.9.1.7 *Imprinting and Family Business*

Stinchcombe (1965) described the concept of imprinting which discussed how the influences from the founding environments of organisations endure long after the founding phase of the business. In families and in family firms traditions are passed across generations through stories, and rituals (Kammerlander, Dessi, Bird, Floris and Murru, 2015). This process serves to recognise the importance of ancestors who ‘imprinted’ organisational traditions which endure over time (Marquis and Tilcsik, 2013). Paradoxically the shared belief systems and traditions which help family firms succeed across generations can, for those family firms with an attachment to tradition, be a potential inhibitor of change (Lumpkin, Martin and Vaughn, 2008; DeMassis and Kotlar, 2018). Evidence from both case studies certainly shows the

existence of imprinting in both firms. Their traditions, particularly in relation to succession processes and both families inherent belief in family social capital was a core value across generations.

Marquis and Tilcsik (2013) discuss the organisation in terms of being 'richly textured and multifaceted' which is in line with family firms. The dynamics of imprinting and the evolution of family firms over time, how layers of imprinting across generations affect transitional periods and times of flux or change are an area of interest. Which imprints continue over time and which ones diminish, how do they vary and do various imprints intersect and merge creating new imprints. What became clear from the O'Donoghue case is now as they look to the 4th generation, the acknowledgement that the ways of the past are no longer in line with current thinking, but yet they still want to retain the family identity of the business and its place in the tourism industry in Killarney, the family will change the imprint but not the spirit of what the imprint achieved.

Marquis and Tilcsik (2013) define imprinting as '*a process whereby, during a brief period of susceptibility, a focal entity develops characteristics that reflect prominent features of the environment, and these characteristics continue to persist despite significant environmental changes in subsequent periods*'. According to Marquis and Tilcsik (2013) there are three distinct elements:

1. The existence of short '*sensitive periods*' which are temporally limited and environmentally influenced.
2. A change occurs and the business/organisation '*reflects elements of the environment*' at that time.
3. The resultant change '*persists*' over time, enduring despite future changes in the environment.

One of the outcomes of this research is the novel theoretical framework which is shown in Figure 8.2 below.

	Stimulus	Transition	Consolidation	Growth	Succession	Adaption	Value Creation
Variation	Circumstance	Macro Environment	Networking	Economic Stimulus	Succession	Leadership	Prosperity
Selection	Opportunity	Developing	Family Brand	Shared Goals	Leadership	Family Social Capital	Entrepreneurship
Retention	Resources (Financial)	Resources (Labour)	Community	Professionalisation	Family Ties	Synergy	Collaboration

Figure 8.2: The Novel Theoretical Framework

Both of the family firms in the case studies experienced ‘sensitive periods’ which necessitated some evolutionary change which persisted over time. This is in complete agreement with Marquis and Tilcsik’s (2013) definition of how imprinting occurs. What the family firms show in this research is not only how they have evolved over time but that their evolutionary path and processes are inextricably intertwined to the imprinting processes outlined by Marquis and Tilcsik (2013).

8.10 Chapter Conclusion

This section has compared the findings of the research with extant literature on family business evolution. Having used the theoretical framework which was developed from the analysis of the data as outlined in Chapter 6, we are able to observe the evolutionary path of Family firms as they progress through different phases of family involvement. While there are growing numbers of articles being written on family business, to date they have been largely static and thematic in nature (Bird et al., 2002), this study allows observation of two family firms and how they have dealt with change across three generations of the family.

The findings show the importance of contextual factors on family firm evolution. For example, the time in history in which both firms are established is important, as social norms regarding succession, had changed significantly from generation one to generation two, and subsequently the decision making

process regarding the succession issues which will arise for one of the firms as the family consider the overall structure of the business and what that will look like into the future.

What is also important to note is how the previous research conducted is largely in agreement with the outcomes of this study. What this research does however is to draw together the existing literature streams of family firms, entrepreneurship, strategic management, evolution and imprinting to underpin the study and shows how we can make sense of the evidence provided in both case studies which resulted in the novel theoretical framework.

Chapter 9 Research Contributions & Conclusion

'We don't discuss business at the table' - Sonny Corleone – The Godfather Part 1

M.Puzo (1969)

9.0 Introduction

In undertaking a thesis, a student needs to address the issue of 'So What?' Why does this research matter other than for the purpose of achieving a Ph.D. There must exist a value to the work which has an impact beyond the walls of a University. The aim of this thesis was to meet the criteria of academic qualification, however it also sought to address questions from family business practitioners regarding how their businesses could become sustainable across generations from both a practical and theoretical perspective.

9.1 A Brief Review of the Research

This research is an evolutionary research project situated in the field of Family Business. The purpose of this research is to examine the evolutionary effect on the long term sustainability of the family firm and to address the research question *'How does family business evolution affect the long term sustainability of the family firm?'*

The emergent theory from this study is the culmination of a longitudinal process inquiry using two case studies conducted in a family business setting which had successfully transferred across three generations of the founding family.

Family business research is of particular interest to the researcher arising from having spent my formative years in a family business environment. Having founded and operated my own business and rearing my own children in the course of the rise and subsequent fall of the business, the concept of undertaking research which would shed light on how family firms evolve and transition across generations was an area that research could benefit both academics and practitioners alike.

In order to address the question this research began with a review of the current body of a number of literature sets which included, family business, entrepreneurship, organisations and evolution, strategic management and corporate governance, and what quickly emerged was the lack of consensus on the definitional issue of what constitutes a 'family' and therefore what constitutes a 'family business'. From the literature it was possible to trace the evolution of thought as the field of research has grown in popularity since the seminal piece by Aronoff (1988), 'Megatrends in Family Business'. Chua (1999)

was content to address only involvement in the family firm, but since then scholars have recognized the ‘unique and synergistic resources and capabilities’ which arise from the combination of family dynamic within the family business setting. As the field of research has grown, so too has the number of articles and topic areas covered, however despite this, family business research to date has been largely static and thematic in nature (Chrisman et al., 2012). Thus, this research project, addresses an immediate gap which is the provision of additional longitudinal case studies (Sharma, 2014), resulting in a novel theoretical framework.

In order to address the research question of how family businesses evolve, a search of the literature identified the common themes which have emerged from within the field. The themes emerging have been largely static and thematic. Family business, evolution, and imprinting literature streams were examined and the connectivity across research domains and their relevance to underpin the study established.

Once the focus of the literature had been established, the cases were examined to identify emerging themes. The timeline of the cases commenced at the founding of the business and concluded in the third generation. Whilst the literature dealt with how family firms could deal effectively with specific issues, the literature did not address the continuum over time. The critical factor was evolution. What were the drivers that caused evolutionary change to occur within the family firms and how these processes were imprinted over time.

Assuming that family firms are entrepreneurially founded (Sharma, 2014), the entrepreneurial literature provided confirmation that the field is somewhat divided between ‘can opportunities be created or are they discovered?’ (Alvarez & Barney, 2007). Shane (2000), identifies the ‘prior knowledge’ of the entrepreneur linking the individual and opportunity and both perspectives confirm the findings of the research in the stimulus phase of both family firms. The bridge between the entrepreneurship literature and the family business literature has already been established and scholars have been quick to identify the utilization of family resources such as finance and labour. In addition, Selznick (1957) and Tan and Fock, (2001) push the boundaries of these concepts by stating that family business entrepreneurs create not only a business but family institutions and that the ability of the firm to secure its succession to the next generation, is through the appointment of an entrepreneurial leader. This concurs with the transition stage of the family firm as identified in this research, which is the driver from the stimulus phase to the transition phase of family business evolution. The potential to form a family institution following the founding of the business is confirmed through the transition from being a startup to becoming an established trading firm with family involvement.

From within the strategy literature, the issue of succession, the role of agency within family firms and the propensity to appoint family firm leaders regardless of suitability for the job are well documented. (Gilson and Gordon, 2013). There is no ‘one size fits all’ succession strategy that family firms can follow. However, the need to address the succession issue for family firms is of critical importance for sustainability, hence its position as the most popular topic covered in journal publications (Benavides-Velasco et al., 2011). The gap in the literature is from within the evolutionary perspective of how can family firms address the succession issue and manage to pass to the next generation. Evidence from the research cases show two family firms who addressed the issue differently in which resulted in different outcomes. The issue of succession is driven by particular circumstances unique to each firm and within their own particular context.

The lack of longitudinal case studies which address the sustainability issue for family firms can be attributed to the relatively late start to the research in the field which as stated earlier in this chapter can be traced back to Aronoff (1988). This ‘gap’ led to the formulation of the research question:

How does family business evolution affect long term sustainability of the family firm?

