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Work In Progress

Agricultural family entrepreneurship: Specificities, challenges, and perspectives

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Work In Progress

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Motivation and purpose of research

While the concept of family entrepreneurship has garnered the attention of researchers for nearly three decades (Heck, Hoy, Poutziouris, & Steier, 2008), the concept of agricultural entrepreneurship is quite recent (Lebel, 2010) and is experiencing a growing boom (Barral, Béaur, Lambert, Rémy, & Labatut, 2017). In parallel, research on agricultural family entrepreneurship, which stands at the intersection of agricultural entrepreneurship and family farming, continues to develop (Lacombe, 2016). Institutionally, the United Nations recently declared the decade of family farming (2019-2029) following the success of the year 2014, designated as the international year of family farming by the Food and Agriculture Organization (FAO) of the United Nations. This revived interest in agricultural family entrepreneurship nurtures the need for exploring the topic from a managerial angle. Widely studied in disciplines such as rural sociology (Chia, Petit, & Brossier, 2014; Sourisseau & Even, 2015) and rural economy (Courleux, Dedieu, Grandjean, & Wepierre, 2017), the agricultural sector has not been actually sufficiently explored in management sciences in general and in entrepreneurship in particular (Knudson, Wysocki, Champagne, & Peterson, 2004).

A number of factors may explain these gaps. First, this relates to the ambiguity about the status of the farmer. Researchers, farmers and their stakeholders, have an ambiguous view about farming and business. The reference to the terms of 'peasant' or 'farmer' is more frequent than the use of the term of 'entrepreneur' itself (Cordellier & Le Guen, 2010; Simon, 2013) while these terms are often put in competition, even in opposition. At the same time, the recent years have witnessed an increasingly strong affirmation of the entrepreneurial, managerial, and even strategic nature of new farmer profiles (Lepage & Cheriet, 2019; Olivier-Salvagnac & Legagneux, 2012). As agriculture remains a distinct sector of activity different with its own characteristics, the current period might see the emergence of a new figure, a farmer who would be an "agri manager", that is to say a farmer and an entrepreneur at the same time. The second reason for the weak development of research on the entrepreneurial dimension of family agricultural activity is the lack of contextualization, in research work, of what is the basis of family entrepreneurship, where the multiple dimensions of the environment are mostly viewed as a control variable. Agriculture is a context in its own right in the sense that the methods of accessing and mobilizing resources (land, capital and factors of production in particular) are different from other sectors of activities (Petit, 2006). This specific environment remains rarely empirically studied in management science, particularly in relation to entrepreneurship (Fitz-Koch, Nordqvist, Carter, & Hunter, 2018) and family businesses (Suess-Reyes & Fuetsch, 2016). Family businesses appear as fertile terrains to explore agricultural entrepreneurship as they have distinct relationship characteristics that are based on emotions (Cailluet, Bernhard, & Labaki, 2018) and cognitive trust among their members (Cherni & Leroux, 2019) as well as strategies that allow them to develop resilience (Darnhofer, 2010). This research aims to provide a comprehensive literature review by combining the scattered research on agricultural family entrepreneurship and to draw a more exhaustive picture on the existing research findings and limitations to suggest an agenda for future research.

Research method

Our literature review is based on a bibliometric analysis of academic publications on family farming in journals in the field of management and business over the last decade (2011-2021), followed by a systematic literature review on the bibliometric results.

According to Zupic and Čater (2015), bibliometric methods “introduce a measure of objectivity into the evaluation of scientific literature and hold the potential to increase rigor and mitigate researcher bias in review of scientific literature by aggregating the opinions of multiple scholars working in the field”. These methods have also been used to analyze the content of papers focused on family firms published in the category of business journals and to suggest avenues for future research (e.g., Benavides-Velasco et al., 2013). In the same line, we decided to use bibliometric analysis and complement it with a literature review to propose a new research agenda in management about family farming.

