Family Business Networks

Multi-Rational Perspectives on Networking in Family Owned and Managed Small and Micro-Businesses

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Abstract

This portfolio considers the manner in which family businesses network. Networks are vital for small and micro-businesses but within current research mono-rationalist approaches, where the business is studied in relative isolation from the social component, predominate, despite an acceptance that in family businesses a family and a business co-exist. The report and papers within this portfolio argue that alternative perspectives on family business networks exist and can form appropriate frameworks for research. Specifically, an expansion of current network theory to include factors not directly relevant to the business but which by existing may influence the business is proposed, characterised here as theories of multiple rationalities. Multi-rational perspectives on family business networks offer, it is argued, greater understanding of the co-existence of family, friendship and business networks.

This portfolio contains four components. A report sets family business research in context and summarises the over-arching conclusions of the portfolio. Output One comprises a literature review using secondary sources to examine current developments in family business research. Notably, discussion surrounding multiple-rationalities in the strategy literature is pertinent to the study of networks and provides the basis for the schematic model developed in Output One.

Output Two considers family businesses in a peri-urban area, providing evidence to support the use of multi-rational approaches and concludes with two illustrative case studies which allow the additional network links visible using multi-rational perspectives to be viewed. Output Three presents a case study of a family with a distinct and on-going pattern of business start-up, whose approaches to networking are explored from a multi-rational perspective.

In addition to the business implications, the implications for policy and business support research are considerable. If family businesses draw on networks for business support, understanding networks should form a vital part of both policy and the business support landscape.

Declaration

I declare that this thesis was compiled by myself and that the work it describes is my own unless otherwise stated.

Claire Seaman

Contents

Report

Output 1
Networks in Family Business: Mono-Rational and Multi-Rational Approaches to Family Business and Business Families

Figures and Tables

Family Business Networks

Multi-Rational Perspectives on Networking in Family Owned and Managed Small and Micro-Businesses

Report

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1 Introduction and Rationale

The papers and research outlined within this portfolio relate to an economic and social challenge central to the development of Scotland and, indeed, many other countries. The encouragement and facilitation of business and enterprise and the creation of robust businesses are key economic drivers (Scottish Government, 2007; H.M. Treasury, 2008) embedded within the social fabric of individual communities (Poutziouris, *et al*, 2006; Kets de Vries *et al*, 2007, pxiii). Families lie at the centre of much business development: families who run businesses but also families who provide the framework for the on-going development of existing family businesses and for new-start businesses by individuals within the family networks. Networks are of vital importance to SMEs (O'Donnell *et al*, 2001), but the manner in which family networks interact with broader social and business networks remains relatively under-explored. Further, whilst the importance of networks to small and micro-businesses is well-established in the literature (O'Donnell *et al*, 2001), much existing research adopts mono-rational approaches where the business, social or family networks are considered in relative isolation. Multi-rational perspectives – where it is accepted that the networks overlap and that different individuals or nodes may play different roles in different contexts – build on ideas generated within the literature surrounding business strategy and form the basis for the research contained within this portfolio.

As a prelude, however, some definition of terms is required, albeit accepting that not all the terms can be rigidly defined.

Defining a family business is the topic of some debate within the literature (Birley, 1985). Sharma *et al* (1996) and Chua *et al* (1999) identified no less than 34 operational definitions of the term 'family business' in the literature, albeit with some common themes surrounding ownership and management. Building on this theme, and accepting the conclusion by Alcorn (1982) that a business is a venture which is profit-making *at least in intent*, Kotey (2005) highlighted the role of family ownership and control (Litz, 1995; Upton *et al*, 2001), family influence in decision making (Sharma *et al*, 1997) and the intent to transfer ownership to a subsequent generation (Stewart, 2003), but allows also for an element of self-definition.

The element of self-classification is key to the approach adopted by Kotey (2005) and is the approach adopted within this portfolio, alongside more quantitative definitions of small and micro-businesses which focus on staff numbers, turnover or both. Whilst the operational definition described here has advantages in terms of ease of use and practicality, the potential over-sight of businesses which do not consider themselves family businesses, although they may in practical terms be indistinguishable from family businesses, is acknowledged. So too are the difficulties in distinguishing between a first-generation family business and a self-employment opportunity. Conversely, however, if the business perceives itself to be a family business, then awareness of the potential overlap between the family, friendship and business networks may be both more important and more evident to the business leaders, offering a justification for the inclusion of self-definition as a key criteria.

Defining micro, small and medium-sized enterprises is similarly an area of debate, but the European Commission for Enterprise and Industry (2003) definition which, in part, defines micro, small and medium-sized enterprises by staff headcount is useful in terms of both ease of application and the relative lack of offence likely when the issue is explored.

Formally, the definition provided by the European Commission can be summarised:

- A medium-sized enterprise is defined as an enterprise which employs fewer than 250 persons and whose annual turnover does not exceed EUR 50 million or whose annual balance-sheet total does not exceed EUR 43 million.
- A small enterprise is defined as an enterprise which employs fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed EUR 10 million.
- A microenterprise is defined as an enterprise which employs fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed EUR 2 million

European Commission, 2003

Whilst including turnover within the definition may add detail in some aspects, the practical assessment of turnover in small and micro-family enterprises creates methodological challenges unlikely to be resolved at the primary data collection phase of the work contained in this portfolio. Definitions based on headcount have therefore been adopted.

Within this portfolio, then, the focus is on the way in which business leaders from family owned and managed SMEs network, and the development and application of theories of multiple rationalities. The current research is therefore grounded in network theory, which states that nodes (individuals) are linked by a variety of strong and weak ties (Granovettar, 1973; Dyer, 2003) to form networks which may contain gaps or structural holes (Burt, 1997). Building on earlier research in family business strategy (Poutziouris, 2009) and evidence of co-existing family and business networks in career development (Dyer, 2003), the current portfolio considers evidence to support the idea that the multiple-rationalities of family, friendship and business interact and overlap in the family business.

Portfolio Aims and Objectives

1. To explore family business owners' perceptions of the usefulness of networks.

2. To analyse family business owners' perceptions of their involvement with networks.

3. To critically evaluate family business owners' perceptions of the friendship, business and family networks with which they interact and the manner in which they co-exist.

4. To develop and apply multi-rational approaches within family business-based networking research.

5. To extend understanding of the degree to which multi-rational approaches may be useful within network research by examining the interaction between the family and at least one family-based business.

Three distinct perspectives on networking in family-based SMEs form an initial attempt to meet these aims and objectives:

1. **Networks in Family Business: Mono-Rational and Multi-Rational Approaches to Family Businesses and Business Families**

Output 1 examines the current, relevant literature to provide a basis for future research. Three major areas are focussed upon, providing a critical review of literature relating to networks within a family business context, the role and importance of family businesses within a Scottish context, alongside family business networking and the construct of a business family. The conclusion here is that a multi-rational approach, which initial attempts are made to model, may form a useful foundation for future research.

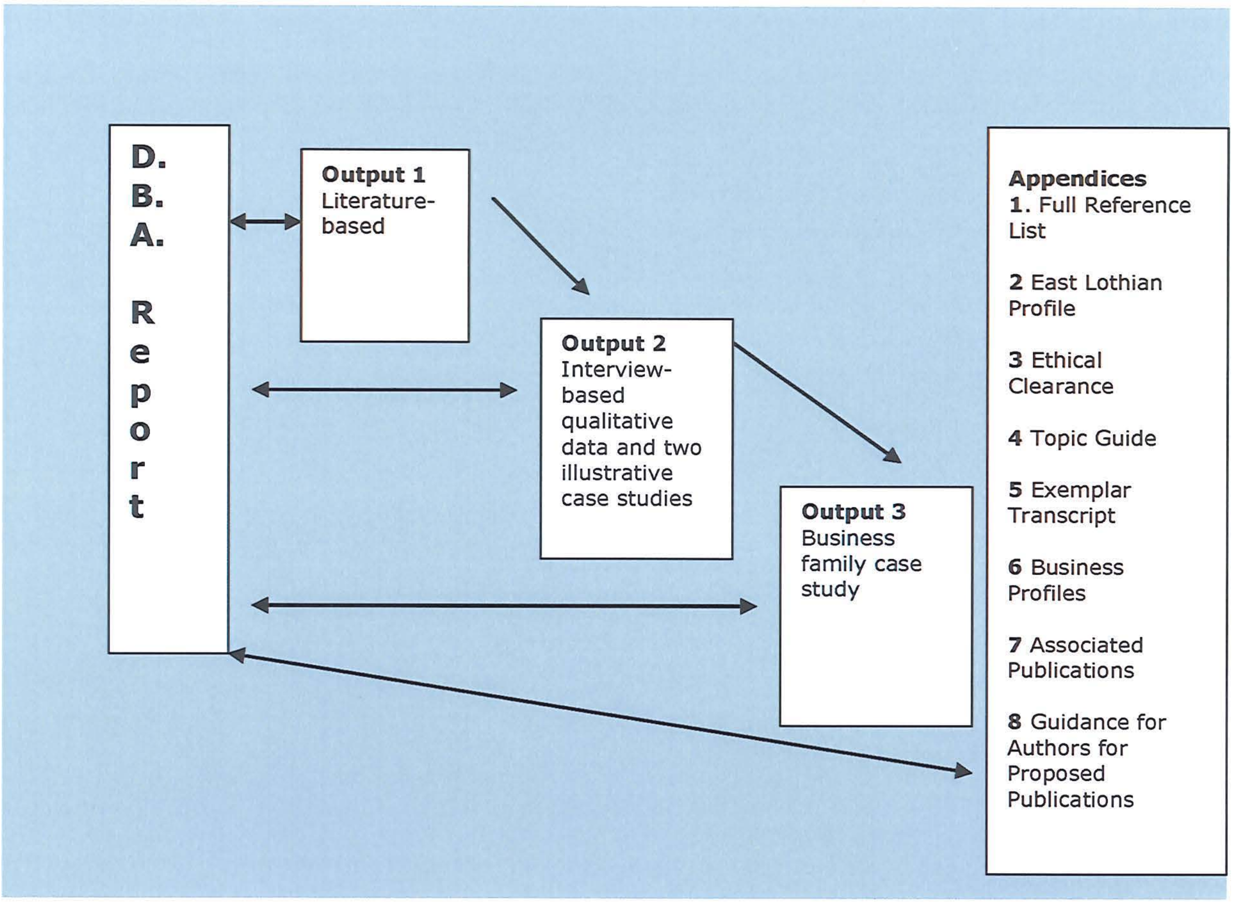
2. **Multi-Rational Networking: Factoring the Family into the Family Business Network**

Based on qualitative data and two illustrative case studies of SME businesses, Output 2 offers an initial exploration of the perceived importance of networks to the business and the patterns of family and network interaction. Working with the initial model presented in Output 1, evidence to support the use of multi-rational approaches to networking is examined and found to be substantive, with some amendments to the initial model allowing clarity of presentation and the impact of multi-rational perspectives to be critically evaluated.

