

# Forschungsinstitut für Familienunternehmen Research Institute for Family Business

10<sup>th</sup> Anniversary Performance Report  
2009-2019

**WU**  
WIRTSCHAFTS  
UNIVERSITÄT  
WIEN VIENNA  
UNIVERSITY OF  
ECONOMICS  
AND BUSINESS

mensa

Fo **FU**

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**„Familienunternehmen haben einen ganz großen Vorteil und einen ganz großen Nachteil, und beides ist die Familie.“**

**„Family businesses have a great advantage and a great disadvantage; both are the family“**

**(Peter Zinkann, former managing partner of Miele)**

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# Mission Statement

## The Research Institute for Family Business...

- ... is actively involved in the national and international scientific discussion on family businesses through contributions to conferences and academic journals.
- ... follows a multidisciplinary approach by cooperating with scholars from different academic fields (management, entrepreneurship, sociology, law and psychology).
- ... is dedicated to basic and applied research.
- ... engages in family business research and entrepreneurship research and builds a bridge between them contributing to the emerging field of family entrepreneurship.
- ... aims at the consolidation of scientific insights and practical experience in the field of applied research.



FORSCHUNGSINSTITUT  
FÜR FAMILIENUNTERNEHMEN  
RESEARCH INSTITUTE FOR  
FAMILY BUSINESS



WIRTSCHAFTS  
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AND BUSINESS

# 10 years Research Institute for Family Business

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**The Research Institute for Family Business (FoFU) is celebrating its 10<sup>th</sup> anniversary! On this occasion, friends and partners congratulate the institute on its outstanding performance.**

„Familienunternehmen machen 88% aller Unternehmen in Österreich aus, beschäftigen fast 70% aller ArbeitnehmerInnen und erwirtschaften mehr als 60% der gesamten Umsätze. Aufgrund ihrer generationsübergreifenden Orientierung zeichnen sie sich häufig durch ihre besondere Beständigkeit, kombiniert mit langfristigen Innovations- und Wachstumsstrategien aus. Sie sind damit zentraler Bestandteil einer stabilen und gleichzeitig zukunftsorientierten Wirtschaft und schaffen eine große Zahl an dauerhaften und attraktiven Arbeitsplätzen.

Eine gezielte wissenschaftliche Auseinandersetzung mit diesem Unternehmenstyp ist unverzichtbar und ein fixer Bestandteil der Forschung und Lehre an der Wirtschaftsuniversität Wien. Aufgrund dieser besonderen Relevanz wird die Forschung und Lehre im Bereich Familienunternehmen an der WU in den nächsten Jahren weiterverfolgt werden. Als Rektorin der WU gratuliere ich dem Forschungsinstitut für Familienunternehmen zu seinen herausragenden Leistungen in der Forschung, der Lehre und dem Wissenschafts-Praxis-Transfer in den letzten 10 Jahren und wünsche auch weiterhin viel Erfolg und Elan!“

*Univ.-Prof. Dr. Edeltraud Hanappi-Egger (Rektorin der WU Wien)*

„Dem Forschungsinstitut für Familienunternehmen an der WU Wien ist es in den letzten 10 Jahren gelungen, auch in Österreich das Thema Familienunternehmen in der Forschung zu verankern und mit den Forschungsergebnissen international aufzuzeigen.

Die Forschung über Institutsgrenzen und Universitätsgrenzen hinaus ermöglicht völlig neue Ansätze zu dem facettenreichen Thema Familienunternehmen, das weit über rein betriebswirtschaftliche Aspekte hinaus geht.

Wir wünschen dem Forschungsinstitut und der WU Wien auch in Zukunft viel Erfolg bei der Forschung, aber auch bei der Lehre zu diesem für den Wirtschaftsstandort Österreich höchst relevanten Thema.“

*DI Maximilian Hardegg, Mag. Anette Klinger, KR Heinrich Spängler (aus dem Beirat des Forschungsinstituts für Familienunternehmen)*

„Das Forschungsinstitut für Familienunternehmen an der WU Wien hat in den zehn Jahren seines Bestehens schnell eine führende Position eingenommen. Es ist aus dem Kreis der deutschsprachigen und internationalen Familienunternehmensforschung nicht mehr wegzudenken. Ich kenne wenige Institute, in denen neben hochkarätiger qualitativer wie quantitativer Forschung das wichtige zweite Standbein der Wissenschaft nicht vernachlässigt wird: das Nachdenken über den „Forschungsgegenstand“ Unternehmerfamilien und die Weiterentwicklung fundierter Theorie. Ich freue mich sehr über die Freundschaft zwischen dem WIFU und dem FoFU Wien!“

*Univ.-Prof. Dr. Arist v. Schlippe (Wittener Institut für Familienunternehmen an der Universität Witten/Herdecke)*

“Bold, smart, selfless, honest, hardworking and forward-looking – very much like a family business – the Research Institute for Family Business at WU Vienna has been an essential catalyst for family business research, education and development in Europe and around the World. Without a doubt, family business academia is better and the family businesses helped by it are stronger thanks to your relentless efforts. Sincere congratulations on your 10 year-anniversary, and please keep up the good work. Alles Gute!“

*Prof. Dr. Torsten M. Pieper (President - International Family Enterprise Research Academy (IFERA); Editor-in-Chief - Journal of Family Business Strategy; Associate Professor of Management, Belk College of Business, University of North Carolina at Charlotte, USA)*



# Who we are

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**The FoFU was the first academic institute in Austria that explicitly and exclusively addressed itself to family businesses. Due to its years-long experience and the high qualification of the research team it is the address no. 1 for family business research in Austria.**

**FAMILY BUSINESSES** of all sizes make up more than 88 percent of all businesses in Austria and are therefore often called the backbone of the Austrian economy. Due to the coupling of family and business, family businesses exhibit special kinds of risks and chances. For instance, the interdependence can make them vulnerable to conflict but it can also be the source of initiative and creativity. In order to be successful in the long run, family and business need to be actively managed.

**FOFU** was founded in 2009 through the initiative of the Family Business Network (FBN) Austria. Since then, it dedicates itself to the investigation of family businesses and business families with the aim to attain a better understanding of the functioning of these systems and to identify factors that make them successful. In addition to research, it is our demand to disseminate our knowledge to students and practitioners. Thus, the researchers of the institute also put great emphasis on knowledge transfer to students and practitioners.

## THE TEAM

### ao. Univ.-Prof. Dr. Hermann Frank

He is head of FoFU and professor at the Institute for Small Business Management and Entrepreneurship. Furthermore, he is visiting professor at the University Witten/Herdecke. He was visiting professor at the Uni-

versity of Halmstad in 1996, at the University of Udine, in 2000, at the University of Salamanca in 2018 and at the Lorraine University in 2019. From 2000 to 2006 he taught Entrepreneurship at the “Donauuniversität Krems” (MBA). Additionally, he is associate editor of the Journal of Small Business Management and member of the editorial boards of Entrepreneurship and Regional Development and the Journal of Small Business and Enterprise Development. His research focuses on family business and entrepreneurship.

### PD Dr. Alexander Keßler

He is a senior researcher at FoFU and senior lecturer in the master program „Export and Internationalization Management“ (ExInt) at the Department for Global Business and Trade at WU Vienna, where he habilitated in 2008. He also teaches in the specialization „SME-Management“ in the bachelor program at WU Vienna. From 2008 to 2014 he was head of the Competence Team for Entrepreneurship at FHWien University of Applied Sciences in Vienna. Moreover, he was visiting lecturer at the Lajos Kossuth University in Debrecen from 2000 to 2004 and the Masaryk University in Brno from 2003 to 2017. Furthermore, he is review board member of Family Business Review. His research is focused on family business, entrepreneurship and entrepreneurship education.



Hermann Frank



Alexander Keßler

**Dr. Julia Süss-Reyes (until January 2019)**

She is a senior researcher and lecturer in the master degree „Export and Internationalization Management” and in the specialization „SME-Management” in the bachelor program at WU Vienna. She holds a doctoral degree from WU Vienna and her research focuses on family governance, business families, familiness and innovations in family businesses.

**Elena Fuetsch, MA**

She is a junior researcher and doctoral candidate at FoFU and lecturer in the master program „Export and Internationalization Management” and in the specialization „SME-Management” in the bachelor program at WU Vienna. She focuses her research on innovation in agricultural family businesses.