We chose to focus our analysis of business journals on the last decade which as it has seen an increasing interest of scholars in business journals after a long period when the thematic of family farming was mainly addressed in rural economics and rural sociology journals, and more generally in scientific journals in the category of agriculture. Additionally, the analysis of this period coincides with the proclamation by the United Nations Decade of Family Farming (2019-2028), testifying further for the growing need to carry out research related to family farming in many fields, including the scarcely explored management field.

We followed four stages during the process.

Stage 1: We only considered the journal articles as they are perceived as the best scientific production that reflects the original research (Benavides-Velasco, Quintana-García, & Guzmán-Parra, 2013), de facto excluding other types of scientific publications such as books, book chapters, conference papers, editorials, etc. We used the Association of Business School (ABS) Academic Journal ranking to choose journals in management fields (business, finance, entrepreneurship, management). A total of 83 journals was identified.

Stage 2: Using the EBSCO Business host and Science Direct data bases, a search query was made for the following list of key words: “family farming”, “family AND farming”, “family AND agricult*”, “family AND rural*” in the topic of the entry. We firstly looked for publications where one of these key words was found in the article title, then in the abstract. We then read every abstract. A total of 276 articles was identified. We excluded papers in which terms such as “agriculture” or “farmers” were used in a ephemeral way and where the subject was unrelated to the scope of our research (69 papers). For the 207 remaining papers, we distinguished papers which really address the topic of family business in the agricultural field (23 papers) and excluded those where agriculture was a control variable (185 papers).

Stage 3: This stage consisted of statistically analyzing quantitative data obtained by the bibliometric method. This allowed us to build the diagram of evolution of publications from 2011 to 2021, and to identify which are the most important management journals in the thematic of family farming.

Stage 4: This stage consisted of a deep analysis of the content of the 23 articles identified in the previous stage. Additionally, given the scarcity of studies, we chose to complement this analysis with three articles in the main journals dedicated to family business, Journal of Family Business Strategy and Family Business Review. These articles were introduced as the agricultural dimension was not presented as a research focus but as a research context. Our literature review underlines the main research questions of each paper, theoretical background, methodology, main results, contributions and limitations.

Following this, our preliminary analysis highlights research trends and gaps to be addressed by future research on topics related to family agricultural entrepreneurship.

Preliminary findings

In Table 1 in the Appendix, 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) was a research context ($n = 3$) (marked with an asterisk* only 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 realized 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).

Topical areas of investigation

Apart from a few papers that were more descriptive in nature, the majority of the identified papers have addressed several important concepts and issues representing four topical areas: (1) Entrepreneurial dimensions, (2) Business continuity and succession, (3) Psychological dynamics.

(1) Entrepreneurial dimensions (configurations, motivations, behavior, culture, and impact)

Three favorable entrepreneurial configurations were identified in the family business farms, namely family-frugal, individual-market, and family-inwards entrepreneuring (Kimmitt, Muñoz, & Newbery, 2020). The types of entrepreneurial motivations included and opposed both economic and non-economic (green and social) motivations, in relation with different diversification strategies (off-farm and farm-related diversification vs on-farm and farm-diverse) (Vik & McElwee, 2011). In this line, the SEW considerations explain the view of the family on diversification from a risk of losing control angle (Yoshida, Yagi, & Garrod, 2020).

The pluriactivity and growth of the family farm was linked with the capabilities and motivation of farm entrepreneurs (Niemelä & Häkkinen, 2014). Looking into diversification, scholars found that it is motivated by dissatisfaction push factors while particularly structural diversification depends on the entrepreneurial characteristics of the farmers (Tonner & Wilson, 2015).

The human capital and social capital directly impact entrepreneurial behavior and innovation (Khoshmaram, Shiri, Shinnar, & Savari, 2020). Particularly, different types of innovations (grassland management, herd characteristics and technology) are motivated by different behavioral factors (Rieple & Snijders, 2018). Authors also found a reciprocal relationship between SEW and innovation capabilities in the sense that SEW fosters the development of innovation capabilities and vice-versa (Fitz-Koch & Nordqvist, 2017).

