
Mapping the Literature of Family Business Management (FBM) - Bibliometric Analysis and Systematic Review

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Abstract *The purpose of this paper is to conduct a Systematic Review and Bibliometric Analysis in the area of Family Business Management. Data was collected from Scopus database, with the help of advance search feature, initially 81 articles were extracted and after filtration finally 43 research articles were considered for this study. MS excel and VOSviewer were used for analysis. This study gave useful insights which can be of scholarly implications in future. After the year 2011 there is a rise in number of research articles published in Scopus database from the domain of Family Business Management, in this study we found that USA, Canada and Spain are the significant contributors of Articles in the domain of FBM. So far most of the articles published in this domain of FBM are based on the key themes of Gender roles, Succession planning, and ownership related issues. This study indicates the future areas of research in the domain of FBM, in future scholars can undertake studies like Effectiveness of various functional areas like Marketing, Finance, HR, Operations and Supply chain in the context of Family owned businesses. Even the usefulness of emerging areas like Fintech, Digital marketing, and HR Analytics can be studied in future.*

Keywords: Business, Entrepreneurship, Family Business, Review, Future

Jel code : LE;L26

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Introduction

Family businesses are a vital component of the global economy, representing over 90% of all businesses worldwide (Gallo & Sveen, 2021). These enterprises come in different sizes and operate across different sectors, ranging from small retail stores to large multinational corporations. Family businesses are unique in their management and governance structures, as they are often owned, operated, and managed by family members across generations. As a result, family dynamics and relationships can have a significant impact on decision-making processes, organizational culture, and business outcomes. Effective family business management is therefore critical to ensure the longevity and success of these enterprises. Family businesses are defined as "any business in which two or more family members are involved, and the majority of ownership or control lies within the family" (Chrisman, Chua, & Sharma, 2020). These enterprises have unique characteristics that distinguish them from non-family businesses, including shared family history, values, and culture, as well as intergenerational transfer of knowledge, skills, and assets. Family businesses can also face challenges related to family conflicts, succession planning, and balancing family and business interests (Gallo & Sveen, 2021).

Family businesses face unique challenges in managing their operations, which can affect their long-term sustainability and success. One of the main challenges is managing family conflicts and disputes, which can arise from differences in personality, values, and goals (Chrisman et al., 2020). These conflicts can impact decision-making processes, business strategies, and employee morale. Effective communication, conflict resolution, and governance structures are essential to manage family conflicts and ensure the smooth functioning of the business.

Another challenge is succession planning, which is critical for the continuity of family businesses across generations. Succession planning involves identifying and developing potential successors, transferring knowledge and skills, and ensuring a smooth transition of ownership and control (Gallo & Sveen, 2021). Succession planning can be complicated by family dynamics, as family members may have different career aspirations, capabilities, and interests. Effective succession planning requires a long-term perspective, clear communication, and a focus on developing the next generation of leaders.

Family businesses also face challenges in balancing family and business interests. Family members may have conflicting priorities, such as prioritizing family harmony over business performance or vice versa (Chrisman et al., 2020). This can lead to tensions between family members and affect business outcomes. Effective family business management involves balancing these interests and aligning family and business goals.

Strategies for Family Business Management:

Effective family business management requires a combination of strategies that address the unique challenges faced by these enterprises. Some of the key strategies include:

1. **Governance Structures:** Family businesses need clear governance structures that define the roles and responsibilities of family members, establish decision-making processes, and promote transparency and accountability. Governance structures can include family councils, boards of directors, and family constitutions that outline family values and principles (Gallo & Sveen, 2021).
2. **Communication:** Effective communication is essential for managing family conflicts, building trust, and aligning family and business goals. Family businesses should establish regular communication channels, such as family meetings and newsletters, and promote open and honest communication (Chrisman et al., 2020).
3. **Succession Planning:** Succession planning is critical for the continuity of family businesses across generations. Family businesses should identify and develop potential successors, transfer knowledge and skills, and ensure a smooth transition of ownership and control (Gallo & Sveen, 2021).
4. **Professionalization:** Family businesses can benefit from professionalizing their operations by bringing in external experts who are well qualified and possess an acumen to manage business.