3. **Family Businesses and Business Families: Networking with Multiple Businesses and Multiple Rationalities**

Using case study methodology to examine a family where a significant pattern of entrepreneurship and business development exists, the networks accessed by different members of the family are explored in a networking context and included within a developed version of the models developed in Outputs 1 and 2.

The manner in which the different outputs ‘fit’ within the portfolio is illustrated in Figure 1, along with details of information held within the appendices:



2.1 Business, Enterprise, the Family and Family Business

Whilst 'business' and 'enterprise' are both important, the terms represent distinct entities. Enterprise is defined as a pattern of behaviour that relates to business (Ahl, 2006), acknowledging that enterprise and enterprising behaviour play some important role within family business (Craig and Lynsey, 2002) and that family business is vital to communities and the broader notion of society (Parkinson and Howarth, 2007). Business is defined here as a commercial, industrial or mercantile activity engaged in as a means of livelihood, which is profit-making at least *in intent*. Social networks are defined as patterns of human interaction, characterised as individual people (nodes) connected by ties (INSNA, 2010). The ties that link individuals may be weak or strong (Granovetter, 1973) and social milieu is acknowledged as vital to entrepreneurs (Anderson *et al*, 2007). The manner in which family businesses network is the subject of on-going research and forms the basis of the research contained within the current portfolio.

The importance of culture (Ram, 1994; Backman, 2004; Dhaliwal and Kangis, 2006), religion (Anderson *et al*, 2000), family (Basu, 2004; Bruin and Lewis, 2004; Backman, 2004) and social capital (Anderson, 2007) within the field of enterprise development are acknowledged, but the precise role varies according to context, culture and – crucially – life stage. Whilst enterprise can be viewed as a pattern of behaviour which drives business creation (Ahl, 2006), the interaction between different generations both within an individual family business and in the broader context of a business family may vary throughout the lifespan, with differing degrees of impact on entrepreneurial behaviour (Bruin and Lewis, 2004).

Social capital, defined as the connections within and between networks, potentially has an increased depth where the family and networks surrounding the business have an increased complexity. If social life is relational and concepts such as race are important in part because of the patterns occupied by individuals from different races (Wasserman, 1994), it could be argued that family creates patterns in a similar manner to race and hence is a key relational cause (Wasserman 1994). Family itself is a term similarly open to interpretation and definition but is used here to indicate a group of individuals, connected by blood, marriage or civil partnership, who consider themselves a family. The importance of the family in the development of social capital merits further research, including the development of theories surrounding the role, strength and importance of weak ties (Granovetter, 1985). If the family is in itself a source of many strong and weak ties, then the role of the associated social capital in the identification and exploitation of entrepreneurial opportunities may be important.

Viewed in a business context, enterprise and entrepreneurial behaviour include the practical manifestation of intertwined strands: knowledge, business skills and a degree of opportunism, blended with a twist of vision and inspiration. Drive is an additional, essential component and the psychological make-up of the successful entrepreneur is an interesting theme (Neubaeur and Lamb, 1998, pp5-7). Some of the most successful family businesses operate on a 'spirit of enterprise' basis (Ward, 2004, p106), remaining flexible about the very nature of their business(es) and perhaps offering a substantial clue to the success of certain business families where the spirit of enterprise is strong but the practicalities of business are also a part of family culture.

2.2 The Importance of Business, Enterprise and Family-Based SMEs

Enterprise is highlighted as one of the five key drivers of productivity, offering the U.K. and the countries that make up the U.K. a route by which the opportunities offered by the global economy can be maximised and the demands of a growing and highly competitive global economy can be met (Scottish Government, 2007; H.M. Treasury, 2008). The importance of enterprise in the development of a thriving economy and the manner in which this can be encouraged, supported and facilitated is the subject of numerous official reports both in a U.K. and in a Scottish context (SBS, 2001; 2002; Scottish Executive, 2003; 2004; 2005; Scottish Government, 2007; H.M. Treasury, 2008). In Scotland's current economic strategy enterprise and building business forms a cornerstone for economic development in the short, medium and long term (Scottish Government, 2007), with enterprise tending to be used as a synonym for business.

The role and importance of the SME business sector within the development of an enterprising economy on a U.K. basis was similarly highlighted by H.M. Treasury (2008). In summary:

Increased Dynamism in the Small Business Sector
• Employment within the SME sector has grown by 1.2 million (10%) between 1997 and 2007. • Productivity growth in small firms has exceeded that in large firms since 1998. • More SMEs have ambitions to grow. In 2006, 65% of SMEs had aspirations to grow over the next 2-3 years – a nine percentage point increase from 2005. • There has been a sixteen percentage point increase in the number of SME employers reporting that they had undertaken either product or service innovation in the past 12 months: 48% in 2006, compared to 32% in 2005. • On average, around 180,000 businesses have registered for VAT each year since 2000 and VAT registrations have exceeded de-registrations for 12 consecutive years (to 2007).

Table 1: Enterprise: Unlocking the UK's Talent, H.M. Treasury, 2008

The comments on enterprise in deprived areas have provoked some comment from the banking sector, who have highlighted that within the data for England, SMEs in deprived areas tend to include fewer service sector businesses, have lower levels of female involvement and a poorer risk profile (Frankish *et al*, 2007; 2009). Differentiated policies for the promotion of enterprise in different geographical locations might be appropriate and are acknowledged as a potential area for future research (Frankish *et al*, 2007; 2009; Gleave and Mitra, 2007; 2009), but the importance of promoting and developing enterprise and business is implicitly accepted. The debate surrounds the most effective method by which this can be achieved.

Within Scotland, the importance of enterprise and business has been highlighted as both important and partially dependent on the role of social capital and knowledge in terms of future economic development and growth (Scottish Government, 2007). Interestingly, whilst the Scottish Government sets out a distinctive strategy for economic growth, there is within this no direct reference to family businesses. But the importance of family business is both implicit and explicit (Scottish Government, 2007). What is apparent, however, is the level of interest shown by the Scottish Government in the economies of Norway, Finland, Denmark, Iceland and Ireland; economies perceived to be comparable to Scotland's and to offer useful comparisons for future economic development (Scottish Government, 2007). Within the research literature relating to the economies of these countries reference may be found to family businesses and specifically to the role that family businesses play in economic growth and to development that is sustainable in economic, community and environmental terms (Jenssen and Greve, 2002; Ahlstrom-Soderling, 2003; Macgregor, 2004; Klyver, 2007).

The interaction between families, business and enterprise and their role in the development of strong, dynamic local communities remains an under-researched area at the bridge between much social science and business research. The social impact of family businesses is acknowledged in the literature (Ward, 2004, pp137-140), however, which provides some key pointers:

- Family businesses appear to be distributed across the geographic regions of Scotland (Scottish Executive, 2003; 2005). While the geographic spread of family businesses does not in itself promote robust communities, family businesses remain relatively resistant to major geographic relocation and form the economic basis for Scottish communities in areas to which major international corporations are unlikely to re-locate. Further, robust communities require long-term employment to thrive, a factor implicit in the use of income and employment statistics in assessments of poverty and social exclusion.

- The strong and continuing history of local business involvement in local communities in terms of employment and the sponsorship of local teams, events and individuals carries a community benefit difficult to quantify in economic terms but of considerable social value. Further, research which combines entrepreneurship with community economic development research indicates that the specific promotion and development of community entrepreneurship can be a major factor in economic re-generation, albeit requiring specific conditions to thrive (Haugh and Pardy, 1999).

- The growth and on-going development of social enterprises forms a natural bridge between business and community ideals and is a growing sector within Scotland. Further, whilst some social enterprises are grant-aided, many choose to define as not-for-profit organisations whilst still being financially relatively robust.

  Indeed, Getz *et al* (2004) state explicitly that not all family businesses are primarily concerned with profit or growth, implicitly echoing the ethos of social enterprise. The family component in social enterprise is an area where research is relatively scant, but family and family businesses may play an important role in the motivation for the development of not-for-profit, social enterprises, in the development of a bedrock of business skills and networks within a community

(Parkinson and Howarth, 2007)[i] which facilitates their development, and in terms of the evolution of family businesses for which an internal family-based succession strategy is unlikely.

Finally, separating economic from community importance in itself risks creating an artificial distinction: the intertwining of the two is part of the reason family businesses are important.

In part, this may link to evidence that enterprise means different things to different age groups within the general population. Often associated with the relatively young starting out in the area of wealth-creation, enterprise also carries important connotations in terms of serial entrepreneurs, women returning to work after a career break and those who have retired from their first career. The role that the family may play in enterprise development – from initial idea to established business and beyond – has been visualised as a shifting scale consistent with changes in the organisational lifecycle initially described by Greiner (1972) and Lyman (2005) (Klyver, 2007). Whilst the deterministic approach within organisational lifecycle models has been the subject of much criticism (Poutziouris *et al*, 1999), the relevance of this approach to entrepreneurship (Hunter, 2005; Beverland and Lockshin, 2001) suggests that progression through the lifecycle stages is a widely acknowledged phenomenon in entrepreneurship which may form the basis for further study (Klyver, 2007).