The role of evolution within family firms is an area which has not attracted significant attention from scholars and this study seeks to make a contribution through the production of two longitudinal case studies in real life settings of two family firms.

Undertaking a research study to answer the question of how family firms evolve, presented an opportunity to address the gap and in doing so, build a bridge between family business research and organisation evolution research which are two distinct areas of research, but yet are an integral part of this study. When considering methodology and having considered varied philosophical positions, data gathering and analysis methods, the decision to adopt a qualitative/interpretive approach was taken as this approach is considered appropriate for research which is exploratory in nature (Walsham, 2006). Socially constructed organizational settings provide a rich environment to address issues of description, interpretation and explanation (Saunders et al., 2009). Issues concerning family and family business in the context of human bounded rationality (Simon, 1982), can be best understood through the interplay of actions and re-actions which have implications for the family firm (Sharma, 2014). The adoption of an interpretivist approach further indicates that a qualitative approach to data collection and analysis is appropriate for this study.

Following consideration of a range of research methodologies, a process enquiry was selected for this research. The justification is quite simply that family firms are part of an evolving process of organisation evolution. This type of enquiry facilitates a focus on family behaviours in organisations

within the framework of sequences of events, activities and actions which happen over time and in context (Hinings, 1997; Langley & Tsoukas, 2010; Pettigrew, 1997). To comprehend the importance of context, which are best understood by first-hand knowledge of a research setting, production of two case studies were the preferred method for this research.

Selection of the two case study candidates was on the basis of being a family firm in its third generation of family ownership. The choice was narrowed to two sites and following preliminary discussions with both families it was decided to proceed with the O'Donoghue family in the Gleneagle Hotel and the Collins family in the Southern Fruit Company/Colso as the appropriate settings to conduct this research.

This research resulted in the formation of a Theoretical Framework and dividing the findings into the evolutionary headings of *Variation*, *Selection* and *Retention*, in keeping with Van de Ven and Poole (1995), the central aim is to understand change events as probabilistic progression in the wider set of circumstances and at the time decisions were made effecting changes which were occurring over time.

9.2 Theoretical Contribution

The process of 'variation, selection and retention are an appropriate lens with which to develop a theoretical framework. This evolutionary process model consists of a repetitive sequence of VSR within the unit of analysis (the firms and the families). According to Van de Ven (1995, pp 518) it is the '*competition for scarce resources between entities which generates this evolutionary cycle*'. The process of variation, according to Aldrich and Ruef (1999, 2006 pp 17), can be intentional where change occurs when organisations or individual's actions are proactive. Blind variation occurs as an independent outcome of any conscious act by individuals. The selection process of evolutionary change occurs with the elimination of options for change and retention is where the selected variations are preserved, duplicated and/or reproduced (Aldrich and Ruef, 1999, 2006, This evolutionary process is underpinned by Pettigrew's triangle of 'context, content and process, (Pettigrew, 1985b). In keeping with Pettigrew, context is examined under inner context, the '*structure, corporate culture, and political context within the firms*' and the outer context, the '*social, economic, political and competitive environment*'. Content refers to the '*areas of transformation*', which are the objectives, the purpose and goals of the strategic change while process refers to the '*actions, reactions and interactions from the various interested parties as they seek to move the firm from its present to its future state*'. It is the implementation of the change actions that signify the process that is occurring (Pettigrew, 1985b).

Successful change is the result of continual interaction between the ‘what’ of change (content), the how of change (process) and the ‘where’ of change (context). For change to be successful it is perceived as a result of a cumulative, iterative and dynamic process (Pettigrew & Whipp, 1991).

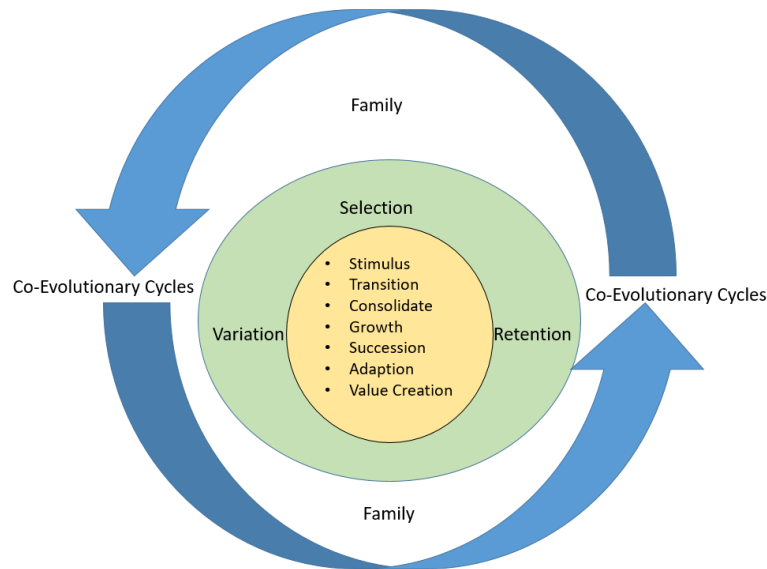
That said, evolution or ‘change over time’ (Van de Ven and Poole, 1995; Pettigrew, 1995; Brown & Eisenhardt, 1997), and the process of ‘Variation, Selection and Retention’ (Aldrich & Ruef, 2006) can equally be linked to the theoretical framework and the process of change in routines being introduced (which is linked to the ‘succession’ phase in the framework). There is an adaptation to the new routines which are then fine-tuned by the organisation to achieve maximum output (linked to adaptation phase where new leaders and new routines are adopted by the organisation and these procedures and routines are retained as the ‘new’ norms for the organisation. Thus, the evolutionary phase or (how family firms change over time) is complete.

The issues of strategic orientation and process from the order of importance in family business publications provide a direct link to the next two phases identified in the theoretical framework of consolidation and growth.

This theoretical framework has potential application across other disciplines. For example, the framework can potentially be applied to non-family firms to ascertain if non-family firms share the same evolutionary path and could be the focus of further study. Another potential use for the framework is to examine if non-family firms in a clustering environment evolve the same as family firms. This would be a particularly interesting study as this study has shown that non-family firms in a clustering environment already share behavioural similarities to behaviours exhibited by family firms.

The theoretical framework is a process based typology and Figure 9.1 shows the processual nature of the evolutionary path which is embedded within the evolutionary process (Van de Ven, 1995)

Figure 9.1 Processual nature of the theoretical framework



9.3 Practical Contribution

The theoretical framework facilitates a greater understanding through its application to family firms of how these firms evolve. This understanding can aid practitioners and academics alike because by awareness of issues and potential critical junctures, strategies, such as succession planning, can be put in place to deal with ‘flash points’ thus avoiding potential negative outcomes and promoting the sustainability of the family firm.

The practical implications of this theoretical framework are:

- Can be used to provide clarity for family business owners regarding stages of family firm evolution in their own organisations;
- Can be used as the basis for evolutionary comparison between family/non-family firms;
- Practitioners can utilise the framework to analyse family firms providing clarity on events and potential outcomes leading to a greater understanding of family firms and their evolutionary path.
- The framework as a particular role to play in succession planning for family firms. Utilising the framework, family firms can adjust to the period of adaption with a greater sense of clarity and understanding of the natural evolutionary process for family firms in the succession phase.
- Strategic planning and succession planning in privately held family firms are under researched themes in family business (Eddleston et al, 2013). Succession planning in particular is an underexplored area as much of the existing research has a managerial focus and lacks empirical findings, giving credence to the claim that research themes have been static and thematic (Eddleston et al, 2013). Family firm growth is central to sustain the needs of an expanding family over time and to avoid the decline of the business (Poza, 1988; Poza, Hanlon and Kishida, 2004), while there is much still to be done in this area as there is a

- lack of research on family firm growth (Carlson, Upton and Seaman, 2006; Casillas and Moreno, 2010; Teal, Upton and Seaman, 2003).
- On a more straightforward empirical note, the compilation of two in-depth case studies provides a valuable resource to family business scholars, practitioners, owners. These case studies show how two family firms evolved over time. They discuss the practicalities of dealing with conflict, succession and other practicalities of normal life within a family firm.

9.4 Methodological Contribution

The study makes an important contribution from a methodological perspective to the small but growing number of interpretive, longitudinal process studies in the Family Business domain. The methodology chapter (Chapter 3) outlined the appropriateness of this particular research method for this study and therefore this study presents practical guidelines for the use of a case study as an overarching methodology which offers the necessary tools and frameworks to guide others who may wish to emulate this study for their own research purposes.