Table – I: Important definitions of family business management given by various authors in the last 20 years

Author(s)	Definition	Citation
Chua, Chrisman, & Sharma (1999)	"The study of the unique issues faced by a family business, including the dynamics of the family and business systems and the strategies used by the family and business to address those issues."	Chua, J. H., Chrisman, J. J., & Sharma, P. (1999). Defining the family business by behaviour. <i>Entrepreneurship Theory and Practice</i> , 23(4), 19-39.
Craig & Moores (2006)	"The management of the ownership, family and business systems of a family business to ensure that each of these systems is aligned with the other two and that the family	Craig, J. B., & Moores, K. (2006). Gaining traction: The importance of family governance in sustaining family business. <i>Journal of</i>

Donnelly & Kabbaj (2014)	business is sustainable over time." "The management of a family-owned enterprise, taking into account the unique dynamics between family and business, to create value for the business and its stakeholders."	Business Strategy, 27(2), 45-52. Donnelly, R. G., & Kabbaj, M. (2014). The management of family business: An introduction. Palgrave Macmillan.
Gómez-Mejía, Haynes, Núñez-Nickel, & Jacobson (2007)	"The set of activities and processes that are involved in organizing, managing, and leading a family business to ensure its success over multiple generations."	Gómez-Mejía, L. R., Haynes, K. T., Núñez-Nickel, M., & Jacobson, K. J. (2007). Socioemotional wealth and business risks in family-controlled firms: Evidence from Spanish olive oil mills. Administrative Science Quarterly, 52(1), 106-137.
Handler (1994)	"The management of family-owned enterprises, including the unique challenges posed by the interaction of family and business systems, and the processes of succession, governance, and decision-making."	Handler, W. (1994). Succession in family firms: A mutual role adjustment between entrepreneur and next generation family members. Entrepreneurship Theory and Practice, 18(1), 39-56.
Sharma (2004)	"The process of organizing, directing, and controlling the family business in a manner that addresses the unique issues of the family and business systems and ensures the long-term success of the business."	Sharma, P. (2004). An overview of the field of family business studies: Current status and directions for the future. Family Business Review, 17(1), 1-36.

Systematic Literature Review

A systematic literature review (SLR) is a comprehensive and structured approach to identifying, evaluating, and synthesizing existing research on a specific topic. It involves a rigorous and transparent process that aims to minimize bias and ensure the reliability and validity of the findings.

The first step in conducting an SLR is to define the research question and develop an inclusion and exclusion criteria for selecting studies. The criteria can include the types of studies, language, publication date, and relevance to the research question. Once the criteria are established, a search strategy is developed and executed across multiple databases to identify all potentially relevant studies.

The identified studies are then screened based on their titles, abstracts, and full texts to determine if they meet the inclusion criteria. The selected studies are then assessed for their quality and risk of bias using standardized tools. The data from the studies are extracted and synthesized using statistical methods and meta-analysis, if applicable.

The results of an SLR provide a comprehensive and unbiased summary of the current state of knowledge on a specific topic. It can identify research gaps, highlight inconsistencies and contradictions, and provide evidence to inform practice and policy. SLR is a valuable tool for synthesizing and summarizing existing research on a specific topic. It provides a comprehensive and unbiased assessment of the current state of knowledge, and can inform practice and policy decisions.

Bibliometric Analysis

Bibliometric analysis is a quantitative method used to analyse the literature within a particular field of study. It involves the collection, analysis, and interpretation of data related to publications, authors, and citations. This approach allows researchers to measure the impact and influence of individual articles, authors, and journals within a field. Bibliometric analysis is an important tool for assessing the quality and relevance of research, and it can be used to inform policy decisions and funding allocations.

One of the most common bibliometric metrics is the citation count, which measures the number of times a particular article has been cited by other researchers. Citation counts are often used to evaluate the impact of individual articles or authors within a field. For example, a study by Smith et al. (2019) used bibliometric analysis to assess the impact of climate change research on policy decision-making. The study found that articles with higher citation counts were more likely to be cited in policy documents, indicating that they had a greater impact on policy decisions.

Another commonly used metric is the h-index, which measures the productivity and impact of individual researchers. The h-index takes into account both the number of publications and the number of citations that each

publication has received. For example, a researcher with an h-index of 20 has published 20 articles that have each been cited at least 20 times. The h-index is a useful metric for evaluating the overall impact of individual researchers within a field.

Bibliometric analysis can also be used to assess the quality and impact of journals within a field. For example, a study by Jones et al. (2020) used bibliometric analysis to evaluate the impact of open access journals on scholarly communication. The study found that open access journals were more likely to be cited than traditional subscription-based journals, indicating that they had a greater impact on the field. Bibliometric analysis is a valuable tool for assessing the impact and influence of research within a field. Citation counts, h-indices, and journal impact factors are just a few of the many bibliometric metrics that can be used to evaluate the quality and relevance of research. By using bibliometric analysis, researchers can make informed decisions about which publications to read and cite, and policymakers can make better-informed decisions about funding allocations and policy decisions.