Further, as different generations enter and leave an existing family business, the development of second and subsequent generation 'intrapreneurs', who exhibit many of the skills associated with the founders of the business to create new opportunities *in the context of the broader family experience,* emphasises the importance of family characteristics and, potentially, learning (Fletcher, 2004). This is a stage in business development where the continual reinterpretation and revitalisation of the family value system may be required

[i] Parkinson and Howarth (2007) used phenomenological enquiry and discourse analysis to study the micro-discourses of social enterprises. The result indicated a pre-occupation with local issues, including those directly related to the geographical area, power-struggles etc. Whilst some echoes of enterprise discourse were evident, these were expressed verbally in terms that indicated a modified social construction of entrepreneurship that drew its validity from local issues. Within the current context, the indicated importance of local and community issues – highlighting the importance of social enterprise in the development of strong sustainable communities – is the key.

(Leach, 2007, p5). Each new generation of the Rockefeller clan, for example, revisits and reassesses the family's core ideas, values and beliefs, allowing redefinition and renewal where appropriate (Leach, 2007, p7), both to refresh the organisation but also as a conscious decision to re-connect and develop the internal family network. The increasing phenomenon of business start-up later in life may in part be a facet of this generational shift, where the arrival of a second or subsequent generations within family businesses allows an expansion of the resource base (in terms of human capital), allowing an older generation the scope to develop new areas and offering an additional perspective on the impact of demographic 'time bombs'.

2.3 Family Businesses in Scotland

Lack of robust statistics on family businesses within the SME sector is highlighted by Leach (2007, p2-3), a comment intended generally but applicable to Scotland. The Scottish Executive Annual Survey of Small Businesses in Scotland contains some information on family businesses and indicates one or two key trends which appear to be emerging.

Two sets of survey results are currently available, published in 2003 and 2005. Within the results there is some consensus:

1. More than half the small businesses surveyed were family owned and run; these figures are estimated at 61% in 2003 and 68% in 2005.

2. The Scottish Executive collected substantially more information about family businesses in the 2005 survey, although this trend was reversed in the 2007 survey. Whilst the reasons for these changes remain unclear, they do raise the possibility that interest in family businesses was influenced by outside events or that it was felt that sufficient information had been collected and the findings would not have changed much over two years.

3. Similar proportions of businesses were family owned in the Highlands and Islands compared to other geographic areas – this has important implications for regional economic development, but there is very little detail in the figures available.

4. Most family businesses were controlled by the first generation – 72% in 2003; 71% in 2005. The trends in terms of generational control and the factors that affect this seem very stable within the

time period. Generally, the bigger and/or older the business, the less likely the first generation was to still be in direct control. Younger businesses, micro-businesses and businesses without formal employees are more likely to be in first-generation control. Businesses controlled by the first generation were also slightly more likely to be proposing growth, but the difference is small.

5. In general terms, family businesses within minority ethnic groups were not substantially different from the general business population except in terms of *generational control of the business.* Amongst minority ethnic groups, 97% of businesses were under the control of the first generation, compared to 72% of the general population. There is no information here, however, on the reasons for this finding – it may be the result of family attitudes to succession planning or it may be related to family educational aspiration for the second and subsequent generations, or due to higher percentages of minority-owned businesses having been located in Scotland for less than a generation.

Available data indicate that this picture is similar across the UK; surveys conducted amongst small businesses across the UK conducted by the DTi Small Business Service (2005) indicate that in 2005 around 67% of small businesses self-defined themselves as family businesses. Amongst these, 57% were controlled by the first generation, whilst 20% were controlled by the second generation. Data remain sparse, however, and there remains little focus on family businesses which do not fall within the SME category.

Data from the Scottish Executive provide a similar picture to the summary provided by the Scottish Family Business Association[ii], whose summary is provided in Table 2, although the slight differences in numbers may have more to do with differences in the definition of a family business rather than genuine differences in numbers. Crucially, the data without exception illustrate the importance of family businesses to the Scottish economy and hence highlight future planning and the development of this sector in Scotland. The role of family firms and the relative importance of commercial and non-commercial objectives, *set alongside* the different and often less formal

[ii] The Scottish Family Business Association, set up to put in place the structures and resources necessary to ensure all family businesses have access to appropriate help, support and skills to enable them to grow and flourish over successive generations, provides a source of information, resources and professional contact for those who study family business in a professional and academic context.

management strategies used within family businesses, are two facets that tend to distinguish family-owned from non-family-owned businesses and which are likely to impact upon business support and development.

Estimated to be 60,000 family companies in Scotland *
Family firms account for 85% of private enterprises in Scotland **
50% of the private sector workforce in Scotland is employed by family businesses **
Almost 70% of Scottish businesses describe themselves as family businesses **
54% of Scottish businesses are still controlled by the founding generation **
Data Sources: * Stepek and Laird 2007 ** www.sfba.co.uk

Table 2: Scottish Family Businesses – Facts and Figures (SFBA, 2007)

While there is well established evidence of the role of established minority ethnic communities in Scottish family businesses (Dassler *et al*, 2006a), allied to emerging evidence of the establishment of new, often family-orientated businesses amongst newer migrant groups (Silva *et al*, 2007), there is little research available on the impact of business cultures within the country of origin on business behaviour amongst minority ethnic groups. Interestingly, clear evidence from Poland (Welsch *et al*, 1995) indicates the importance of this issue and has prompted action under the Scottish Innovation Actions Programme (Reid, 2006). Emerging interest in this area will have important implications for the understanding of patterns by which new businesses emerge, are nurtured and thrive.

2.4 Family Business Research

Whilst the literature surrounding family businesses in areas as diverse as strategy, operation, structure and influence have developed substantially over the past 30 years (Fletcher, 2002a), no single unified paradigm for family business research has emerged. Indeed, it is strongly argued that a single unified paradigm would not in itself be desirable (Fletcher, 2002a); a single, fixed paradigm may be inappropriate in any case for a dynamic and fast developing research area, but the complexity of families and the different roles and meanings attributed to the family in different socio-economic circumstances render a unified paradigm untenable (Fletcher, 2002a). Further, if 'family' refers to individuals linked together by blood and marriage (Muncie and Sapsford, 1997), 'family' itself is in a period of rapid change in the 21st Century: a unified paradigm would risk isolating family business research from new theoretical developments and perspectives in the complex web of work, families, SMEs and societal development in a broader sense (Fletcher, 2002a).

Carlock and Ward (2001) summarised the lifecycle factors that influence family business planning in the model presented in Figure 2:

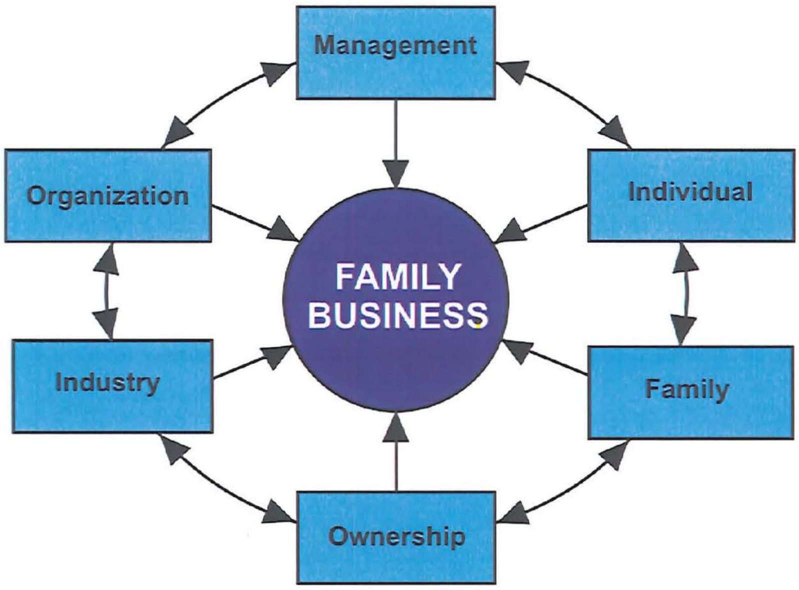


Figure 2: Family Business Model 1 (Carlock and Ward, 2001)

This model, based on the wide spectrum of private family businesses that operate in the U.K., potentially offers some insight into the major factors which influence family businesses, different elements of which are likely to have different levels of importance at different times.

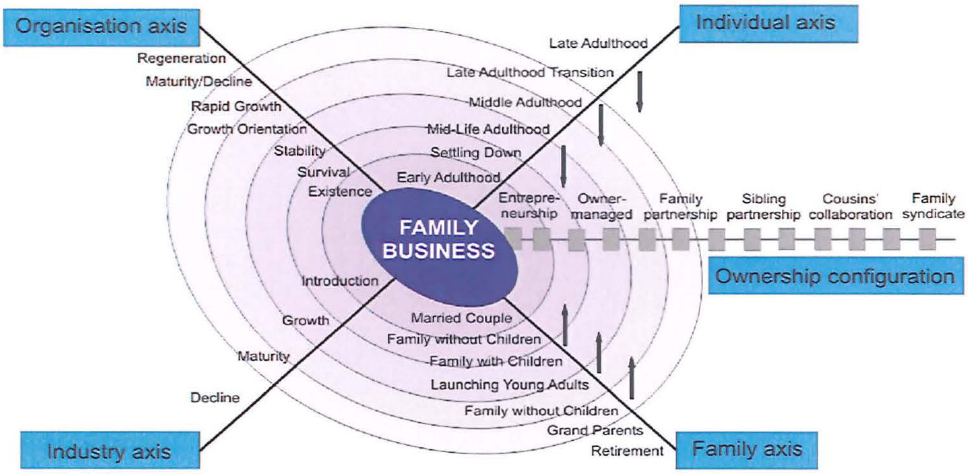


Figure 3: Family Business Model 2 (Carlock and Ward, 2001)

Similarly, a more detailed analysis of family businesses by Carlock and Ward (2001) in Figure 3 offers insight into the factors that influence a business, but also highlights the developmental nature of both families and businesses. The on-going and parallel development of the family, the business and the family business offers the potential for the on-going and dynamic development of networks and raises some interesting questions about the manner in which these might best be explored.