The relevance of process knowledge to practice is well noted (Hinnings, 1997; Langley & Tsoukas, 2010). Practitioners are driven to achieve a better understanding of events and subsequent outcomes to enhance their problem solving capabilities ((Hinnings, 1997; Langley & Tsoukas, 2010). Case study research allows the ‘black box’ of Family Firms to be accessed in order to understand the unique synergies between family members and the business and those who would seek to gain a deeper understanding of the dynamics in a unique business setting (Leavy, 1994, Sharma 2014). Case study research not only is a suitable research method but also provides an invaluable teaching and learning tool, used in the world’s leading business schools to facilitate learning through dealing with real life situations in a risk free environment.

9.5 Empirical Contributions

The emergent theory deepens our understanding of the role of the family in the family business by placing the family at the centre of the firm which then gives a pivotal viewpoint of the firm from a somewhat different perspective than that of just organisation evolution.

The theory demonstrates that the role of the family as they too evolve over time, can be observed at differing times and contextual situations. The succession phase, which is a key phase from an evolutionary perspective, evidence of both cases shows that both firms followed the intra-family succession route. Both firms are in alignment with the extant literature’s findings that family firms tend

to balance the risks from the appointment of a non-family leader to the potential incompetence of a family successor, through training and specific successor selection. (Lee et al., 2003). This is one of the key differential factors between family and non-family firms, where non-family firms recruit leaders on the basis of merit. In spite of this, what is also clear from the case studies is how do family firms handle the succession issue, and other phases in its evolutionary path, when the family firm becomes 'too big' for the family? The findings also highlight what happens when succession strategies fail? The Southern Fruit Company is a perfect example of the need for family firm leaders to have clear strategies outlined to family members regarding the transition of the firm to the next generation. The transition to the third generation of the Collins family left eight members in charge of the business in what is termed a 'cousin consortium'. (Gersick et al., 1999). Without any clear strategy for how the firm was to operate, we can observe the role of 'agency' becoming a factor where there was a mis-alignment between shareholder and firm goals thereby leaving the firm's very survival at risk (Schulze, 2003). The emergent theory highlights the very real need for succession planning in family firms. The O'Donoghue family made it clearly understood in generation one, their intentions regarding the transition to generation two. The influence of contextual factors had changed between generations and the rights and entitlements of children regardless of gender had been equalized, therefore the succession strategy had to be amended accordingly and steps were taken to address issues of potential conflict. Nonetheless it retained the same transparency as it had in generation one, thus leading to a pre-determined succession process which became enacted when the Gleneagle passed to Patrick O'Donoghue in the third generation.

The theoretical framework facilitates forward and backward movement between phases. Each of the phases of the theoretical framework is an evolutionary phase in its own right. The framework provides a dynamic framework where firms may, following a period of retention, return to the 'stimulus phase' where the opportunity arises to pursue some entrepreneurial activity as part of the overall family business structure.

The empirical findings also highlight the ability of family firms to 'bend' social norms if it suits the family business. The roles of Sheila and Margaret O'Donoghue are both important for the case, as both of these ladies, worked and raised their children whilst also working in the family business, despite the existence of the marriage bar which made it unacceptable for women to work following their marriages. In today's context this may appear to be incomprehensible, but in the context of the time within the cases this was an accepted practice. The role of both women in the evolution of the business is significant. Sheila O'Donoghue was the matriarch of the Gleneagle and was present 'front of house'. Margaret O'Donoghue played a significant role in generation two and was a major contributor to solving the succession issue for the business to transfer smoothly to generation 3.

This research has shown that the tourism industry in Killarney has become more formalized and institutionalized over time. The principal driver of this has been the development of associations and organisations, primarily by locals such as the O'Donoghue family in keeping with what Pilotti (2000) refers to as meta-organisers. The behavior of local entrepreneurs in Killarney (many of which were from family businesses) are in line with the findings of Feldman et al (2005) who contend that entrepreneurs may collectively shape local business environments by building institutions that further the interest of their emerging industry.

The O'Donoghue family involvement as, local meta-organisers, such as the Killarney Tourist Development Co Ltd (1955-1959), the Killarney Tourist Industry Co-Ordinating Committee (1960-1968), Killarney Chamber of Commerce (1968 – 2005), Killarney Working Group (1983), Killarney Lakes Marketing (1994), the Killarney Chamber of Tourism & Commerce (2005- date) and the local branch of the Irish Hotels Federation, strengthened the industry through supporting the development of the professional milieu and by providing a basis for formal networking and collaboration. Furthermore, they have provided a springboard for national networking, and through this has transcended individual and business interests for members to co-operate on a more formal basis. It is not necessary for every business to participate and in Killarney, it is the large hoteliers who play a dominant role in their development and control. The local network as witnessed in the Gleneagle case, form a formidable network which facilitates information and knowledge transfer between members and create what Nonaka and Konno (1999) refer to as a 'shared space' for emerging relationships and the development of more extensive levels of interdependencies between tourism operators.

The importance of what has been created through the efforts of the O'Donoghue family and others in the Killarney area is that the meta-organisers have provided a stable framework for the ongoing development of tourism, providing opportunities for Killarney at a national level, and through their lobbying efforts and through the ongoing support of local government, have kept Killarney to the forefront of Irish tourism.

This research has shown that Killarney has itself become a cluster of family firms operating in the tourism industry. The high concentration of controlling families operating in Killarney, can be compared in evolutionary terms to a clan or community. The case has shown that within these communities there exists a culture stemming from the shared beliefs and value systems from the members of the community. The stewardship practices operating within these communities are forward thinking in that employees are seen as community members and their needs as part of the clan are met through flexible working practices, material supports when needed and the ability to ignore social norms outside of the community

when necessary for the benefit of the community. A clear example of this is the ability of the married O'Donoghue women to work following their marriages, despite the existence of the statutory marriage bar, albeit when this structure did not suit, ie, when the daughters married, they were given a dowry upon their marriage and they left the business. Long run investment in people (Miller and LeBreton-Miller, 2005) resemble the community of shared fate of our ancestors (Ridley, 1986).

9.6 Potential for future Research

The outcome of this research is a theoretical framework which provides a seven phase process of family firm evolution. The nature of case study research which was outlined earlier in this chapter is limited to the cases under study in this research. That said, the current emergent theory can be extended through further research.

Further testing of the framework to test its validity and application in both academic and practitioner environments is desirable. The opportunity to refine the framework further through testing its empirical validity and its generalizability would be a logical next step. Therefore, further studies are recommended in other family firms (perhaps in a cross-cultural setting) which would extend the potential usage of the theory outlined in this study.

A further use of the framework is to compare family firm evolution with non-family firm evolution. The framework may be altered to allow for some situation of 'flux' (which is labeled – succession in this study). Flux could possibly be used to denote some type of 'upset' or 'event' which causes some evolutionary change to which the organisation needs to adapt. Such comparison between family and non-family firms may push the boundaries of this research further and provide invaluable insights to evolutionary processes in firms.

Additionally, a number of themes emerged from the research which are worthy of further investigation for example, the ability of the family firm to avoid social norms. From the founding stages of both firms women from both families have played significant roles in the firm development. Historically, the marriage bar (needs a footnote) meant that women did not work outside the home and concentrated on rearing their families. Whether this is a trait of family firms is certainly worthy of note which may be addressed in a wider gender study of the impact and role of women in family firm evolution.

Another topic worthy of consideration is what happens to family firms when they outgrow the family. In the Gleneagle Case Study, there is evidence to suggest that the firm cannot continue in its current format into the fourth generation. Patrick O'Donoghue has sought to professionalise the organisation and has outlined his vision for the future where the Gleneagle would be run by a corporation, but with

family members on the board, whilst still retaining its ‘family business identity’. Similarity can be drawn between this type of organizational structure and the Musgrave Group structure. Again, this is an area worthy of additional research which could take on a global perspective.

This research took an unexpected direction driven by the Gleneagle case, which necessitated investigation of the tourism literature, specifically from an entrepreneurial dimension, although it was explored during the course of this thesis, there is much more that can be done in this area. The drive from entrepreneurial families in Killarney to promote and develop the tourism industry in their area, demonstrated the critical roles of individuals and family firms as stimuli for development (Hovienen, 2002). This is an area worthy of future research as further expansion of the theme could lead to investigation of the formation of tourism ‘clusters’ and the behaviours of firms within the clusters allowing for an analogy between the behavior of family firm clusters and behaviours within non-family firm clusters such as computer clusters in Silicon Valley etc.

9.7 Conclusion

9.7.1 Achievement of the Aims of addressing the Research Question

This study has addressed the research question from a number of perspectives. From a *theoretical perspective* this research offers a process based theoretical framework on how family firms evolve over time. The framework assists our understanding of how family firms change over time through the provision of two longitudinal case studies which are set in ‘real life’ settings.

