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

Rania Labaki, Maryem Cherni, Loïc Sauvée

OPEN ACCESS
Journal of Enterprising Culture
Vol. 30, No. 3 (September 2022) 241–278

DOI: 10.1142/S0218495822300013

World Scientific
www.worldscientific.com

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,

*Corresponding author.

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 mainstream 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.,

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

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]

Author(s)	Research Question(s)	Theoretical or Conceptual Background	Research Methods and Context Level(s) of Analysis	Family Business Characteristics (Size, Geographic Area)	Contribution (Theoretical, Prescriptive, or Descriptive) and Main Findings	Limitations and Research Avenues
Kimmitt *et al.* (2020)	Which entrepreneurial configurations of life circumstances lead to strong future prosperity expectations in impoverished contexts?	Entrepreneurship and poverty	Mixed methods: - Quantitative survey of 166 farming households - Qualitative Comparative Analysis Levels of analysis: Micro (household) and Macro (market)	A sample of 166 smallholder farming households in rural Kenya	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.	**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.
Glover and Reay (2015)	How can family farms continue over multiple generations despite minimal economic returns and what are the consequences for the family and the business?	Socioemotional wealth literature	Qualitative method: A multi-case comparative study based on semi-structured interviews with owners and other family members of family dairy farms	20 family dairy farms located in the Midlands region of England	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.	**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.

(*Continued*)

Table 1. (*Continued*)

Author(s)	Research Question(s)	Theoretical or Conceptual Background	Research Methods and Level(s) of Analysis	Family Business Characteristics (Size, Geographic Area)	Contribution (Theoretical, Prescriptive, or Descriptive) Main Findings	Limitations and Research Avenues
			Levels of analysis: Micro (family) and meso (business)			**Avenues**: -Exploring the conditions under which SEW protecting strategies lead to more or to less family conflict.
Fitz-Koch and Nordqvist (2017)	How do the dimensions of SEW influence innovation capabilities? How do innovation capabilities influence the dimensions of SEW?	Dynamic capabilities and Socioemotional wealth approach	Single case study Levels of analysis: Micro (the family) and Meso (the business)	A medium-sized family business deeply embedded in a small village in Sweden	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.	**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
Vik and McElwee (2011)	What are the motives for farmers to diversify and into what kind of activities?	Farm entrepreneurship approach and business and economic growth strategies	Quantitative method: Questionnaire Levels of analysis: Micro (farmers) and Meso (the farm)	Survey sent to 1607 farmers in Norway. Data analysis focused on 943 farmers who have diversified their activities.	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)	**Limitations**: -Not considering the role of the family members and the personality traits of the farmer in the diversification decision.

					-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 1. (*Continued*)

Author(s)	Research Question(s)	Theoretical or Conceptual Background	Research Methods and Context Level(s) of Analysis	Family Business Characteristics (Size, Geographic Area)	Contribution (Theoretical, Prescriptive, or Descriptive) Main Findings	Limitations and Research Avenues
Tonner and Wilson (2015)	What are the farmer's motivations for diversification ?	Rural diversification strategies	Qualitative method: Case studies Levels of analysis: Micro (farmers) and Meso (community)	8 small farm businesses in Scotland	Theoretical and prescriptive -Diversification is motivated by dissatisfaction push factors -Structural diversification is not homogenous but can be distinguished by considering entrepreneurial characteristics	**Limitations** - Findings are only representative of the firms within the study and cannot be generalised **Avenues**: - Consider diversification as a processual entity. Farmers' motivations and outcomes may be better understood by clarifying this process.
Alrubaishi *et al.* (2020)	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?	Innovation and entrepreneurship literatures	Qualitative method: Case studies based on interviews, observation, and archival data Levels of analysis: Micro (family), Meso (business) and macro (external environment)	4 case studies of Saudi family firms operating in the indigenous date industry.	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	**Limitations**: -Explanatory nature of the study **Avenues**: -Conduct a quantitative study - Extend the research through a longitudinal study across multiple generations

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

(*Continued*)

Table 1. (*Continued*)

Author(s)	Research Question(s)	Theoretical or Conceptual Background	Research Methods and Level(s) of Analysis	Family Business Characteristics (Size, Geographic Area)	Contribution (Theoretical, Prescriptive, or Descriptive) Main Findings	Limitations and Research Avenues
Gabriel *et al.* (2016)	Which conceptual framework for the system analysis of family-run agricultural enterprises?	Principles of system theory and management cybernetics Systemic analysis of the specificities of agricultural systems.	Theoretical research based on a literature review. Levels of analysis: Micro (owner-managers), Meso (business stakeholders) and Macro (environments)	German agricultural sector	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)	**Limitation**: -Theoretical paper **Avenues**: -Empirically testing and refining the framework in family businesses in the agriculture sector
Yoshida *et al.* (2020)	What is the impact of entrepreneurial behaviour of farmers and what is the role of the family in diversification choices?	Farm diversification and entrepreneurship literatures	Quantitative method: Questionnaire Levels of analysis: Micro (farmers and family), Meso (business), and Macro (market)	Survey of 182 farms located close to urban areas in the UK	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.	**Avenues:** -Use an integrated approach in order to understand the complexities of the entrepreneurial process