In the context of family businesses, however, it is important to note that some successful businesses use a well-established format and may not be very entrepreneurial (in the sense of being innovative). This may be especially true of small and medium-sized businesses, established to meet personal goals and often operating within a 'tried and tested' business format (Craig and Lindsay, 2002). This distinction complicates the interpretation of much current data. Notably, the Household Survey of Entrepreneurship (2001; 2002) highlighted much higher than expected levels of entrepreneurial activity amongst certain minority ethnic groups, but did not distinguish between those for whom the business was a self-developed idea and those where a significant level of community involvement in the application of a well-established business model was the key to business start-up. Whilst the distinction between business and enterprise is important, however, the roll-out of an established business format within a community or family serves only to highlight the potential importance of so-called business families where a distinctive pattern of business development support exists.

Such distinctions – and the role of entrepreneurial behaviour within family businesses and business families – are likely to play a key role in the development of future research. The emergence within strategy-focussed family business research (Hall, 2002) of a multi-rational perspective allows understanding to move beyond calculative rationality[iii] and is of particular relevance to family business. Within the current research debate, therefore, two key themes emerge: the importance of the family discourse and the constructionist themes which may be viewed as an internal network that operates inside family businesses. The importance of networks in SME businesses is relatively well-documented; the distinction between internal and external networks is less fully explored. Further, the development of a multi-rational perspective that could be applied to networks both internally within the family business and in their interaction with the outside world offers a basis for a more fully developed understanding of family business networks.

2.4 Families in Business and Business Families

At the centre of the material presented in the current portfolio lies a dilemma. Within an individual family business by definition there remain three major components: the family, the business, and the family business. Within an individual business family there may also be many businesses. Business rationalities alone, therefore, are unlikely to address and/or explain all the issues that exist within family businesses and business families, a principle both acknowledged and highlighted by organisations such as the Family Business Network and their work with multiple generations of business families. Further, families are dynamic and change markedly over time, potentially adding complexities and additional rationalities to the process.

The concept of 'one family: one business' is in itself simplistic. Families with a strong entrepreneurial culture often have a range of business interests, some

[iii] Calculative rationality is defined as the actions that provide the most efficient means for the achievement of given ends (Hargreaves Heap, 1989 p4) Building on economic models (Simon, 1947) it assumes that an individual starts with one clear goal and assesses the available options until the most effective means of achieving that goal is identified and can be implemented (Hall, 2002)

of which are likely to be more visible than others. The existence of a strong entrepreneurial culture, allied to business expertise and the essentially private nature of many family's business and financial interests (Astrachan and Shanker, 2006), has led to the development of the concept of 'business families' as an additional dimension in family business research, which sits alongside an established pattern of new business start-up amongst entrepreneurs, despite varying patterns of business success (Flores-Romero, 2006). Notably, while a family in business may contain more than one business, within family business research the primary unit of analysis is the business. Within business family research the unit of analysis is the family itself. The role of networking within business families therefore becomes an area of interest where future research to establish current patterns, along with potential for the future, will be vital. A number of key themes bind together the work contained in this portfolio:

1. The critical evaluation of the importance of networks to family-owned and run micro-businesses (Key Focus: Output 1).
2. The advancement, development and application of theories of social networking in family business (Key Focus: Output 1)
3. The exploration of the importance of networks to advisors and policy makers in a family business environment (Key Focus: Outputs 1-3)
4. The critical exploration of theories of mono- and multiple-rationalities (emerging from research in family business strategy) and their potential importance in family businesses (Key Focus: Output 1).
5. An initial attempt to model the impacts of multiple-rationalities on the family business environment (Key Focus: Outputs 2 and 3).

The questions that then develop encompass the philosophies[iv], paradigms[v] and research methods that influence current research and which underpin work within this portfolio.

[iv] Philosophy begins when humans start trying to understand their world, not by religion or by the acceptance of authority but through the use of reason (Magee, 1998; Gray, 2009). Two broad strands have developed – the branch known as ontology deals primarily with what exists and the nature of existence whilst epistemology is concerned with what can be known and the nature of knowledge (Magee, 1998).

[v] A paradigm is a set of assumptions and norms which frame knowledge and the development of knowledge through research within a particular discipline (Khun, 1922-98, quoted by Smith, 2000b).

3 Research Methodology and Methods

3.1 Introduction

'Research' is a term used by different people to mean different things and it becomes critical therefore to determine the manner in which research is to be used within this portfolio. In very general terms, research is the term used to mean 'finding out things'; the distinction here lies between academic research, where what is to be found out is not part of the current knowledge base, and, for example, market research where what is to be found out currently exists within the knowledge base but is not known to the individual (Allison *et al*, 1996). Further, research as it is used within this portfolio is professional academic research, carried out in a relatively public context and so expected to conform to current understanding of systematic enquiry, reported in a form that allows the research question, the methodologies, the outcomes and the manner in which the research could potentially be taken further to be transparent to others (Allison *et al*, 1996).

Critically, however, the processes of robust professional academic research are not something that can be put together by following any one simple set of rules, but rather consist of a series of strategic judgements/decisions, made from a variety of options and alternatives and based on an underlying understanding of the philosophies and paradigms that determine research (Denscombe, 1998). Further, each decision within the research process may bring gains in one direction but losses in others and understanding the advantages and disadvantages of different approaches is a key part of the research process (Denscombe, 1998).

Within the current section, the research philosophy which underpins this portfolio, and the research methodology and methods adopted within the research, are described, along with the rationale for the choice of research approach and the approach taken to data analysis.

The research process adopted within the current portfolio can be summarised:

Social Constructivism

↓

Interpretivism

↓

Qualitative Approach

↓

Purposive Sampling

↓

Secondary Research (Output 1)

Semi-structured Interviews (Output 2)

Illustrative Case Studies (Output 2)

Single Case Study (Output 3)

↓

Thematic Analysis

Understanding the philosophy within which current family business research is based becomes vital, therefore, to developing both an understanding of the current knowledge base and robust approaches to future research.

3.2 Philosophical Stance

A variety of research approaches and paradigms have evolved which are pertinent to the development of research in family business and business families. A clear understanding of the implications of an individual methodology is unlikely unless it is rooted in some understanding of the philosophical paradigms that underpin the area (Burton, 2000, p7). General guidance on the nature of good research from Denscombe (1988, pp3-4) indicates that much strong research is driven by theoretical developments within the background discipline, applied to practical challenges with the overall aim of developing original knowledge at the forefront of developments within a subject area. In management research, the development of research-based knowledge not only serves to advance knowledge and understanding but also helps to solve managerial or business problems in a practical sense

(Easterby-Smith *et al*, 2010, p7). The scope of research carried out within business and management is wide but is primarily rooted in the social science tradition, which is primarily concerned with the study of human beings. The study of human beings (as opposed to the study of inanimate objects) has a long history and is associated with a number of different research traditions (Creswell, 1988, pp5-7, Easterby-Smith *et al*, 2010, p56). These research traditions are not, however, mutually exclusive and in practice there is some overlap between the descriptions provided by different authors. The eventual identification of an appropriate methodology and research methods depends in part on the theoretical perspective adopted within the research, which Creswell (2009) summarises as the four major 'worldviews' that influence research design:

Positivism	**Constructivism**
Determinism	Understanding
Reductionism	Multiple-participant meanings
Empirical observation and measurement	Social and historical construction
Theory verification	Theory generation
Advocacy/Participatory	**Pragmatism**
Political	Consequences of actions
Empowerment issue-orientated	Problem-centred
Collaborative	Pluralistic
Change-orientated	Real-world practice-orientated

The use of the term 'worldview' by Creswell (2009) acknowledges the use of the terms 'paradigms' (Lincoln and Guba, 2000), 'epistemologies' and 'ontologies' (Crotty, 1998; Easterby-Smith *et al*, 2010, pp61-62) and broadly conceived research methodologies (Neuman, 2000) and draws them together under the term 'worldview' to mean the 'basic set of assumptions and beliefs that guide action'.

In summary, positivist thinking (as defined by Creswell) generally reflects the belief that causes determine outcomes (that cause and effect can be measured and linked) and is reductionist in that research designs in this area generally try to reduce the number of variables to a relatively small number which can be tested through the use of well-designed research questions or hypotheses (Creswell, 2009, pp6-7; Easterby-Smith *et al*, 2010, pp57-58). In contrast, the social constructivist worldview in general assumes that human beings engage with their word and make sense of it based on their historical and social contexts. This construction of meaning by human beings as they engage with the world they are interpreting is often linked to interpretivism and typically seen as an approach to qualitative research (Creswell, 2009, pp8-9; Easterby-Smith *et al*, 2010, pp58-60). A third and more recent worldview, primarily developed during the 1980s and 1990s, holds that, to be effective, research enquiry should be linked to politics and current political agenda. Used as the basis for quantitative and qualitative research, this advocacy/participatory worldview focuses upon the needs of groups within society who may be marginalised (Creswell, 2009, pp9-10). Finally, a worldview derived from pragmatism draws upon a long history of philosophy but tends to focus on actions, situations and consequences and on the application of potential solutions in a variety of conditions (Creswell, 2009, pp10-11).

By considering the four broad worldviews put forward by Creswell (2009, pp5-11), and similar writings by Easterby-Smith *et al* (2010, pp56-60) and Gill and Johnson (2010, pp193-194), the aim is to consider the manner in which the underlying research philosophy influences the development of research within the current portfolio.