The entrepreneurial culture is also transferred and continued 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, participating in on-going entrepreneurial processes and positive relationships between members of a FET (Cruz, Hamilton, & Jack, 2012). At the same time, a higher degree of resilience

facilitates the access of and use of other family capital (financial, human, other social capital) that feeds and sustains an entrepreneurial culture across generations (Hanson, Hessel, & Danes, 2019).

(2) Business continuity and succession (typologies, logic, relation with community, and institutional context):

The way resilience is practiced in the family business depends on the type of understanding of resilience that the owners-managers have (Conz, Lamb, & De Massis, 2020). Family agricultural businesses exhibit four different strategic behaviors during hardship: diversifying the business, debt maximizing, sacrificing family needs and compromising (Glover & Reay, 2015). The compromising strategy between the needs of the family and the needs of the business seems to bear the most fruits in terms of maintaining healthy attachments to the family business. Extending this reasoning, the strategic logic behind the decision of farm preservation is inclusive of “community SEW” (Kurland & McCaffrey, 2020).

The institutional context in which the family business is embedded also influences the learning process which translates into a strong degree of purpose and self-initiation (Ren & Zhu, 2016). This environment also stands as one of the critical succession factors that contribute to continuity, among others including successor skills and attributes, training, winery performance, and incumbent-successor precontractual expectations (Georgiou, Vrontis, Papasolomou, & Thrassou, 2020). In addition, the next generation’s future career decision is 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 & Lambrechts, 2015).

(3) Psychological Dynamics

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

Including a gender component, the presence of a daughter successor seems to exacerbate power struggles with different stakeholders given the favoritism of the father to male employees (Glover, 2014). At the same time, collaborative power interactions between copreneurs as a couple are likely to result in a more productive business decision team that has the resilience to creatively solve important business problems (Hedberg & Danes, 2012).

Theoretical backgrounds and concepts explored

The main theories on which the authors have built are diverse and stem from the family business field (e.g., SEW and Sustainable Family Business Theory), the family therapy field (e.g., Contextual Family Therapy Theory and Family FIRO – Fundamental Interpersonal Relationship Orientation), and the organizational behavior and management fields (e.g., Ecological and Engineering Theories on resilience)

The studies revolved around key concepts including entrepreneurship, growth strategies (such as market access, innovation and diversification), business continuity, succession, resilience, career choices,

succession, and culture). We nevertheless note the abundance of certain themes such as diversification (categories of farm diversification, motivations, family involvement on diversification choices). The focus of diversification thematic could be explained by low incomes issues of farming activities. Farmers are increasingly being encouraged to diversify into new activities in order to generate additional income. We also note some articles dealing with the question of gender issues and barriers faced by woman to succeed in the family farm in countries where women face a serious gender gap such as Iran (Movahedi, Mantashloo et al., 2016) and in developed countries where men are more often represented in family farm succession such as England (Glover, 2014).

Main methodologies and research methods

Out of the 26 articles reviewed in this paper, we note that the field of family farming is dominated by qualitative research. More than 46% of the articles were based on qualitative methods, mainly in-depth case studies (6 articles), classic semi structured interviews (5 articles) and one article based on a unique methodology which consists of life stories based on an ethno-sociodemographic approach (Ramboarison-Lalao, Lwango et al. 2018). Many articles are based on mixed methodologies based on of qualitative and quantitative data at the same time (30,8%). Only few articles are quantitative (15,4%).

Table 2: Research methods employed in family farming articles (2011-2021)

Quantitative	Mixed	Qualitative				Theoretical papers	Total
		Case studies	Semi-structured interviews	Life stories	Total		
4	8	6	5	1	12	2	26
15,4	30,8	23,1	23,1	3,8	46,15	7,7	100%

Family business characteristics and geographic dispersion

Most of the analyzed data include SMEs as compared to those inclusive of large farms or portfolio groups inclusive of farm and land activities. The reviewed studies were also geographically dispersed, but most empirical studies build on data from Europe (57,6%) followed distantly by Asia (18,5%). Then North America, Africa and Australia come next. Latin America was the least studied in the field of family farming in the considered period (2011-2021).