Donkers (2014)	What is the weight of family farming in food production, employment, ecology, and food diversity?	Limited theoretical background Some references to the governance literature a case study approch	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	Descriptive - Showing the importance of family farms in Russia (producing three quarters of national needs) - Benefits of family farms are also of importance for social, ethical, and ecological reasons - Five recommendations to foster family farming	- No limitations are provided by the author **Avenues:** - Comparative studies in terms of specificities in other countries with a research question focused on the factors facilitating the growth of family farming
Movahedi *et al.* (2016)	What are the barriers for women implication in farming and how to overcome them?	Literature review about gender studies, well focused on barriers, summarising the main results (years 2000–2012)	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	**Limitations:** Women reluctance (fear) to answer the questionnaire and lack of official statistics about women
Al-Oun (2012)	What are the strategies of agrofood SMEs in Jordan to access the available supply chains and what is their impact on performance?	Mainly statistical background and bibliographic sources on Jordan, no research model	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.	**Limitations:** -The large scope of products and lack of homogeneity between SMEs

(*Continued*)

Table 1. (*Continued*)

Author(s)	Research Question(s)	Theoretical or Conceptual Background	Research Methods and Context Level(s) of Analysis	Family Business Characteristics (Size, Geographic Area)	Contribution (Theoretical, Prescriptive, or Descriptive) Main Findings	Limitations and Research Avenues
Niemelä and Häkkinen (2014)	What is the connection between family farm pluriactivity and growth intention?	Theoretical background on growth behaviour (literature review) with an application to family firms in farming and to the pluriactivity of farms	Quantitative method: Questionnaire Levels of analysis: Micro (farm entrepreneurs) and Meso (farm)	606 family farms (out of a population of 1618) in Finland	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.	**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…)
Rieple and Snijders (2018)	How do the emotional factors contribute to the adoption or rejection of different categories of innovation by dairy farmers?	Literature on the concepts of innovation adoption and innovation resistance and their related emotional aspects	Qualitative method: - In-depth interviews with 27 dairy farmers - Informal discussions with other industry members Levels of analysis: Micro (farmers) and Meso (farms)	Dairy farms in Munster, Republic of Ireland, whose majority were medium sized with a few large-scale farms or small farms.	Theoretical and prescptive - 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.	**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

Glover (2014)	What are the challenges faced by the daughter as partner and future successor of the family business?	Succession literature	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)	A small family farm in England	Descriptive - Power struggles are important challenges exacerbated by the 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.	**Avenues:** More ethnographic research on the topic
Ren and Zhu (2016)	How do family businesses interact with their institutional environment and consequently build learning patterns?	Dynamic learning process	Qualitative method: Case studies and in-depth interviews Levels of analysis: Micro (family), Meso (business) and Macro (institutional environment)	6 cases of family businesses (among which 3 agri-businesses) in China	Descriptive - The learning process is 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.	**Limitation**: -The explorative nature of the study **Avenue**: - Consider the nature of and interactions between family and business
Olubukola *et al*. (2017)	What are the determinants of technical efficiency and income inequality of family food vending businesses in southwest Nigeria?	Human capital and performance in the family business literature (brief overview)	Questionnaire Levels of analysis: Micro (food vendors) and Macro (market)		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.	No limitations and research avenues identified.

(*Continued*)

Table 1. (*Continued*)

Author(s)	Research Question(s)	Theoretical or Conceptual Background	Research Methods and Context Level(s) of Analysis	Family Business Characteristics (Size, Geographic Area)	Contribution (Theoretical, Prescriptive, or Descriptive) Main Findings	Limitations and Research Avenues
Georgiou *et al.* (2020)	What is the impact of succession on sustainability?	Literature on the succession process in family business	Qualitative method: 16 in-depth semi-structured face-to-face interviews with SME representatives Levels of analysis: Micro (successor and incumbent) Meso (wineries) and Macro (institutional environment)	6 SMEs in the wine sector in Cyprus	Prescriptive - 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	**Avenues:** - Expanding the study to countries with similar cultural characteristics - Conducting a comparative study with large wineries - Using quantitative methods.
Conz *et al.* (2020)	How do owners/ managers understand and practice resilience?	Ecological and engineering theoretical approaches of resilience	Constructivist approach Phenomenography Qualitative method: Interviews with 17 owners-managers Levels of analysis: Micro (family owners-managers) and Meso (business)	17 longstanding Australian and Italian family wineries	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	**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.