Philosophical Rationale

The overarching aim of all research is to improve knowledge, but the nature of the knowledge being sought and the research question being addressed vary widely. The rationale for identifying one type of research design primarily rests on the nature of the research question and the philosophical beliefs of the researcher. If, for example, the research question seeks to identify the best predictors of an identified outcome then a positivist philosophy developing into a quantitative methodology is likely to be appropriate. If, alternatively, the research question seeks to explore the values, beliefs or perceptions of individuals about an aspect of their world then a social-constructivist stance, drawing upon interpretivism, is more appropriate (Creswell, 2009) and qualitative methods are likely to be useful (Silverman, 2010, pp12-14). In determining the approach to research contained within the current portfolio, the relative paucity of research into the networks of the family in business was one factor which indicated that an approach that drew upon social constructivism and interpretivist approaches would be useful. Further, the current research focuses on the manner in which family business owners interpret their network contacts and the potential interaction between the family, friendship and business networks. If positivism seeks to produce broad over-arching generalisations, social constructivists seek deeper understanding and argue that generalisations are not necessary as the primary aim is to capture the broad complexity of social situations (Creswell, 2009, pp8-9). Thus, in seeking to explore the diverse and rich levels of network contacts that might reasonably be found within the social situation that is the family in business, an approach which draws upon social constructivism and interpretivism is both appropriate and consistent with the philosophical beliefs of the researcher.

Social Constructivism

Social constructivists assume that individuals seek understanding of the world in which they live and work. This understanding is subjective and is typically focussed upon objects of social relationships (Robson, 2002, p27; Creswell, 2009, pp8-9). In seeking to explore the networks family business owners perceive to exist and to consider the interaction between the family, friendship and business networks, the proposed research draws heavily upon both socially constructed meaning and individual perceptions. From a constructivist stance, meaning is not discovered but rather is constructed by human, social interaction, and it is acknowledged that individuals interpret events and developments in very different ways (Crotty, 1998, p9; Easterby-Smith *et al*, 2010, pp58-60). Constructivists argue that if knowledge is constructed rather than absolute then different individuals will construct their own meanings which in turn will influence their future behaviour (Robson, 2002, pp27-28; Easterby-Smith *et al*, 2010, p59). Typically in research based within the social constructivist worldview, research questions are designed to be as open-ended as possible, allowing the researcher to listen carefully to the detail of individual actions and behaviours in real-life settings and allowing the historical and cultural context to be described (Creswell, 2009, p8).

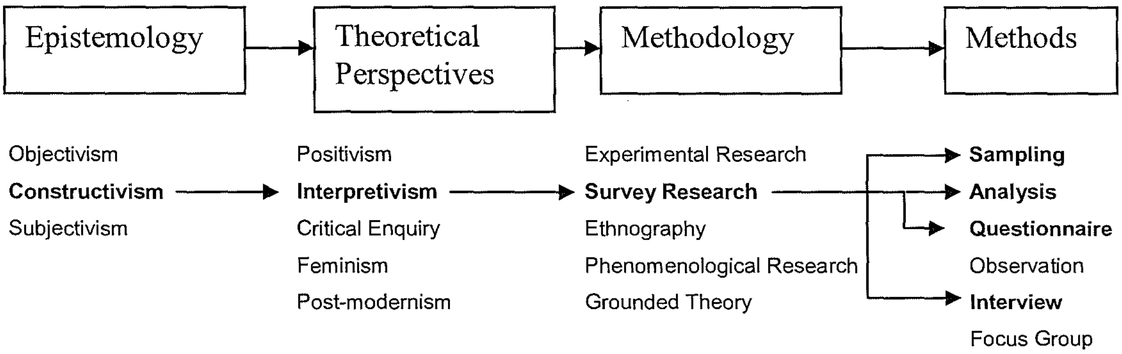
Approaching family business research from a constructivist stance acknowledges that individuals within the family and the business might construct their own very different meanings in relation to network relationships within and around the family business whilst focussing the research contained within this portfolio on the networks described by the individual owner-managers.

Interpretivism

Of the theoretical perspectives available, positivism and various strands of interpretivism have been arguably the most influential (Robson, 2002, pp22-24; Gray, 2009). Positivism, where, according to Easterby-Smith *et al* (2010, pp57-58), it is argued that the world exists externally to the researcher and can be measured independently by scientific observation, originated in the natural sciences (Gill and Johnson, 2010, pp192-193) and contrasts with interpretivism, which looks for culturally derived and historically situated interpretations of the world. If positivism emerged from the natural sciences and makes the assumption that reality is singular and measurable (Collis and Hussey, 2009, pp56-57), interpretivism emerged directly from criticism of the positivist paradigm, and assumes that reality is complex, socially constructed and may be influenced by the process of research going on within the social reality itself.

Beginning from a philosophy of social constructivism where reality is viewed as a socially constructed concept based on the interpretation of events and developments by human beings in a wide range of circumstance, research within the current portfolio is developed within the interpretivist stance. The interpretivist approach looks for culturally derived and historically situated meaning (Taylor, 2006) and accepts the ability of human beings to be aware that they are being researched and that this can potentially alter their behaviour. In contrast to positivism, which attempt to separate values from facts, interpretivist research allows for the socially constructed nature of meaning.

Placing the research contained within this portfolio largely within the interpretivist stance allows for further exploration of family business owners' perceptions of their networks and the manner in which these have developed. The development of a research design for work contained within the current portfolio draws on the broader relationship between epistemology, theoretical perspectives, methodology and research methods, summarised by Gray (2009, p32) as:



The diagram above traces a pattern of development from the philosophy and perspectives from which the current research is drawn to the methodology and methods used to undertake the research. This translation of an over-arching approach into a variety of research methods used within the different outputs contained within the portfolio allows the interpretivist philosophy to be reflected within current research which considers the socially constructed nature of the networks that surround families in business.

3.3 Research Methods

Primary and Secondary Research

A variety of research methods were used to develop work within the current portfolio. In considering the research methods, the distinction between primary and secondary research and the manner in which they can be used is noteworthy. At its simplest, primary research involves the collection of new and original data by the application of accepted methodology. Secondary research does not involve the collection of new and original data, but rather draws on existing, usually published, information from the knowledge base and is commonly referred to as a literature review (Gill and Johnson, 2010, pp30-31).

Given that the purpose of professional, academic research is to develop knowledge outwith the realms of that which already exists, the question might justifiably seem to be, how can secondary research use the existing knowledge base to create genuinely new knowledge? The answer is two-fold: interpretation of facts and what they show varies importantly under different circumstances; further, part of the value of original, secondary research lies in the ability to consider the existing knowledge base and to make connections between different pieces of research so that although the 'facts' lie within existing knowledge, the use made of those 'facts' and the theoretical conclusions developed remain original and extend current thinking. This is of special importance in the theoretical developments presented as Output 1, where secondary research offers an opportunity to look at research which has developed in different areas and paradigms and to consider the potential and future links that might be made. Further, the need to establish and increase theorising in small business and enterprise research apart from mainstream business research literature has been highlighted (Blackburn and Kouvalein, 2008) alongside the links to mainstream social science research.

Qualitative Research

Within primary research, the contrast between qualitative and quantitative research is vital and links directly back to the objectives of the research and the philosophy in which the research is rooted. Easterby Smith *et al* (2010, pp82-33) describe the difference between qualitative and quantitative research as 'an important surface distinction'. The different forms in which the two types of data commonly present, where qualitative data is generally expressed in words and quantitative data normally represented by numbers, should not obscure the understanding that both qualitative and quantitative research can be carried out within a number of different worldviews (Creswell, 2009, pp16-17) albeit with an understanding that *in practice* qualitative research is generally more common in research drawn from constructivist/interpretivist approaches.

In addition to the different philosophical stances that may influence quantitative and qualitative methods are the approaches taken to individual pieces of research. Quantitative research focuses upon the testing of hypotheses by the rigorous collection of data – usually measurements – which are used both to test the hypotheses and to develop new theory. This generally involves the use of experimental or quasi-experimental designs (Easterby-Smith *et al*, 2010, pp84-87) which aim to minimise the possibility that other plausible explanations for the recorded results exist. Qualitative research, by contrast, is better suited to the exploration of topics in detail and is useful to uncover and understand phenomena about which little is known or where the meaning is unclear (Holloway 1997; Easterby-Smith *et al* 2010, pp142-143). This focus upon the depth of information required to make sense of an individual's meaning or actions highlights the appropriateness of qualitative methods, where the research is rooted in social constructivism or interpretivism. The principle practical manifestations of quantitative and qualitative methods can be summarised:

Quantitative Methods	**Qualitative Methods**
Pre-determined	Emerging methods
Instrument-based questions	Open-ended questions
Performance data, attitude data, observational data and census data	Interview data, observation data, document data and audio-visual data
Statistical analysis	Text and image analysis
Statistical interpretation	Themes, patterns and interpretation

Adapted from Creswell (2009)

The use of qualitative approaches to research is based here in part on the depth of information required and the over-arching aims of research which is designed to explore the manner in which family businesses interact with networks.

Data Collection

Drawing on secondary sources and using theory currently emerging in strategy research within family businesses, new insights into the manner in which family businesses interact with networks can and, it is argued in Output 1, should be developed.

By contrast, Output 2 involves the collection of primary, qualitative data based on an understanding of current literature, using interview methodology with a sample 15 of family businesses within a distinct geographic area. The development of a series of topic guides using themes drawn from the literature for semi-structured in-depth interviews was a key part of this process (Easterby-Smith *et al*, 2010, pp144-145), designed to allow an understanding of the participants' views and beliefs to be developed.

Output 3 uses case study methodology developed from principles described by Yin (2009, pp3-21), alongside an understanding of current literature, to consider a business family. Research case studies offer the opportunity to consider one case, organisation or individual in depth, potentially using a variety of data collection methods (Yin, 2009, pp19-21; Easterby-Smith *et al*, 2010, pp96-97). In the case of the current research, the data collection for the development of the case study was primarily carried out using in-depth interviews.

