The Neglected Enterprising Family in Agriculture: A Review and a Proposal for a Research Agenda in Management Sciences

Rania Labaki, Maryem Cherni, Loïc Sauvée

To cite this version:

Rania Labaki, Maryem Cherni, Loïc Sauvée. The Neglected Enterprising Family in Agriculture: A Review and a Proposal for a Research Agenda in Management Sciences. Journal of Enterprising Culture, 2022, 30 (03), pp.241-278. 10.1142/S0218495822300013 . hal-03831062

HAL Id: hal-03831062
https://normandie-univ.hal.science/hal-03831062
Submitted on 8 Feb 2023

HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L’archive ouverte pluridisciplinaire HAL, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d’enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.
The Neglected Enterprising Family in Agriculture: A Review and a Proposal for a Research Agenda in Management Sciences

Rania Labaki*
EDHEC Family Business Research Centre
EDHEC Business School
24 Av. Gustave Delory, 59100 Roubaix, France
rania.labaki@edhec.edu

Maryem Cherni
InTerACT Research Unit
Institut Polytechnique UniLaSalle
19 rue Pierre Waguet, 60026 Beauvais, France
maryem.cherni@unilasalle.fr

Loïc Sauvée
InTerACT Research Unit
Institut Polytechnique UniLaSalle
19 rue Pierre Waguet, 60026 Beauvais, France
loic.sauvee@unilasalle.fr

While the UN’s proclaimed decade of family farming (2019–2029) unfolds, management research has still not sufficiently explored the enterprising family in agriculture. Our article aims at exploring the literature on agricultural family businesses in the field of management sciences, towards suggesting future research directions. We present an overview of the definitional efforts and specificities of these family businesses, followed by a systematic literature review over the past decade. Our analysis identifies three clusters of dimensions that underpin the existing knowledge: entrepreneurial behavior, succession process, and psychological dynamics, in relation with three major outcomes that are growth,
resilience, and continuity. Building on the existing research limitations and the current research trends, we craft a comprehensive agenda for scholars to advance our understanding of enterprising families in agriculture.

Keywords: Agriculture; enterprising family; entrepreneurship; continuity; family business; family farming; literature review; psychological dynamics; growth; resilience; succession.

INTRODUCTION

While the concept of family entrepreneurship has garnered the attention of researchers for nearly three decades (Heck et al., 2008), the concept of agricultural entrepreneurship is quite recent (Cheriet et al., 2020) and is experiencing a growing boom (Barral et al., 2017). In parallel, research on family entrepreneurship in agriculture, which stands at the intersection of agricultural entrepreneurship and family farming, continues to develop (Lacombe, 2016). Institutionally, the United Nations (UN) recently declared the decade of family farming (2019–2029), building on the success of the year 2014 designated as the international year of family farming by the UN Food and Agriculture Organization (FAO). This revived interest coupled with the environmental, climate, and technological changes and pressures that challenge the agricultural sector (Cheriet et al., 2020; Condor, 2020; Suess-Reyes and Fuetsch, 2016) nurture the need for exploring family agriculture from a management angle. Widely studied in disciplines such as rural sociology (Chia et al., 2014; Sourisseau and Even, 2015) and rural economy (Courleux et al., 2017), the agricultural sector has, in fact, not been sufficiently explored in management sciences.

A number of factors may explain these gaps and the need to address them. First, there is a lack of consensus among researchers and agriculture stakeholders about the status of the farmer. While recent years have witnessed an increasingly strong affirmation of the entrepreneurial, managerial, and even strategic nature of new farmer profiles (Lepage and Cheriet, 2019; Olivier-Salvagnac and Legagneux, 2012), the reference to the terms of “peasant” or “farmer” is more frequent than the term of “entrepreneur” itself (Cordellier and Le Guen, 2010; Simon, 2013). While these terms were also presented as opposite to each other, the current period is witnessing the emergence of a new figure of the farmer able to address the challenges of the distinct sector of agriculture, that is an “agripreneur” (Benjamin, 2018; Sharma and Singh, 2006) who embraces the identities of a farmer and an entrepreneur at the same time (McElwee, 2006). Second, there is a lack of contextualisation...
of family entrepreneurship and family business (Krueger et al., 2021), particularly in agriculture, since the multiple dimensions of the environment are mostly viewed as a control variable in management research (Chabaud et al., 2020). Agriculture is, however, a context in its own right in the sense that the methods of accessing and mobilising resources (land, capital and factors of production in particular) are different from other sectors of activities (Petit, 2006). It also remains rarely empirically studied in management, particularly in relation to entrepreneurship (Fitz-Koch et al., 2018; Knudson et al., 2004) and family businesses (Suess-Reyes and Fuetsch, 2016).

While family entrepreneurship remains a major component of the international agricultural and agrifood landscape (Hubert, 2018), the figures show that 85% of agricultural businesses in the world are family-owned (Ebel, 2020; Lowder et al., 2014; 2016). These businesses have also their own distinct characteristics as compared to non-family businesses. Their relationships involve emotions often rooted in history (Cailluet et al., 2018), flowing from the family to the business and vice versa, and impacting the business continuity in the family’s hands (Labaki and Hirigoyen, 2020; Michael-Tsabari et al., 2018). Family businesses develop cognitive trust among their members (Cherni and Leroux, 2019) and engage in strategies with long-term considerations that allow them to build resilience (Darnhofer, 2010). They appear, therefore, as fertile terrains to explore how enterprising families in agriculture develop and transfer their businesses over generations in terms of drivers, challenges, and processes.

This article aims to provide a comprehensive literature review by combining the scattered research findings in management on family businesses in agriculture over the past decade and building on their limitations to suggest a comprehensive research agenda.

The structure of the article is as follows. First, we present an overview of family businesses in agriculture in terms of definitional efforts and specificities. Second, we present the methodology of our systematic literature review (SLR) and our analysis of the literature around three main dimensions that underpin the existing knowledge. Finally, we identify the research gaps and trends to craft future research directions.

FAMILY BUSINESS IN AGRICULTURE: DEFINITION AND SPECIFICITIES

Among various denominations, academics have predominantly referred to the family business in the agricultural sector as the “family farm”. Considered
as a form of business organisation (Lobley and Baker, 2016), the family farm goes beyond food security and rural development (Fulton et al., 2011). Given the plurality of definitions, we suggest building on the FAO definition which is inclusive of different perspectives and contexts: “a family farm is a means of organizing agricultural, forestry, fisheries, pastoral and aquaculture production which is managed and operated by a family and predominantly reliant on family labor, both women and men. The family and the farm are linked, coevolve and combine economic, environmental, reproductive, social and cultural functions.” (Garner and de la O Campos, 2014, p. 17).

A main characteristic of the family farm is the spatial proximity of the family members owning the land, which adds to the complexity of the relationship between private and professional life on the one hand, and the intergenerational relationships on the other hand (Terrier et al., 2012). This proximity fosters trust (Carrigan and Buckley, 2008), making the family farm tightly-knit but also reluctant to incorporating new members (Taylor et al., 1998) and subject to fragile mutual aid in the farming activities (Servière et al., 2019).