Hanson *et al.* (2019)*	What are the underlying family relational processes leading to resiliency that sustains an entrepreneurial culture across generations?	Sustainable Family Business Theory (SFBT) Contextual Family Therapy Theory (CFTT)	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)	22 Family non-founder SMEs in the United States	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	**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.
Murphy and Lambrechts (2015)*	In which ways family business involvement impacts the actual career choices and behaviours of the next generation?	Literature on career choices including the family business	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	6 Family businesses (including the food and farming sectors) in Ireland	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	**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

(*Continued*)

Table 1. (*Continued*)

Author(s)	Research Question(s)	Theoretical or Conceptual Background	Research Methods and Context Level(s) of Analysis	Family Business Characteristics (Size, Geographic Area)	Contribution (Theoretical, Prescriptive, or Descriptive) Main Findings	Limitations and Research Avenues
			such as online resources. Levels of analysis: Micro (family next generation members) and Meso (business)		of whether they choose a career in the family business. - This role of helping is associated with farming and conventional types of family businesses - Helping is considered as a particular means of involvement that has consequences on their career decision-making.	between people) of helping in family business, the factors that prevent helping, and the outcomes of helping on both the family business and the next generation over time.
Cruz *et al.* (2012)*	How is the entrepreneurial culture transmitted and continued in family businesses?	Portfolio entrepreneurship Organisational culture Family Entrepreneurial Teams (FET)	Qualitative method: Case studies of family entrepreneurial teams based on in-depth interviews with multiple respondents Levels of analysis: Micro (FET) and Meso (business culture)	Six multigenerational family business groups in Honduras (including farming, agricultural, and land-related activities)	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.	**Avenues:** Extend the study to alternative geographical contexts and cultures as well as to more extended families (versus nuclear families of the study) over generations

Kurland and McCaffrey (2020)	What is the strategic logic of family business owners who choose to preserve their farmland?	SEW Theory	Qualitative method: - Semi-structured interviews with 20 farms members, 11 industry representatives and community members - On-site visits of 13 farms and attendance of three agricultural training events Levels of analysis: Micro (family owners) and Meso (business industry and community)	20 Small and medium-sized family farms in Lancaster County, Pennsylvania	Theoretical and prescriptive -Proposition of a new concept: "Community SEW" -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	**Limitations:** -Snapshot study -Non-generalisability of the outcomes indicators (land preservation) to other sectors. **Avenues:** -Extension of the logic exploration to other strategic decisions
Hedberg and Danes (2012)	What is the relationship between power dynamics in copreneurial couples and productivity?	Family FIRO (Fundamental Interpersonal Relationship Orientation) theory	Qualitative method: Self-reports, observational coding of team interviews, and analytic induction. Team and individual interviews with 14 couples Levels of analysis: Micro (couples) and Meso (farms)	14 Farm business in the United States (farm crops, beef cattle, and hogs)	Theoretical and prescriptive 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.	**Avenues:** Extending the examination of business-owning couples from only one industry (farming) to others and from copreneurs to other family dyads and teams.

[1]All 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).

	Qualitative					
Quantitative	**Case Studies**	**Semi-structured Interviews**	**Life Stories**	**Mixed**	**Theoretical**	**Total**
4	6	5	1	8	2	26
15.4%	23.1%	23.1%	3.8%	30.8%	7.7%	100%

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 3. Geographical Areas of Investigation of the Articles on Family Businesses in Agriculture (2011–2021).

Europe	Africa	Asia	North America	Latin America	Australia	Total
13	2	5	3	1	1	25
52%	8%	20%	12%	4%	4%	100%

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

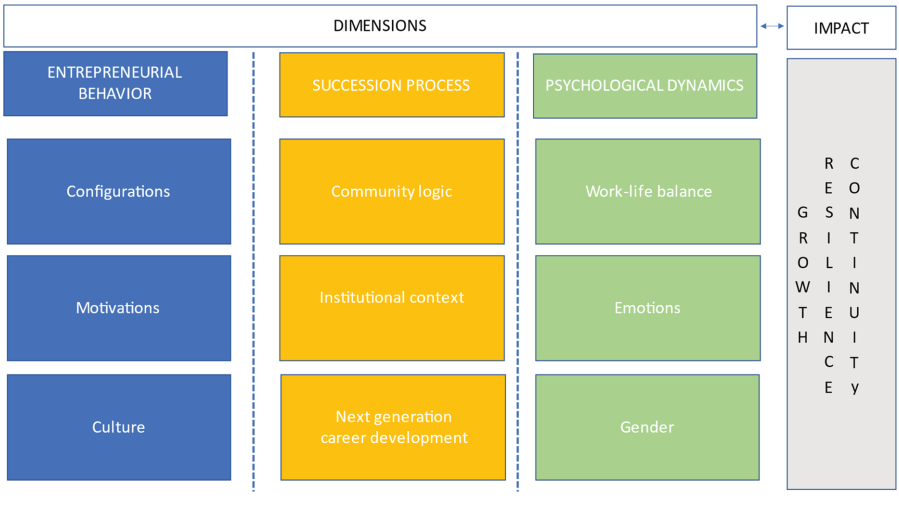

Fig. 1. Interpretative Framework of the Literature On Family Businesses in Agriculture (2011–2021).