**AFFILIATED PROFESSORS**

**Univ.-Prof. Dr. Nikolaus Franke** (head of the Institute for Entrepreneurship and Innovation)

**Univ.-Prof. Dr. Susanne Kalss** (professor at the Institute for Civil and Business Law)

**ao. Univ.-Prof. Dr. phil. Manfred Lueger** (professor at the Institute for Sociology and Social Research and head of the Competence Center for Empirical Research Methods)

**Univ.-Prof. Dr. Josef Schuch** (head of the Unit for International Tax Law of the Institute for Austrian and International Tax Law)

**o. Univ.-Prof. Dr. Josef Zechner** (until 2017; professor at the Institute for Finance, Banking and Insurance and co-head of the Research Institute for Capital Markets)

**ADVISORY BOARD**

**Dr. Karin Exner-Wöhrer** (until 2017)

**DI Maximilian Hardegg**

**Mag. Anette Klinger**

**VR Univ.-Prof. Dr. Stefan Pichler**

**DI Paul Senger-Weiss** (until 2017)

**KR Heinrich Spängler**

**VR Univ.-Prof. Dr. Barbara Sporn** (until 2016)

**o. Univ.-Prof. Dr. Josef Zechner** (until 2017)

**FORMER EMPLOYEES**

**Dr. Daniela Weismeier-Sammer**

**Dr. Lavinia Nosé**

**Daniela Suchy, M.A.**

**Dipl.-Ing. Mag.(FH) Stefanie Schock**

**UNIVERSITY EXTERNAL PARTNERS**

**Family Business Network (FBN) Austria**

**Prof.(FH) Reinhard Altenburger** (IMC FH Krems)

**Univ.-Prof. Wolfgang H. Güttel** (Johannes Kepler University Linz)

**Univ.-Prof. Christian Korunka** (University of Vienna)

**Prof. Hans Landström** (Lund University)

**Prof. Eddy Laveren** (University of Antwerp)

**Univ.-Prof. Reinhard Prügl** (Zeppelin University Friedrichshafen)

**Univ.-Prof. Arist von Schlippe** (University Witten/Herdecke)



Julia Süss-Reyes



Elena Fuetsch

# What we do

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**The FoFU's main focus lies on family business and business family research. Additionally, it sees its responsibility in teaching and research-practice exchange.**

In the past ten years, the FoFU was very successful in raising funds for numerous projects through competitive review processes. Furthermore, it contributed to research through numerous scientific publications and lectures as well as through an active and dedicated involvement in the scientific community. Despite being a research institute, The FoFU is strongly committed to the education of the next generation of family business managers and thus also engaged in teaching and the supervision of theses. Last but not least, the research institute significantly contributed to the knowledge transfer between research and practice by publishing articles in practitioners' journals, giving talks to practitioners and holding practitioners' workshops. The following performance report presents a selection of the FoFU's most important outputs.

## RESEARCH PROJECTS

### **Managing business families: Success factors of business families in different generational stages**

Business families are of enormous importance for the development of any economy. Well-functioning business families are an indispensable prerequisite for prospering family businesses and successful business families contribute substantially to the reproduction of entrepreneurship. However, the societal and politico-economic relevance of business families is still undervalued. This

shortcoming is also represented in family business research which has almost exclusively focused on the functioning of family businesses whilst neglecting the "family variable". By bringing business families and their multidimensional challenges into focus, this research project aims to carve out characteristics that are relevant to understanding the mode of operation of business families and their specific approach to success and failure.

Duration: 2017-2018

Researchers: Hermann Frank, Elena Fuetsch, Alexander Keßler, Manfred Lueger, Julia Süss-Reyes

### **Innovations in family businesses: contextual factors, processes and performance effects**

Innovation can be key to the creation of competitive advantage and thus plays a central role in driving business performance and business growth. The literature is inconsistent, suggesting that family businesses are both more and less innovative than non-family businesses. These inconsistencies may be due to paradoxical effects of family involvement, as the family can constitute a liability but also a resource for innovation. For instance, family businesses prefer to avoid projects associated with high risk because they do not want to endanger family heritage. They prefer continuity which prompts them to rely on the tried and trusted and adhere to family traditions, instead of trying new things. Yet, the family



Nikolaus Franke



Susanne Kaiss

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can be a source of creativity and motivation that drives new ideas. The question of how family businesses make use of their innovation capacity and why some family businesses are better innovators than others is the focus of this research project.

*Duration: 2016-2017*

*Researchers: Reinhard Altenburger, Christine Bachner (both IMC FH Krems), Hermann Frank, Elena Fuetsch, Alexander Keßler, Julia Süss-Reyes*

### **The Social Structure of the Family Business Research Community**

Family business research is a growing field that emerged from entrepreneurship and which has largely replaced SME research by the eighties of the last century. In the meantime the community of family business scholars considers itself as an independent community dedicated to the research of the specificities of family businesses of all sizes. The research projects aims to find out the topical, theoretical and methodological orientations and the networks among family business researchers and thus contributes to the self-reflection and social identity of family business scholars.

*Duration: 2017-current*

*Researchers: Hermann Frank, Hans Landström (Lund University, Sweden), Torsten Pieper (University of North Carolina at Charlotte, USA), Reinhard Prügl (Zeppelin University, Friedrichshafen, Germany)*

### **Agricultural family businesses in Lower Austria: How innovative, entrepreneurial and sustainable are they?**

The Lower Austrian agriculture is dominated by family businesses. These are characterized by the participation of several family members and frequently even several

family generations. Likewise, these businesses usually have a longstanding tradition to pass the business on to the next family generation. However, having a look at recent figures, this tradition is facing severe challenges: Budget cuts, climate-related crop losses, hardly predictable price fluctuations and the lack of successors are among the main factors leading to a decline in the number of agricultural family businesses. Therefore, traditional farms are increasingly forced to act in a more innovative, entrepreneurial and sustainable way. With this research project, the FoFU provides first insights into the innovativeness, entrepreneurial orientation and sustainability of agricultural family businesses in Lower Austria and provides recommendations for practice.

*Duration: 2015-2016*

*Researchers: Hermann Frank, Julia Süss-Reyes, Elena Fuetsch, Alexander Keßler*

### **Family Business Governance in Austria: Good Practice Case Studies**

The main characteristic of family businesses is the overlap of at least two social systems (family – business). Since social processes are organized in a different way in the family and in the business, discrepancies of interest might occur. Depending on the handling of these diverging interests, the family influence on the business can affect the sustainable development of competitive advantages positively or negatively and consequently the success of the family business. Family business governance supports a family through managerial, supervisory and advisory bodies, or a binding set of rules to reduce the possible negative influence of the family, and to boost the positive potential of the business family in a



Manfred Lueger



Josef Schuch

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sustainable and professional manner. Despite the importance of family business for the local economy, there is a lack of research focusing on the question if or how such governance activities can be useful for this type of business. With this research project, the Research Institute for Family Business provides a comprehensive examination of good practices of family business governance in Austrian family businesses by conducting a set of research case studies.

Duration: 2012-2014

Researchers: *Hermann Frank, Elena Fuetsch, Christian Korunka (University of Vienna), Manfred Lueger, Julia Süß, Daniela Weismeier-Sammer,*

**The Measurement of Familiness: Capturing the development, manifestations and impacts of family influence**

The involvement of the family in the business is of vital interest within the scientific community, especially regarding the influence of the family in the business and its relation to performance, innovation or competitive advantage. With this research project, we provide an all-embracing examination of familiness by various means: First, we provide a thorough literature review to show how the topic of familiness developed over time. Second, we employ a case-based approach to gain in-depth insights into Austrian family businesses to reconstruct their specific familiness. Third, we develop a familiness scale to capture the essence of familiness. After consolidating the results, we test the developed familiness scale by applying it to an Austrian sample of family businesses.

Duration: 2011-2013

Researchers: *Hermann Frank, Alexander Keßler, Manfred Lueger, Julia Süß, Daniela Weismeier-Sammer*

**Familiness and Innovativeness in Family Firms**

Family firms are a special type of organization due to the coupling of family and business. The concept of familiness attempts to account for the uniqueness of family firms by providing a better understanding of the essence of family involvement in the business. Thus, using familiness as a framework for assessing the influence of the family on the creation of innovation seems adequate. This research project thus investigated how the familiness of a business impacts its innovativeness.

Duration: 2010-2011

Researchers: *Daniela Weismeier-Sammer*

**Corporate Entrepreneurship in Family Firms**

Entrepreneurial behavior in established businesses is a key factor for firm growth, performance and adaptation to dynamic, fast-changing environments. The impact of different organizational types on corporate entrepreneurship has casually been researched. However, research in that regard was mostly focused on large businesses; family businesses were largely ignored. Thus, this project investigated the question how family firms, as a special type of organization, exhibit corporate entrepreneurship and which factors impact the entrepreneurial activities of family firms.

Duration: 2010-2011

Researchers: *Daniela Weismeier-Sammer*

**Success Indicators of Austrian Family Businesses: the interplay between family and business in decision processes**



Maximilian Hardegg

© Andi Bruckner



Anette Klinger

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In general, family businesses are very successful; they contribute significantly to the Austrian economy. However, the interconnectedness between family and business not only constitutes a great potential for opportunities but also poses a high risk that can manifest itself in conflict-ridden decisions. Against this background, conflict management is a central success factor for family businesses. The focus of this interdisciplinary study was on decision processes and the handling of conflicts and consensus in family businesses. We used qualitative as well as quantitative research methods and were supported by two additional dissertation projects. Conflict and decision aspects were particularly analyzed, as well as the handling of challenging situations.

Duration: 2010-2011

Researchers: *Hermann Frank, Ulrike Froschauer (University of Vienna), Christian Korunka (University of Vienna), Manfred Lueger, Lavinia Nosé, Daniela Suchy*

#### ARTICLES IN SCIENTIFIC JOURNALS

##### 2019

- > Frank, H./Kessler, A./Bachner, C./Fuetsch, E./Suess-Reyes, J.: Principles for innovation management in family firms: an analysis of long-term successful good-practices with a practitioner validation of the principles. *Journal of Family Business Management*, in print.
- > Roed, I.: TMT diversity and innovation ambidexterity in family firms – The mediating role of open innovation breadth. *Journal of Family Business Management*, in print.