These observations seem in line with the scarce literature exploring the specificities of agricultural family businesses in the family business field. Dating back to three decades, the early research published in the two main-stream academic journals, Family Business Review (FBR) and Journal of Family Business Strategy (JFBS), has emphasised the relational aspects of the family farm. These included the relationship of family members with the business or profession in terms of motivation and commitment (Hinsz and Nelson, 1990), the relationships between family members (couple, successor-parents) in terms of inclusion, control, and integration in the family business (Danes et al., 2002), and the multiple roles of women and unpaid family members in the agricultural business and beyond (such as the household or other business) (Rowe and Hong, 2000). Scholars have also identified and explored specific challenges relative to succession and continuity of the family business in the agricultural sector, whether in terms of transfer of ownership (Thomas, 2002), respect for values and identification with the family business (Glover and Reay, 2015), decision of the new generation to join the family business (Keating and Little, 1997) or strategic entrepreneurship (exploitation and exploration) (Webb et al., 2010). Overall, these specificities are what likely make the success of agricultural family businesses across generations, but they are also what likely lead to conflictual relationships between members (Paskewitz and Beck, 2017).

The scarce literature reviews conducted on family businesses in agriculture were published in non-management journals, covering earlier research and focusing on specific dimensions such as innovation or succession (e.g.,
The Neglected Enterprising Family in Agriculture

Suess-Reyes and Fuetsch, 2016). As the management literature has known an increasing interest in family businesses in the agricultural sector over the last decade, our purpose is to appraise the main themes within the field and to identify the key aspects through which family business scholars can learn and seek to learn more by engaging in new research orientations.

METHODOLOGY

Viewed as a methodology for evidence-informed reviews in management research, the Systematic Literature Review (SLR) allows researchers to both map and assess the relevant intellectual territory in order to specify a research question which will further develop the knowledge base (Tranfield et al., 2003). Our methodology is based on a SLR of academic publications in English on family businesses in agriculture in journals of the field of management. We chose to focus our analysis on the last decade (2011–2021) witnessing an increasing interest of management scholars in this thematic, which was traditionally explored in rural economics (Courleux et al., 2017) and rural sociology journals (Chia et al., 2014; Sourisseau and Even, 2015), and more generally in scientific journals in the category of agriculture. We used the SLR approach based on the guidelines of Tranfield et al. (2003) about planning the review, conducting the review, reporting, and dissemination. Our review process followed four stages.

Stage 1: We first identified keywords and search terms based on our scoping study as well as discussions within the review team in line with Tranfield et al. (2003). We suggested the search query for the following list of key words: “family farming”, “family AND farm*”, “family AND agri*”, “family AND rural*”.

Stage 2: We only considered academic journal articles perceived as the scientific production that best reflects the original research (e.g., Benavides-Velasco et al., 2013) and have undergone a diligent peer-review process (e.g., Kubíček and Machek, 2019), de facto excluding other types of scientific publications such as books, book chapters, conference papers, and editorials. We used the 2020 ranking of academic journals by the Chartered Association of Business Schools (CABS) to identify the journals published in English in the management field.

Stage 3: Looking into the EBSCO Business Host and Science Direct databases, we selected publications where at least one of the key words was
R. Labaki et al.

found in the article title, then in the abstract. We identified a total of 276 articles. Our deeper reading of the articles led us to exclude those in which the key words were used in an ephemeral way and were unrelated to the scope of our research (69 papers). Out of the 207 remaining articles, we excluded those where agriculture or farming were used as a control variable (184 papers). The final sample consisted of 23 relevant articles, in the sense that they contributed to our understanding of the specificities, development and transfer of family businesses in agriculture, such as by identifying drivers, challenges, and processes.

Stage 4: This stage consisted of a deep analysis of the content of the 23 articles identified in stage 3. Additionally, given the scarcity of studies, we chose to complement this analysis with three articles in the main journals dedicated to family business, JFBS and FBR. These articles were introduced although the agricultural dimension was not presented as a research focus but as a research context.

The reporting of our SLR review is summarised in Table 1 which underlines the research question(s), the theoretical background, the research method(s), the context level(s) of analysis, the main results, contributions, limitations, and the future avenues of each publication.

FINDINGS

In Table 1, we distinguished the 26 articles based on whether the family agricultural business or farm was (1) the main focus of investigation \((n = 23)\) or (2) a research context \((n = 3)\) (marked with an asterisk* for articles published in the main academic journals in family business (FBR and JFBS). No article emerged with the agricultural sector as an incidental finding \((n = 0)\). In line with the observation of Koiranen, back in 2002, we realised that research on family businesses in the agricultural sector is still essentially restricted to its consideration as a sector of activity or to its exclusion as a sector of activity (subject to competitiveness and specific regulations, particularly in quantitative studies) (Koiranen, 2002).

Main conceptual and theoretical backgrounds

Apart from a few articles that were descriptive in nature, most of the reviewed articles have built on existing conceptual and theoretical backgrounds prior to conducting the empirical studies.
Table 1. Literature Review on Family Businesses in Agriculture Based on Publications in the Management Field during the Period of 2011–2021.1

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Research Question(s)</th>
<th>Theoretical or Conceptual Background</th>
<th>Research Methods and Context Level(s) of Analysis</th>
<th>Family Business Characteristics (Size, Geographic Area)</th>
<th>Contribution (Theoretical, Prescriptive, or Descriptive) and Main Findings</th>
<th>Limitations and Research Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kimmitt et al.</td>
<td>Which entrepreneurial configurations of life circumstances lead to strong future prosperity expectations in impoverished contexts?</td>
<td>Entrepreneurship and poverty</td>
<td>Mixed methods: - Quantitative survey of 166 farming households - Qualitative Comparative Analysis Levels of analysis: Micro (household) and Macro (market)</td>
<td>A sample of 166 smallholder farming households in rural Kenya</td>
<td>Theoretical and prescriptive A combination of 3 entrepreneurial endeavours lead to strong future prosperity expectations (less poverty): family-frugal, individual-market, and family-inwards entrepreneuring.</td>
<td>Limitations: - Intergenerational detachment restricted to the agricultural context. Avenues: - Role of innovation and entrepreneurship in encouraging new generations to take over family farming business, and consequently in nurturing future prosperity expectations.</td>
</tr>
<tr>
<td>Glover and Reay</td>
<td>How can family farms continue over multiple generations despite minimal economic returns and what are the consequences for the family and the business?</td>
<td>Socioemotional wealth literature</td>
<td>Qualitative method: A multi-case comparative study based on semi-structured interviews with owners and other family members of family dairy farms</td>
<td>20 family dairy farms located in the Midlands region of England</td>
<td>Theoretical and prescriptive Sustaining the business despite minimal economic returns by engaging in four different strategic behaviours: diversifying the business, debt maximising, sacrificing family needs, and compromising.</td>
<td>Limitations: - Sample size. - Lack of details about the consequences of the 4 strategic behaviours on the family, the business or both. - Lack of in-depth analysis of the influence of emotions on business choices.</td>
</tr>
</tbody>
</table>

(Continued)
Table 1. (Continued)