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).

(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.

Dimensions of Research on Family Businesses in Agriculture	Research Questions
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?
Succession Process	• 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?
Psychological Dynamics	• 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?

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

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

Al-Oun, S. (2012). Case study: Marketing strategies and performance of small and medium agro-farm businesses in Badia of Jordan. *Int. J. Globalisation Small Business* 4(3–4): 284–307.

Alrubaishi, D., Alarifi, G. and Mcadam, M. (2020). Innovation heterogeneity in family firms: Evidence from the date industry in Saudi Arabia. *Int. J. Entrepreneurship Innov.*, 1465750320930869.

Barral, S., Béaur, G., Lambert, C., Rémy, J. and Labatut, J. (2017). L'agriculture et le capitalisme. *Entreprises et histoire* (3): 166–181.

Batt, C. E., Cleary, P., Hiebl, M. R., Quinn, M. and Rikhardsson, P. M. (2020). The digitalization of family firms: A research agenda. *A Research Agenda for Family Business*, pp. 247–260.

Benavides-Velasco, C. A., Quintana-García, C. and Guzmán-Parra, V. F. (2013). Trends in family business research. *Small Business Economics,* 40(1): 41–57.

Benjamin, M. (2018). A review of the entrepreneurial behavior of farmers: An Asian-African perspective. *Asian J. Agric. Extension, Econ. Sociol*.

Bernhard, F. and Labaki, R. (2016). To sell or not to sell? The financial and socio-emotional dilemma of the ownership decision in the family business. *International Fragmentation* Springer, pp. 141–151.

Bertschi-Michel, A., Kammerlander, N. and Strike, V. M. (2020). Unearthing and alleviating emotions in family business successions. *Entrepreneurship Theory Pract.* 44(1): 81–108.

Bettinelli, C., Del Bosco, B. and Giachino, C. (2019). Women on boards in family firms: What we know and what we need to know. *The Palgrave Handbook of Heterogeneity Among Family Firms*, Springer, pp. 201–228.

Cailluet, L., Bernhard, F. and Labaki, R. (2018). Family firms in the long run: The interplay between emotions and history. *Entreprise Histoire* (91): 5–13.

Calabrò, A., Minichilli, A., Amore, M. D. and Brogi, M. (2018). The courage to choose! Primogeniture and leadership succession in family firms. *Strategic Manage. J.* 39(7): 2014–2035.

Canovi, M., Succi, C., Labaki, R. and Calabrò, A. (2022). Motivating next-generation family business members to act entrepreneurially: A role identity perspective. *J. Knowl. Econ.* 1–28.

Carrigan, M. and Buckley, J. (2008). 'What's so special about family business?'An exploratory study of UK and Irish consumer experiences of family businesses. *Int. J. Consum. Stud.* 32(6): 656–666.

Chabaud, D., Sammut, S., & Degeorge, J.-M. (2020). Entrepreneuriat: des enjeux de l'analyse sectorielle à la contextualisation. *Revue de l'Entrepreneuriat*, 19(4), 7–11.

Cheriet, F., Messeghem, K., Lagarde, V. and Mcelwee, G. (2020). Agricultural entrepreneurship: Challenges and perspectives. *Revue de l'Entrepreneuriat* 19(4): 13–29.

Cherni, M. and Leroux, V. (2019). The role of trust in value creation and value appropriation in strategic alliances. *Manag. Trust Strategic Alliances*, 1.

Chia, E., Petit, M. and Brossier, J. (2014). Théorie du comportement adaptatif et agriculture familiale. *EDP Sciences*.

Combs, J. G., Jaskiewicz, P., Rau, S. B. and Agrawal, R. (2021). Inheriting the legacy but not the business: When and where do family nonsuccessors become entrepreneurial? *J. Small Business Manag.* 1–30.

Condor, R. (2020). Entrepreneurship in agriculture: A literature review. *Int. J. Entrepreneurship Small Business* 40(4): 516–562.

Conz, E., Lamb, P. W. and De Massis, A. (2020). Practicing resilience in family firms: An investigation through phenomenography. *J. Family Business Strategy* 11(2): 100355.

Cordellier, S. and Le Guen, R. (2010). Élections professionnelles et conceptions de l'entrepreneuriat (1983–2007). *Hervieu B. et al*, 145–191.