##### 2018

- > Hasenzagl, R./Hatak, I./Frank, H.: Problematizing Soci-

oemotional Wealth in Family Firms: A systems-theoretical Reframing. *Entrepreneurship & Regional Development*, 30(1-2), 199-223.

##### 2017

- > Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J./Weismeier-Sammer, D.: Capturing the Familiness of Family Businesses: Development of the Family Influence Familiness Scale (FIFS). *Entrepreneurship: Theory and Practice*, 41(5), 709-742.
- > Fuetsch, E./Suess-Reyes, J.: Research on innovation in family businesses: Are we building an ivory tower? *Journal of Family Business Management*, 7(1), 44-92.
- > Nosé, L./Korunka, C./Frank, H./Danes, S.: Decreasing the Effects of Relationship Conflict on Family Businesses: The Moderating Role of Family Climate. *Journal of Family Issues*, 38(1), 25-51.
- > Süß-Reyes, J.: Understanding the transgenerational orientation of family businesses: the role of family governance and business family identity. *Journal of Business Economics (JBE) (former: Zeitschrift für Betriebswirtschaft ZfB)*, 87(6), 749-777.

##### 2016

- > Frank, H./Korunka, C./Lueger, M./Weismeier-Sammer, D.: Intrapreneurship education in the dual education system, *International Journal of Entrepreneurial Venturing*, 8(4), 334-353.
- > Frank, H./Landström, H.: What makes entrepreneurship research interesting? Reflections on strategies to overcome the rigour-relevance gap, *Entrepreneurship & Regional Development*, 28(1-2), 51-75.
- > Hauck, J./Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.: Measuring socioemotional wealth using the FIBER



Stefan Pichler



Heinrich Spängler

- 
- Scale: Validation for family-owned and -managed firms, *Journal of Family Business Strategy*, 7(3), 133-148.
- > Kalss, S./Dauner-Lieb, B.: Töchter unerwünscht? Weder die einzelne Gesellschaft noch die Wirtschaft können sich das leisten. *Der Gesellschafter - Zeitschrift für Gesellschafts- und Unternehmensrecht (GesRZ)*, 45(4), 249-259.
  - > Kalss, S./Probst, S.: Was ist der Einfluss in der Gesellschaft wert? Nachlese zum 4. Familienunternehmertag auf Stift Göttweig. *Der Gesellschafter - Zeitschrift für Gesellschafts- und Unternehmensrecht (GesRZ)*, 45(3), 178-184.
  - > Roed, I.: Disentangling the family firm's innovation process: A systematic review, *Journal of Family Business Strategy*, 7(3), 185-201.
  - > Suess-Reyes, J./Fuetsch, E.: The future of family farming: A literature review on innovative, sustainable and succession-oriented strategies, *Journal of Rural Studies*, 47(Part A), 117-140.

#### 2015

- > Kalss, S./Cach, C.: Unternehmensnachfolge "neu" - Was bringt die Erbrechtsreform 2015?. *SWK*, 659-665.
- > Kalss, S./Probst, S.: Syndikatsverträge in Familienunternehmen - rasch überprüfen! *GesRZ*, 3, 154-160.

#### 2014

- > Gugler, K./Ivanova, N./Zechner, J.: Ownership and control in Central and Eastern Europe. *Journal of Corporate Finance*, 26, 145-163.
- > Kalss, S.: Vom offenen Wort zum Geheimnisverrat – Informationspflichten im Familienunternehmen. *UnternehmerCircle*, 1, 4-8.
- > Suess, J.: Family governance - Literature review and the development of a conceptual model. *Journal of Family Business Strategy*, 5(2), 138-155.
- > Weismeier-Sammer, D.: The role of familiness for family business innovativeness. *International Journal of Entrepreneurial Venturing*, 6(2), 101-117.
- > Weismeier-Sammer, D./Hatak, I.: Succession in the Family Business: Challenges for Successors from an Entrepreneurial Perspective. *International Journal of Entrepreneurship and Innovation*, 15(4), 279-284.

#### 2013

- > Nosé, L./Korunka, C./Frank, H./Suchy, D.: Familienklima

- und Konflikte in Familienunternehmen: Eine empirische Analyse ihrer Erfolgswirkungen. *Zeitschrift für KMU und Entrepreneurship (ZfKE)*, 61(1/2), 55-82.
- > Süß, J./Weismeier-Sammer, D.: Familiness: Der Einfluss der Familie auf das Unternehmen. *Austrian Management Review*, 3, 60-66.
- > Von Schlippe, A./Frank, H.: The Theory of Social Systems as a Framework for Understanding Family Businesses. *Family Relations*, 63(3), 384-398.
- > Weismeier-Sammer, D./Frank, H./Von Schlippe, A.: Untangling 'Familiness': A literature review and directions for future research. *International Journal of Entrepreneurship and Innovation*, 14(3), 165-178.

#### 2012

- > Frank, H./Kessler, A./Korunka, C.: The impact of market orientation on family firm performance. *International Journal of Entrepreneurship and Small Business*, 16(4), 372-384.
- > Suchy, D./Lueger, M./Froschauer, U./Nosé, L.: Konfliktbearbeitung in Familienunternehmen. Eine qualitative Analyse. *Zeitschrift für KMU und Entrepreneurship (ZfKE)*, 4, 337-354.

#### 2011

- > Frank, H./Kessler, A./Nosé, L./Suchy, D.: Conflicts in family firms: state of the art and perspectives for future research. *Journal of Family Business Management*, 1(2), 130-153.
- > Weismeier-Sammer, D.: Entrepreneurial behavior in family firms: A replication study. *Journal of Family Business Strategy*, 2(3), 128-138.

#### 2010

- > Frank, H./Lueger, M./Nosé, L./Suchy, D.: The concept of "Familiness". Literature review and systems theory-based reflections. *Journal of Family Business Strategy*, 1(3), 119-130.

### CONTRIBUTIONS IN SCIENTIFIC BOOKS

#### 2019

- > Frank, H./Süß-Reyes, J./Fuetsch, E./Kessler, A.: Introducing the enterpriseness of business families: A research agenda, in: Memili, E./Dibrell, C. (eds.): *The Palgrave Handbook of Heterogeneity among Family Firms*, 263-296. Cham: Palgrave Macmillan.

**2018**

- > Altenburger, R./Frank, H./Keßler, A.: Lernpotentiale für innovationsinteressierte Familienunternehmen aus Good Practice Fallanalysen, in: Altenburger, R./Frank, H./Keßler, A. (eds.): Innovation in Familienunternehmen - Good Practice-Fallanalysen aus Niederösterreich, 192-220. Vienna: facultas.
- > Frank, H./Keßler, A.: Einigkeit als Herausforderung für eine Unternehmerfamilie - Strategien zur Erzielung von Konsens in einer Stammesorganisation, in: Lueger, M./Frank, H./Korunka, C. (eds.): Die Unternehmerfamilie im Kontext ihres Familienunternehmens, 251-284. Vienna: facultas.
- > Frank, H./Lueger, M.: Ein Plädoyer für mehr Forschung über Unternehmerfamilien, in: Lueger, M./Frank, H./Korunka, C. (eds.): Die Unternehmerfamilie im Kontext ihres Familienunternehmens, 15-27. Vienna: facultas.
- > Fuetsch, E.: Fall 4: Entrepreneurship im Familienweingut: Innovation und Wandel als zentrale Strategiebestandteile, in: Altenburger, R./Frank, H./Keßler, A. (eds.): Innovation in Familienunternehmen. Good Practice-Fallanalysen aus Niederösterreich, 125-156. Vienna: facultas.
- > Keßler, A.: Gedankennotiz aus der akademischen Perspektive zu Kapitel 4: Unternehmensnachfolge auf mehreren Ebenen - Taktik, Kommunikation und Manöverkritik, in: Märk, S./Situm, M. (eds.): Familienunternehmen und ihre Stakeholder, 108-110. Wiesbaden: Springer Gabler.
- > Keßler, A./Frank, H./von Schlippe, A.: Bestimmungsfaktoren der Identität von Unternehmerfamilien, in: Lueger, M./Frank, H./Korunka, C. (eds.): Die Unternehmerfamilie im Kontext ihres Familienunternehmens, 175-205. Vienna: facultas.
- > Koeberle-Schmid, A./Süss-Reyes, J.: Die Professionalisierung der Unternehmerfamilie durch Familienrat, Family Education und Family Philanthropy. In: Koeberle-Schmid, A./Fahrión, H.-J./Witt, P. (eds.): Family Business Governance: Erfolgreiche Führung von Familienunternehmen, 3rd ed., 321-354. Berlin: Erich Schmidt Verlag.
- > Korunka, C./Fuetsch, E.: Arbeitsbedingungen und Lebensqualität aus Sicht von Unternehmerfamilien, in: Lueger, M./Frank, H./Korunka, C. (eds.): Die Unternehmerfamilie im Kontext ihres Familienunternehmens, 153-173. Vienna: facultas.