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Research Question(s)</th>
<th>Theoretical or Conceptual Background</th>
<th>Research Methods and Levels of Analysis</th>
<th>Family Business Characteristics (Size, Geographic Area)</th>
<th>Contribution (Theoretical, Prescriptive, or Descriptive Main Findings)</th>
<th>Limitations and Research Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitz-Koch and Nordqvist (2017)</td>
<td>How do the dimensions of SEW influence innovation capabilities? How do innovation capabilities influence the dimensions of SEW?</td>
<td>Dynamic capabilities and Socioemotional wealth approach</td>
<td>Single case study Levels of analysis: Micro (the family) and Meso (the business)</td>
<td>A medium-sized family business deeply embedded in a small village in Sweden</td>
<td>Theoretical and prescriptive -SEW fosters the development of innovation capabilities in general, which in turn have a positive influence on the owning family’s SEW. -The gain in SEW reamplifies innovation capabilities. -Not all dimensions and capabilities have the same influence or reveal a relationship.</td>
<td>Limitation: -A single case study Avenues: -Exploring the relationship between SEW and the technological inputs or outputs of innovation. -Considering the size of companies when studying innovation: investigating both small and large firms</td>
</tr>
<tr>
<td>Vik and McElwee (2011)</td>
<td>What are the motives for farmers to diversify and into what kind of activities?</td>
<td>Farm entrepreneurship approach and business and economic growth strategies</td>
<td>Quantitative method: Questionnaire Levels of analysis: Micro (farmers) and Meso (the farm)</td>
<td>Survey sent to 1607 farmers in Norway. Data analysis focused on 943 farmers who have diversified their activities.</td>
<td>Theoretical and prescriptive Five categories of farmers’ diversification: -Off-farm and farm-related diversification motivated by a desire to live at the farm (non-economic motives)</td>
<td>Limitations: -Not considering the role of the family members and the personality traits of the farmer in the diversification decision.</td>
</tr>
</tbody>
</table>
The Neglected Enterprising Family in Agriculture

- On-farm and farm-diverse motivated by the desire to create something new or by green care and social motivations (non-economic motives)

Avenues:
- The skills farmers need to develop their business
- How farmers use networks
- The barriers and opportunities that face farmers and how these barriers may be ranked
- The effects of the changes in agricultural policies

Khoshmaram et al. (2020)

How do individual variables (human and social capital) and contextual variables (environmental and socio-cultural support) impact entrepreneurial behaviour and innovation in Iran’s agricultural sector?

Entrepreneurial behaviour and human and social capital approaches

Quantitative method: Pen and paper questionnaire

Levels of analysis: Micro (farmers and Macro (external environment)

400 small farmers in Iran’s Kermanshah province

Theoretical and prescriptive

Human capital and social capital directly impact entrepreneurial behaviour and innovation. Environmental support has a positive indirect impact on entrepreneurial behaviour and innovation among farmers.

Limitations:
- Data restricted to a specific region in Iran

Avenues:
- Identify additional variables that may contribute to entrepreneurial behaviour and innovation
- Collect data from other regions in Iran or in other developing countries.
- Compare the results with other industries
- Adopt mixed methods approach

(Continued)
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Research Question(s)</th>
<th>Theoretical or Conceptual Background</th>
<th>Research Methods and Context Level(s) of Analysis</th>
<th>Family Business Characteristics (Size, Geographic Area)</th>
<th>Contribution (Theoretical, Prescriptive, or Descriptive) Main Findings</th>
<th>Limitations and Research Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tonner and Wilson (2015)</td>
<td>What are the farmer’s motivations for diversification?</td>
<td>Rural diversification strategies</td>
<td>Qualitative method: Case studies</td>
<td>8 small farm businesses in Scotland</td>
<td>Theoretical and prescriptive - Diversification is motivated by dissatisfaction push factors - Structural diversification is not homogenous but can be distinguished by considering entrepreneurial characteristics</td>
<td>Limitations: Findings are only representative of the firms within the study and cannot be generalised</td>
</tr>
<tr>
<td>Alrubaishi et al. (2020)</td>
<td>How do the differences in family firms’ ability (discretion and resources) and willingness (economic and noneconomic) affect their innovation activities across generations in the indigenous date industry in Saudi Arabia?</td>
<td>Innovation and entrepreneurship literatures</td>
<td>Qualitative method: Case studies based on interviews, observation, and archival data</td>
<td>4 case studies of Saudi family firms operating in the indigenous date industry.</td>
<td>Theoretical - Importance of both ability (discretion and resources) and willingness (economic and noneconomic) for innovation to occur - Integration of past knowledge into new innovative practices is important to harness innovation</td>
<td>Limitations: Explanatory nature of the study</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Levels of analysis: Micro (family), Meso (business) and macro (external environment)</td>
<td></td>
<td></td>
<td>Avenues: Conduct a quantitative study</td>
</tr>
</tbody>
</table>

- Limitations: Consider diversification as a processual entity. Farmers’ motivations and outcomes may be better understood by clarifying this process.
<table>
<thead>
<tr>
<th>Study</th>
<th>Question</th>
<th>Methodology</th>
<th>Sample</th>
<th>Limitations</th>
<th>Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramboarison-Lalao et al. (2018)</td>
<td>What are the barriers and key success factors of intergenerational transmission of family farms?</td>
<td>Qualitative method: Life stories of 26 French farm owners based on an ethnosophistic approach.</td>
<td>7 dairy farms and 19 cattle and dairy farms in France</td>
<td>- The obsessional character of the work leads some farmers to neglect their personal life sphere.</td>
<td>- Not accounting for the complexity of the process of transmission.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Theory of hypertrophy versus Equilibrium of life spheres</td>
<td></td>
<td>- The single lifestyle of many farmers is one of the main barriers of transmission.</td>
<td>- Exploring the growing concerns across generations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Levels of analysis: Micro (farmers and families)</td>
<td></td>
<td>- The farmers’ children want less dreary, less demanding and better paid job.</td>
<td>- Accounting for the psychological effect of transmission on both predecessor and potential successor.</td>
</tr>
<tr>
<td>Vita et al. (2019)</td>
<td>What are the owners’ motivations in the ornamental plant sector?</td>
<td>Literature on the features of ornamental plant firms</td>
<td>24 small farms located in eastern Sicily, in Catania and Messina, and in western Sicily, Marsala and Trapani</td>
<td>Descriptive - Emotion is particularly relevant for owners in both groups</td>
<td>- Replicate the study in other regions and other agricultural sectors.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mixed methods: (qualitative and quantitative):</td>
<td></td>
<td>- Affective motivation is a key factor for actions and business decisions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Focus group with experts (producers, traders, brokers …)</td>
<td></td>
<td>- Inheritance is a motivation that prompted the decision to become an owner.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Questionnaire sent to a sample of ornamental farmers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Levels of analysis: Micro (owners) and Macro (market)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Continued)
Table 1. (Continued)