Courleux, F., Dedieu, M.-S., Grandjean, A. and Wepierre, A.-S. (2017). Agriculture familiale en France métropolitaine. Éléments de définition et de quantification. Économie rurale. Agricultures, alimentations, territoires (357–358): 87–99.

Cruz, A. D., Hamilton, E. and Jack, S. L. (2012). Understanding entrepreneurial cultures in family businesses: A study of family entrepreneurial teams in Honduras. *J. Family Business Strategy* 3(3): 147–161.

Danes, S. M., Rueter, M. A., Kwon, H.-K. and Doherty, W. (2002). Family FIRO Model: An application to family business. *Family Business Rev.* 15(1): 31–43. doi:10.1111/j.1741-6248.2002.00031.x.

Darnhofer, I. (2010). Strategies of family farms to strengthen their resilience. *Environ. Policy Governance* 20(4): 212–222.

Davis, J. and Tagiuri, R. (1989). The influence of life stage on father-son work relationships in family companies. *Family Business Review,* 2(1): 47–74.

Davis, P. S. and Harveston, P. D. (1999). In the Founder's Shadow: Conflict in the family firm. *Family Business Review,* 12(4): 311–323.

De Groote, J., Soluk, J., Laue, S.-L., Heck, M. and Kammerlander, N. (2022). How can family-owned Mittelstand firms use their unique resources to master the age of digitalization? The role of family historical, venture, and collaborative capital. *Business Horizons*.

De Massis, A. and Kammerlander, N. (2020). *Handbook of Qualitative Research Methods for Family Business*, Edward Elgar Publishing.

Delgado, C. L. and Siamwalla, A. (2018). Rural economy and farm income diversification in developing countries. *Food Security, Diversification and Resource Management: Refocusing the Role of Agriculture?* Routledge, pp. 126–143.

Dieleman, M. (2019). Reaping what you sow: The family firm innovation trajectory. *J. Family Business Strategy* 10(4): 100248.

Donkers, H. (2014). Family farming in Russian regions, small-scale agriculture and food supporting Russia's food self-sufficiency. *J. Small Business Entrepreneurship Dev.* 2(3): 103–136.

Ebel, R. (2020). Are small farms sustainable by nature?—Review of an ongoing misunderstanding in agroecology. *Challenges Sustain.* 8(1): 17–29.

Fitz-Koch, S., Nordqvist, M., Carter, S. and Hunter, E. (2018). Entrepreneurship in the agricultural sector: A literature review and future research opportunities. *Entrepreneurship Theory Pract.* 42(1): 129–166.

Fitz-Koch, S. and Nordqvist, M. (2017). The reciprocal relationship of innovation capabilities and socioemotional wealth in a family firm. *J. Small Business Manage.* 55(4): 547–570.

Fulton, A., Vanclay, F. and Pannel, D. (2011). Enabling change in family farm businesses. *Changing Land Management*, CSIRO, Collingwood, Victoria, Australia, pp. 95–106.

Gabriel, A., Bitsch, V. and Menrad, K. (2016). Conceptual framework for system analysis of family-run agricultural enterprises. *J. Small Business Entrepreneurship* 28(4): 325–344.

Garner, E. and De La O Campos, A. P. (2014). Identifying the family farm. An informal discussion of the concepts and definitions. ESA Working Paper No. 14-10, Food and Agriculture Organization of the United Nations.

Georgiou, T., Vrontis, D., Papasolomou, I. and Thrassou, A. (2020). The process of succession and its impact on sustainability: An empirical study within family wineries in Cyprus. *Int. J. Globalisation Small Business* 11(4): 329–355.

Glover, J. L. (2014). Gender, power and succession in family farm business. *Int. J. Gender Entrepreneurship* 6(3): 276–295.

Glover, J. L. and Reay, T. (2015). Sustaining the family business with minimal financial rewards: How do family farms continue? *Family Bus. Rev.* 28(2): 163–177.

Gómez-Mejía, L. R., Haynes, K. T., Núñez-Nickel, M., Jacobson, K. J. and Moyano-Fuentes, J. (2007). Socioemotional wealth and business risks in family-controlled firms: Evidence from Spanish olive oil mills. *Admin. Sci. Q.* 52(1): 106–137.

Hanson, S. K., Hessel, H. M. and Danes, S. M. (2019). Relational processes in family entrepreneurial culture and resilience across generations. *J. Family Bus. Strategy* 10(3): 100263.

Heck, R. K. Z., Hoy, F., Poutziouris, P. Z. and Steier, L. P. (2008). Emerging paths of family entrepreneurship research. *J. Small Business Manage.* 46(3): 317–330.

Hedberg, P. R. and Danes, S. M. (2012). Explorations of dynamic power processes within copreneurial couples. *J. Family Bus. Strategy* 3(4): 228–238.

Hinsz, V. B. and Nelson, L. C. (1990). Family farmers' reactions to their work: A job diagnostic survey. *Family Bus. Rev.* 3(1): 35–44.