The three outputs combine to blend primary and secondary research, providing an original contribution to knowledge and a platform for future research in the area of family business networking.

3.4 Data Analysis

Data collected as part of this portfolio were analysed using a variety of techniques. Within Output 1 the focus is on secondary data. Primary data collected to contribute to Output 2 were analysed in two stages. An initial reading of the interviews allowed a summary of data to be developed with reference to key themes drawn from the literature. The raw, transcribed data were then read and areas of the interview which related directly to the business history were identified. Further analysis then highlighted the areas of transcribed interview text which related directly to the manner in which networks were accessed and developed. Finally, key quotes from the interview text were identified and the development of genograms and networks maps undertaken (Appendices 5-6).

3.5 Ethical Considerations

Ethics are the moral principles that govern behaviour and are used to prescribe how an activity such as research is constructed (Oxford English Dictionary, 2010). Ethical considerations play a major role in the design and execution of robust research (Creswell, 2009, pp86-87) and a number of ethical considerations formed part of the current research design – considered here as a series of principles (Collins and Hussey, 2009, pp45-47):

Voluntary Participation

One of the key principles of ethical research, adhered to within the current portfolio, is that participants should not be forced to take part in the research and that care should be taken where financial or other incentives are used to encourage participation.

Anonymity, Confidentiality and Informed Consent

Anonymity provides protection to participants by ensuring their names are not identified with the information they give, while confidentiality ensures that sensitive information is not disclosed and that the research data cannot be traced back to its source (Collins and Hussey, 2009, p46). This principle is set out both in the ethical clearance forms submitted to Edinburgh Napier University and in the manner in which data were managed. Informed consent was sought from all participants.

Ethical clearance for the research was obtained from Edinburgh Napier University and copies of the forms are included as Appendix 3.

Throughout the research process the potential for ethical issues to arise at a number of stages was considered and can be summarised:

Research Stage	Potential Ethical Issues
Ethical issues in the research problem	Creswell (2009, p88) highlights the importance of identifying a research question which will benefit the participants and which will be of interest to others. In identifying a research question which extends current knowledge of family business networking and is of direct relevance to professional practice, some of the potential ethical concerns are addressed. By concentrating on the development of robust research with a focus on potential ethical issues throughout it is believed that additional ethical issues are mitigated. The importance of a pilot project in the development of research to identify any challenges in the research profile and in offering an additional opportunity to identify any damage the research might do is also highlighted by Creswell (2009, p89) and adhered to within current research.
Ethical issues in the purpose and questions	In developing the materials which inform participants of the purpose of the study and the questions that will be asked, care was taken to avoid any misleading information which might lead to ethical concerns around deception (Creswell, 2009, p89).
Ethical issues in data collection	The data collection phase of the research brings a variety of potential ethical issues which might occur. One primary goal adhered to, therefore, was to protect the participants and the sights for research (Creswell, 2009, p89). In addition, agreement was sought and obtained from the gatekeepers who provided introductions to the family businesses who were interviewed, and care taken to protect the privacy of participants at all times.
Ethical issues in data analysis and interpretation	Potential ethical issues might arise in the data analysis and interpretation

	phase around data storage and the protection of confidentiality (Creswell, 2009, p91). Care was taken to establish robust procedures for data collection, storage and handling both during the data collection phase and for some time after the completion of research.
Ethical issues in writing up and dissemination	The protection of confidentiality during the publishing phase, the avoidance of language which implies prejudice and fair handling of the publication process with due regard to those who contributed are all areas highlighted by Creswell (2009, pp90-91) which were considered during the design and management of the research contained within the current portfolio.

Structure drawn from Creswell (2009, pp88-93)

The design of the research contained within the current portfolio regards ethical behaviour as both a set of beliefs and an inherent part of research design.

3.7 Objectivity, Validity and Reliability

Issues of objectivity, validity and reliability are key to understanding both the importance of the research results and the manner in which they can reasonably be used as a platform for future research. Where qualitative research is being used to capture subjective understandings and the perceptions of participants (Easterby-Smith *et al*, 2010, pp147), the suggestion is that meaning is constantly negotiated and re-negotiated. Reflecting on the role of the researcher in that process and on broader issues of objectivity, validity and reliability is vital.

In general terms, objectivity refers to the process by which research can be seen to be relatively neutral and free of unacknowledged researcher bias (Saunders *et al*, 2009, p596) and often relies on demonstrating to the reader that the decisions taken during the research – whether about methodology or analysis – can be seen as 'reasonable' (Denscombe, 1998, p212).

Reliability, by contrast, refers to whether the research instrument or methodology used would produce the same result when applied on a different occasion (Saunders *et al*, 2009, p600), clarified by Denscombe (1998, p240) asking the question:

> 'If someone else did the research, would he or she have got the same results and arrived at the same conclusions?'
>
> Denscombe (1998)

Validity is a complex topic, defined in philosophical terms as a property of arguments. An argument is valid if its conclusion follows logically from its premise, but it is not necessarily true: it may easily be false if one or more of its premises are untrue (Magee, 1998). In current research terms, validity is defined as the extent to which methods accurately measure what they were intended to measure or by which research findings are really about what they profess to be about (Saunders *et al*, 2009, p603). Validity is characterised by Denscombe (1998, p237) as a series of robust questions that may be asked of any individual piece of research:

Q1	Do the conclusions do justice to the complexity of the phenomenon being investigated and avoid 'over-simplifications', while also offering internal consistency?
Q2	Has the researcher's self been recognised as an influence in the research but not a cause of biased and one-sided reporting? This is a difficult tightrope to walk but vital in the context of such research.
Q3	Have the instances selected for investigation been chosen on explicit and reasonable grounds as far as the aims of the research are concerned?
Q4	Have alternative possible explanations been explored? The researcher needs to demonstrate that he or she has not simply plumped for the first explanation that fits, rather than seeing if rival theories work or whether there are hidden problems with the proposed explanation.
Q5	Have the findings been 'triangulated' with alternative sources as a way of bolstering confidence in their validity?
Q6	Have the research findings been fed back to informants to get their opinion on the explanation being proposed? The informants would normally be expected to identify with the research account and feel that it accords with their feelings and behaviours.
Q7	How far do the findings and conclusion fit with existing knowledge on the area and how far do they translate to other comparable situations? (external validity)

Table 3: Questioning Validity (Denscombe, 1998)

The questions highlighted by Denscombe (1998) do not generally have simple answers: rather they serve as a framework by which a robust and critical analysis can be obtained of the quality of the research being carried out and the extent to which the research results can reasonably be used either as a platform for future research or to draw professional conclusions. The key here lies in developing robust approaches to research – by asking difficult questions throughout the research process – and in understanding the degree to which faith can be placed in the results that are developed. This approach, adopted throughout the current study, allows the validity and reliability to be considered in context.

The combined factors of objectivity, reliability and validity assist with the development of robust approaches to family business research and to the role that networking plays. Whilst simple answers do not generally exist, the aim throughout this report and the outputs submitted alongside is to demonstrate the manner in which objectivity, reliability and validity have been both considered and demonstrated as part of the research process.

Summary

The research contained within the current portfolio considers the manner in which small and micro-family businesses network. Drawing on current research in the field of family business strategy, the research approaches family business networks from a multi-rational perspective, considering the manner in which the family, friendship and business networks of the business owner intersect.

Approached from a social constructivist/interpretivist stance and drawing on qualitative research methods including semi-structured interviews and case study approaches, the research contained within this portfolio is not intended to be generalised to businesses in the broadest sense. Rather, the purpose of the current research is to develop increased and more focussed understanding of a specific area (networking) within a very specific group of businesses (small and micro-family businesses). The generation of three distinct and robust pieces of writing (outputs) for publication in double-blind refereed academic journals is itself challenging and the purpose of this report is both to capture some of the theory that underpins research interest in this area and to document the robust design, development and completion of the research.

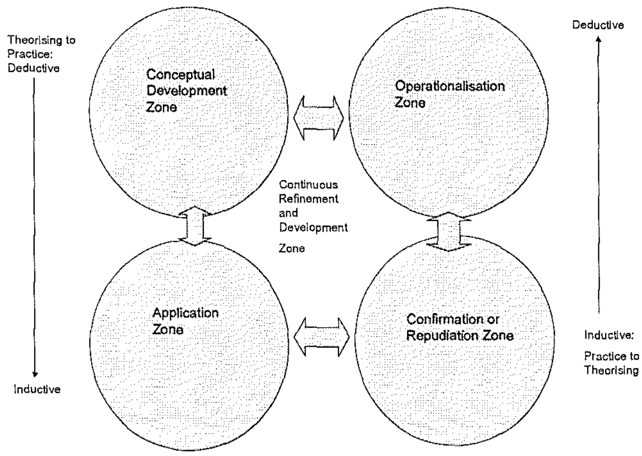
Vital also is the development of research which is not only academically robust but also of direct professional relevance to the researcher and to the broader field of family business studies. By considering the three dimensions within the family business network, more detailed understanding of the manner in which networks contribute to the development of the family business can be established and used as the basis for the development of future research.

4 Conclusions

The work contained within this portfolio centres around the potential addition to knowledge that may be generated by viewing the networks that surround family SME businesses through a multi-rational perspective. Key findings from this research include the development of an initial theoretical model to conceptualise multiple rationalities within a family business context, and its adaption as qualitative data allows it to be critically evaluated. The subsequent evaluation of multi-rational perspectives in a business family begins by evaluating the construct in a qualitative manner as a prelude to further quantitative research. The benefits of developing this research as a portfolio are two-fold: the initial theoretical developments can be evaluated in different empirical contexts, whilst the opportunity for reflection in the portfolio development allows the developing theory to be applied in a number of different contexts.