Table 3: Geographical areas in family farming articles

Europe	Africa	Asia	North America	Latin America	Australia	Total
15	2	5	3	1	1	26
57,6	7,4	19	11,5	3,8	3,8	100%

N.B. 1 paper is conceptual, and 2 are about 2 countries

Main limitations and future theoretical and methodological avenues

Our analysis of the content of the reviewed articles allows us to identify limitations and main themes for future research. These suggestions stem 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.

In relation with the first entrepreneurship dimensions themes, four directions have not been sufficiently addressed and are worthy of further exploration: (1) the role of innovation and entrepreneurship in encouraging new generations to take over family farming business as well as the role of next generation entrepreneurial involvement in sustaining the business innovation ; (2) the process, types, and influence of family and corporate governance, (3) the influence of the personality traits of family members on management and succession, and (4) a dynamic perspective on entrepreneurship across generations.

In relation with second theme on succession and continuity, we have identified three future directions: (1) the impact of business survival strategies on the family, that is beyond extending the scope of analysis; (2) the extension of the “Community SEW” logic to other decisions, (3) understanding the conditions under which SEW protecting strategies lead to more or less family conflict and therefore family business continuity.

In relation with the third theme of psychological dynamics, we suggest the following directions: (1) extending the examination of family dynamics beyond the nuclear family and the copreneurial couples to the extended family, (2) exploring the missing link of governance to understand its influence on the relationship dynamics, and (3) more studies on gender role in power dynamics in different cultures and over time, (4) a

We also suggest including other themes which were ignored by the reviewed literature and in line with the latest research on family business, such as (1) the specificities of the transmission process in rural context from a financial and fiscal angle, (2) the valuation of the family farm business, (3) the selection and preparation of successors and the quality of the relationship between successor(s) and predecessors, (4) the relationship between the family farm history and the motivation of the new generation, (5) the management of the emotional dynamics of the transmission, (6) the gender, minorities, and immigrants specificities and (6) the role of digitalization in the family farms growth and continuity.

In terms of future methodological perspectives, although the choice of the methodological design depends on the research question, the identified research methods show a lack of valuable methods recently put forward by scholars (such as experimental studies or action research) that help to understand complex research questions about farming in the familial context. Additionally, there seems to be a significant number of qualitative research but less comparisons between family and non-family farms, and SME and large family farm businesses, as well as a lack of longitudinal studies and cross-cultural comparisons. It seems also important to compare between agricultural family businesses in different sectors and different geographical locations, such as Asia, Australia, and Latin America, because the agricultural sector has its specificities and its constraints which can relate to the contexts specificities.

Concluding remarks:

The current context of crisis, declining farm incomes, agricultural reforms and growing environmental, climatic and health issues, invites us to look at the agricultural family entrepreneurship model which appears to be an economic lever that is both strong and vulnerable.

In the future, we call family business researchers to explore diverse aspects of family agricultural entrepreneurship such as the impact of behavioral factors on entrepreneurship, succession and continuity, and more carefully assess the challenges of women, minorities, and immigrants, understand

the role of the emotional complexities on different decisions including innovation and succession during challenging times, including during the pandemic.

This work-in-progress is intended to contribute to map the main findings in management on which researchers can build and to craft an agenda for future research towards addressing the existing empirical gaps, therefore contributing to theory development in the family business with a focus on the specificities of the agriculture sector. 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 the family business specificities. Thus, the theme of family entrepreneurship combined with the profound renewal of agricultural activity opens avenues for an original thematic research stream on agriculture at the confluence of the research fields of entrepreneurship and family businesses.