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Research Question(s)</th>
<th>Theoretical or Conceptual Background</th>
<th>Research Methods and Level(s) of Analysis</th>
<th>Family Business Characteristics (Size, Geographic Area)</th>
<th>Contribution (Theoretical, Prescriptive, or Descriptive Main Findings)</th>
<th>Limitations and Research Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gabriel et al.  (2016)</td>
<td>Which conceptual framework for the system analysis of family-run agricultural enterprises?</td>
<td>Principles of system theory and management cybernetics Systemic analysis of the specificities of agricultural systems.</td>
<td>Theoretical research based on a literature review. Levels of analysis: Micro (owner-managers), Meso (business stakeholders) and Macro (environments)</td>
<td>German agricultural sector</td>
<td>Theoretical and prescriptive The framework consists of three main components: the internal organisation and management of the enterprise, the stakeholders involved and the Four environments (economy, technology, society, ecosystem)</td>
<td>Limitation: Theoretical paper Avenues: Empirically testing and refining the framework in family businesses in the agriculture sector</td>
</tr>
<tr>
<td>Yoshida et al.  (2020)</td>
<td>What is the impact of entrepreneurial behaviour of farmers and what is the role of the family in diversification choices?</td>
<td>Farm diversification and entrepreneurship literatures</td>
<td>Quantitative method: Questionnaire Levels of analysis: Micro (farmers and family), Meso (business), and Macro (market)</td>
<td>Survey of 182 farms located close to urban areas in the UK</td>
<td>Theoretical and descriptive Entrepreneurship capabilities, marketing and family management orientation have a direct impact on farm diversification. Family involvement can constrain farm diversification, especially when the family feels that diversification could increase the risk of losing the family firm control.</td>
<td>Avenues: Use an integrated approach in order to understand the complexities of the entrepreneurial process</td>
</tr>
<tr>
<td>Authors</td>
<td>Research Question</td>
<td>Methodology</td>
<td>Limitations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donkers (2014)</td>
<td>What is the weight of family farming in food production, employment, ecology, and food diversity?</td>
<td>Limited theoretical background Some references to the governance literature a case study approach</td>
<td>Descriptive statistics and qualitative method based on a case study approach A private organic agriculture and food chain in Krasnodar, Adoption of the FAO definition of family farms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Movahedi et al. (2016)</td>
<td>What are the barriers for women implication in farming and how to overcome them?</td>
<td>Literature review about gender studies, well focused on barriers, summarising the main results (years 2000–2012)</td>
<td>Quantitative method: Questionnaire Levels of analysis: Micro (women farmers) Macro (environment) 217 women in family businesses (including farming) across 28 villages in Iran Theoretical Identification of five groups of barriers and some policy recommendations (training, banking facilities for women, etc.) Elaboration of a model about solutions for the development of women’s rural family businesses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Al-Oun (2012)</td>
<td>What are the strategies of agrofood SMEs in Jordan to access the available supply chains and what is their impact on performance?</td>
<td>Mainly statistical background and bibliographic sources on Jordan, no research model</td>
<td>Mixed methods (quantitative and qualitative): Survey with 95 SMEs Semi-structured interviews with 30 farmers Levels of analysis: Micro (SMEs) and Meso (business channels) Agrofood SMEs in the Northern Badia region in Jordan Descriptive The weight of different marketing channels in company performance The farmer’s ability to choose among marketing channels is a trade-off between losses and gains.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Continued)
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Research Question(s)</th>
<th>Theoretical or Conceptual Background</th>
<th>Research Methods and Context Level(s) of Analysis</th>
<th>Family Business Characteristics (Size, Geographic Area)</th>
<th>Contribution (Theoretical, Prescriptive, or Descriptive)</th>
<th>Main Findings</th>
<th>Limitations and Research Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Niemelä and Häkkinen (2014)</td>
<td>What is the connection between family farm pluriactivity and growth intention?</td>
<td>Theoretical background on growth behaviour (literature review) with an application to family firms in farming and to the pluriactivity of farms</td>
<td>Quantitative method: Questionnaire Levels of analysis: Micro (farm entrepreneurs) and Meso (farm)</td>
<td>606 family farms (out of a population of 1618) in Finland</td>
<td>Theoretical - Proposal of a typology of family farms inclusive of four growth groups - Pluriactivity affects the growth intention depending on the entrepreneurs’ capabilities and willingness to change.</td>
<td>Main Findings:</td>
<td>Limitations: - Results based upon only one region in Finland Avenues: - Extension of the analytical framework (role of social capital, roles of members of the family…)</td>
</tr>
<tr>
<td>Rieple and Snijders (2018)</td>
<td>How do the emotional factors contribute to the adoption or rejection of different categories of innovation by dairy farmers?</td>
<td>Literature on the concepts of innovation adoption and innovation resistance and their related emotional aspects</td>
<td>Qualitative method: - In-depth interviews with 27 dairy farmers - Informal discussions with other industry members Levels of analysis: Micro (farmers) and Meso (fams)</td>
<td>Dairy farms in Munster, Republic of Ireland, whose majority were medium sized with a few large-scale farms or small farms.</td>
<td>Theoretical and prescriptive - Identification of three main innovations: grassland management, herd characteristics and technology, which are motivated by different behavioural factors. - Identification of diverse, ambivalent, and complex interactive emotions which have a distinct moderating influence between the motivation and the innovation adoption or rejection, depending on the type of innovation.</td>
<td>Main Findings:</td>
<td>Avenues: - Understanding why certain categories of innovation are influenced by different types of emotions - Extending the research from dairy farming to other farming sectors - Investigating the influence of other cultures on the process as Irish culture has a strong sense of identity attached to farming</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Research Questions</td>
<td>Methodology</td>
<td>Case Study/Levels of Analysis</td>
<td>Findings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glover (2014)</td>
<td>What are the challenges faced by the daughter as partner and future successor of the family business?</td>
<td>Qualitative method: Single ethnographic case study approach through participant observation and semi-structured interviews with family members over two years. Levels of analysis: Micro (family) and Meso (farm stakeholders)</td>
<td>A small family farm in England</td>
<td>Describe power struggles as important challenges exacerbated by perceived gender issues by the daughter successor in the family farm and pose a threat on her position as a partner, given her father’s favouritism of male employees.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ren and Zhu (2016)</td>
<td>How do family businesses interact with their institutional environment and consequently build learning patterns?</td>
<td>Dynamic learning process Qualitative method: Case studies and in-depth interviews Levels of analysis: Micro (family), Meso (business) and Macro (institutional environment)</td>
<td>6 cases of family businesses (among which 3 agri-businesses) in China</td>
<td>Describe the learning process as influenced by institutional contexts surrounding urban and rural family businesses - Learning in a family business is characterised by a strong degree of purpose and self-initiation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Olubukola et al. (2017)</td>
<td>What are the determinants of technical efficiency and income inequality of family food vending businesses in southwest Nigeria?</td>
<td>Human capital and performance in the family business literature (brief overview) Questionnaire Levels of analysis: Micro (food vendors) and Macro (market)</td>
<td>Descriptive - Age, years spent in school, experience, household size, and method of processing lead to an increase in the technical efficiency of food vending in the region.</td>
<td>Describe - The explorative nature of the study - Consider the nature of and interactions between family and business.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 1.  (Continued)