Hirigoyen, G. and Labaki, R. (2012). The role of regret in the owner-manager decision-making in the family business: A conceptual approach. *Journal of Family Business Strategy*, 3(2), 118–126.

Hubert, C. (2018). Capital/Labour separation in French agriculture: The end of family farming? *Land Use Policy,* 77: 553–558.

Jaskiewicz, P., Combs, J. G. and Rau, S. B. (2015). Entrepreneurial legacy: Toward a theory of how some family firms nurture transgenerational entrepreneurship. *J. Bus. Venturing* 30(1): 29–49.

Jayantilal, S., Jorge, S. F. and Palacios, T. M. B. (2016). Effects of sibling competition on family firm succession: A game theory approach. *J. Family Bus. Strategy* 7(4): 260–268.

Keating, N. C. and Little, H. M. (1997). Choosing the Successor in New Zealand Family Farms. *Family Bus. Rev.* 10(2): 157–171.

Kelleci, R., Lambrechts, F., Voordeckers, W. and Huybrechts, J. (2019). CEO personality: A different perspective on the nonfamily versus family CEO debate. *Family Bus. Rev.* 32(1): 31–57.

Khoshmaram, M., Shiri, N., Shinnar, R. S. and Savari, M. (2020). Environmental support and entrepreneurial behavior among Iranian farmers: The mediating roles of social and human capital. *J. Small Business Manage.* 58(5): 1064–1088.

Kimmitt, J., Muñoz, P. and Newbery, R. (2020). Poverty and the varieties of entrepreneurship in the pursuit of prosperity. *J. Business Venturing* 35(4): 105939.

Knudson, W., Wysocki, A., Champagne, J. and Peterson, H. C. (2004). Entrepreneurship and innovation in the agri-food system. *Am. J. Agric. Econ.* 86(5): 1330–1336.

Koiranen, M. (2002). Over 100 years of age but still entrepreneurially active in business: Exploring the values and family characteristics of old Finnish family firms. *Family Bus. Rev.* 15(3): 175–187.

Krueger, N., Bogers, M. L., Labaki, R. and Basco, R. (2021). Advancing family business science through context theorizing: The case of the Arab world. *J. Family Bus. Strategy* 12(1): 1–6.

Kubíček, A. and Machek, O. (2019). Gender-related factors in family business succession: A systematic literature review. *Rev. Manag. Sci.* 13(5): 963–1002.

Kurland, N. B. and Mccaffrey, S. J. (2020). Community socioemotional wealth: Preservation, succession, and farming in Lancaster County, Pennsylvania. *Family Bus. Rev.* 33(3): 244–264. doi:10.1177/0894486520910876

Labaki, R. (2011). The Nova Group case study: Family dynamics in a multigenerational French family business. *Int. J. Manage. Cases* 13(1): 27–42.

Labaki, R., Michael-Tsabari, N. and Zachary, R. K. (2013a). Emotional dimensions within the family business – Toward a conceptualization. In *Handbook of Research on Family Business*, eds. Smyrnios, Poutziouris and Goel, 2nd edn. Edward Elgar in association with IFERA, Cheltenham Glos, UK, pp. 734–763.

Labaki, R., Michael-Tsabari, N. and Zachary, R. K. (2013b). Exploring the Emotional Nexus in Cogent family business archetypes. *Entrepreneurship Res. J.* 3(3): 301–330.

Labaki, R. (2015). *Social Innovation Driven by the Next Generation: Dimensions, antecedents and Outcomes in the Family Business*. *Entrepreneurship Research Society Inaugural Conf.*, New York.

Labaki, R., Bernhard, F. and Cailluet, L. (2018). The strategic use of historical narratives in the family business. *The Palgrave Handbook of Heterogeneity Among Family Firms*, eds. Clay and Memili, Palgrave, Cham, Switzerland, pp. 531–553.

Labaki, R. and Haddad, C. (2019). Which business model for the family business? A literature review and extension. *Family Firms and Institutional Contexts Business Models, Innovation and Competitive Advantage*, eds. D'Allura, Colli and Goel, Edward Elgar Publishing.

Labaki, R. and Hirigoyen, G. (2020). The strategic divestment decision in the family business through the real options and emotional lenses. In *Handbook of Research on the Strategic Management of Family Businesses*, eds. Palma-Ruiz, Barros and Gnan, IGI Global, Hershey, USA, pp. 244–279.

Labaki, R. and D'Allura, G. (2021). A governance approach of emotion in family business: Towards a multi-level integrated framework and research agenda. *Entrepreneurship Res. J.* 11(3): 119–158.

Lacombe, P. (2016). L'agriculture familiale: rengaine ou nouveauté? *Natures sciences sociétés* 24(2): 123–135.

Lansberg, I. (1988). The succession conspiracy. *Family Bus. Rev.* 1(2): 119–143.