APPENDIX

Table 1 : Literature review on Family farming published in journals of management and business on the period of 2011 – 2021¹

Author(s)	Research question (or research unit)	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
Kimmit et al. (2020)	Entrepreneurial configurations of life circumstances, leading to strong future prosperity expectations in impoverished contexts	Entrepreneurship and poverty	2 methodological stages: -A survey of 166 farming households - Qualitative Comparative Analysis Levels of analysis: Micro (family) and Macro (market)	A sample of 166 smallholder farming households in rural Kenya	Theoretical and prescriptive A combination of 3 entrepreneurial endeavors lead to strong future prosperity (less poverty): family-frugal, individual-market, and family-inwards entrepreneurship.	-Limitations: intergenerational detachment which concern especially 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 farm businesses continue over multiple generations despite minimal economic returns and what are the consequences for family and the business?	Socioemotional wealth literature	A multi-case comparative study comprised of semi-structured interviews with owners and other family members of 20 family dairy farms Level of analysis: Micro (family)	20 family dairy farms located in the Midlands region of England	Theoretical and Descriptive sustaining the business despite minimal economic returns by engaging in four different strategic behaviors: diversifying the business, debt maximizing, sacrificing family needs and compromising.	Limitations: -Sample size. -lack of detail about the consequences of the 4 strategic behavior on family or business or both. The paper do not deeply analyze how emotions could influence business choices Avenues: understand the conditions under which SEW protecting

¹ All references refer to articles on family farming as a research focus except references with* which indicate articles on family farming as a research context in FBR and JFBS as research context.

			and meso (business)			strategies lead to more or less family conflict.
Fitz-Koch and Nordqvist (2017)	(1) How do the dimensions of SEW influence innovation capabilities? (2) How do innovation capabilities influence the dimensions of SEW?	Dynamic capabilities and Socioemotional wealth approach	Qualitative : in-depth single case study Level of analysis: Micro (the family) and Meso (the business and innovation process)	A medium-sized family business deeply embedded in a small village in Sweden	Theoretical and descriptive -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 reamplify innovation capabilities. -Not all dimensions and capabilities have the same influence or reveal a relationship.	Limitations: -A single case study Avenues: - possible relationship between SEW and the technological inputs or outputs of innovation. -consider the size of companies when studying innovation: investigating both small and large firms
(Vik & McElwee, 2011)	What are the reasons and motives for farmers to start additional activities ?	Farm entrepreneurship approach and business and economic growth strategies	Quantitative methodology based on a questionnaire Level of analysis: Meso (the farm)	Survey sent to a total of 1607 farmers in Norway. Farmers who have diversified their activities = N= 432.	Theoretical and prescriptive 5 categories of farmers diversifications: -Off-farm and farm-related diversification motivated by a desire to live at the farm (non-economic motives) -On-farm and farm-diverse are motivated by the desire to create something new or by green care and social motivations (non-economic motives)	Limitations: -not consider the role of the family members and the trait of personality of the farmer in the diversification decision. Avenues: -what skills farmers need to develop their business - how farmers use networks -barriers and opportunities that face farmers and how these barriers may be ranked -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	Entrepreneurial behavior and human and social capital approaches	Quantitative methodology based on pen and paper questionnaire	400 small farmers in Iran's Kermanshah province	Theoretical and prescriptive Human capital and social capital directly impact entrepreneurial behavior and innovation. Environmental support has a positive indirect impact on	Limitations: -collect data from other regions in Iran or in other developing countries -compare the results with other industries

	behavior and innovation in Iran's agricultural sector?		Level of analysis: Micro (the family) and Macro (external environment)		entrepreneurial behavior and innovation among farmers	Avenues: -identify additional variables that may contribute to entrepreneurial behavior and innovation -adopt mixed methods approach
Tonner and Wilson (2015)	What are farmer's motivations for diversification and practices?	Rural diversification strategies	Qualitative: case study Level of analysis: Micro (the farmer) and Micro (community)	8 small farm business in Scotland	Theoretical and descriptive -Diversification is motivated by dissatisfaction push factors -Structural diversification isn't homogenous but can be distinguished by considering entrepreneurial characteristics	Limitations - findings are only representative of the firms within the study and can't be generalized Avenues: - consider diversification as a processual entity - farmers' motivations and outcomes may be better understood by clarifying this process.
Alrubaishi, Alarifi, and McAdam (2020)	how 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 theory	Qualitative methodology based on case studies (based on interviews, observation and archival data) Level of analysis: Micro (the family) and macro (external environment)	4 case studies of Saudi family firms operating in the indigenous date industry.	Theoretical and descriptive -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 Avenue: -conduct quantitative research to test the paper findings - longitudinal study across multiple generations
(Ramboarison-Lalao et al., 2018)	What are barriers and key success factors in intergenerational	Family business transmission	Qualitative: life stories of 26 French farm owners based on	7 dairy farms and 19 cattle and dairy farms in France	Theoretical and descriptive	Limitations: -complexity of the process of transmission Avenues:

	transmission of family business farm?	Theory of hypertrophy vs. Equilibrium of life spheres	an ethno-sociodemographic approach Level of analysis: Micro (farmers and families)		-The obsessional character of the work leads some farmers to neglect their personal life sphere - The single lifestyle of many farmers in one of the main barrier of transmission -farmers' children want less dreary, less demanding and better paid job	-the number of constraints growing with every generation -the psychological effect of transmission on both predecessor and potential successor
(Vita et al., 2019)	What are owner motivations in the context of ornamental plant sector?	Features of ornamental plant firms	2 steps mixed (qualitative and quantitative) methodology: -focus group with experts (producers, traders, brokers, ...) -questionnaire sent to a sample of ornamental farmers Level of analysis: Micro (farm) and Macro (Market)	24 small farms located in eastern Sicily, province of Catania and Messina and in western area of island, in Marsala (Trapani)	Descriptive -emotion item 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: -apply the study to other region or other agricultural sectors
(Gabriel, Bitsch, & Menrad, 2016)	To develop a conceptual framework for system analysis of family-run agricultural enterprises by combining principles of system theory and management cybernetics.	systemic analysis and on the specificities of the agricultural systems.	Theoretical methodology based on literature review. Level of analysis: Micro, Meso and Macro	German agricultural sector	Theoretical The framework consists of 3 main components: the internal organization and management of the enterprise, the stakeholders involved and the 4 environments (Economy, technology, society, ecosystem)	Limitation: -Theoretical paper Avenues: -Framework to apply on a case of family-run enterprise in the agriculture sector to refine it and improve its performance

(Yoshida et al., 2020)	What impact of entrepreneurial behavior of farmers and what role of the family in diversification choices?	Farm diversification and entrepreneurship theory	Quantitative methodology based on a questionnaire Level of analysis: Micro (farm) 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 direct impact on farm diversification. -family involvement can constrain farm diversification, especially in case where they feel that diversification could increase the risk of losing the family firm control.	Avenues: -Use integrated approach in order to understand the complexities of the entrepreneurial process
(Donkers, 2014)	Measurement of the weight of family farming in food production, employment, ecology and food diversity	Limited theoretical background Some references to the governance literature	Descriptive statistic + case study (qualitative) approach	FAO definition of family farms	Descriptive and prescriptive Showing the importance of family farms in Russia (producing three quarter 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 given to the research by author According to LS : no real research question, very descriptive and recommendations given without evidence
(Movahedi, Mantashloo, Heydari, & Shirkhani, 2016)	Gender study: what are the barriers for women implication in farming and how to overcome the barriers	Strong literature survey about gender studies, well focused on barriers, summarizing the main results (years 2000-2012)	Quantitative analysis based on a questionnaire (217 women in 28 villages)	Article about family business in general (including farming) in Iran	Identification of five groups of barriers; some policy recommendations (training, banking facilities for women etc.) Elaboration of a model about solutions for the development of rural women's family businesses	Limitations: fear of answering by women and lack of official statistics about women
(Al-Oun, 2012)	Strategies of agrofood SME in Jordan and impact on their performance	Mainly statistical background and bibliographic sources on	Two step methodology: -Identification of channel	Agrofood SMEs, including processing stages in Jordan	Weight of different marketing channels in company performance	Limitations based on the large scope of products and lack of homogeneity between SMEs