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Research Question(s)</th>
<th>Theoretical or Conceptual Background</th>
<th>Research Methods and Context</th>
<th>Family Business Characteristics (Size, Geographic Area)</th>
<th>Contribution (Theoretical, Prescriptive, or Descriptive)</th>
<th>Main Findings</th>
<th>Limitations and Research Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgiou et al. (2020)</td>
<td>What is the impact of succession on sustainability?</td>
<td>Literature on the succession process in family business</td>
<td>Qualitative method: 16 in-depth semi-structured face-to-face interviews with SME representatives</td>
<td>6 SMEs in the wine sector in Cyprus</td>
<td>Prescriptive</td>
<td>Seven critical succession factors (e.g., successor skills and attributes, training, winery performance, incumbent-successor precontractual expectations, institutional environment) influence the sustainability of the family wineries and the growth of the Cyprus wine sector</td>
<td>Avenues: Expanding the study to countries with similar cultural characteristics Conducting a comparative study with large wineries Using quantitative methods.</td>
</tr>
<tr>
<td>Conz et al. (2020)</td>
<td>How do owners/managers understand and practice resilience?</td>
<td>Ecological and engineering theoretical approaches of resilience</td>
<td>Constructivist approach Phenomenography Qualitative method: Interviews with 17 owners-managers</td>
<td>17 longstanding Australian and Italian family wineries</td>
<td>Theoretical and prescriptive -Resilience is a multifarious concept -Identification of four types of understanding of resilience by the owners/managers (Proactive development, predictive control, adaptive consolidation, and stable perpetuation), which determine how they practice resilience</td>
<td></td>
<td>Avenues: As resilience is context-dependent, there is need to explore what variations in resilience practice might exist across different industry contexts and among family and non-family businesses and in larger size family businesses where resilience is based on collective and shared understandings.</td>
</tr>
<tr>
<td>Study</td>
<td>Research Question</td>
<td>Methodology</td>
<td>Findings</td>
<td>Avenues</td>
<td>Limitations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hanson et al. (2019)*</td>
<td>What are the underlying family relational processes leading to resiliency that sustains an entrepreneurial culture across generations?</td>
<td>Sustainable Family Business Theory (SFBT) and Contextual Family Therapy Theory (CFTT)</td>
<td>Grounded theoretical approach Mixed methods: Quantitative survey on the facts dimension and qualitative study via individual and group interviews for an in-depth investigation of the remaining dimensions. Levels of analysis: Micro (family) and Meso (farm)</td>
<td>22 Family non-founder SMEs in the United States</td>
<td>Theoretical and prescriptive - Entrepreneurial culture is influenced by relational ethics and the family ledger and may be altered across generations. - A higher degree of resiliency (more balanced ledger representing the CFTT dimensions) opens the door to access and use other family capital (financial, human, other social capital) that feeds and sustains an entrepreneurial culture across generations.</td>
<td>Avenues: - Extend the study to more racial, ethnic, socioeconomic diversity, and cultural diversity of family businesses and to families and businesses of different sizes. - Focus on family resilience processes through longitudinal studies.</td>
<td></td>
</tr>
<tr>
<td>Murphy and Lambrechts (2015)*</td>
<td>In which ways family business involvement impacts the actual career choices and behaviours of the next generation?</td>
<td>Literature on career choices including the family business</td>
<td>A constructivist grounded theory approach An interpretive qualitative study based on interviews with 12 next-generation family members (including siblings) who worked in the family business as well as secondary data</td>
<td>6 Family businesses (including the food and farming sectors) in Ireland</td>
<td>Theoretical and prescriptive - The family business involvement of the next generation not only influences but also alters the careers of the next generation. - The next-generation family members in Ireland often put their own careers interests and development aside to meet the needs of the family business and continue to help out in the family business, regardless of personal career aspirations.</td>
<td>Limitations: Limited sample based on retrospective accounts. Avenues: Future longitudinal qualitative research on the act of helping of the next generation by inquiring into the concrete relational practices (social interactions, activities, exchanges, and relationships)</td>
<td></td>
</tr>
</tbody>
</table>
### Table 1. (Continued)

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Research Question(s)</th>
<th>Theoretical or Conceptual Background</th>
<th>Research Methods and Context</th>
<th>Family Business Characteristics (Size, Geographic Area)</th>
<th>Contribution (Theoretical, Prescriptive, or Descriptive)</th>
<th>Limitations and Research Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cruz et al. (2012)*</td>
<td>How is the entrepreneurial culture transmitted and continued in family businesses?</td>
<td>Portfolio entrepreneurship Organisational culture Family Entrepreneurial Teams (FET)</td>
<td>Qualitative method: Case studies of family entrepreneurial teams based on in-depth interviews with multiple respondents</td>
<td>Six multigenerational family business groups in Honduras (including farming, agricultural, and land-related activities)</td>
<td>Theoretical and prescriptive Entrepreneurial culture is transmitted and continued through an early and prolonged guidance by senior family members in business, participation in on-going entrepreneurial processes and positive relationships between members of a FET.</td>
<td>Extend the study to alternative geographical contexts and cultures as well as to more extended families (versus nuclear families of the study) over generations</td>
</tr>
</tbody>
</table>

...
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Research Question</th>
<th>Methodology</th>
<th>Sample Size</th>
<th>Theoretical and Prescriptive</th>
<th>Limitations</th>
<th>Avenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kurland and McCaffrey (2020)</td>
<td>What is the strategic logic of family business owners who choose to preserve their farmland?</td>
<td>SEW Theory</td>
<td>20 Small and medium-sized family farms in Lancaster County, Pennsylvania</td>
<td>Owner-managers of family farms prioritise preservation of farming on fertile land and protection of the farming community in their region over economic and, in some instances, family interests</td>
<td>- Snapshot study</td>
<td>- Non-generalisability of the outcomes indicators (land preservation) to other sectors.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Qualitative method:</td>
<td>- Semi-structured interviews with 20 farms members, 11 industry representatives and community members</td>
<td>- Proposition of a new concept: &quot;Community SEW&quot;</td>
<td></td>
<td>- Extension of the logic exploration to other strategic decisions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Levels of analysis:</td>
<td>- On-site visits of 13 farms and attendance of three agricultural training events</td>
<td>- Owner-managers of family farms prioritise preservation of farming on fertile land and protection of the farming community in their region over economic and, in some instances, family interests</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Micro (family owners) and Meso (business industry and community)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hedberg and Danes (2012)</td>
<td>What is the relationship between power dynamics in copreneurial couples and productivity?</td>
<td>Family FIRO (Fundamental Interpersonal Relationship Orientation) theory</td>
<td>14 Farm business in the United States (farm crops, beef cattle, and hogs)</td>
<td>Copreneurial businesses where spouses are seen as equal partners engaging in collaborative power interactions are likely to result in a more productive business decision team that has the resilience to creatively solve important business problems.</td>
<td>- Examination of business-owning couples from only one industry (farming) to others and from copreneurs to other family dyads and teams.</td>
<td>- Extension of the logic exploration to other strategic decisions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Qualitative method:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Self-reports, observational coding of team interviews, and analytic induction. Team and individual interviews with 14 couples</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Levels of analysis:</td>
<td>Micro (couples) and Meso (farms)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1All articles refer to family businesses in agriculture as a research focus except those with an asterisk (*) which refer to them as a research context.
The articles revolved around key concepts including entrepreneurship, growth strategies (such as market access, innovation, and diversification), business continuity, succession, resilience, career choices, and culture. We particularly note the abundance of certain themes as compared to others, with the predominance of diversification (such as categories of farm diversification, motivations, family involvement in diversification choices). This focus on diversification could be explained by the decreasing income of farming activities (Suess-Reyes and Fuetsch, 2016) which are increasingly encouraging farmers to diversify into new activities in order to generate additional income (Delgado and Siamwalla, 2018). We also note emerging trends on gender issues and barriers faced by women to succeed in countries where they face a significant gender gap such as Iran (Movahedi et al., 2016) and in developed countries where men are more often represented in family farm succession such as England (Glover, 2014).