Le Breton-Miller, I., Miller, D. and Bares, F. (2015). Governance and entrepreneurship in family firms: Agency, behavioral agency and resource-based comparisons. *J. Family Bus. Strategy* 6(1): 58–62.

Leonard, B., Farrell, M., Mahon, M., Kinsella, A. and O'donoghue, C. (2020). Risky (farm) business: Perceptions of economic risk in farm succession and inheritance.

Lepage, F. and Cheriet, F. (2019). *Entrepreneuriat, formalisation de la gouvernance et modes de croissance en agriculture: Étude de sept cas de grandes exploitations agricoles au Québec.* Paper presented at the Congrès de l'Académie de l'Entrepreneuriat et de l'Innovation "Repenser l'entrepreneuriat: des racines et des rêves".

Lobley, M. and Baker, J. R. (2016). Succession and retirement in family farm businesses. *Keeping it in the Family*, Routledge, pp. 17–36.

Lowder, S. K., Skoet, J. and Singh, S. (2014). What do we really know about the number and distribution of farms and family farms in the world? Background paper for The State of Food and Agriculture 2014.

Lowder, S. K., Skoet, J. and Raney, T. (2016). The number, size, and distribution of farms, smallholder farms, and family farms worldwide. *World Dev.* 87: 16–29.

Lude, M. and Prügl, R. (2020). Experimental studies in family business research. *J. Family Bus. Strategy* 12(1): 100361.

Mcelwee, G. (2006). Farmers as entrepreneurs: Developing competitive skills. *J. Developmental Entrepreneurship* 11(3): 187–206.

Michael-Tsabari, N., Mihm, S., Seaman, J., Viellard, E. and Labaki, R. (2018). With or without emotions: How does history matter for family business survival? *Entreprises et histoire* (2): 138–145.

Movahedi, R., Mantashloo, M., Heydari, F. and Shirkhani, M. (2016). Identifying the barriers of developing rural women's family businesses. *Int. J. Globalisation Small Bus.* 8(4): 355–368.

Murphy, L. and Lambrechts, F. (2015). Investigating the actual career decisions of the next generation: The impact of family business involvement. *J. Family Bus. Strategy* 6(1): 33–44.

Mustafa, M., Labaki, R. and Henssen, B. (2022). Psychological ownership in heterogeneous family firms: A promising path and a call for further investigation. *Entrepreneurship Res. J*.

Mustakallio, M., Autio, E. and Zahra, S. A. (2002). Relational and contractual governance in family firms: Effects on strategic decision making. *Family Bus. Rev.* 15(3), 205–222.

Niemelä, T. and Häkkinen, R. (2014). The role of pluriactivity for continuity and survival in family farm firms. *J. Entrepreneurship Manage. Innov.* 10(4): 7–44.

Olivier-Salvagnac, V. and Legagneux, B. (2012). L'agriculture de firme: un fait émergent dans le contexte agricole français? *Études rurales* (190): 77–97.

Olubukola, E., Olayemi, S.-O. O., Adewale, F. I. and Silvester, O. O. (2017). Determinants of technical efficiency and income inequality of food vending as a family business in Southwest Nigeria. *Global Bus. Rev.* 18(6): 1412–1423.

Paskewitz, E. A. and Beck, S. J. (2017). When work and family merge: Understanding intragroup conflict experiences in family farm businesses. *J. of Family Commun.* 17(4): 386–400.

Paskewitz, E. A. (2021). Exploring the impact of emotional intelligence on family farm member conflict experiences. *Sustainability* 13(15): 8486.

Petit, M (2006). L'exploitation agricole familiale: leçons actuelles de débats anciens. *Cahiers Agric.* 15(6), 486–490 (481).

Ramboarison-Lalao, L., Lwango, A. and Lenoir, F.-R. (2018). Barriers and key success factors in the transgenerational transmission of family farm businesses in the French context:' Theory of hypertrophy vs. equilibrium of life spheres' proposition. *Int. J. Entrepreneurship Small Business* 34(2): 131–147.

Ren, S. and Zhu, Y. (2016). Developing family businesses through ongoing learning: Case studies of Chinese urban and rural family businesses under market-oriented reforms. *J. Gen. Manage.* 41(4): 51–70.

Rieple, A. and Snijders, S. (2018). The role of emotions in the choice to adopt, or resist, innovations by Irish dairy farmers. *J. Bus. Res.* 85: 23–31.

Rolandi, S., Brunori, G., Bacco, M. and Scotti, I. (2021). The digitalization of agriculture and rural areas: Towards a taxonomy of the impacts. *Sustainability* 13(9): 5172.

Rowe, B. R. and Hong, G.-S. (2000). The role of wives in family businesses: The paid and unpaid work of women. *Family Bus. Rev.* 13(1): 1–13.