Review Methodology

The data in this paper was retrieved from Scopus database, first, the paper counts the number of literature by year, using statistical graphs to show the distribution and trends of the literature. Subsequently, a series of keyword co-occurrence graphs were drawn using Vosviewer to show the top contributing countries, journals, and authors in the FBM research area. Finally, the keyword co-occurrence mapping was used to extract burst keywords, identify the evolution of FBM research, and explore future research trends.

Our review is driven by four main research questions:

1. What is the number of literature by year (from 1991 to 2022?)
2. What are the top contributing countries, journals and authors in FBM research area?
3. What are the leading publishers of Journals in FBM?
4. What are the avenues for more impactful future research on FBM?

Data Selection

In order to have a reliable study the widely used database Scopus was used for this study. Other than this the study has been enriched by using other data source like author's name, institution, H-index, SJR, Cite Score retrieved from official Scopus website, the total number of citations of the literature retrieved from Google Scholar, etc.

Definition of Search Criteria

First, a preliminary literature search was performed. Preliminary searches of the Scopus databases revealed that the keywords “family business management,” and “FBM” could be used. In addition, a review of preliminary search results found that “FBM” has specific meanings across multiple disciplines. In the end, “family business management*” was used as the search term, and the search range was from 1991, to 2021.

2.3 Retrieval and Data Processing

On 14th April 2023 the search was performed on Scopus database. When searching the Scopus database, the search field is “TITLE-ABS-KEY,” the search keyword is “family business management,*” and the time range is “1991 - 2021.” The initial search results were 81 articles but after removing case studies, opinions & perspectives we were left with 43 Articles to proceed further. In this study 43 empirical papers were considered for further analysis.

2.4 Analysis

In the analysis of Co-citation of Countries, Journals and Authors, Co-citation maps were drawn using data from Scopus. In the keyword co-occurrence graph, each node represents a keyword, and the connecting lines represent the strength of association between keywords. The node size represents the number of occurrences of the keyword, and the larger the node area, the more occurrences of the keyword. The colour gradient of the nodes represents the year in which the keyword appears, with cooler shades representing earlier years and warmer shades representing more recent years. Finally, the line between the keywords represents the number of times two keywords appear at the same time, and more lines represent a stronger association between the two nodes.

Result

Output Overview

The total number of articles considered for this study are 43, all these articles were included in the Scopus database. The annual publication status is important to know in order to understand the importance of Research Field, in figure 1 it has been presented that till 2008 the average number of articles per year in the field of FBM was limited to 1 only. From 2009 there is a rise in terms of number of publications, year 2012 had the maximum number of articles in the domain of FBM. Similarly from figure 2 it is evident that Journal of Family Business Management and family business review are the top contributing journals in the field of FBM.

Countries

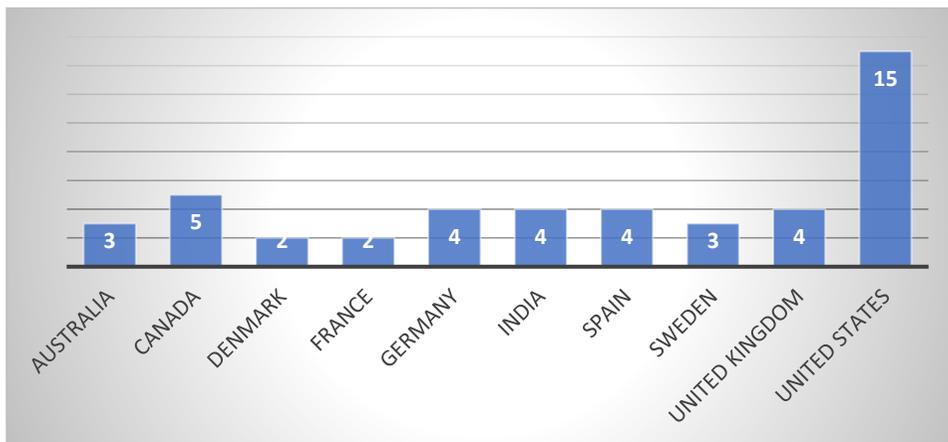


Figure 3. Country wise Distribution of FBM Literature

Fig 3 presents the top 10 countries in terms of producing FBM literature, United States has produced highest amount of literature in the area of FBM followed by Canada and other Countries as per Scopus data. In the period of this study which takes into account the period starting from 1991 to 2022 USA has produced 15 research articles. Figure 4 presents the citations received by the articles produced from the top 10 countries in the area of FBM. USA, Canada and Sweden have received the highest citation count.