The main theories on which the authors have built were diverse. They ranged from theories in the family business field (e.g., SEW Theory and Sustainable Family Business Theory) and the family therapy field (e.g., Contextual Family Therapy Theory and Family FIRO — Fundamental Interpersonal Relationship Orientation), to theories in the organisational behaviour field (e.g., Ecological and Engineering Theories on Resilience) and the entrepreneurship and strategy fields (e.g., Dynamic Capabilities Theory).

**Main research methods**

Research on family businesses in agriculture was dominated by qualitative methods. As shown in Table 2, more than 46% of the articles were based on qualitative methods, mainly in-depth case studies (6 articles) and semi-structured interviews (5 articles), and one article used life stories based on an ethno-sociodemographic approach (Ramboarison-Lalao et al., 2018). Many articles used mixed methods, based on both qualitative and quantitative data (30.8%). Only few articles were quantitative (15.4%).

Table 2. Research Methods of the Articles on Family Businesses in Agriculture (2011–2021).

<table>
<thead>
<tr>
<th>Qualitative</th>
<th>Case Studies</th>
<th>Semi-structured Interviews</th>
<th>Life Stories</th>
<th>Mixed</th>
<th>Theoretical</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantitative</td>
<td>4</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>8</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>15.4%</td>
<td>23.1%</td>
<td>23.1%</td>
<td>3.8%</td>
<td>30.8%</td>
<td>7.7%</td>
</tr>
</tbody>
</table>

260
**Family business characteristics and geographic dispersion**

Most of the articles investigated SMEs while the remaining articles explored large farms or portfolio groups inclusive of farm and land activities. Table 3 shows that the reviewed articles are geographically dispersed, with most empirical studies in Europe (57.6%) followed distantly by Asia (18.5%). North America, Africa, then by Australia. Latin America was the least studied over the considered period (2011–2021).

<table>
<thead>
<tr>
<th>Region</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>13</td>
</tr>
<tr>
<td>Africa</td>
<td>2</td>
</tr>
<tr>
<td>Asia</td>
<td>5</td>
</tr>
<tr>
<td>North America</td>
<td>3</td>
</tr>
<tr>
<td>Latin America</td>
<td>1</td>
</tr>
<tr>
<td>Australia</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
</tr>
</tbody>
</table>

N.B. One paper was conceptual.

**Topical areas of investigation**

The identified articles represented three main topical areas of investigation: (1) Entrepreneurial behaviour, (2) Succession process, (3) Psychological dynamics. These areas were connected to three main outcomes, that are
R. Labaki et al.

growth, resilience, and continuity. They were studied in terms of antecedents, moderators, or mediators, in relation with one or more of these outcomes. We organised the findings into an interpretative framework presented in Fig. 1.

(1) Entrepreneurial behaviour (configurations, motivations, culture, and impact)

Three favourable entrepreneurial configurations were identified in family businesses in agriculture, namely family-frugal, individual-market, and family-inwards entrepreneuring (Kimmitt et al., 2020). The pluri-activity and growth of these businesses was linked with the capabilities and motivation of farm entrepreneurs (Niemelä and Häkkinen, 2014). As for the types of entrepreneurial motivations, they included and opposed both economic and non-economic (green and social) motivations, and were put in relation with different diversification strategies (off-farm and farm-related diversification versus on-farm and farm-diverse) (Vik and McElwee, 2011). The SEW considerations allowed to explain the rationale of the family about diversification behaviour based on the risk of losing control (Yoshida et al., 2020). Other scholars looking into diversification found that it was motivated by dissatisfaction push factors. In particular, the structural diversification was dependent on the entrepreneurial characteristics of the farmers (Tonner and Wilson, 2015).

In addition, the human capital and social capital directly impacted entrepreneurial behaviour and innovation (Khoshmaram et al., 2020). Different types of innovations (grassland management, herd characteristics, and technology) were motivated by different behavioural factors (Rieple and Snijders, 2018). Authors also found a reciprocal relationship between SEW and innovation capabilities, in the sense that SEW fostered the development of innovation capabilities and vice versa (Fitz-Koch and Nordqvist, 2017).

The transfer and pursuit of entrepreneurial culture was fostered through top management teams of family members who engage in an early and prolonged guidance of the next generation by senior family members in business, through on-going entrepreneurial processes and positive relationships the family entrepreneurial team (Cruz et al., 2012). At the same time, a higher degree of resilience facilitates the access to and use of other dimensions of family capital (financial, human, other social capital) that feed and sustain the entrepreneurial culture across generations (Hanson et al., 2019).
The Neglected Enterprising Family in Agriculture

(2) Succession process (community logic, institutional context, next generation career development, and impact)

The way resilience is practiced in the family business depended on the type of understanding of resilience that the owners-managers have (Conz et al., 2020). Family agricultural businesses exhibited four different strategic behaviours during hardship: diversifying the business, debt maximising, sacrificing family needs and compromising (Glover and Reay, 2015). The compromising strategy between the needs of the family and the needs of the business allowed to maintain healthy attachments to the family business. Extending this reasoning, the strategic logic behind the decision of farm preservation was inclusive of “community SEW” (Kurland and McCaffrey, 2020).

The institutional context in which the family business is embedded also influenced the learning process which translated into a strong degree of purpose and self-initiation (Ren and Zhu, 2016). This was also one of the critical succession factors that contributed to continuity, among others such as successor skills and attributes, training, winery performance, and incumbent-successor precontractual expectations (Georgiou et al., 2020). In addition, the next generation’s future career decision was influenced by the type of their involvement in the family business, which can lead them to pursue their career in the family business in the interest of the family needs while letting down their other career vocations (Murphy and Lambrechts, 2015).

(3) Psychological Dynamics (work-life balance, emotions, gender, and impact)

The psychological effect of the family business involvement on the family members has been accounted for, albeit to a lesser extent, such as in terms of work-life balance (Ramboarison-Lalao et al., 2018). Diverse, ambivalent, and complex interactive emotions had a distinct moderating influence between the motivation and innovation adoption or rejection, depending on the type of innovation (Rieple and Snijders, 2018). Emotions also played a role as a key factor for actions and business decisions (Vita et al., 2019).

Including a gender component, the presence of a daughter successor contributed to exacerbating power struggles with different stakeholders given the favouritism of the father to male employees (Glover, 2014). However, collaborative power interactions between copreneurs as a couple were likely to result in a more productive business decision team that has the resilience to creatively solve important business problems (Hedberg and Danes, 2012).
FUTURE THEORETICAL AND EMPIRICAL AVENUES

While we need to acknowledge that our interpretative framework of the literature (Fig. 1) may benefit from further refinement, our content analysis of the reviewed articles allows us to identify limitations and additional themes for future research. Our suggestions stem, therefore, on the one hand from those identified by the authors, and on the other hand from our knowledge of the family business literature at large and the latest trends accounting for other industries as presented in recent literature reviews and our own readings.

As the three identified dimensions capture distinctive features of family businesses in the agricultural sector, we believe that focusing research on these dimensions and their overlap while accounting for nuances across family businesses have the potential to improve our knowledge. In the same line, we encourage scholars to further bridge the identified theories from different fields and to include specific theories relative to their research questions in order to convey a more holistic understanding of family businesses in agriculture.