- > Lueger, M./Froschauer, U.: Konflikte und Konfliktbearbeitung in Unternehmensfamilien, in: Lueger, M./Frank, H./Korunka, C. (eds.): Die Unternehmerfamilie im Kontext ihres Familienunternehmens, 87-123. Vienna: facultas.
- > Süss-Reyes, J./Fuetsch, E.: Nachfolge im Spannungsfeld unterschiedlicher generationaler Erwartungshaltungen in einem innovativen Familienunternehmen, in: Lueger, M./Frank, H./Korunka, C. (eds.): Die Unternehmerfamilie im Kontext ihres Familienunternehmens, 207-229. Vienna: facultas.
- > Süss-Reyes, J./Röd, I.: Innovationen in Familienunternehmen: Lernen von „Good Practices“, in: Altenburger, R./Frank, H./Keßler, A. (eds.): Innovation in Familienunternehmen. Good Practice-Fallanalysen aus Niederösterreich, 10-31. Vienna: facultas.

**2017**

- > Kalss, S.: Die Organisation von Familienunternehmen in Österreich, in: Lange, K. W./Windthorst, K. (eds.): Sicherung des Familieneinflusses in Familienunternehmen, 117-147. Baden-Baden: Nomos.
- > Kalss, S.: Rechtsformalternativen in Familiengesellschaften, in: Vogt, H.-U./Fleischer, H./Kalss, S. (eds.): Recht der Familiengesellschaften. Siebtes Deutsch-österreichisch-schweizerisches Symposium, 1-26. Tübingen: Mohr Siebeck.
- > Von Schlippe, A./Frank, H.: Conflict in Family Business in the Light of Systems Theory, in: Kellermanns, F.W./Hoy, F. (eds.): The Routledge Companion to Family Business, 367-384. New York/London: Routledge.

**2015**

- > Fuetsch, E./Frank, H.: Die Familienverfassung: Strukturierung der Beziehung zwischen Familie und Unternehmen, in: Lueger, M./Frank, H. (eds.): Zukunftssicherung für Familienunternehmen. Good Practice Fallanalysen zur Family Governance, 93-114. Vienna: facultas.
- > Kalss, S.: Der Beirat einer Familienstiftung eines österreichischen Industrieunternehmens, in: Lueger, M./Frank, H. (eds.): Zukunftssicherung für Familienunternehmen. Good Practice Fallanalysen zur Family Governance, 175-197. Vienna: facultas.
- > Korunka, C./Fuetsch, E.: Implementierung und Veränderung eines Beirats: Kritische Erfahrungen und Lernprozesse, in: Lueger, M./Frank, H. (eds.): Zukunfts-

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- sicherung für Familienunternehmen. Good Practice Fallanalysen zur Family Governance, 117-139. Vienna: facultas.
- > Lueger, M./Froschauer, U.: Mediation und externe Beratung: Strategien der Konfliktbearbeitung in Familienunternehmen, in: Lueger, M./Frank, H. (eds.): Zukunftssicherung für Familienunternehmen. Good Practice Fallanalysen zur Family Governance, 41-91. Vienna: facultas.
  - > Lueger, M./Süss-Reyes, J.: Family Governance als Strukturierung der Familie: Lehren aus den Fallanalysen, in: Lueger, M./Frank, H. (eds.): Zukunftssicherung für Familienunternehmen. Good Practice Fallanalysen zur Family Governance, 199-235. Vienna: facultas.
  - > Süss-Reyes, J.: Family Governance: Sicherung der Zukunftsfähigkeit von Familienunternehmen, in: Lueger, M./Frank, H. (eds.): Zukunftssicherung für Familienunternehmen. Good Practice Fallanalysen zur Family Governance, 13-39. Vienna: facultas.
  - > Süss-Reyes, J.: Implementierung einer komplexen Family Governance Lösung: Kontext, Prozess und Wirkungen, in: Lueger, M./Frank, H. (eds.): Zukunftssicherung für Familienunternehmen. Good Practice Fallanalysen zur Family Governance, 141-174. Vienna: facultas.

## 2012

- > Frank, H./Korunka, C.: Entscheidung, Konsens und Konflikte in Familienunternehmen, in: Frank, H./Korunka, C./Lueger, M. (eds.): Konfliktbewältigung in Familienunternehmen, 195-213. Vienna: facultas.wuv.
- > Frank, H./Lueger, M./Korunka, C. 2012. Good Practice Fallanalysen als Forschungsstrategie, in: Lueger, M./Frank, H. (eds.): Wie erfolgreiche Familienunternehmen handeln - Good Practice Fallanalysen, 12-29. Vienna: facultas.wuv.
- > Franke, N./Dömötör, R.: Traditionell innovativ? Das Innovationsmanagement von Familienunternehmen in der Generationenfolge, in: Lueger, M./Frank, H. (eds.): Wie erfolgreiche Familienunternehmen handeln - Good Practice Fallanalysen, 68-93. Vienna: facultas.wuv.
- > Froschauer, U./Lueger, M.: Tradition eines Familienunternehmens: Nachfolge als generationenübergreifender Prozess, in: Lueger, M./Frank, H. (eds.): Wie erfolgreiche Familienunternehmen Handeln. Good Practice Fallanalysen, 94-131. Vienna: facultas.wuv.
- > Korunka, C./Frank, H./Lueger, M./Nosé, L./Suchy, D.: Gegenstand und Zielsetzung der Studie, in: Frank, H./

- Korunka, C./Lueger, M. (eds): Konfliktbewältigung in Familienunternehmen, 13-22. Vienna: facultas.wuv.
- > Lueger, M./Frank, H./Weismeier-Sammer, D.: Zur Dynamik von Familienunternehmen: Reflexionen zur Familiness auf Basis qualitativ-empirischer Fallanalysen, in: Lueger, M./Frank, H. (eds.): Wie erfolgreiche Familienunternehmen handeln - Good Practice Fallanalysen, 210-237. Vienna: facultas.wuv.
- > Lueger, M./Froschauer, U./Suchy, D./Frank, H./Nosé, L./Korunka, C.: Entscheidungs- und Konfliktprozesse in Familienunternehmen: Empirisch-qualitative Analysen, in: Frank, H./Korunka, C./Lueger, M. (eds): Konfliktbewältigung in Familienunternehmen, 43-120. Vienna: facultas.wuv.
- > Lueger, M./Suchy, D.: Krisenentscheidungen. Die Transformation eines Familienunternehmens, in: Lueger, M./Frank, H. (eds.): Wie erfolgreiche Familienunternehmen Handeln. Good Practice Fallanalysen, 30-67. Vienna: facultas.wuv.
- > Nosé, L./Korunka, C./Suchy, D./Frank, H./Lueger, M.: Bedeutung und Wirkung von Konflikten in Familienunternehmen: Empirisch-quantitative Analysen, in: Frank, H./Korunka, C./Lueger, M. (eds.): Konfliktbewältigung in Familienunternehmen, 121-194. Vienna: facultas.wuv.
- > Suchy, D./Nosé, L./Frank, H./Lueger, M./Korunka, C.: Konflikte in Familienunternehmen - Zum Stand der Forschung, in: Frank, H./Korunka, C./Lueger, M. (eds): Konfliktbewältigung in Familienunternehmen, 23-41. Vienna: facultas.wuv.
- > Weismeier-Sammer, D./Frank, H./Nosé, L./Suchy, D.: Ausgestaltung der Familiness in Familienunternehmen: Distanz als Mittel zur strukturellen Kopplung von Familie und Unternehmen, in: Lueger, M./Frank, H. (eds.): Wie erfolgreiche Familienunternehmen handeln - Good Practice Fallanalysen, 180-209. Vienna: facultas.wuv.

## 2011

- > Frank, H./Korunka, C./Lueger, M.: Konflikte und Entscheidungen in Familienunternehmen - Ein Resümee, in: Frank, H./Korunka, C./Lueger, M. (eds.): Erfolgsfaktoren österreichischer Familienunternehmen: Das Zusammenspiel von Familie und Unternehmen in Entscheidungsprozessen, 156-174. Vienna: Federal Ministry of Economy, Family and Youth.
- > Korunka, C./Frank, H./Lueger, M./Nosé, L./Suchy, D.: Einleitung, in: Frank, H./Korunka, C./Lueger, M. (eds.): Erfolgsfaktoren österreichischer Familienunternehmen:

Das Zusammenspiel von Familie und Unternehmen in Entscheidungsprozessen, 1-8. Vienna: Federal Ministry of Economy, Family and Youth.