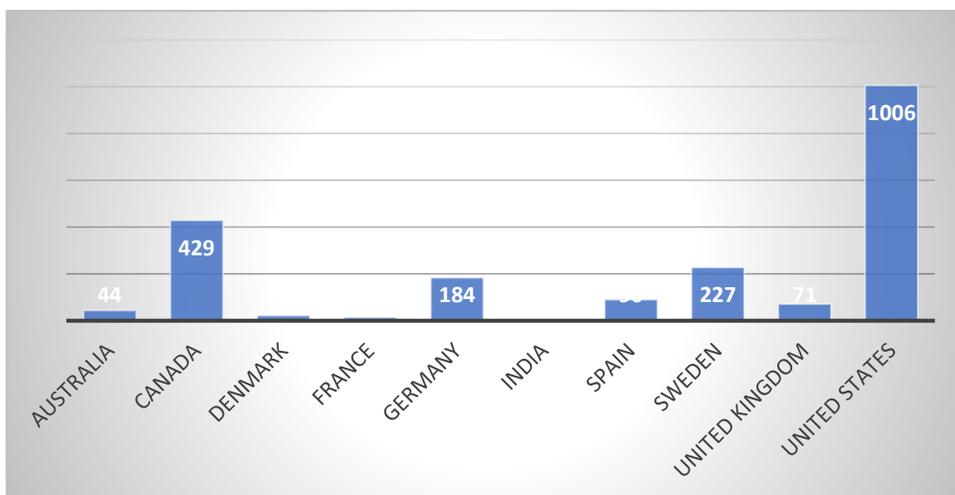


Figure 4. Country Citation Analysis in FBM research

Keyword Co-occurrence			
Id	Keyword	Occurrences	total link strength
7	Bibliometric	2	4
22	competitive advantage	2	2
49	entrepreneurship	2	5
54	Family	2	4
55	family business	15	15
59	family business management	12	18
62	family businesses	2	3
66	family firms	9	17
80	France	2	6
81	Gender	4	12
110	multinational	2	6
119	ownership	2	1
126	profitability	2	2
129	Research	2	5
150	Succession	5	9
151	succession planning	2	5
165	united states of America	2	4