From an *empirical perspective* the research addresses a gap in the literature by building a bridge between family business research and organisation evolution literature streams. This research provides the backdrop which shows the distinct characteristics of each field in its own right, while at the same time identifying the connectivity between these two distinct areas.

From a *methodological perspective*, this research addresses the call for the production of more longitudinal case studies on family firms to be undertaken by scholars in the field (Brockhaus, 2004). Utilising a combination of process inquiry and the case method allows the researcher to analyse in depth how family firms change over time (evolve) and how this process affects the long term sustainability of the family firm.

This research presents the *practitioner* with two longitudinal case studies set in a family business environment. Case studies provide a powerful learning tool which a trusted method of teaching in business schools throughout the world. Each case discussion with students creates different discussions. Case studies provide students and teachers with the means to explore phenomenon in real life settings in a risk free environment, where they learn not only from the teacher but from each other.

9.7.2 Observations on the use of process inquiry

The selection of a process study in a case based setting as the research methodology succeeded in achieving the aims of the research as it facilitated longitudinal examination of family firms as they evolved across three generations of the founding family.

Process research demands inquiry across a multitude of layers of analysis, past, present and the future, in order to present a holistic explanation for process which involve actions in context that produce real outcomes (Van de Ven and Poole, 1995; Pettigrew, 1992). In order to achieve the holistic view, it is necessary to collect data from many sources which requires dedication and a significant time commitment from the researcher culminating in the accumulation of a large dataset that is extremely large and complex and raises the question of 'where to start'. Pettigrew's (1990) 'death by data asphyxiation' is a cautionary tale and so the process of verification and triangulation begins. This iterative process disseminates the data and conceptualization of emergent themes begins to take shape.

The Case Study method provided a range of guidelines for the conduct of process enquiry. The relevance of internal validity, external validity and transferability as discussed by Guba & Lincoln (1994, 2005) prompted alternative consideration of outcomes etc. to test the plausibility of findings which in turn helped to focus the researcher in t continuous reflection on bias and relevance.

The combination of process data within a context of change over time (evolution) created a dilemma for the researcher on how best to codify the data. Data reduction commenced with all of the interview transcripts, participant correspondence, and relevant sections of the primary data reports being analysed on a line by line basis which created 1239 text blocks. Moving towards the data display phase of data analysis the data was then analysed in a two stage process to identify events, actions and outcomes (temporal bracketing).

Stage 1 – Identified 482 text block key events and ordered them chronologically. Following a further iteration of the text blocks 78 key events were identified which were subsequently categorized into seven

distinct phases of family firm evolution. These seven phases are; stimulus, transition, consolidate, growth, succession, adaptation, retention.

Stage 2 – Further analysis of the 757 remaining text blocks utilizing Van de Ven and Poole’s evolutionary theory underpinned by the Pettigrew Triangle (1985b) of context, content and process as a lens for interpreting processual data revealed 109 higher order constructs, and following further iteration, a total of 21 constructs of family business evolution were identified. The final result was the emergent novel theoretical framework as shown in figure 8.0.

9.7.3 Government Policy Recommendations

In terms of contributions for this thesis there a number of areas for consideration by policy makers which have come to the fore during the course of this research these are indicated in figure 9.4. The importance of sustainable succession planning is crucial for the longevity of family firms across generations. The longevity of a typical CEO in a family firm is counted in decades not years. Succession is the elephant in the room for family firms (Clinton, 2019). In Ireland, there are capital gains tax implications as the cost of passing on of a successful family business to the next generation.

The provision of retirement relief which removes the capital gains tax implications for families when passing on a family business to the next generation applies from the age of 55 to 66, in addition the relief is capped where the market value of the business exceeds €3 million. The age condition of retirement relief can make it prohibitive for those wishing to avail of the opportunity to do so.

The complex decision on succession and the transfer of the business to the next generation is one which is unique to each individual family and as such restrictions in the current tax policy system need to be adjusted to take account of the importance of these businesses to national economies, and the need for smooth transitioning across generations.

Some policy changes which could be made would be to increase the lifetime threshold for Capital Gains Tax Entrepreneur Relief from €1 million to at least be equal to the UK limit of €10 million. Why would this make a difference? This thesis has shown the difficulties and challenges faced by two family firms during the course of succession across generations of the family firm. As the firms increase in size of family members, the more likely conflict will arise. Every opportunity must be taken to provide a smooth transition for family firms who wish to transition to subsequent generations. This includes putting the

relevant tax policies in place to make this process more relevant and accessible and not yet another reason for inadequate succession planning.

Provision for funded education programmes specifically for family business owners to cover areas of particular concern such as corporate governance, entrepreneurship specifically how it relates to family firms and implications for effective tax planning. Managing the family business organisation is also worthy of consideration and in particular how to make the family firm an attractive employment prospect to non-family members. Attraction of outside expertise is an essential consideration to ensure family firms stay relevant, agile and relevant.

The role of family business networks needs to be empowered as these networks tend to be fragmented. Consolidation of these networks through enterprise boards could provide a formal channel through which funding can be provided to underpin programmes. Funding from both National Government and the European Commission can be allocated utilising the existing funding channels at local levels.

Figure 9.4 Government Policy Recommendations

Area of Concern	Policy Recommendation	Level of Action
Lack of awareness by policy makers of the economic importance of family firms to national economies.	Empower family business representative organisations to conduct/support research and promote awareness of the importance of family business.	Family business empowerment groups grant funded through enterprise boards/research councils underpinned by National Government and EU Commission.
Lack of Education for family business owners/operators. Specifically: Family business entrepreneurship; Governance; Management; Succession planning.	A wide spectrum of family business specific training needs to be provided and channeled through family business networks.	Family business networks funded through local enterprise boards by National Government and EU Commission.
Taxation an inhibitor to effective succession planning.	A restructuring of the current application of corporation tax retirement tax (age requirements)	National Government

9.8 Limitations of the Study

No research study is without its limitations. The limitations which apply to this study include the type of case study chosen, the research setting and the nature of qualitative research itself. These limitations are outlined below.

9.8.1 The Type of Case Study Chosen

The methodology chosen to conduct this process research of family business evolution is a multiple (two) case study setting. The case study has been shown to be suitable for the study of family business (Darke et al., 1998; Sharma, 2014) as the case study method is most suitable for the investigation of contemporary phenomenon in real life settings and where multiple sources of evidence are used (Yin, 1994). Bassey (1999) argues that the case study approach not only provides a mechanism for theory testing but allows the telling of the story which allows the sequential disclosure of information in line with time and place (Bassey, 1999).

9.8.2 The Research Site

The research occurs in two family firms, The Gleneagle Hotel which is located in Killarney and is owned and operated by Patrick and Eileen O'Donoghue, the third generation of the founding family. The second location is Southern Fruit Company/Colso in Togher, Cork which is run by the Collins family and again is in the third generation of family ownership.

Litz (1999) recalls a popular anecdote where attendees are asked to compare their organisations to automobiles and after the usual comparisons with sports cars, compact, hatchbacks etc. an employee of a family firm compares their firm to an armored car – where nobody gets in and nobody gets out....

What that anecdote tells us is the importance of privacy to family firms (Ward, 1987; Whisler, 1988, Sharma, 2004). The importance of privacy is understandable as family members often fail to see the difference in disclosing family business information from family specific information (Hoy & Verser, 1994). Therein lies the dilemma for family firm researchers which is to obtain access not only to a family firm, but to a family firm where the researcher will be able to cultivate an environment of trust and openness between the researcher and the interviewee to enable a consensual rapport to be established in order to discover a rich data set which is relevant to the research.

The ability of the researcher to gain access to these research sites was no doubt aided by the family business background of the researcher. The ability of the researcher to gain the trust and confidence of both families whilst at the same time maintaining an awareness of researcher bias was a constant concern and cause for reflection in the overall research process.

9.8.3 The Nature of Qualitative Research

The nature of qualitative research is fraught with criticisms. Chief among these criticisms is the concern regarding the trustworthiness of the data (Hamel et al., 1993, Zucker, 2001). Reliability of the data and the ability to validate the data through means of triangulation are key concerns of the qualitative researcher. Agar (1986) champions the use of qualitative research by arguing the inappropriateness of trying to generalize data obtained during a case study research as the purpose is not to generalize findings, but rather lies in the generation of hypotheses and theories (Agar, 1986; Sandelowski, 1995, Eisenhardt, 1989, Yin, 1994). Chapter 3 (Methodology) addresses how these issues were addressed at the research planning stage and Chapter 4 outlines how they were enacted during the research process.