- > Lueger, M./Froschauer, U./Suchy, D./Frank, H./Nosé, L./Korunka, C.: Fallstudien zu Entscheidungs- und Konfliktprozessen in Familienunternehmen, in: Frank, H./Korunka, C./Lueger, M. (eds.): Erfolgsfaktoren österreichischer Familienunternehmen: Das Zusammenspiel von Familie und Unternehmen in Entscheidungsprozessen, 27-92. Vienna: Federal Ministry of Economy, Family and Youth.
- > Nosé, L./Korunka, C./Suchy, D./Frank, H.: Bedeutung und Wirkung von Konflikten in Familienunternehmen, in: Frank, H./Korunka, C./Lueger, M. (eds.): Erfolgsfaktoren österreichischer Familienunternehmen: Das Zusammenspiel von Familie und Unternehmen in Entscheidungsprozessen, 93-155. Vienna: Federal Ministry of Economy, Family and Youth.
- > Suchy, D./Nosé, L./Frank, H./Lueger, M./Korunka, C.: Konfliktforschung über Familienunternehmen - eine Literaturanalyse, in: Frank, H./Korunka, C./Lueger, M. (eds.): Erfolgsfaktoren österreichischer Familienunternehmen: Das Zusammenspiel von Familie und Unternehmen in Entscheidungsprozessen, 9-26. Vienna: Federal Ministry of Economy, Family and Youth.

## 2010

- > Frank, H./Güttel, W./Weismeier-Sammer, D.: Ambidexterity in Familienunternehmen - Die Top-Management-Familie als Innovationsinkubator, in: Schreyögg, G./Conrad, P. (eds.): Organisation und Strategie Managementforschung 20, 183-222. Wiesbaden: Gabler.

## 2009

- > Weismeier-Sammer, D.: Fallbeispiel 5. Innovativität im Familienbetrieb - Beispiel "Wellnesshotel", in: Frank, H. (ed.): Corporate Entrepreneurship, 2<sup>nd</sup> ed., 471-474. Vienna: facultas.wuv.

## (EDITED) BOOKS

### 2018

- > Lueger, M./Frank, H./Korunka, C. (eds.): Die Unternehmerfamilie im Kontext ihres Familienunternehmens. Vienna: facultas.
- > Altenburger, R./Frank, H./Keßler, A. (eds.): Innovation in Familienunternehmen - Good Practice-Fallanalysen aus Niederösterreich. Vienna: facultas.

### 2017

- > Süß-Reyes, J./Fuetsch, E./Keßler, A./Frank, H.: Erfolgsfaktoren landwirtschaftlicher Familienbetriebe in Niederösterreich. Vienna: facultas.

### 2015

- > Lueger, M./Frank, H. (eds.): Zukunftssicherung für Familienunternehmen. Good Practice Fallanalysen zur Family Governance. Vienna: facultas.

### 2013

- > Kalss, S./Probst, S.: Familienunternehmen. Vienna: Manz.

### 2012

- > Frank, H./Korunka, C./Lueger, M.: Konfliktbewältigung in Familienunternehmen. Vienna: facultas.wuv.
- > Lueger, M./Frank, H. (eds.): Wie erfolgreiche Familienunternehmen handeln - Good Practice Fallanalysen. Vienna: facultas.wuv.

### 2011

- > Frank, H./Korunka, C./Lueger, M. (eds.): Erfolgsfaktoren österreichischer Familienunternehmen: Das Zusammenspiel von Familie und Unternehmen in Entscheidungsprozessen. Vienna: Bundesministerium für Wirtschaft, Familie und Jugend.

### 2010

- > Frank, H./Lueger, M./Korunka, C./Sandgruber, R./Kainz, R./Stuller, P. (eds.): Regionales Wirtschaften: Eine Chance für Lebensmittelunternehmen?. Vienna: facultas.wuv.

## EDITED BOOK SERIES

- > Co-editorship of Hack, A./Calabro, A./Frank, H./Kellermanns, F. W./Zellweger, T.: Familienunternehmen und KMU. Wiesbaden: Springer.

### 2019

- > Eßer, T.: Die Wirkung von nicht-finanziellen Zielen auf die Vertrauenswürdigkeit von Familienunternehmen aus der Sicht ihrer Fach- und Führungskräfte

### 2018

- > Brückner, A.: Führungspraxis und Zukunftsgestaltung in Familienunternehmen
- > Caspary, S.: Das Familienunternehmen als Sozialisationskontext für Unternehmerkinder
- > Rose, C.: Supplier Relationships to Family Firms

- > Rosina, M.: The Power of Communicating the Family Firm Status
- > Wolf, S.: Signaling Family Firm Identity

#### 2017

- > Heider, A. K.: Unternehmenskultur und Innovationserfolg in Familienunternehmen
- > Wittig, T.: Crisis and Turnaround in German Medium-Sized Enterprises. An Integrated Empirical Study

#### 2016

- > Döring, H.: Wissensmanagement in Familienunternehmen
- > Geyer, A.: The Growth Behavior of Family Firms. Theoretical and Empirical Elaborations
- > Halder, A.: Innovationsfähigkeit und Entrepreneurial Orientation in Familienunternehmen. Der Familieneinfluss und die Rolle des Familienunternehmers
- > Schäfer, J.: Pay Variation in Family Firms

#### 2015

- > Engel, P.: Outside Director Compensation in German Public Family Firms. An Empirical Analysis

#### 2014

- > Ahlers, O.: Family Firms and Private Equity. A Collection of Essays on Value Creation, Negotiation, and Soft Factors
- > Pijanowski, T.: Lending Behavior toward Family Firms

#### 2013

- > Hauswald, H.: Stakeholder Trust in Family Businesses
- > Kammerlander, N.: Organizational Adaptation to Discontinuous Technological Change. The Effects of Family Influence and Organizational Identity
- > Krafczy, N.: Innovations in Small and Medium-Sized Family Firms. An Analysis of Innovation Related Top Management Team Behaviors and Family Firm-Specific Characteristics
- > Wessel, S.: Goals, Control and Conflicts in Family Offices. A Conceptual and In-depth Qualitative Study

### LECTURES AT SCIENTIFIC CONFERENCES

#### (REVIEWED)

#### 2019

- > Frank, H./Fuetsch, E./Kessler, A./Suess-Reyes, J.: The enterpriseness of business families: empirical results for the involvement, essence and identity dimensions. International Family Enterprise Research Academy

(IFERA) Annual Conference, Bergamo, Italy, 17.06.-21.06.

#### 2018

- > Frank, H./Fuetsch, E./Kessler, A./Süss-Reyes, J.: Exploring the enterpriseness of business families: An empirical approach. Research in Entrepreneurship and Small Business (RENT), Toledo, Spain, 14.11.-16.11.
- > Schmid, J./Frank, H./Kessler, A./Barredy, C.: Types of entrepreneurial marketing in family businesses. RENT, Toledo, Spain, 14.11.-16.11.
- > Frank, H./Süss-Reyes, J./Kessler, A./Fuetsch, E.: Conceptualizing business families in family business research: The introduction of enterpriseness. International Research Meeting in Business and Management (IRMBAM), Nice, France, 05.07.-07.07.
- > Süss-Reyes, J./Altenburger, R./Bachner, C./Frank, H./Fuetsch, E./Kessler, A.: Successful innovation management across generations: An analysis of good practices in family firms. International Society for Professional Innovation Management (ISPIM), Stockholm, Sweden, 17.06.-20.06.
- > Frank, H./Kessler, A./Bachner, C./Fuetsch, E./Süss-Reyes, J.: Imperatives For Innovation Management In Family Firms: An Analysis Of Long Term Successful Good Practices. European Institute for Advanced Studies in Management (EIASM) Workshop on Family Firm Management research: Entrepreneurial families across generations, Larnaca, Cyprus, 17.05.-19.05.
- > Süss-Reyes, J./Altenburger, R./Keßler, A./Frank, H.: Innovation aus Tradition: Erfolgsstrategien nachhaltig innovativer, multi-generationaler Familienunternehmen. Research Centers and Institutes for Family Business (Konferenz der deutschsprachigen Forschungszentren und Institute für Familienunternehmen), Innsbruck, Austria, 01.03.-02.03.

#### 2017

- > Fuetsch, E.: Between Innovation and Tradition: Agricultural Entrepreneurship as a Balancing Act. Institute for Small Business and Entrepreneurship (ISBE) Conference, Belfast, United Kingdom, 08.11.-09.11.
- > Frank, H./Fuetsch, E./Kessler, A./Suess-Reyes, J.: A new approach to business families: from familiness to enterpriseness. Conference on SMEs Financing and Governance, Paris, France, 16.10.
- > Suess-Reyes, J./Fuetsch, E./Frank, H./Kessler, A.: Re-



flections on the enterpriseness of business families: A research agenda. IFERA Annual Conference, Zadar, Croatia, 28.06.-01.07.

- > Suess-Reyes, J./Fuetsch, E./Kessler, A./Frank, H.: Introducing the enterpriseness of business families: A research agenda. EIASM Workshop on Family Firm Management Research, Bilbao, Spain, 25.05-27.05.
- > Süss-Reyes, J./Fuetsch, E./Frank, H./Keßler, A.: „Du gehörst jetzt auch dazu“. Grenzmanagement von Unternehmerfamilien. Conference of German-Speaking Research Centers and Institutes for Family Business (Konferenz der deutschsprachigen Forschungszentren und Institute für Familienunternehmen), Berlin, Germany, 06.03.-07.03.