		Jordan, no research model	organization in Jordan -Semi structured interviews with 30 farmers			
(Niemi & Häkkinen, 2014)	Link between family farm pluriactivity and growth strategy	Theoretical background in growth behavior (literature survey) and application to family firm ; application to the farm sector and to pluriactivity of farms	Quantitative modeling with a sample of 606 family farms (out of a population of 1618 Finnish family farms)	Family farms in Finland	Proposal of a typology of family farm into four growth groups ; establishment of a link with capabilities and motivation needed by farm entrepreneurs	Results based upon only one region in Finland ; extension of the analytical framework needed (role of social capital, roles of members of the family...)
(Rieple & Snijders, 2018)	The emotional factors that contribute to the adoption, or rejection, of different categories of innovation by dairy farmers	Innovation adoption and innovation resistance concepts	Qualitative data : - In-depth interviews with 27 dairy farmers - Informal discussions with other industry members on background information Level of analysis: Micro (farmers) and Meso (Farm innovation)	Dairy farms in Munster, Republic of Ireland, whose majority were medium sized with a few large-scale farms or small farms.	Prescriptive Identification of three main innovations : grassland management, herd characteristics and technology, which are motivated by different behavioral factors. Identification of diverse, ambivalent, and complex interactive emotions who have a distinct moderating influence between the motivation and 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)	Challenges faced by a daughter as partner	Succession literature	Single ethnographic case study	A small family farm in England	Descriptive	More ethnographic research on the topic

	and future successor in the family business		<p>approach through participant observation and semi-structured interviews with family members over two years</p> <p>Level of analysis: Micro (Family) and Meso (Farm stakeholders)</p>		<p>Power struggles are important challenges exacerbated by perceived gender issues faced by daughter successor in the family farm, posing a threat on her position as a partner, from her father's favouritism of male employees.</p>	
(Ren & Zhu, 2016)	How family businesses interact with their institutional environment and consequently build learning patterns?	Dynamic learning process	<p>Mixed methodology combining case studies and in-depth interviews</p> <p>Level of analysis: Micro (family), Meso (business) and Macro (external environment)</p>	6 cases of family business in China: 3 in rural areas and 3 in urban areas	<p>- learning process is influenced by institutional contexts surrounding urban and rural family businesses</p> <p>- Learning in a family business is characterized by a strong degree of purpose and self-initiation.</p>	<p>Limitation:</p> <p>-The explorative nature of the study</p> <p>Avenue:</p> <p>- Consider the nature of and interactions between family and business</p>
(Olubukola, Olayemi, Adewale, & Silvester, 2017)	What are the determinants of technical efficiency and income inequality of family business in southwest Nigeria?	Empirical review	<p>Mixed methodology: quantitative questionnaire and interviews</p> <p>Level of analysis: Micro (food vendors) and Macro (Market)</p>	Total of 120 respondents from 6 communities in the southwest Nigeria	<p>Prescriptive</p> <p>-age of food vendors (very young) is a strong factor for the decrease in technical efficiency</p> <p>-food vending depends on raw materials</p> <p>-years spent in school, experience, household size and method of pressing led to increase of food vending in the study area</p>	<p>Avenue:</p> <p>Consider family business succession and literate and illiterate household</p>

Georgiou et al. (2020)	The impact of succession on sustainability	Literature on the succession process in family business	Qualitative research through sixteen in-depth semi-structured face-to-face interviews Level of analysis: Micro (Successor and Incumbent) Meso (Wineries performance) and Macro (Institutional environment)	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 in general the growth of the Cyprus wine sector	Expanding the study to countries with similar cultural characteristics, a comparative study with large wineries and the use of quantitative methods.
Conz et al. (2020)	Variations in how owners/managers understand and practice resilience	Ecological and engineering theoretical approaches of resilience	Constructivistic approach Phenomenography, an interpretive methodology Interviews with 17 owners-managers Level of analysis: Micro (family owners-managers) and Meso (Business)	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 resilience is practiced by them.	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)*	Elucidating the underlying family relational processes that lead to resiliency that sustains an	Sustainable Family Business Theory (SFBT)	Grounded theoretical approach	Family Farms non-founder small- to medium-sized	Prescriptive Entrepreneurial culture is influenced by relational ethics	Extend the study to more racial, ethnic, socioeconomic diversity, and cultural diversity of family businesses and to