9.9 Personal Reflection

A PhD is not to be undertaken lightly – and it's also easy to be wise with the benefit of hindsight. Overall the process has been fulfilling and rewarding, and not without its challenges it must be said, but ultimately worth the investment of four years of study, countless sleepless nights and discussions with myself in the shower regarding how to interpret the research findings.

Coming from a business background and with minimum experience of how academia works, there was a huge learning curve for me on how to embark on a research project of this magnitude, and the requirement to become familiar with concepts such as 'ontology and epistemology'. That said, I was committed to my field of research and I understood that coming from a family business background, would potentially open doors for me where those coming from a non-family business background would incur difficulties. Once I had passed through the first year of study at Trinity College, Dublin, my philosophical underpinnings broadened, aided considerably by the structured weekly sessions with my cohorts allowing for wide ranging discussions on topics I had never before being exposed to thereby facilitating exposure to a whole new world of understanding and questioning that I had never experienced before.

Having come to terms with research philosophies and armed with a sense of purpose, the ability to immerse myself in case study research was a welcome relief and certainly an environment with which I am more familiar. That said, the issue of researcher bias, was a constant battle for me. Furthermore, the self-awareness I developed in terms of my ability to form relationships with both families, whilst at the same time remaining true to the research process, was one which I will never forget.

To summarise this reflection questions such as 'was it worthwhile?', and 'will it make a difference?' are worthy of consideration. The answer to the first question is definitively yes it was most definitely worthwhile from a personal perspective. From the perspective of academia and practice I hope that the theoretical framework and the two longitudinal case studies provide a valuable resource which provides insights on the family business evolutionary process.

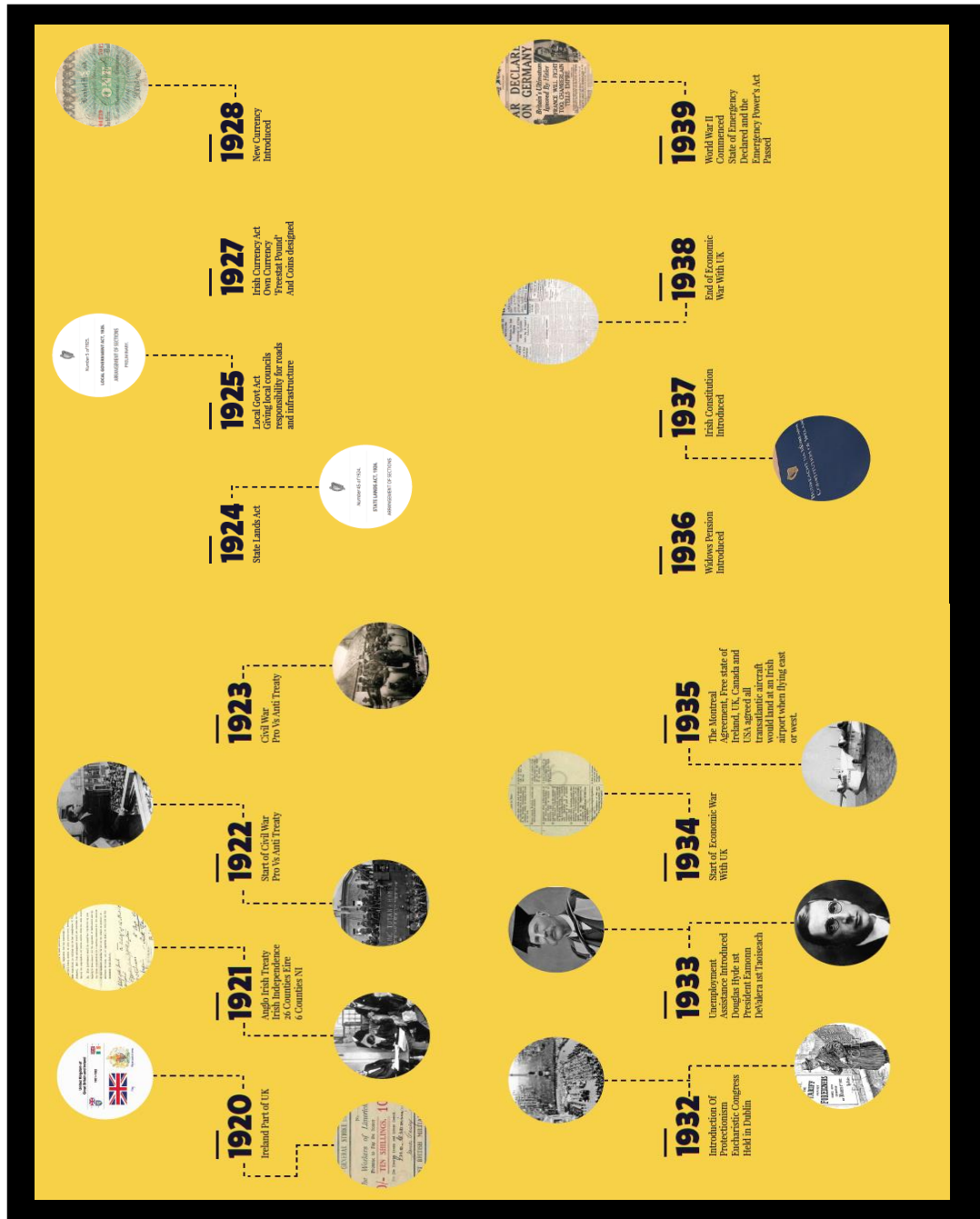
It is the contention of this researcher that this study makes a significant contribution to both academics and practitioners seeking to address family business sustainability across generations of the family firm. To date this research has been favourably received at two FERC (Family Enterprise Research Conferences). Preliminary findings were accepted for presentation at their annual conference to academics and practitioners alike. The works were reviewed by scholars from the field and to date the comments received have been most encouraging of this work.

9.10 Summary

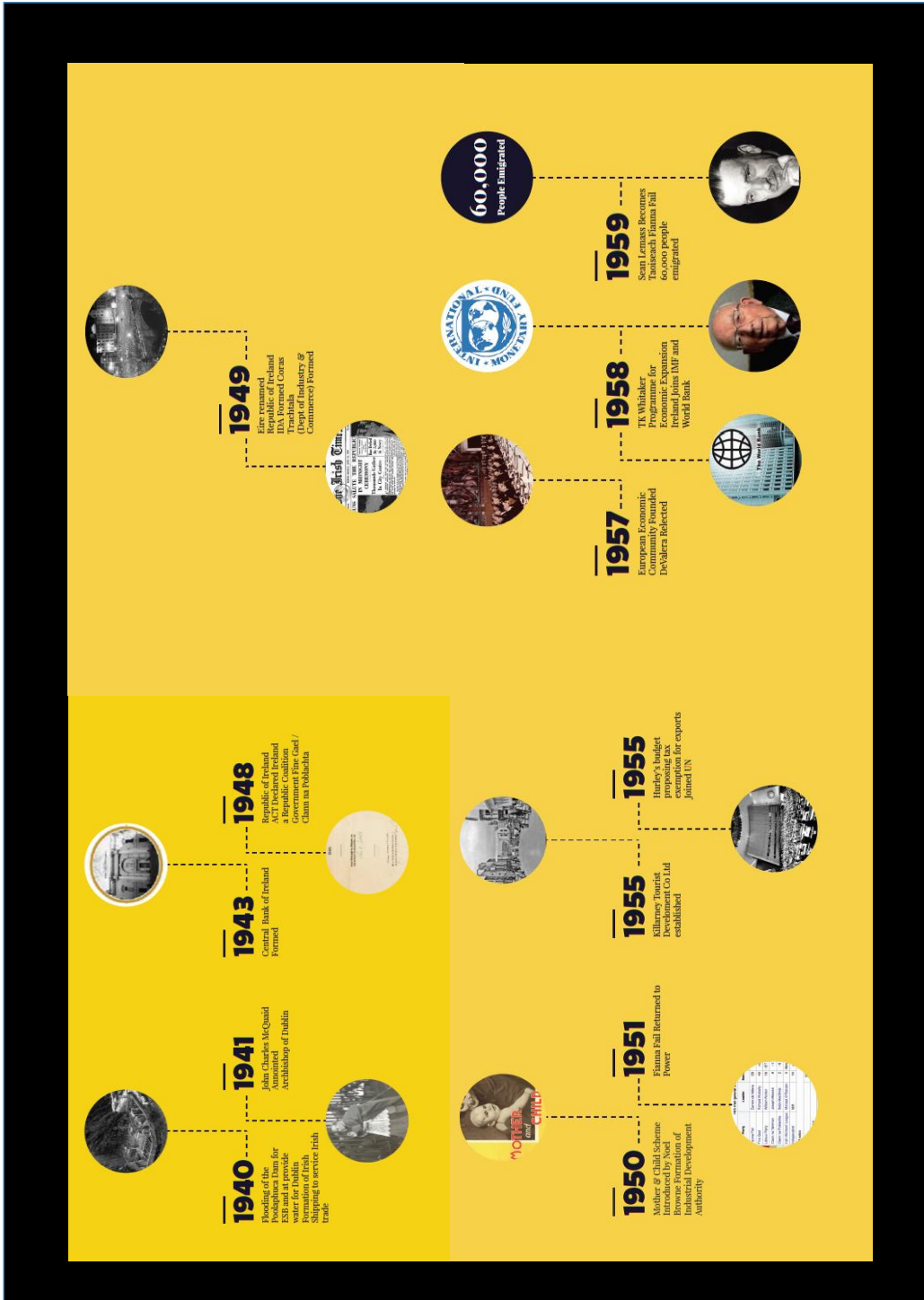
This final chapter outlines the research contributions for this research thesis. In keeping with previous chapters an overview of the chapter is as follows. Section 9.1 commences with a brief overview of the research conducted during the course of the thesis. Section 9.2 outlines the theoretical contributions, Section 9.3, the practical contributions, Section 9.4 the methodological contributions, Section 9.5 the empirical contributions of the research. Section 9.6 outlines the potential areas for future research and discusses some of the emergent themes for future consideration. Section 9.7 introduces the conclusion of the thesis beginning with section 9.7.1 which details how the thesis achieved its aims of addressing the research question: ‘*How does family business evolution affect long term sustainability of the family firm?*’ and presents a short review of the research. Section 9.7.2. presents observations on the use of process inquiry from undertaking this research and finishes with Section 9.7.3 making suggestions for Government Policy changes which have arisen from this research. These are displayed in figure 9.4. Section 9.8 explores the limitations of this research, while Section 9.9 contains a personal reflection on the journey and process of this research and finally 9.10 offers a final conclusion for this chapter.