Table II – Keywords Co-occurrence table in FBM Research

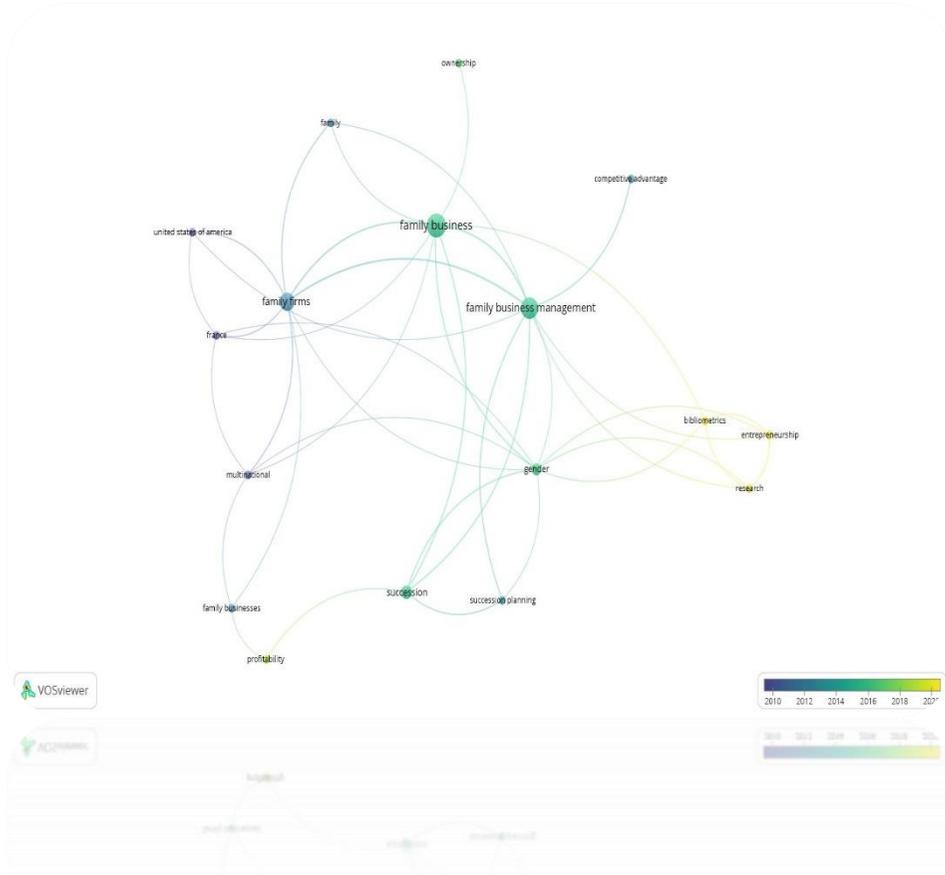


Figure 5. Keywords Co-occurrence Map in FBM Research

The keywords co-occurrence analysis is one of the useful functions of VOSviewer software. The tool generates clusters of keywords based on their association strength. Figure 5 represents a Clustering Topic, the larger the area the more keywords it contains. Three key FBM topics can be derived from the clustering summary. I) Family Business Management II) Gender roles in Family Business Management and III) Succession Planning Issues in FBM.

Authors Citation and Co-citation Analysis

Figure 7 presents the VOSviewer output of Co-citation Analysis where unit of analysis was Author in the domain of FBM. The top cited Authors with citation details are presented in Figure 6.

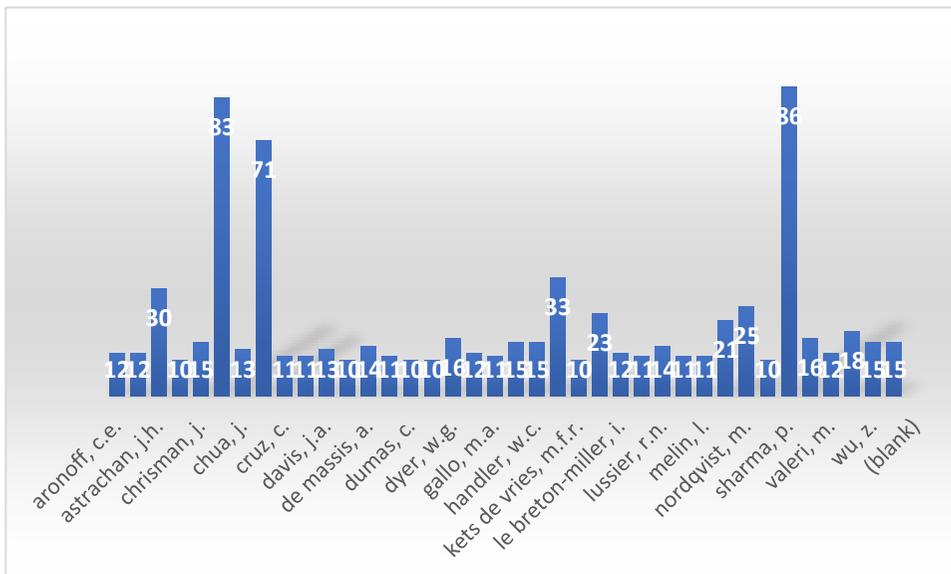


Figure 6. Most Cited Authors in FBM research as per Scopus database

The above figure shows that the top three cited authors in FBM research as per Scopus database are Sharma, Chrisman and Chua. Figure 7 presents the network of Co-citation in which the same three authors are found to be most cited ones in the domain of FBM research. The larger node size in the figure indicates the higher number of citations received by the author, red colour shows the cluster of Co-citations of Sharma and blue colour shows the cluster of Co-citations of Chrisman and Chua.

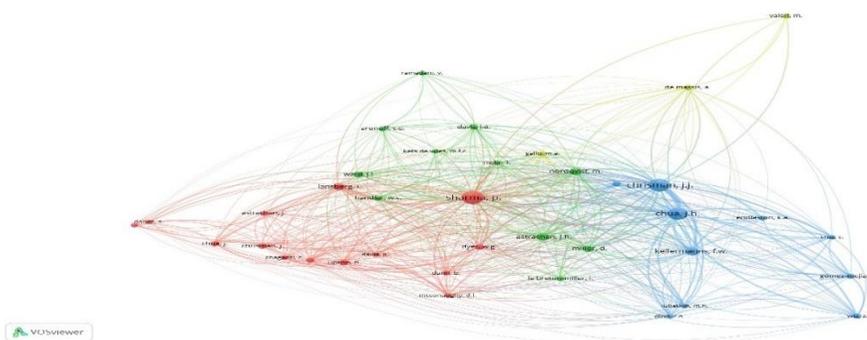


Figure 7. Co-Citation Author output of VOSviewer

Publishers of Journals in The domain of Family Business Management

List of Publishers of Journals in FBM

Blackwell Publishing Ltd

Family Control, Regulatory Environment, and the Growth of Entrepreneurial Firms: International Evidence