The development of a framework within which multi-rational approaches to networking in the family business can be considered represents an initial stage in the theoretical development surrounding family business research, but within the guidelines set out by Whetton (1989) the balance of parsimony and comprehensiveness appears to be consistent with theoretical contributions in the field. Further, the initial development from the literature of a conceptual model within which the rationalities of family business networking can be considered allows the key themes emerging from the empirical fieldwork to contribute to the critical evaluation and development of the initial model. From the perspective of qualitative research, theory building is an arduous process; qualitative research is in general focussed upon the development of detailed understanding rather than on the controlling of variables to allow for the collection of data that can be generalised to the wider population (Dooley, 2002). However, it is acknowledged that the development of new theory can start from a single observation (Dooley, 2002), allowing the same phenomenon to be studied within the boundaries of a different case (Dooley, 2002) and the comparison of theory and data essential to on-going theoretical developments to proceed (Glaser and Strauss, 1967). Further, substantive theoretical development is acknowledged to be time-consuming (Kuhn, 1996; Dooley, 2002) and a process of on-going refinement.

The on-going development of theory contained within this thesis as part of on-going research is therefore acknowledged. The portfolio approach has also contributed to the scope for theoretical development, allowing initial work within the literature to be considered in the light of initial empirical data collection included as Output 2, which in turn is refined and developed within Output 3 in a process illustrated by Dooley (2002):



Theory Building in Applied Research: Adapted from Dooley [2002]

Figure 4: Theory Building in Applied Research

The contribution to the development of business practice knowledge in this portfolio lies at the stage where the new theory conceptualised can be operationalised and applied in a business support context. If family businesses operate using multiple rationalities, acknowledging and accommodating this should result in more robust business support mechanisms. The translation of theory to practice forms a key part of the post-publication plans for work contained within this portfolio.

5 Publication Plans

The differing outputs within this portfolio have been or are being written with the specific intention of publishing in high quality, double-blind peer-reviewed journals following examination.

Identified targets:

1 Work from the **Report** has generated a number of conceptual ideas which have been submitted to a variety of conferences.

2 Material contained in **Outputs 1-3** will be submitted for review and potential publication. Indicative target journals can be summarised:

a. Output 1: International Journal of Entrepreneurial Behaviour and Research (ABS 2)
b. Output 2: Journal of Rural Studies (ABS 3)
c. Output 3: Entrepreneurship Theory and Practice (ABS 4)

However, it would be considered sensible to talk in advance to the editors of journals to which the papers might be submitted; the three papers could be considered individually or as a short series and advice would be sought on this topic. Feedback on Output 1 has already been obtained from the current editor of Family Business Review, *via* the Family Firms International Doctoral Symposium in 2008. In addition, a number of other conference presentations are planned during the lifespan of the DBA. Guidance for authors submitting papers to the relevant journals is included as Appendix 6.

The structure of the remainder of the portfolio can therefore be summarised:

1. Output 1 considers the literature surrounding family business networking and develops initial theories of multiple rationalities and concludes with the development of an initial schematic model.

2. Output 2 considers the applicability of theories of multiple rationalities in a sample of family-owned and run small businesses and concludes with the development of the schematic model in Output 1 as a reflection on the practicalities of modelling multi-dimensional networks.

3. Output 3 uses case study methodology to explore the networking strategies of a business family. Building on the developed models in Output 2, the current and historical networks that surround the business family are explored from a multi-rational perspective.

These outputs are followed by appendices which supply a full reference list, a profile of the geographic area where the businesses were based, ethical clearance forms, topic guides and business profiles which relate directly to Outputs 2 and 3, and guidance provided by individual journals for authors seeking publication.

By generating the research contained within the portfolio, two key but parallel objectives have been achieved. The generation of new theory and the empirical investigation which follows provide a focus on family business networks that is in itself a relatively new area for original research. Developments of theory and practice are appropriate, therefore, as an original contribution to knowledge and practice.

6. Contribution of the Study and Implications for Professional Practice and Future Research

6.1 Introduction

This section considers the impact of research contained within the portfolio in terms of the contribution made to research, the contribution made to professional practice and the impact of the work on the researcher. The contributions made in these different areas form an important part of the balance between the theoretical and practical implications of the current research and are considered in this section in turn.

The current research addresses the manner in which family businesses network. Within family businesses networking has been researched, but the focus of individual pieces of research has been primarily on the family, friendship or business networks. This mono-rational approach, where one type of network is explored independently, has yielded useful evidence but has highlighted a gap in current research. Current research in business strategy has shown the appropriateness of multi-rational approaches where the dual needs of the family and the business are acknowledged to co-exist. If multi-rational approaches are applicable in strategy, they are likely also to be highly appropriate in networking research where social networks are already acknowledged to be of importance. By asking businesses to identify their family, friendship and business networks and then extending that analysis to look at the reported links between the different networks, additional links within the networks (which seem to contribute to business start up and development) were identified.

As this research was developed from an interpretivist standpoint, using qualitative methods to establish how the owners of small and micro-family businesses view their networks, generalising the detailed results is not appropriate, nor was it intended. Rather, the intention of the research was to develop an area of useful knowledge which would contribute to business practice, current systems of business support, and provide a baseline from which the development of future research can be addressed.

6.2 Implications for Professional Practice

The main objective of this research was to consider whether multiple rationalities provided a useful conceptual addition to the manner in which the networks that surround families in business operate. This research was developed from a standpoint which recognises that networks are of established importance in business start-up and development and that substantial attempts to promote network development are made by a variety of professionals. Examples of the creation of networks by professional groups can be summarised:

Date	Funder	Illustrative Activities
2008-present	Scottish government	Learning network groups (i.e. Town Centres and Local High Streets Learning Network)
On-going	Professional bodies such as the Law Society of Scotland, the Institute of Chartered Accountants of Scotland, and the Chartered Management Institute	Membership networks; event organisation
On-going	Scottish Chambers of Commerce	Networking events
On-going	Business Gateway	Networking events; online network development
2008-present	Scottish Family Business Association	Development of specialist networking groups for family business members
2009-present	UK Family Business Association	Development of online networks for family business communication

Research contained within this portfolio offers an insight into the manner in which network creation, facilitation and development might be made more effective. If multiple rationalities offer increased insight into the manner in which family businesses access networks – and the evidence here suggests they do – then finding ways in which the family element within the business can be recognised and facilitated in networks would allow more robust approaches to be developed, including the development of networks that link family businesses with their direct contemporaries.

To some extent this is already happening. The relatively low visibility of family business in Scotland and the UK has left a gap which some bodies, such as the Scottish Family Business Association, are beginning to fill. Drawing on evidence from research contained within this portfolio and evidence that the formally constituted business networks created by local consultants were valued by businesses, two groups have been set up in Glasgow and Edinburgh which bring together family businesses and their advisors on a monthly basis for network development and frank discussion regarding the challenges of the family business. The groups are relatively expensive for the owners of small and micro-businesses but take-up so far appears to have been good. The early success of this draws directly on the identified advantages of bringing family businesses together and offers a very real example of the professional relevance of current research. Raising the profile of family businesses within the wider groups who facilitate network development is on-going and the reaction so far is positive.

The creation or facilitation of networks remains only one potential area where the professional impact of current research can be observed. A second example would be the work developed by Universities who aim to engage in the knowledge exchange process, specifically to encourage academics and businesses to work together through schemes sponsored by the UK government such as Knowledge Transfer Partnerships (KTP).

KTP is a programme of part-funding for projects in which academics and businesses come together to develop new expertise, products or services within the business. The employment of one or more graduates to work on the project is part of a KTP and the scheme specifically aims to facilitate two-way knowledge exchange between the University partner and the business, whilst offering the graduate a fast-track route to an enhanced career. Networks are key to the development and management of this type of programme. Networks (face-to-face or virtual, formal or informal) are one vital route by which businesses and academics find out about KTP and the benefits it can bring. Given the preponderance of family businesses in the UK economy, however, it is likely that a significant number of the businesses who engage will be family businesses. If multi-rational approaches are an appropriate viewpoint from which to consider family business networking there remains a potential impact for the development of KTP within Universities. Specifically, if multi-rational approaches to family business networks are appropriate, factoring the family network into the thinking that surrounds KTP development is likely to prove useful. This could translate into action in a number of ways, but might include the development of additional materials such as case studies which reflect the family as well as the business dimension within KTP. Such case studies exist but are currently business focussed. Allowing the family business dimension to be visible might prove useful.

The discussion here is not exhaustive, nor is it intended to be. Rather, the brief summary provided here is indicative of the perceived importance of networks, their influence and the efforts that go into their promotion. The research within this portfolio indicates that the way in which networks develop within small and micro-family businesses is in part associated with the business. But those business networks are also linked to the family and friendship networks. Finding ways to acknowledge the importance of the family and friendship networks, and promoting network development that takes note of this would be a useful development.

In considering the research findings, the following aspects seem particularly pertinent to professional practice:

- The identification and analysis of the networks that surround small and micro-family businesses:
    - Evidence of dense networks
    - Evidence of networks that supported business start-up and development

- Evidence to support the adoption of multiple rationalities where the networks of the small and micro-family business are studied:
    - The family, friendship and business networks were initially analysed separately
    - When they are modelled together, more links within the network become apparent.

- Indications from the businesses that networks were vital at business start-up and development:
    - The businesses interviewed drew on networks as a source of capital in its broadest sense: intellectual capital, human capital, social/network capital and financial capital
    - Evidence that experience of the formal business support networks was perceived to be hugely variable but that the best examples were hugely valued.

- Evidence that the formal business networks were not always perceived as most useful or even positive by the business owners:
    - Family and friendship networks played an important role
    - While there was evidence of some very positive interaction with business support services, there was also evidence of bad experiences which left a residual lack of trust and respect.

Work by the author and colleagues to open discussion around the inclusion of family-business thinking within the mainstream business school curriculum in the UK has developed and has been accepted for publication in the journal *Management Learning*.

For professional who are involved in the development of the networks that surround and promote business start-up and development, the implications are fairly clear. Some formal networking events may be useful, but networking between business owners (some of which has roots in friendship) is highly valued. Identifying ways to factor in more of that aspect within current network development would be useful. Part of the answer may lie in developing specific networking events for family businesses, encouraging both family businesses and their advisors to attend, but also perhaps encouraging family businesses to use their networks to promote attendance.