Appendix 1 – Irish Economic history timelines – a backdrop to the case studies

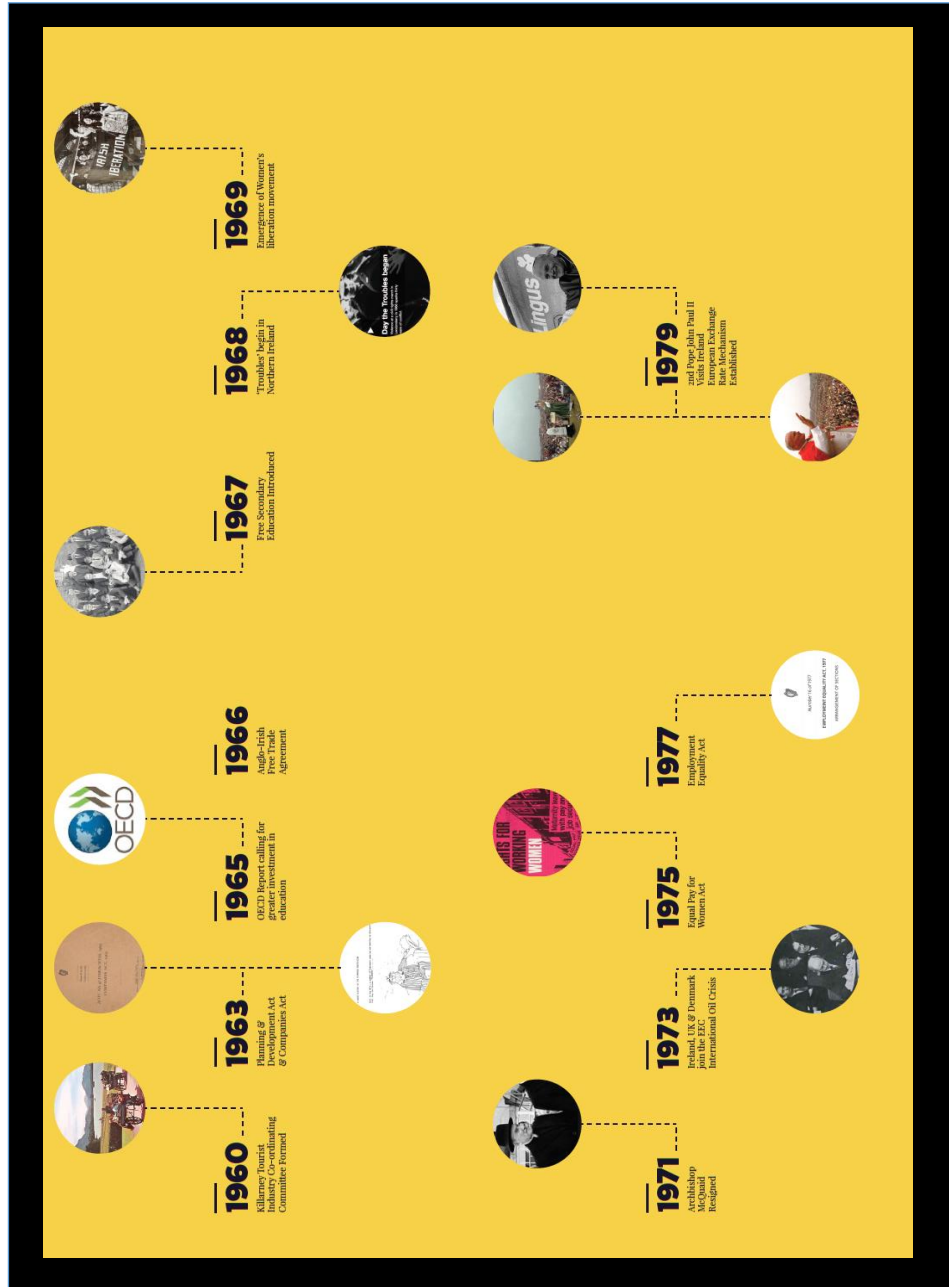
Irish History Timeline 1920 - 1939



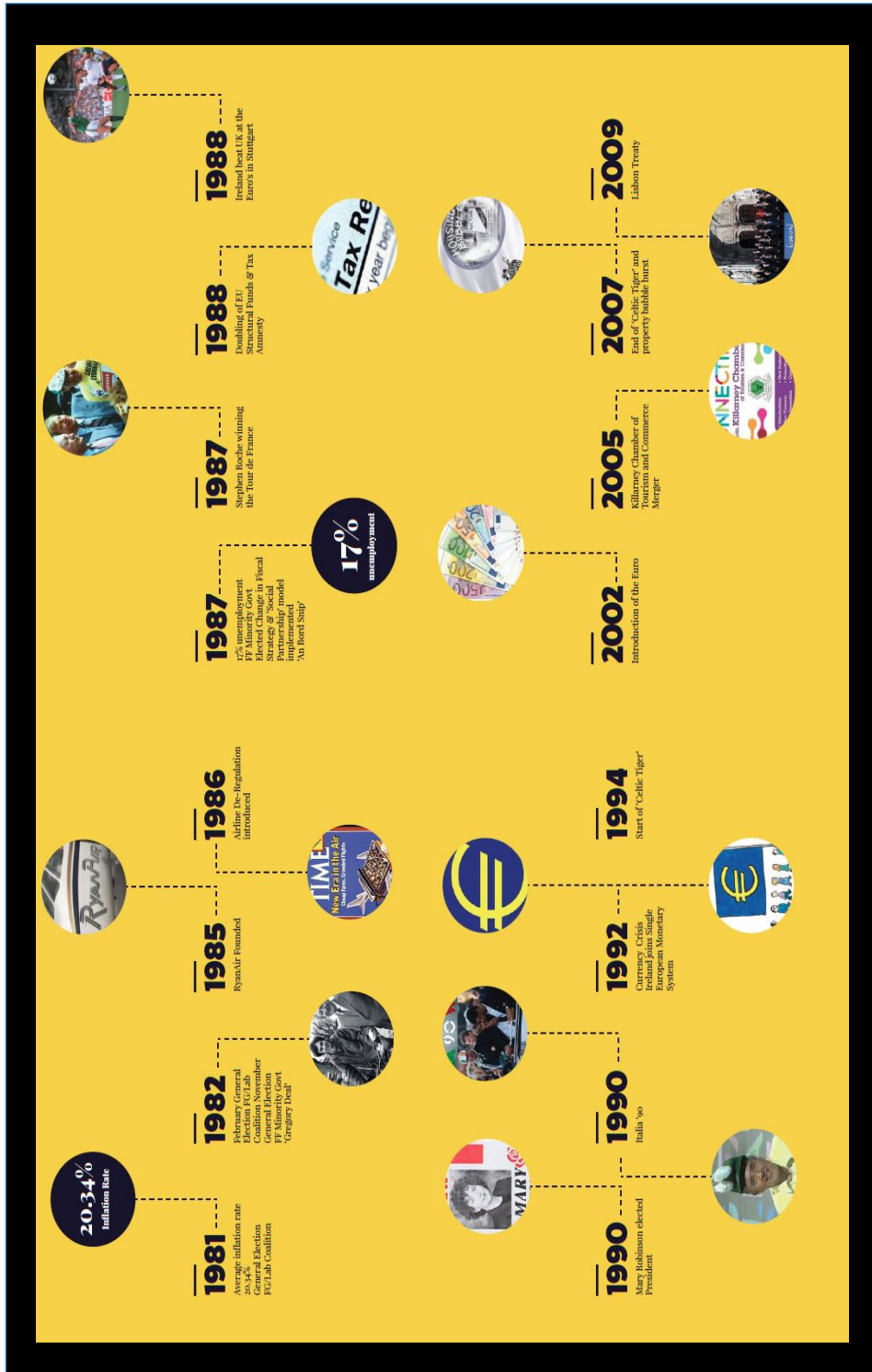
Irish History Timeline 1940 - 1959



Irish History Timeline 1960 - 1979



Irish History Timeline 1980 – 2009



Appendix 2

Case Study Protocol

A2.0 Background to the Research

A2.1 Research Question

The research question for this study is:

How does family business evolution affect long-term sustainability of the family firm?

A2.2 Stimulus to this Research

This research is being undertaken as part of my PhD studies at the School of Business, The University of Dublin, Trinity College.

A2.3 Purpose of the Research

The primary purpose of this research is to provide an answer to the research question proposed by this study, through the means of conducting a detailed qualitative inquiry making use of both primary and secondary data sources.

A2.4 Description of the type of study being undertaken

This research will be undertaken, creating two longitudinal, process based enquiries into how family firms evolve over time and how this process affects their ability to survive across generations.

A2.5 Short description of the chosen cases.

The Gleneagle Hotel and Southern Fruit Company/Colso are two well established family owned and run businesses located in the South West of Ireland, in Killarney and Cork City respectively. Both firms are currently in their 3rd generation of family ownership. Both firms have successfully transitioned across generations and managed the process of successfully negotiating challenges from inside and outside the firm. Both firms have a story to tell in terms of the origins of the family and the business, the stimuli that lead to their inceptions and the story of how they survived in the wake of the many challenges in the wider context of a changing Ireland. This study will attempt to uncover the process of successful family business evolution and the wider implications for both family business scholars and family business practitioners.

A2.6 Type of Evidence to be Collected

A2.6.1 Primary Data

The primary source of data in a qualitative interpretive case study is the interview (Pan & Tan, 2011; Yin, 2009). Interviews should be in keeping with (Yin, 2009), as being ‘guided conversations rather than structured queries’. Fluidity in the line of questioning is important which encourages a natural exchange to take place between the interviewer and interviewee. Qualitative and interpretive studies are highly suited to the interview process because they bring us closer to an understanding of people and their world. (Yin, 2009).

A2.6.2 Secondary Data

Secondary data was sourced through publications in the public domain and through interviews with parties not directly connected with the family to provide triangulation and further evidence on findings.

A2.6.3 Maintaining the Chain of Evidence

The importance of chains of evidence to support the research findings is essential in the research process. The chain allows an external observer the facility to re-draw the steps taken by the researcher, from the original research question to the conclusion of the research project, such that the replication of the project may be applicable to further research.

A2.6.4 Data Triangulation

Case study research facilitates the use of multiple primary and secondary data sources. It is the combinations of such rich data, which is one of the key strengths of the case study method. The triangulation of data allows for the development of ‘converging lines of enquiry’ (Yin, 2009) which can help reach a compromise of conflicting accounts culminating in the production of a convincing narrative and the reliability and validity of research findings, (Pan & Tan, 2011; Yin, 2009).

A2.7 Guidelines for Interviewing

Literature is well populated with texts regarding conducting good interviews (Pan & Tan, 2011; Yin, 2009). In keeping with Hermanowicz (2002) a good interview is not one, which adheres to interview methodology with rigid precision as this can make the experience for the interviewer and interviewee become more about the techniques and less about the research. Careful balancing of method along with encouraging the interview to be comfortable induces free flowing conversation and the exchange of rich dialogue.

There are two types of interview according to Yin, (2009).

- a. In-depth interview: In this type of interview, the researcher not only seeks to discover the facts of the subject matter but would also seek to elicit the opinion and other insights from the interviewee relating to the topic.
- b. Focused interview: In this type of interview the interviewer is seeking to focus of specific facts pertaining to the research. It is usually conducted to corroborate previous information.