Blue Eyes Intelligence Engineering and Sciences Publication

Professionalism and family business management the synergy leading towards business excellence

Centre of Sociological Research

Management methods and tools in family businesses: Impact on the effectiveness of achieving goals

Emerald Group Holdings Ltd.

“Micro” versus “small” family businesses: A multinational analysis

Managing family business tensions: the narrative of family history

Succession and Governance Across Generations: A Comparative Study of the United States and Italy

The Journal of Family Business Management: a bibliometric analysis

Emerald Group Publishing Ltd.

Conflicts in family firms: state of the art and perspectives for future research

Cultures, ideologies and family businesses

Daughter succession: a predominance of human issues

Divorce in the family business: unfolding the legal problems by learning from practice

Emotional dimensions of intra-family transmission: Moroccan Shipping, a team adrift

Exploring small family owned firms; competitive ability: Differentiation through trust, value& orientation, and market specialization

Gender and succession planning: opportunities for females to lead Indonesian family businesses

Gender in family business management: a multinational analysis

How do family entrepreneurs recognize opportunities? Three propositions

The female perspective on family business successor commitment

The propensity to use incentive compensation for non‐family managers in SME family firms

Emerald Publishing

Family businesses in the tourism industry: a research agenda

Inderscience Publishers

The suitability of internal versus external successors: Relevant knowledge types in family business succession

Types of governance, financial policy and the financial performance of micro-family-owned businesses in Canada
International Strategic Management Association
Specifics of the development of family businesses in the Czech Republic
Kluwer Academic Publishers
Family Ownership and Corporate Misconduct in U.S. Small Firms
LLC CPC Business Perspectives
Employee motivation and job satisfaction in family-owned businesses
MDPI
Women Entrepreneurship and Sustainable Development: Bibliometric Analysis and Emerging Research Trends
MDPI AG
Intergenerational differences in family business management and their influence on business profitability
Primrose Hall Publishing Group
Elements that have an impact on the glass ceiling as a competitive factor of family-owned service sector companies in Tijuana, B.C., Mexico
SAGE Publications Ltd
Navigating the family business: A gendered analysis of identity construction of daughters
Sciendo
Family Entrepreneurship in India's 'Diamond City': A Phenomenological Research
Taylor and Francis Inc.
Examining the relationship between firm size and external advice on legal matters and human resources by family businesses
University of Belgrade
Comparative analysis of family businesses with nonfamily businesses: Empirical evidence from India

Table 3. List of Publishers of Journals in FBM, Source – Research Data

Table 3 presents a list of Publishers of Journals in the domain of Family Business Management. From the Scopus database of 43 articles which we considered for our study it was found that Emerald group has published most of the journals where the articles were published followed by Inderscience.

Conclusion

The analysis of papers in the field of family business management indicates a lot about the field's history, orientation and future direction. After the year 2011 there is a rise in number of research articles published in the journals which are indexed in Scopus database, in this study we found that authors from USA, Canada and Spain are the significant contributors of Articles in the domain of FBM. So far most of the articles published in this domain of FBM are based on the key themes of Gender roles, Succession planning, and ownership related issues. In future topics like application and effectiveness of various functional areas like Marketing, Finance, HR, Supply chain & Operations along with the emerging concepts like Digital Marketing, Fintech, and HR Analytics etc. can be studied by the researchers in the context of FBM. So far Emerald Publishing Group and Inderscience are the leading publishers in the area of FBM, Journal of Family Business Management and Family Business Review are the leading Journals in the domain of FBM.

This study has several limitations and offers suggestions for future research. First, the data collected in this paper are limited to English language in Scopus database and do not cover other literature sources. Thus, the results may be biased. Second, most retrieved literature was studied in developed countries, but there is relatively little literature from emerging markets. Future researchers could use more data sources and retrieve literature from non-English speaking countries to obtain more complete results.

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