In relation with the first entrepreneurship theme, three directions have not been sufficiently addressed and are worthy of further exploration: (1) the role of innovation in encouraging new generations to take over the family business in agriculture as well as the role of the new generations in sustaining the business innovation, with an emphasis on environmental and social considerations towards which they seem to have an increasing interest as suggested by Labaki (2015) and Zahra et al. (2014); (2) the process, types, and influence of the family and corporate governance as well as of the institutional context (e.g., regulations, support, tax incentives) on the development of entrepreneurship, as family businesses can exhibit contradictory behaviours according to Le Breton-Miller et al. (2015); and (3) a dynamic perspective on entrepreneurship across generations whether the family farm or its legacy components are the object of transfer (e.g., Combs et al., 2021).

In relation with the second theme on succession, we have identified three future directions: (1) the impact of business survival strategies on the family, that is extending the scope of analysis beyond the business which was the focus of previous research (e.g., Glover and Reay, 2015); (2) the extension of the “Community SEW” logic explored by Kurland and McCaffrey (2020) to other decisions than succession, such as innovation and internationalisation, and exploring the conditions under which the SEW protecting strategies lead to more or to less family conflict, and (3) the influence of the
Table 4. Future Research Directions on Family Businesses in Agriculture.

<table>
<thead>
<tr>
<th>Dimensions of Research on Family Businesses in Agriculture</th>
<th>Research Questions</th>
</tr>
</thead>
</table>
| **Entrepreneurship Behaviour**                             | • How does innovation encourage new generations to take over the family business in agriculture? In particular, to what extent the social and environmental considerations in innovation are a driver for the next generation?  
• How does the next generation adapt or innovate the business model to address current challenges (e.g., digitalisation, biodiversity, energy autonomy, etc.) and subsequently contribute to its sustainability?  
• How does entrepreneurial behaviour evolve over time and across generations in family businesses in agriculture?  
• What is the influence of family and corporate governance on entrepreneurial behaviour in agriculture?  
• What is the influence of different institutional contexts (e.g., EU versus USA) on the entrepreneurial behaviour of farmers?  
• What is the relationship between the family farm history and the motivation of the new generation to act entrepreneurially?  
• What characterises the entrepreneurial behaviour of minorities and immigrant enterprising families in agriculture?  
• What is the role of digitalisation in ensuring the family farms’ growth and continuity?  
• How do business survival strategies impact the family dynamics and farm ownership?  
• How does the “Community SEW” logic apply to other decisions than succession in family businesses in agriculture?  
• What are the conditions under which the SEW protecting strategies of the family farm lead to more or to less family conflict?  
• What is the influence of the personality traits of family members on the succession process?  
• How are successors selected (beyond primogeniture) and prepared in family farms?  
• What is the relationship between the quality of the relationship between successor(s) and predecessors and the successful succession?  
• How to foster the psychological ownership of family and non-family members to conspire for the success of succession?  
• What is the influence of financial and fiscal considerations on the ownership transmission process?  
• What emotional factors influence the valuation of the family farm?  
• Extending the typology by Labaki et al. (2013), what emotional archetypes describe family businesses in agriculture?  
• How do family dynamics evolve in the extended owning family?  
• How does family governance influence healthy versus unhealthy family relationships dynamics?  
• How do gender configurations in management and ownership influence the power dynamics in different cultures?  
• How do the management and the governance of emotions facilitate (or hinder) the transmission process of family businesses in agriculture? |
| **Succession Process**                                    |                     |
| **Psychological Dynamics**                               |                     |
personality traits of family members on succession in line with recent calls and related theories (Kelleci et al., 2019).

In relation with the third theme of psychological dynamics, we suggest a more fine-grained perspective on family businesses as they are a receptacle of emotions which could promote their long-term survival (Cailluet et al., 2018). In fact, family businesses do not form a homogeneous group but belong to a diverse range of emotional archetypes which have implications on their continuity (Labaki et al., 2013b) and which we suggest exploring in the agricultural sector given the reported high levels of connectedness between the family and the farm (Taylor et al., 1998). Taking into account these variations, we suggest the following directions: (1) extending the examination of family dynamics beyond the nuclear family and the copreneurial couples (e.g., Hedberg and Danes, 2012) to the extended family, (2) exploring the missing variable of governance to understand to what extent agricultural family businesses set-up formal and/or informal governance mechanisms and how do they influence the relationship dynamics (e.g., Labaki, 2011; Mustakallio et al., 2002) as compared to other family businesses, and (3) engaging in more studies on the relation between gender configurations in management and ownership roles and power dynamics across cultures (e.g., Bettinelli et al., 2019).

We also suggest including other themes which were overlooked by the reviewed literature and are in line with the latest research on family business, such as:

(1) The specificities of the transmission process in a rural context from a financial and fiscal angle: While past studies focused on the broad subject of succession, without distinguishing the different components of succession (Wiatt et al., 2022), we suggest to investigate the transfer of family businesses in agriculture under the prism of finance and taxation. In particular, the family farm transfer was for a long time considered as a “social transfer” (Ward and Lowe, 1994) while it is also an economic decision affected by “income, inheritance taxation and legalities associated with land transfer” (Leonard et al., 2020).

(2) The valuation of the family business in agriculture inclusive of emotional components: In the eyes of the family owners, the value of a family business is not only financial but also emotional. (Zellweger and Astrachan, 2008). It is based on an equation whose financial and
emotional components vary according to the ownership characteristics and the interaction between the family and the business (Hirigoyen and Labaki, 2012). For example, the perceived regret that the family owners expect in case of business sale can determine their valuation and their subsequent decision to sell or not to sell the business (Bernhard and Labaki, 2016; Labaki and Hirigoyen, 2020). Seeking the socio-emotional wealth, family businesses aim to “meet the family’s affective needs, such as identity, the ability to exercise family influence, and the perpetuation of the family dynasty” (Gómez-Mejía et al., 2007). This is particularly the case in agribusinesses, namely wineries, where their owners tend to have a strong emotional attachment to the land, to the reputation, and to the perpetuation of the family name, which translates into high levels of regret in the advent of business sale and subsequently into high levels of business valuation (Labaki and Hirigoyen, 2020). Exploring further the emotional valuation of family businesses in agriculture appears therefore an essential endeavour that can prevent the loss of control of the business by the family and contribute to better planning continuity.

(3) The selection and preparation of successors beyond the traditional primogeniture criteria: Considering that the post-performance of the family business depends on the identity of the successor (Yoo et al., 2014), among other factors, scholars may benefit from enriching their views on the preparation of successors. The constraints related to the traditional primogeniture criteria may hinder the intergenerational transfer and prevent the successor from properly performing his role as a successor (Yoo et al., 2014) and bringing new knowledge and experiences (Yezza and Chabaud, 2020). Selecting a second- or subsequent-born sibling as successor can rather have a positive and significant effect on post-succession firm profitability, particularly when the firm is in its second generation or later (Calabrò et al., 2018). Exploring the profile of the successor beyond the traditional primogeniture criteria could therefore contribute to a finer-grained understanding of successful intergenerational succession in family farms.