#### 2016

- > Suess-Reyes, J./Fuetsch, E./Kessler, A./Frank, H.: Entrepreneurial families: A typology based on collective self-conceptions and governance structures. International Family Business Research Forum (IFBRF), Naples, Italy, 15.09.-17.09.
- > Suess-Reyes, J./Fuetsch, E. (2016). The future of family farming: A literature review on innovative, sustainable and succession-oriented strategies. IFERA Annual Conference, Bogotá, Colombia, 27.06.-30.06.

#### 2015

- > Hauck, J./Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.: Socio-emotional Wealth: Validating and Re-Defining the FIBER Scale. Annual Meeting of the Academy of Management (AoM), Vancouver, Canada, 07.08.-11.08.
- > Weismeier-Sammer, D./Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J.: Capturing the familiness of family businesses: The development of a multidimensional scale. IFERA Annual Conference, Hamburg, Germany, 30.06.-03.07.
- > Hauck, J./Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.: Socio-emotional wealth: Validating and Re-defining the FIBER scale. European Academy of Management (EURAM) Annual Conference, Warsaw, Poland, 17.06.-20.06.
- > Hasenzagl, R./Hatak, I./Frank, H.: Problematizing Socio-emotional Wealth as Dominant Paradigm in Family Firm Research, International Council for Small Business (ICSB) World Conference, Dubai, UAE, 06.06.-09.06.
- > Suess-Reyes, J./Berent-Braun, M./Uhlener, L.: The role

of family governance practices and bonding ownership social capital for predicting the commitment to growing family wealth (poster presentation). Annual Family Enterprise Research Conference (FERC), Burlington, VT, USA, 04.06.-07.06.

- > Fuetsch, E./Suess-Reyes, J.: Innovation research in the family business field: Are we building an ivory tower? EIASM Workshop on Family Firm Management Research, Lyon, France, 29.05.-30.05.
- > Hauck, J./Suess-Reyes, J./Beck, S./Prügl, R./Frank, H.: Socio-emotional wealth: Validating and Re-defining the FIBER scale. EIASM Workshop on Family Firm Management Research, Lyon, France, 29.05.-30.05.
- > Süss-Reyes, J.: Die Rolle der Unternehmerfamilie für die generationen-übergreifende Orientierung von Familienunternehmen. Conference of German-Speaking Research Centers and Institutes for Family Business (Konferenz der deutschsprachigen Forschungszentren und Institute für Familienunternehmen), Friedrichshafen, Germany, 02.03.-03.03.

#### 2014

- > Weismeier-Sammer, D./Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J.: Capturing the familiness of family businesses: the development of a multidimensional scale. IFERA Research Development Workshop (RDW), Vienna, Austria, 24.09.-26.09.
- > Hatak, I./Weismeier-Sammer, D.: Trust in Inter-Family Firm Cooperation: A Case Study. IFERA Annual Conference, Lappeenranta, Finland, 24.06.-27.06.
- > Suess-Reyes, J.: How to keep the family in business: Causes and effects of functional family governance. IFERA Annual Conference, Lappeenranta, Finland, 24.06.-27.06.
- > Suess-Reyes, J./Berent-Braun, M./Flören, R./Uhlener, L.: The economic and emotional value of governing the business-owning family. IFERA Annual Conference, Lappeenranta, Finland, 24.06.-27.06.
- > Frank, H./Weismeier-Sammer, D./Kessler, A./Rusch, T./Suess-Reyes, J.: Making family influence in family firms measurable: Development of a familiness scale. ICSB World Conference, Dublin, Ireland, 11.06.-14.06.
- > Süß, J.: Die Implementierung eines Family Governance Regelwerkes: Eine Fallstudie. Conference of German-Speaking Research Centers and Institutes for Family Business (Konferenz der deutschsprachigen Forschungszentren und Institute für Familienunterneh-

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men.), Vienna, Austria, 17.03.-18.03.

### 2013

- > Suess-Reyes, J.: Family governance - Literature review and development of a conceptual model. IFERA Annual Conference, St. Gallen, Switzerland, 02.07.-05.07.
- > Weismeier-Sammer, D./Frank, H.: The dimensions of familiness from a new systems theory perspective: A multiple case study. European Academy of Management (EURAM) Annual Conference, Istanbul, Turkey, 26.06.-29.06.

### 2012

- > Frank, H./Kessler, A./Rößl, Dietmar/Schmid, J./Stummer, K.: Emotional Dynamics in Family Firms in the Context of Corporate Crisis. IFERA Annual Conference, Bordeaux, France, 26.06.-29.06.
- > Von Schlippe, A./Frank, H.: A Look at the Three-Circle Model for understanding Family Businesses from a new Systems Theory Perspective. IFERA Annual Conference, Bordeaux, France, 26.06.-29.06.
- > Weismeier-Sammer, D./Frank, H./Schock, S.: Familiness: A systematic literature analysis of a key concept of family business research. EURAM Annual Conference, Rotterdam, The Netherlands, 06.06.-08.06.
- > Weismeier-Sammer, D./Frank, H.: Familiness from a new systems theory-perspective: The paradoxical interplay of familiness and the emotional distance maintained by the family towards the business. EIASM Workshop on Family Firms Management Research, Jönköping, Sweden, 31.05.-02.06.
- > Froschauer, U./Lueger, M.: Informalität als Basso continuo in Organisationen. Eine empirische Untersuchung der Relation zwischen Formalität und Informalität in Familienunternehmen. Auf dem Papier und zwischen den Zeilen. Sektion Organisationssoziologie der DGS, Hagen, Germany, 04.05.-05.05.

### 2011

- > Frank, H./Kessler, A./Nosé, L./Suchy, D.: Conflicts in Family Firms - State of the Art and Perspectives for Future Research. IFERA Annual Conference, Palermo, Italy, 28.06.-01.07.
- > Nosé, L./Suchy, D./Korunka, C./Frank, H./Lueger, M.: Does family climate influence the relationship conflict performance relation in family firms?. IFERA Annual Conference, Palermo, Italy, 28.06.-01.07.
- > Lueger, M.: Familiendynamik in Unternehmen -

Ergebnisse aus einer WU-Studie österreichischer Familienunternehmen. Vom Risiko zur Chance. Salzburger Family Business Kongress, Salzburg, Austria, 16.06.

- > Frank, H./Kessler, A./Korunka, C.: The impact of market orientation on family firm performance. European Entrepreneurial Marketing Summit, Montpellier, France, 12.05.-13.05.

### 2010

- > Frank, H./Kessler, A./Korunka, C.: Market Orientation and its Impact on Performance Dimensions of Family Firms. IFERA Annual Conference, Lancaster, United Kingdom, 06.07.-09.07.
- > Frank, H./Lueger, M./Nosé, L./Suchy, D.: The Concept of Familiness - Literature Review and Systems Theory-Based Reflections. EIASM Workshop on Family Firms Management Research, Barcelona, Spain, 06.06.-08.06.

### 2009

- > Weismeier-Sammer, D.: Corporate Entrepreneurship in Family Firms: A Research-Oriented Literature Review, Budapest, Hungary, 19.11.-20.11.
- > Frank, H.: Strategisches Verhalten und Erfolgsfaktoren von österreichischen Familienunternehmen - eine wissenschaftliche Untersuchung. Salzburger Family Business Kongress, Austria, 03.11.
- > Frank, H./Kessler, A./Lueger, M.: Entrepreneurial Orientation, Family Influence, and Firm Performance. Family Firm Institute (FFI) Annual Conference, New York, USA, 23.09.-25.09.
- > Frank, H./Kessler, A./Korunka, C.: Proactive and Responsive Market Orientation and Performance of Family and Non-Family Firms. IFERA Annual Conference, Limassol, Cyprus, 24.06.-27.06.

## OTHER LECTURES AT SCIENTIFIC EVENTS

### 2018

- > Frank, H.: Introducing der Enterpriseness of Business Families: A Research Agenda. Doctoral Seminar, University of Salamanca, Spain, 19.10.
- > Frank, H.: Systems Theory as a Theoretical Lens for Understanding Family Firms. Doctoral Seminar, University of Salamanca, Spain, 5.10.

### 2016

- > Frank, H.: Passing on to the next generation - Why we

need more family business research centers and more succession research (keynote speech). Opening Conference "Family Firms at the Crossroads" of the Center for Family Businesses at Prague University of Economics, Prague, Czech Republic, 12.12.

- > Frank, H.: Thinking about key success factors of writing an insightful literature review (keynote speech). European University Network on Entrepreneurship (ESU) Conference, Lyon, France, 11.09.-17.09.

#### 2015

- > Frank, H.: New System Theory as a framework for understanding family business (invited talk). International Family Enterprise Research Academy (IFERA) Annual Conference, Doctoral Consortium, Hamburg, Germany, 30.06.-03.07.

#### 2014

- > Frank, H.: Der Familieneinfluss in Familienunternehmen: Entwicklung einer Familiness Skala. Doctoral Seminar, Zeppelin University, Friedrichshafen, Germany, 20.10.
- > Frank, H.: Making Family Influence in Family Firms Measurable - The Development of a Familiness Scale. Work-in-progress series at the Groupe Sup de Co Montpellier Business School, Montpellier, France, 02.06.

#### 2012

- > Frank, H.: Familieneinfluss in Familienunternehmen: Stand der Forschung und empirische Befunde (invited talk). IfU-Dialog, Vienna, Austria, 18.10.