	entrepreneurial culture across generations	Contextual Family Therapy Theory (CFTT)	<p>Mixed methods design: Quantitative survey data for the facts dimension and qualitative data were collected via individual and group interviews with 22 farms for an in-depth investigation of the remaining dimensions.</p> <p>Level of analysis: Micro (family) and Meso (Farm)</p>	businesses in the United States	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 of other family capital (financial, human, other social capital) that feeds and sustains an entrepreneurial culture across generations	families and businesses of different sizes. Future research to focus on family resilience processes and through longitudinal studies.
Murphy and Lambrechts (2015)*	The ways in which family business involvement impacts the actual career choices and behaviors of the next generation.	Literature on career choices including the family business	<p>A constructivist grounded theory approach</p> <p>An interpretive qualitative study based on interviews with 12 next-generation family members who worked in the family business at some stage in their lives, as well as secondary data</p>	Family businesses including the food and farming sectors in Ireland	<p>Prescriptive</p> <p>The family business involvement of the next generation not only influences but also alters the careers of the next generation. They often put their own careers interests and development aside to meet the needs of the family business. next-generation family members in Ireland continue to help out in the family business, regardless of whether they choose a career in the family business. This role of helping is associated with farming and conventional</p>	<p>Limited sample based on retrospective accounts.</p> <p>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 between people) of helping in family business, the factors that prevent helping, and the</p>

			<p>such as online resources.</p> <p>Level of analysis: Micro (Family next generation) and Meso (Business)</p>		<p>types of family businesses as opposed to a contemporary reality for the next generation. Moreover, next-generation family members may alter their career paths during their lives if the family business needs them. Helping is considered as a particular means of involvement that has consequences on their career decision-making.</p>	<p>outcomes of helping on both the family business and the next generation over time.</p>
<p>Cruz et al. (2012)*</p>	<p>How entrepreneurial culture is transmitted and continued in family businesses</p>	<p>Portfolio entrepreneurship Organizational culture Family Entrepreneurial Teams (FET)</p>	<p>Qualitative multigenerational case studies of family entrepreneurial teams with in-depth interviews with multiple respondents</p> <p>Level of analysis: Micro (FET) and Meso (Business culture)</p>	<p>Six family business groups in Honduras (including farming, agricultural and land-related activities)</p>	<p>Prescriptive</p> <p>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.</p>	<p>Extend the study to alternative geographical contexts and cultures as well as in more extended families (vs the nuclear families of the study) over generations</p>
<p>Kurland and McCaffrey (2020)</p>	<p>How can we understand the strategic logic of family business owners who choose to preserve their farmland</p>		<p>Qualitative data :</p> <ul style="list-style-type: none"> - semi-structured interviews with 20 farms members 11 industry representative and community members - on-site visits at 13 farms and 	<p>Small and medium-sized family farms in Lancaster County, Pennsylvania</p>	<p>Theoretical and prescriptive</p> <ul style="list-style-type: none"> -Proposition of a new concept : "Community SEW" -Owner-managers of family farms prioritize preservation of farming on fertile land and protection of the farming community in their region over economic and, in some instances, family interests 	<p>Limitations:</p> <ul style="list-style-type: none"> -Snapshot study -Non-generalizability of the outcomes indicators (land preservation) to other sectors. <p>Avenues:</p> <ul style="list-style-type: none"> -Extension of the logic exploration to other strategic decisions

			attendance at three agricultural training events Levels of analysis: Micro (family) and Macro (community)			
Hedberg and Danes (2012)	The relationship between power dynamics in copreneurial couples and productivity	Family FIRO (Fundamental Interpersonal Relationship Orientation) theory	Multiple methods, including self-reports, observational coding of team interviews, and analytic induction. Team and individual interviews with 14 couples Level of analysis: Micro (couples) and Meso (Farm decision and resilience)	Farm business couples in the United States (farm crops, beef cattle and hogs)	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.

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