Based on the above recommendations, and in the interest of best practice, the following approach will be taken. Underlying the interview process in the aim of gathering rich data for research purposes, but also allowing the interviewer to develop and improve personal interview techniques.

The interview will comprise of three main areas:

- a. Personal awareness and conduct
- b. Interview Ethics
- c. Recording and Transcription

A2.7.1 Personal Awareness and Conduct

The guidelines listed below for personal conduct and awareness provide a blueprint for the interviewer and should be followed at all times:

- a. Prepare for each interview by researching the background detail on the firm, (including their culture and any items of interest, and also on the person which you will be interviewing).
- b. Prepare an interview plan with sample questions and have a guideline of desired outcomes from the interview.
- c. Attempt to establish a good rapport with the interviewee. An ability to project a warm and open persona while at the same time assessing the appropriate interview style for the person being interviewed and the location of the interview is essential.

- d. Be a good listener. Throughout the interview, keep listening and use the opportunity to probe for further insights and detail.
- e. It is important for the interviewer to keep control of the interview process, whilst at the same time allowing the conversation to flow.
- f. It is essential for the interviewer to continuously assess personal biases and potential prejudices.
- g. Underlying all of the above is the necessity for the interviewer to remain professional at all times which includes their manner, dress and candour.

Personal conduct is one aspect of the interview process, in addition the interviewer should also be mindful of the following:

- a. There is a time limit to interviewee/interviewer data exchange. It may not be possible to collect all the data on one occasion. (Kothari et al., 2004)
- b. Interviewing is an acquired skillset it is deceptively difficult. Developing competent interview skills, which allows for the exchange of open and honest dialogue takes time. (Hermanowicz, 2002).
- c. Whilst material gained from interviews is an invaluable resource to the interviewer, it is important to remember that it is subject to bias, and bad memory. It is therefore necessary for the interviewer to triangulate data from other sources. (Yin, 2009).
- d. Data overload or as Pettigrew (1990), called it 'Data Asphyxiation' is commonplace in interviews. The interviewer needs to strike a balance between relevance and potential data overload when conducting interviews.

A2.7.2 Interview Ethics

Three ethical considerations have been proposed by Kvale & Brinkmann (2009), which are necessary when conducting qualitative interviews:

- a. Informed consent: Interviewers must obtain the informed consent of any person who is being interviewed and providing data for the research project. It is the duty of the interviewer to outline the purpose and procedures of the interview so that the interviewee has a complete understanding of what it is that they are agreeing to. The possible future uses of the study should be made clear to them, which may include potential access to the study and publication. Informed consent may be verbal or as part of a written agreement.
- b. Confidentiality: Any issues regarding confidentiality should be addressed and agreed in advance between the parties. Should the interviewee have any reservations regarding discussing any sensitive issues, these should also be discussed and agreed in advance.
- c. Consequences: The interviewee should be advised of and asked to consider possible negative outcomes and consequences with their participation in the research.

A2.7.5 Recording and Transcription

Kvale and Brinkmann (2009) outline a number of advantages of recording interviews which are outlined below:

- a. The recordings provide an accurate and unbiased record of the interview
- b. The interviewer is free to concentrate on questioning
- c. The interviewer can replay and re-listen to the interview at will

Permission must be sought from each interviewee before commencing the interview. Whilst a recorded interview is an invaluable resource the interviewer must be conscious of the fact that it records the verbal interactions of the interview and does not capture the non-verbal interactions. These must be recorded separately in the interview notes kept by the interviewer.

A2.7.6 The Interview Plan

The interview plan for case study research requires that researchers interview a cross-section of informants pertaining to the case. The ability to interview those from differing backgrounds pertaining to the case can provide rich insights and direction towards other potential sources of

information. (Yin, 2009). The interview plan is to identify relevant informants and following consent and relevant permissions being obtained, to conduct a series of semi-structured interviews with those listed in the table below.