Savolainen, S. and Kansikas, J. (2013). Non-family employees in small family business succession: The case of psychological ownership. *World Rev. Entrepreneurship Manage. and Sustain. Dev.* 9(1): 64–81.

Servière, G., Balay, C. and Cournut, S. (2019). Sociel-La durabilité sociale des exploitations d'élevage dans leurs territoires. *Innov. Agron.* 71: 109–121.

Sharma, J. and Singh, R. (2006). Developing agripreneurs: Challenges for extension. *J. Commun. Mobiliz. Sustain. Dev.* 1(1): 32–40.

Simon, B. (2013). L'installation en *agriculture. La construction de l'intention entrepreneuriale*. Économie rurale. *Agricultures, alimentations, territoires* (334): 23–38.

Sourisseau, J.-M.and Even, M.-A. (2015). Transformations agricoles et agricultures familiales: quelques défis mis en lumière durant l'Année internationale de l'agriculture familiale. *Cahiers Agricultures,* 24(4): 201–203.

Suess-Reyes, J. and Fuetsch, E. (2016). The future of family farming: A literature review on innovative, sustainable and succession-oriented strategies. *J. Rural Stud.* 47: 117–140.

Sund, L.-G., Melin, L. and Haag, K. (2015). Intergenerational ownership succession: Shifting the focus from outcome measurements to preparatory requirements. *J. Family Bus. Strategy* 6(3): 166–177.

Taylor, J. E., Norris, J. E. and Howard, W. H. (1998). Succession patterns of farmer and successor in Canadian farm families. *Rural Sociol.* 63(4): 553.

Terrier, M., Madelrieux, S., Dufour, A. and Dedieu, B. (2012). Saisir la diversité des formes d'articulation entre la famille et l'exploitation agricole: une grille de lecture. *Revue d'Etudes en Agriculture et Environnement-Review of agricultural and environmental studies*, 93, 299–322.

Thomas, J. (2002). Freeing the Shackles of Family Business Ownership. *Family Business Review*, 15(4), 321–336.

Tonner, A., & Wilson, J. (2015). Farm retailing: Motivations and practice. *The International Journal of Entrepreneurship and Innovation,* 16(2): 111–121.

Tranfield, D., Denyer, D. and Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *Br. j. Manage.* 14(3): 207–222.

Unay-Gailhard, İ. and Bojnec, Š. (2021). Gender and the environmental concerns of young farmers: Do young women farmers make a difference on family farms? *J. Rural Stud.* 88: 71–82.

Vieri, S. and Calabrò, G. (2019). The role of agriculture for the integration of migrants: The Italian case. *Curr. Politics Econ. Europe* 30(2).

Vik, J. and Mcelwee, G. (2011). Diversification and the entrepreneurial motivations of farmers in Norway. *J. Small Business Manage.* 49(3): 390–410.

Vita, G. D., Pilato, M., Allegra, V. and Zarbà, A. S. (2019). Owner motivation in small size family farms: Insights from an exploratory study on the ornamental plant industry. *Int. J. Entrepreneurship Small Bus.* 38(1-2): 60–77.

Ward, N. and Lowe, P. (1994). Shifting values in agriculture: the farm family and pollution regulation1. *J. Rural Stud.* 10(2): 173–184.

Webb, J. W., Ketchen, D. J. and Ireland, R. D. (2010). Strategic entrepreneurship within family-controlled firms: Opportunities and challenges. *J. Family Bus. Strategy* 1(2): 67–77.

Wiatt, R. D., Marshall, M. I. and Musselman, R. (2022). Management and ownership transfer in small and medium family farms. *Agric. Finan. Rev*.

Yezza, H. and Chabaud, D. (2020). Tu quoque mi fili! Comment faire accepter la régénération stratégique lors d'une succession familiale? *Entreprendre Innover* (1): 8–15.

Yezza, H., Chabaud, D. and Calabro, A. (2021). Conflict dynamics and emotional dissonance during the family business succession process: Evidence from the Tunisian context. *Entrepreneurship Res. J.* 11(3).

Yoo, S. S., Schenkel, M. T. and Kim, J. (2014). Examining the impact of inherited succession identity on family firm performance. *Bus. Manage.* 52(2): 246–265.

Yoshida, S., Yagi, H. and Garrod, G. (2020). Determinants of farm diversification: entrepreneurship, marketing capability and family management. *J. Small Bus. Entrepreneurship* 32(6): 607–633.

Zahra, S., Labaki, R., Gawad, S. A. and Sciascia, S. (2014). Family firms and social innovation: Cultivating organizational embeddedness. *The SAGE Handbook of Family Business*, eds. Melin, Nordqvist, and Sharma. and Sage Publications, London, U.K., 442–459.

Zellweger, T. and Astrachan, J. (2008). On the emotional value of owning a firm. *Family Bus. Rev.* 21(4), 347–363.