(4) The influence of the quality of the relationship between successor(s) and predecessors on the succession success: Three elements deserve more attention when considering the transfer of the farm to the next generation: the competition attitude between siblings which generate conflicts and emotional cost that can risk the harmony of the family and the continuity of the firm (Jayantilal et al., 2016), the lifecycle stages
of the successor(s) and the predecessor that can influence the quality of their relationships (Davis and Tagiuri, 1989) given the traditional close proximity of the family and the farm, and the role of the predecessor in the farm after transferring it to the next generation, referred to as the “founders’ shadow” (Davis and Harveston, 1999).

(5) The relationship between the family farm history and the motivation of the new generation to act entrepreneurially: Family managers do not necessarily have the same priorities and do not display similar business behaviours across generational stages (Dieleman, 2019). While founders are more concerned with innovation and entrepreneurship issues, later generations can focus more on the financial performance of the firm and its transfer to the next generation (Le Breton-Miller et al., 2015). Developing the entrepreneurial role identities of the next generation entails fostering family intergenerational cohesion actions, including reducing founder centrality, satisfying exploration needs, promoting individuality, and providing experiential learning (Canovi et al., 2022). Sharing the family narratives as part of the family business history can contribute to strengthening the emotional connection with the family business (Michael-Tsabari et al., 2018) and the development of the entrepreneurial attitudes of the next generation (Jaskiewicz et al., 2015; Labaki et al., 2018). Exploring those narratives in the family farm and their interconnectedness with intergenerational shifts in entrepreneurship mindsets can add to our understanding of the family farm transfer to the next generation.

(6) The management and governance of the emotional dynamics during succession: Succession is a highly emotional process as family members can conspire to its success or failure given differing expectations that can be of an emotional nature (Lansberg, 1988). An alignment of these expectations starts with a better understanding of the emotions in play. This includes the level of emotional dissonance of family members, that is the gap between the emotions felt and expressed (Labaki et al., 2013a) to prevent and deal with conflictual relationships during the succession process (Paskewitz, 2021; Yezza et al., 2021). While a third-party adviser can help family members manage their emotions throughout succession (Bertschi-Michel et al., 2020), a series of formal and informal emotion governance mechanisms can contribute to healthy emotion management in a more sustainable way (Labaki and D’Allura, 2021) but that is yet to be investigated in family businesses in agriculture. Additionally, the psychological aspects of ownership of both family and non-family members can influence succession (Savolainen and
The Neglected Enterprising Family in Agriculture

Kansikas, 2013; Sund et al., 2015). Scholars are encouraged to explore the psychological ownership of these stakeholders both in their bright and dark sides, as suggested by Mustafa et al. (2022), and how to foster it in a way that contributes to a healthy conspiration in favour rather than against the success of succession.

(7) The gender, minorities, and immigrants’ specificities: Gender inequality is an important concern to address since women are still less represented in and even sometimes excluded from the transfer of the family business in agriculture. The increasing visibility of young women and their willingness to adopt more environmental-friendly practices than young male farmers (Unay-Gailhard and Bojnec, 2021) are new aspects to consider when studying gender issues. At the same time, immigrants and minorities, and seasonable employment are important issues to consider in a family farming context (Vieri and Calabrò, 2019).

(8) The role of digitalisation in the family farms’ growth and continuity: While family firms tend to be reluctant to embrace digitalisation as they are rooted in tradition (Batt et al., 2020; de Groote et al., 2022), studying the digitalisation impact on redefining family farming routines and production manner can help farm members achieve positive results from economic, social, and environmental perspectives (Rolandi et al., 2021). Among the latest findings, the German Mittlestand family businesses that successfully embrace digitalisation tend to leverage their capital of experience (family historical capital), strong relationships (family collaborative capital), and family venture capital (de Groote et al., 2022). Digitalisation needs also to be considered in a stakeholders’ perspective, in terms of adaptation or innovation of the business model. Sustainable family business model innovation is likely positively associated with the level of integration of technological innovation that contributes to preserving the quality of relationships with financial suppliers, partners, and customers (Labaki and Haddad, 2019). This highlights the need to explore how the next generation members of family businesses in agriculture account for the existing stakeholders’ characteristics and expectations in their business model in order to address the digitalisation challenges, along other current challenges such as biodiversity or energy autonomy. The investigation of these dimensions of capital in family farms would contribute to our understanding of their success factors in the age of digitalisation.
FUTURE METHODOLOGICAL CONSIDERATIONS

The identified research methods show a lack of experimental studies and action research whereas they represent valuable methods for studying family businesses (e.g., De Massis and Kammerlander, 2020; Lude and Prügl, 2020). In terms of future methodological perspectives, we encourage scholars to include them in their investigation to improve our understanding of complex research questions about family farming. Additionally, there seems to be a significant number of qualitative research in existing studies in the management field but less comparisons between family and non-family farms, and between SMEs and large family businesses in agriculture, as well as a lack of longitudinal studies and cross-cultural comparisons. Looking at the family business context levels, following Krueger et al. (2021)’s classification, we observed a predominance of the micro and meso contexts’ analysis in the studies. The inclusion of the macro level to account for cultural, social, and legal or fiscal nuances in addition to a more granular focus on micro and meso contexts, such as the level of the individual family members’ roles and their interaction with the farm environment, are deemed necessary. We also call for comparisons among agricultural family businesses in different sectors and different geographical locations, such as Asia, Australia, and Latin America, because the specificities and constraints of the agricultural sector can relate to the contexts specificities.

CONCLUDING REMARKS

In the current times of crisis, the declining farm incomes, the weight of agricultural reforms and the growing environmental, climate, and health challenges invite us to look at the agricultural family entrepreneurship model as an economic lever that is both strong and vulnerable.

Looking into the past decade of research in the management field, our SLR mapped the state-of-the-art on the enterprising family in agriculture, with its features, drivers, influential factors and processes, and impact on the growth, resilience, and continuity of the family business. It has also emphasised the need for scholars to pursue their investigations by using a wider variety of methodologies and accounting for a more granular perspective of context levels of analysis to deepen our understanding of the major dimensions of entrepreneurial behaviour, succession process and psychological dynamics and their interactions. In the future, we call family business researchers to explore additional diverse aspects of family businesses.
in the agricultural sector such as valuation, fiscal and legal dimensions, and digitalisation. We also invite them to more carefully assess the challenges of women, minorities, and immigrants, and to examine the role of the emotional complexities in different decisions including innovation and succession, through the lenses of emotion management and governance. As family businesses in agriculture are not a homogeneous group, we stress the need for scholars to also account for nuances relative to their different archetypes.

Our article was intended to highlight the main findings and limitations on which future researchers can build to extend their work, therefore contributing to theory development and contextualisation in the management field. It has also practical implications that can offer a grid of analysis for family members and entrepreneurs in the agriculture sector to prevent and deal with issues related to family business specificities. In light of the profound renewal and challenges of agricultural activities and family businesses transfer, the research on family businesses in agriculture stands as a promising stream at the confluence of entrepreneurship and family businesses that we hope to have set the stage for its further development.

REFERENCES


R. Labaki et al.


The Neglected Enterprising Family in Agriculture


The Neglected Enterprising Family in Agriculture


R. Labaki et al.


The Neglected Enterprising Family in Agriculture