#### AWARDS

- > Heinrich Stremitzer-Preis 2018 for outstanding research performance:
  - Süss-Reyes, J., 1<sup>st</sup> place
  - Fuetsch, E., 2<sup>nd</sup> place
- > WU award for outstanding research performance 2018: Fuetsch, E./Suess-Reyes, J. (Research on Innovation in Family Businesses: Are We Building and Ivory Tower?)
- > WU award for outstanding research performance 2017:
  - Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J./Weismeier-Sammer, D. (Capturing the Familiness of Family Businesses: Development of the Family Influ-

ence Familiness Scale)

- Hauck, J./Suess-Reyes, J./Beck, S./Prügl, R./Frank, H. (Measuring Socioeconomic Wealth in Family-owned and -managed Firms: A Validation and Short Form of the FIBER Scale)
- Suess-Reyes, J. (Understanding the Transgenerational Orientation of Family Businesses: The Role of Family Governance and Business Family Identity)
- Suess-Reyes, J./Fuetsch, E. (The Future of Family Farming: A Literature Review on Innovative, Sustainable and Succession-Oriented Strategies)
- > International Family Enterprise Research Academy (IFERA) Best Reviewer Award 2016: Süss-Reyes, J.
- > IFERA Best Conference Paper Award for First-Time Presenter 2016: Fuetsch, E. (The future of family farming: A literature review on innovative, sustainable and succession-oriented strategies)
- > Journal of Small Business Management (JSBM) Editor's Choice Award 2015: Hasenzagl, R./Hatak, I./Frank, H. (Problematising Socioemotional Wealth as Dominant Paradigm in Family Firm Research)
- > IFERA Research Development Workshop Best Paper Award 2014: Weismeier-Sammer, D./Frank, H./Kessler, A./Rusch, T./Suess-Reyes, J. (Capturing the Familiness of Family Business: The Development of a Multidimensional Scale)
- > WU Department of Global Business and Trade Top-Publication-Award 2014: Weismeier-Sammer, D./Hatak, I.
- > Emerald Literati Network Award for Excellence 2012: Frank, H./Kessler, A./Nosé, L./Suchy, D. (Conflicts in Family Firms: State of the Art and Perspectives for Future Research)

#### REVIEWS OF ENTREPRENEURSHIP AND FAMILY BUSINESS PAPERS FOR THE FOLLOWING SCIENTIFIC JOURNALS:

- > African Journal of Business Management (Frank)
- > Austrian Management Review (Frank, Süss-Reyes)
- > Entrepreneurship and Regional Development (Frank, Süss-Reyes)
- > Entrepreneurship: Theory & Practice (Frank)
- > European Journal of Marketing (Frank)
- > European Management Review (Frank, Süss-Reyes)
- > Family Business Review (Keßler)
- > International Journal of Entrepreneurship and Innova-

- tion (Frank)
- > Journal of Agricultural Science and Technology (Frank)
- > Journal of Co-operative Organization and Management (Süss-Reyes)
- > Journal of Entrepreneurial Behavior and Research (Frank)
- > Journal of Family Business Management (Frank, Süss-Reyes)
- > Journal of Family Business Strategy (Frank, Fuetsch, Keßler, Süss-Reyes)
- > Journal of Family Communication (Frank)
- > Journal of Management Studies (Frank)
- > Journal of Managerial Issues (Frank)
- > Journal of Rural Studies (Fuetsch)
- > Journal of Small Business and Enterprise Development (Süss-Reyes)
- > Journal of Small Business Management (Fuetsch, Keßler, Süss-Reyes)
- > Managerial Review Quarterly (Frank)
- > Review of Managerial Science (Frank, Keßler)
- > Strategic Entrepreneurship Journal (Keßler)
- > Zeitschrift für KMU und Entrepreneurship (Frank)

#### REVIEWS OF ENTREPRENEURSHIP AND FAMILY BUSINESS PAPERS FOR THE FOLLOWING SCIENTIFIC CONFERENCES:

- > IFERA Annual Conference 2019, Bergamo, Italy (Frank)
- > Gründungsforschungs-Forum (G-Forum) 2018, Stuttgart, Germany (Frank, Keßler, Süss-Reyes)
- > International Family Enterprise Research Academy (IFERA) Annual Conference 2018, Zwolle, The Netherlands (Frank, Süss-Reyes)
- > International Family Business Research Forum (IFBRF) 2017 (Fuetsch, Keßler, Süss-Reyes)
- > IFERA Annual Conference 2017, Zadar, Croatia (Frank, Süss-Reyes)
- > European Institute for Advanced Studies in Management (EIASM) Research in entrepreneurship and small business (RENT) Workshop 2017, Lund, Sweden (Frank)
- > EIASM Workshop on Family Firm Management Research 2016, Zwolle, The Netherlands (Frank)
- > EIASM RENT Workshop 2016, Antwerp, Belgium (Frank)
- > G-Forum 2016, Leipzig, Germany (Frank)
- > IFERA Annual Conference 2016, Bogotá, Colombia (Frank, Süss-Reyes)
- > European Academy of Management (EURAM) Annual Conference 2015, Warsaw, Poland (Frank, Süss-Reyes)
- > EIASM Workshop on Family Firm Management Research 2015, Lyon, France (Frank, Fuetsch, Süss-Reyes)
- > G-Forum 2015, Kassel, Germany (Frank)
- > IFERA Annual Conference 2015, Hamburg, Germany (Frank, Süss-Reyes)
- > EURAM Annual Conference 2014, Valencia, Spain (Frank)
- > G-Forum 2014, Oldenburg, Germany (Frank)
- > IFERA Annual Conference 2014, Lappeenranta, Finland (Frank)
- > IFERA Research Development Workshop (RDW) 2014, Vienna, Austria (Frank, Keßler, Süss-Reyes)
- > IFERA Annual Conference 2013, St. Gallen, Switzerland (Frank)

#### REVIEWS OF RESEARCH PROJECT APPLICATIONS FOR THE FOLLOWING INSTITUTIONS:

- > Research Foundation Flanders (Frank)
- > Swiss National Science Foundation (Frank)

#### HOSTED SCIENTIFIC CONFERENCES

- > Hosting and co-organization of the International Family Business Research Forum (IFBRF) 2017
- > Hosting of the Symposium Strategisches Kompetenzmanagement (SKM) 2016
- > Hosting and organization of the International Family Enterprise Research Academy Research Development Workshop (IFERA RDW) 2014

#### CONTRIBUTIONS TO THE SCIENTIFIC COMMUNITY

- > Membership in the Editorial Board of Entrepreneurship & Regional Development (ERD; Frank)
- > Membership in the Editorial Board of Family Business Review (FBR; Keßler)
- > Membership in the Editorial Board of Journal of Family Business Strategy (JFBS; Süss-Reyes)
- > Membership in the Editorial Board for a Special Issue in JFBS (Frank, Süss-Reyes)
- > Membership in the Editorial Board of Journal of Small

- Business and Enterprise Development (JSBED; Frank)
- > Associate Editor of the Journal of Small Business Management (JSBM; Frank)
- > Membership in the Editorial Board of Revue de l'Entrepreneuriat (Frank)
- > Membership in the Research Council of the New Design University St. Pölten (Frank)
- > Membership in the Presidium of the Förderkreis Gründungs-Forschung (FGF; Frank; 2014-2018)
- > Membership in the Board of International Family Enterprise Research Academy (IFERA; Frank, 2012-2017)
- > Conference co-chair at the Symposium Strategisches Kompetenzmanagement 2016, Vienna, Austria (Frank)
- > Appointment selection panel, Hasselt University (Frank; 2014)
- > Co-initiation of the „Arbeitskreis Familienunternehmen“, FGF launches a family business track at its annual conferences (Frank; 2014)
- > Round table: Meet the editors of entrepreneurship journals: Publishing in Journal of Small Business Management: Facts and Recommendations. Congr s de l'Acad mie de l'Entrepreneuriat et de l'Innovation, Paris, France, 12.10.-15.10. (Frank)
- > Session chairs at several international conferences (European Institute for Advanced Studies in Management (EIASM), Research in Entrepreneurship and Small Business (RENT) Workshop, IFERA Annual Conference, EIASM Workshop on Family Firm Management Research, etc.)