Interviews – Gleneagle	Position	Role
Aoife O’Donoghue	Family Member	Granddaughter of founder, daughter of Margaret and sister of Patrick O’Donoghue.
Eamonn O’Dea	IHF	Member of Irish hotels federation.
Jerry O’Grady	Killarney Historian Former MD Pretty Polly Killarney	Local knowledge regarding Killarney, tourism and families operating in the area. Experienced researcher
Margaret O’Donoghue	Family Member	Daughter-in-law of founder, wife to Maurice O’Donoghue (RIP) and mother of Patrick O’Donoghue.
John O’Donoghue	Family Member (Scotts)	Son of Margaret, and brother of Patrick O’Donoghue. Grandson of founder.
Patrick O’Donoghue	CEO	Current CEO of the Gleneagle Hotel. Grandson of founder, Son of Margaret and Maurice.

Interviews – Southern Fruit/Colso	Position	Role
Deirdre Collins	MD Southern Fruit/Colso	Current MD, daughter of Jim (Jnr) and granddaughter of founder.
John O'Brien	Retired Southern Fruit	Ex-employee
JM Murphy	Fruit Importer Retired	Worked in rival company
Michael Collins	Family Member	Brother of Deirdre and grandson of founder
Eileen Collins	Family Member	Daughter of founder

A2.7.7 Conducting each interview – A practical methodology

Following due diligence for the conduct of the interviews which included, gaining access and permissions, a review of personal skills and ethical considerations, the use of recording technologies, it is essential that the following procedures be enabled for each interview:

A2.7.8 Interview preparation

- a. Initial contact be made, giving a clear outline regarding the nature of, and purpose of, the proposed interview (telephone)
- b. Immediately follow up the initial contact with confirmation of the items discussed at the initial contact and requesting agreement to proceed. (Email or another written format)
- c. Gather publically available information regarding the organisation, the topic being researched and the person to be interviewed

- d. Check recording devices (bring spare batteries), ensure to bring writing materials, and dress appropriately for the interview.

A2.7.9 Conducting the interview

According to Kvale and Brinkmann (2009) the interview should be divided into four phases:

- a. The *warm-up phase* which includes introductions, and brief conversation which revises previous communications regarding the purpose of the interview and often includes a general discussion to put both parties at ease.
- b. The *background information* phase is where the informant is asked to provide some general background information which relates to the study and which allows both parties to become comfortable and feel at ease with the process.
- c. *Interview detail* is the semi-structured part of the interview which allows the interviewer to direct the course of the interview. This forms the longest part of the interview and should yield the most detail/data.
- d. The conclusion phase is where the interview is coming to a close. It is appropriate to ask the interviewee if they feel that there is anything they would wish to add, that has been omitted by the interviewer and if they think there is anybody else who should be contacted for interview who is relevant to the research.

A2.7.10 Reflection - Post Interview

1. Following the interview, the interviewer must take time to reflect on the interview and to make note of any observations.
2. The interview should be transcribed from the recordings
3. A copy of the transcription should be shown to the interviewee in order to agree its content and accuracy. This also leaves opportunity to request a follow up interview should one be necessary.

Appendix 3

List of Actions, Events and Outcomes Grouped into 7 Phases

(Sample)

Stimulus Jim approached his boss looking for a pay rise following the birth of his second child. The application for a pay increase was declined and Margaret said – *‘sure why don’t you do it yourself’* – Eileen Collins (Collins Case)

Stimulus *‘They had 7 children and they were all living over the shop – they had a big space but Flesk offered lots of ground and a place for them to be free’* – Aoife O’Donoghue
- Gleneagle Case

Stimulus *‘Leo wanted to come up to Cork and find a job, he was the youngest on the farm and Jim was the older brother’*. Eileen Collins - (Collins Case)

Stimulus *‘Sure Paddy would have known that there was a few bob to be made from giving tourists a room, he was in the town and saw the numbers growing’* – Aoife O’Donoghue – Gleneagle Case

Additional Stimulus Text Blocks

- Transition *‘Paddy and Sheila moved from above the chemists to Flesk on the Muckcross Road, within first 6 months had their first paying guests’ – Aoife O’Donoghue – Gleneagle Case*
- Transition *Leo moved in with Jim and Margaret and worked for Jim in the fruit and got his bed and board as well’ – Eileen Collins – (Collins Case)*
- Transition *‘Paddy kept working in the pharmacy on a daily basis and Sheila took care of the children and looked after the growing number of guests’. Aoife O’Donoghue – Gleneagle Case*
- Transition *‘They leased a premises on Union Quay and it was all hands on deck, with Margaret and the children helping to polish apples and get the fruit ready for the customer’. – Eileen Collins (Collins Case)*

Additional Transition Text Blocks

- Consolidate *‘When they settled down the kids were all working in the hotel helping granny and doing jobs according to their ages’. Aoife O’Donoghue – Gleneagle Case*
- Consolidate *‘Leo was a travelling salesman and moved about the County using the trains. The goods were shipped by train to customers’ – Eileen Collins (Collins Case).*
- Consolidate *‘The availability of government incentives provided financial surety for owners to consolidate their businesses. They didn’t have to borrow huge amounts and money was scarce anyhow.’ Aoife O’Donoghue – Gleneagle Case*

Consolidate *It was an accepted part of our lives that Saturdays were spent in the Warehouse, polishing and boxing apples, sweep floors and clean the bathrooms. As we grew so did our responsibilities in return, we got our pocket money'. Eileen Collins (Collins Case)*

Additional Consolidate Text Blocks

Growth *'Once they got settled in, granny and granddad expanded the number of bedrooms, they extended the ballroom, and added a formal dining room, they even took the roof off and added another floor with ten new bedrooms.' Aoife O'Donoghue – Gleneagle Case*

Growth *'The firm grew, and we had a good lifestyle, we were sent to private schools, had piano lessons and we even went on annual holidays.' – Eileen Collins (Collins Case)*

Growth *'Business was going well, dad had to come home from UCD and drive from Dublin three nights a week to run the dances' – Aoife O'Donoghue – Gleneagle Case*

Growth *'There was never any doubt that the dad and Deady (Denis) were going to work in the business, and straight after they left school, they went to work in the business, and everything had been leading up to that point'. – Deirdre Collins (Collins Case)*

Additional Growth Text Blocks

Succession *'Dad wasn't well, and mam just said to him to let the boys take over and that is how it was'. Eileen Collins (Collins Case)*

- Succession *‘Grandad had told everybody that it was dad (Maurice) who was getting the Gleneagle – sure they just knew – so it was no big deal when him and mam took over’*. Aoife O’Donoghue (Gleneagle Case)
- Succession *‘It was a big shock all round – we knew dad (Jim Jnr) was dying but nobody expected Deady (Denis) to go so soon after him – we were devastated’* – Deirdre Collins (Collins Case)
- Succession *‘Dad dying was a huge shock – it was so sudden. But we knew that Patrick was going to take it over. It had all been settled and we all knew, some weren’t happy but sure you can’t please everybody, but we all respect their wishes - it’s for the business’* – Aoife O’Donoghue – Gleneagle Case

Additional Succession Text Blocks

- Adaptation *‘I took over dad’s roles on the various committees, but it wasn’t for me, my brother does it now. I’ve pulled back from that’*. Patrick O’Donoghue – Gleneagle Case
- Adaptation *‘Dad and Deady (Denis) were two different people really – dad was very hands on and Deady liked to play golf – so dad left him to the fruit, and he got busy trying to develop the fruit market ‘because he saw huge potential in that’*. Deirdre Collins (Collins Case)
- Adaptation *‘We needed help there were eight of us – too many chiefs – so we brought in BDO Simpson Xavier, we drafted a family constitution which we all had to sign up to,’*. Deirdre Collins (Collins Case)

Adaptation *‘Sure there was conflict – the Gleneagle is the Jewel in the Crown or at least people think it is. If they only knew the stress, anyhow we are family, we pull together, so things settled down and we got on with business’*. Margaret O’Donoghue - Gleneagle Case

Additional Adaptation Text Blocks

Retention *‘I think once we had all signed up to the constitution (family) there was no going back. We were able to get one with things and we all knew our roles and responsibilities’*. Deirdre Collins (Collins Case)

Retention *‘The need to manage relationships is so important, family is family after all’*. Aoife O’Donoghue - Gleneagle

Retention *‘My role is not to provide a living for everybody – eaten bread is soon forgotten’*. Deirdre Collins (Collins Case)

Retention *‘Clarity is important – it’s important that your intentions are signaled well in advance, so the family know and are involved with what’s happening with the business after your go’*. Patrick O’Donoghue - Gleneagle Case

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