### SUPERVISION OF SCIENTIFIC THESES WITH FAMILY BUSINESS FOCUS

- > We experience a huge interest in family businesses also from the „next generation“. Numerous students have written or are writing their thesis on family business-related topics:
- > Current Doctoral Theses: 3
- > Finalized Doctoral Theses:
  - Bauer, E. M. (2018): Kommunikative Konfliktpr vention in Familienunternehmen: eine Systemanalyse am Beispiel von Winzerunternehmen. Dissertation, WU Vienna University of Economics and Business, Austria.
  - Caspary, S. (2017): Das Familienunternehmen als Sozialisationskontext f r Nachkommen aus Unternehmerfamilien. Dissertation, WU Vienna University of Economics and Business, Austria.
- S ss-Reyes, J. (2016): Family governance: Organizing the business family for family business continuity. Dissertation, WU Vienna University of Economics and Business, Austria.
- Weismeier-Sammer, D. (2012): Different approaches to corporate entrepreneurship in family businesses. Dissertation, WU Vienna University of Economics and Business, Austria.
- > Finalized Master Theses: 11
- > Finalized Bachelor Theses: 69

### FAMILY BUSINESS-RELATED TEACHING

- > Family business management course in the bachelor program „SME-Management“ (Frank, Fuetsch, S ss-Reyes)
- > „Family Business Management“ as elective course in the master program „Export and Internationalization Management“ (Frank, S ss-Reyes)
- > Doctoral Research Seminar “SME-Management” with a focus on family business-related topics (Frank)
- > 2016: Seminar “Innovation in Family Firms” in the CEMS program, University of Economics Prague, Czech Republic (Frank, S ss-Reyes)

### EXCHANGE WITH PRACTICE (THIRD MISSION)

#### 2018

- > S ss-Reyes, J.: Chancen und Risiken von Familienbetrieben. Lohnunternehmer aktuell, 73/02/12-13.
- > S ss-Reyes, J.: Zukunftssicherung f r Familienunternehmen. Lohnunternehmer aktuell, 73/04/14-16.
- > S ss-Reyes, J.: Chancen & Risiken von Familienbetrieben in der Lohnunternehmerbranche. Lohnunternehmer-Tag 2018, Spillern, Austria, 23.02.
- > S ss-Reyes, J.: Die Zukunftsf higkeit sichern: Family Governance wirkt. Beitrag f r das Forum Familienunternehmen, [www.forum-familienunternehmen.at/familie/family-governance-wirkt](http://www.forum-familienunternehmen.at/familie/family-governance-wirkt).
- > Kalss, S./Probst, S.: Die Gesch ftschance, die gro e Schwester des Wettbewerbsverbots. Nachlese zum 6. Familienunternehmerstag in G ttweig. Der Gesellschafter - Zeitschrift f r Gesellschafts- und Unternehmensrecht (GesRZ) (3), 135-141.
- > Frank, H.: Challenges of Austrian SMEs and Family Businesses, Speech Executive MBA Estonian Business School, 08.11., Vienna, Austria.

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## 2017

- > Distribution of summarized research results from the project "Erfolgsfaktoren landwirtschaftlicher Familienbetriebe" to several hundred family farms
- > Interview in trend, 11.08., p. 28-31: Kann es wirklich nur einen geben? (Frank)
- > Interview in Wiener Zeitung, 09.08., p. 9: Bauer sucht Investor (Frank)
- > Interview in WU Vienna Pressespiegel, 12.06.: Goldene Ehrennadel der Wirtschaftsuniversität Wien an Paul Senger-Weiss verliehen; respectively in logistik-express.com, 14.06.: Vienna University of Economics honours Paul Senger-Weiss (Frank)
- > Interview in Kurier, 31.05., p. 3: Nein danke, kein Interesse. (Frank)
- > Article in Beziehungsweise. Informationsdienst des österreichischen Instituts für Familienforschung, 23.06., p. 1-4: Die Professionalisierung der Unternehmerfamilie. Eine Erfolgsformel für Familienunternehmen? (Süss-Reyes)
- > Speech titled „Erfolgsfaktoren für Familienbetriebe im ländlichen Raum“, Landwirtschaft – Gewerbe: Gemeinsam stärker (organized by Netzwerk Zukunftsraum Land in cooperation with the Austrian Economic and Agricultural Chambers), Vienna, Austria, 27.04. (Süss Reyes)
- > Interview in Die Presse, 14.03., p. 12: Wie Familienbetriebe überleben. (Süss-Reyes)
- > Speech titled „Zur Identität von Unternehmerfamilien – Wie kommt sie zustande?“, workshop organized by the Family Business Network Austria, Vienna, Austria, 24.01. (Keßler)

## 2016

- > Speech and panel discussion about the research results of the project "Erfolgsfaktoren landwirtschaftlicher Familienbetriebe in Niederösterreich", Bezirksausschusssitzung Chamber of Agriculture Mistelbach, Austria, 19.10. (Frank)
- > Interview in DerStandard, 27.09., p. 18: Zerreißprobe für Familienkonzerne (Süss-Reyes)
- > Presentation of the research results of the project „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“, press conference hosted by Erste Bank, Vienna, Austria, 08.06. (Frank) followed by more than 10 media reports in several news-papers and TV channels
- > Workshop and presentation of the research results of

- the project „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“, Dialogforum zeitgemäße Landwirtschaft (organized by FoFU and Gutsverwaltung Hardegg), WU Vienna, Austria, 02.06. (Frank)
- > Practitioners' workshop with several selected Lower-Austrian farmers to validate the research results of the project „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“, WU Vienna, Austria, 08.06. (Frank, Fuetsch, Keßler, Süss-Reyes)
- > Interview in Kärntner Wirtschaft, Nr. 12/13, 01.04., p. 3: Leistungen der Familien werden unterschätzt (Frank)
- > Speech and panel discussion with federal minister Dr. Karmasin, Mag. Hanni Rützler (expert for future food), DI Maximilian Hardegg (Gutsverwaltung Hardegg) and Dr. Thomas Uher (Chairman of Erste Bank Oesterreich and advisory board member of WU Vienna), Erste Bank Forum Weinviertel Landwirtschaftsgespräche „Landwirtschaftliche Familienbetriebe - ein Modell mit Zukunft?“, Hollabrunn, Austria, 30.03. (Frank)
- > Article in Vielfalt Familie by Landjugend Österreich, 10.02., p. 12: Familienunternehmen – Attraktiver Arbeitgeber oder Karrierebremse? (Fuetsch)

## 2015

- > Workshop and presentation of the book "Family Governance. Zukunftssicherung für Familienunternehmen – Good Practice Fallanalysen zur Family Governance", practitioners' workshop organized by FoFU and Family Business Network (FBN) Austria, WU Vienna, Austria, 05.10.
- Speech titled „Family Governance“ (Frank)
- Speech titled "Implementierung und Veränderung eines Beirates: Kritische Erfahrungen und Lernprozesse" (Fuetsch)
- Speech titled „Implementierung einer komplexen Family Governance Lösung: Kontext, Prozess und Wirkungen“ (Süss-Reyes)
- Speech titled „Family Governance – Schlussfolgerungen aus den Fallstudien“ (Lueger)
- > Practitioners' workshop „Erfolgsfaktoren landwirtschaftlicher Familienbetriebe in Niederösterreich“ with several selected Lower-Austrian farmers to support the development of a measuring tool (organized by FoFU and Erste Bank Mistelbach), Mistelbach, Austria, 28.09.
- > 3 workshops with the advisory council of the project

„Erfolgsfaktoren landwirtschaftlicher Familienbetriebe“  
to develop a sampling strategy and to plan the data  
collection and the development of a measuring tool,  
Vienna, Austria, 21.01.2015, 09.04.2015, 17.08.

- > Speech titled „Innovation: Wie man die Herausforderung meistert“, practitioners' workshop organized by Family Business Network (FBN) Austria, Vienna, Austria, 14.04. (Franke)

#### 2014

- > Article in IMI Konnect, 3(8), p. 4-5: Opportunity Recognition in Family Firms in the Context of Relationship Conflicts between Managing Family Members (Fuetsch, Frank)

#### 2013

- > Practitioners' workshop and speech titled „Familiness: Der Einfluss der Familie im Unternehmen“, organized by FoFU and Family Business Network (FBN) Austria, Puch bei Salzburg, Austria, 17.04. (Frank, Weismeier-Sammer, Süß)

#### 2012

- > Frank, H./Weismeier-Sammer, D./Süß, J.: Theoretische Überlegungen und empirische Befunde zum Thema Familieneinfluss. Familiness-Workshop des FI für Familienunternehmen, Vienna, Austria, 09.11.

- > Lueger, M./Frank, H.: Erfolgsstrategien von Familienunternehmen. top of styria, 28.11.

- > Frank, H./Weismeier-Sammer, D.: Familiness: Der Einfluss der Familie im Unternehmen - ein strategischer Wettbewerbsvorteil?. Workshop des Family Business Network Austria und des FI für Familienunternehmen, Haus der Industrie, Vienna, 12.12.

- > Frank, H.: Familienunternehmen im Fokus: Erfolgreiche Bewältigung typischer Herausforderungen anhand von Good-Practice-Fallstudien. Familienbande: Kundenveranstaltung von Pöschl & Partner, Klagenfurt, Austria, 24.10.

#### 2011

- > Weismeier-Sammer, D.: Innovativität österreichischer Familienunternehmen. WU Alumni News, Nr. 76, 01.03.

#### 2009

- > Frank, H.: Krisen in Familienunternehmen und Ansätze für ein Krisenmanagement. Kongress "Österreichs beste Familienunternehmen 2009", Vienna, Austria, 13.05.
- > Frank, H.: Strategisches Verhalten und Erfolgsfaktoren österreichischer Familienunternehmen. Speech for Family Network Austria, Vienna, Austria, 15.04.



# Contact Information

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Subway: U2 stations „Messe-Prater“ or „Krieau“  
Bus: 82A, „Südportalstraße“ stop