6.3 Impact of the Research on the Researcher

The impact of the research contained within this portfolio on the researcher can be evidenced in a number of different ways.

In the first instance, the opportunity to develop research in the area of family business represented the drawing together of several strands of existing work. Early work by the researcher in the area of agri-business had developed into work with the food industry and latterly with a broader range of small and medium enterprises. Whilst the types of business varied, the common component and the thread that bound them together was the family element within the business. A developing interest in family business research was therefore both a prelude to starting this specific research and the backdrop to a much wider range of previous experience. Given the relative paucity of family business research in the UK and the range of literature available globally, the opportunity to develop a specific piece of work in the area of family business was welcome.

The choice of networking as a focus for the family business research also drew to some extent on the previous experiences and interests of the researcher. In working with a broad range of businesses prior to beginning the current programme of research, attention had been drawn to the role that networks appeared to play in businesses accessing support services. Further, the attention of the researcher had already been drawn to the importance of networks in two important ways. The first was a number of casual examples of businesses developing along paths influenced more by informal networks than formal business advice. The second was a realisation that family ties sometimes seemed to mean something very different in terms of behaviour when compared with ties that developed from business relationships or friendships. The blending of previous professional experience with the recognition of a gap within research literature offered a research opportunity developed within the current portfolio.

The impact of undertaking the research has been manifested in a number of ways. Developing materials with the aim of publication in specific journals has enabled the researcher to develop specific and highly specialised skills, useful in a professional context. Further, taking time away from day-to-day work to focus on an area has created space to develop the immediate research contained within the current portfolio and reflect on the manner in which that research might be implemented and extended. This has lead to an increasing focus on, for example, collaborative work with agencies such as the Scottish Family Business Association to develop new work. The experience of being supervised has also been useful, prompting reflection at a personal level in terms of styles of supervision, and at the level of professional development as the researcher continues to supervise others in their research.

6.4 Current Developments in Family Business Research and Professional Practice

Work to put some of the results contained within the current portfolio into practice has already begun both in Scotland and (increasingly) UK-wide. Some examples are summarised here:

- Current work between the researcher and the Scottish Family Business Association has resulted in the development of two active networking groups, initially planned to run for one year, which bring together family businesses and their advisors on a regular basis
- Working with the Scottish Family Business Association, the Scottish Chambers of Commerce, and with colleagues across the UK has allowed a number of developments to take place:
    - Specialist family business education organised with support from the SFBA and Falkirk in Business (2010)
    - Networking events with a family-business focus organised with the Chambers of Commerce (June 2010, planned for 2011)
    - The formation of an online network as part of the development of the UK Family Business Association to facilitate communication. (2010-ongoing)
    - The development of broader-based community links which integrate family businesses with businesses in the third sector and social enterprise to facilitate broader business development
- The development of on-going bids for research funding to facilitate future work. Examples of funding currently being applied for include funding to look at the impact of family enterprise on poverty alleviation (bid to Cordis FP7), the development of business support networks which factor in social enterprise activity (Scottish government), and an application for funding to the British Academy.

6.5 Contribution to Future Research

This research has demonstrated an extension to current theories of social and business networking of especial relevance to small and micro-family businesses. Analysis of the primary data identified support for the use of multiple rationalities as an approach which is relevant to the study of the networks that surround a family business, to the manner in which business support professionals and agencies interact with family businesses, and to the manner in which family business education in the UK develops. This latter facet is of especial interest: family business education in the UK is in the early stages of development but the field has an established track record in a variety of countries and remains an area where further developments are possible.

The outcomes of the study generated three main indicators for future research:

Indicator	Potential Implications for Research
Within Outputs 1 to 3, theories of multiple rationalities appear to be useful when considering the networks of small and micro-family businesses.	Where the family and the business intertwine, the family, friendship and business networks appear to link, but evidence suggests networks also contribute to business growth and development, offering the possibility that further research would offer greater insight into the manner in which networks operate and contribute to family businesses. The relevant theoretical developments within Output 1 are supplemented by primary research in Outputs 2 and 3.
Within Outputs 2 and 3, evidence from a sample of family businesses supports the idea that networks contribute to business development and growth.	Evidence from current research suggests that networks can contribute to business development and growth. This is vital, because if networks contribute, and if additional insights can be generated into the manner in which they operate, then there are implications for those individuals and organisations who seek to promote networks, and a clear need for future research to further extend knowledge and practice can be demonstrated.

Output 3 looks at a case study of a business family, and considers the unit of analysis to be the family as opposed to the individual business.	The analysis of the networks that surround a family with a track record in business start-up and growth *and who currently run more than one business* offers an additional insight into the manner in which networks contribute to business growth and development. Using the family as the unit of analysis for research offers a pointer for future research which is gaining support in emerging literature.

The research contained within the current portfolio demonstrates that multiple rationalities form a useful perspective when the networks that surround families in business are studied. There remains the potential to develop a number of different areas of research. New research might look at networks from a multi-rational standpoint but aim to include all members of the family who are active in the business. This would allow the depth of networks to be assessed with greater accuracy and would form a natural next stage in research. It is unlikely, however, that including networks from all members of the family actively engaged in the business would identify every network link of influence. The family network, whether an individual family member is actively involved in the business or not, is likely to have influence and there remains a case for using the business family as the unit of analysis for further research.

Further research could also be developed which looks at the uses and benefits that families in business perceive they get from network links. Knowledge in networks and the manner in which formal and informal networks facilitate knowledge transfer, exchange and translation is an extensive area of research in its own right, but family businesses have not been a key focus and more research in this area would be merited.

Conclusion

The manner in which families in business develop and use networks carries with it important implications and opportunities for research and practice, some of which are currently being developed by the author with a number of agencies. This includes the promotion and development of networks that acknowledge and facilitate the family dimension within business, future research to develop the ideas captured within this portfolio further, and discussion/publication around the inclusion of family businesses as a topic within the mainstream business school curriculae in the UK.

Recognising and analysing the importance of business and social support networks has implications both for the businesses, for business support professionals, and for policy makers whose work may facilitate the manner in which networks are encouraged to develop. Further, in an environment where attempts to develop networks are developing rapidly, greater understanding of the way in which family businesses network is in itself appropriate as a foundation for future development. Key to understanding the relevance of the research contained within this portfolio is the predominance of family businesses in the UK and worldwide. If family businesses are one of the most common forms of business in the UK (and evidence to support this is both consistent and growing), then supporting their growth, development and survival is vital both to the well-being of individual businesses but also to communities and economies in a much broader sense. By considering the manner in which the owners of small and micro-family business network through a multi-rational framework, a more detailed interpretation of their networks, one of the areas from which they can draw support, is revealed. This in turn will alter the ways in which family businesses can develop their own strategies and business development, and other support agencies can assist family businesses.

Output 1

Networks in Family Business: Mono-Rational and Multi-Rational Approaches to Family Businesses and Business Families

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Word count: 8605

Networks in Family Business: Mono-Rational and Multi-Rational Approaches to Family Businesses and Business Families

Abstract

Current research considering the networks that surround family businesses has approached the topic from a mono-rational perspective where the family, business and social networks are considered in relative isolation. This paper argues that mono-rationalistic approaches, where the family, social and business networks are considered as separate entities, are less useful than multi-rational approaches which accept that the three broad groups of networks overlap. In proposing the case for multiple rationalities as a framework within which family business networking can be viewed – and in putting forward an initial model – the purpose of the paper is to stimulate debate and allow the interaction of different facets within the family business to be more widely acknowledged.

Keywords

Family businesses, business families, networking, multi-rational

Introduction

The nature of family businesses and the manner in which they use networks forms the focus of the current paper. Whilst the unique nature of the family business has been highlighted by a number of authors (Klein and Kellerman, 2008), little clarity exists about the factors that tend to ensure family businesses operate in a distinct manner. But it is notable that in much early network research, for example by Fillion (1990), the family exists as a relatively discrete element of the networks that surround a business.

Drawing on both family business and networking literature, this paper proposes that one unique facet of the family business is the manner in which family, social and business networks overlap. Theories of multiple rationalities argue that decisions are taken for a variety of family, friendship and business reasons and that these rationales intertwine in the family business. Mono-rational approaches, which consider the business in isolation from the family and social context are less appropriate where a family and a business intertwine. Theories of multiple rationalities which emerged from the literature surrounding business strategy (Hall, 2002; Poutziouris, 2009) are relevant in networking research. Some authors have already highlighted the tendency for the business and social networks of SMEs to overlap (O'Donnell *et al*, 2001).

The importance of family businesses in economic, social and community terms has been widely discussed worldwide and, to a lesser extent, on a UK basis. Worldwide, family businesses form a cornerstone of the economies of most developed countries and appear to provide a degree of community and social stability (Poutzioris, 2006; Kets de Vries *et al*, 2007, pxiii; IFB, 2008a).

This conclusion has been robustly established within the research despite a lack of clarity or agreement about what a family business actually is; indeed Sharma *et al* (1996) and Chua *et al* (1999) identified no less than 34 operating definitions (Getz *et al*, 2004, pp4-5), albeit with some common themes, including the definition of a business as being a profit-making operation, at least in intent (Alcorn, 1982; Getz *et al*, 2004, p4), and the construct that one family has a predominant level of control and may also be employed within the business (Getz *et al*, 2004, p4-5). Further comment from Chua *et al* (1999) highlights the importance of vision amongst family leaders, indicating that one vital component must be the intention of family leaders to use the business for the benefit of the family, whether within one generation or between successive generations. Whilst narrower definitions have been tried – and are doubtless appropriate in certain circumstances – the definition used within this current review has been kept deliberately broad. Accepting that some level of debate will inevitably surround the distinction between a first-generation family business and a self-employment opportunity, the definition used here is based around the self-definition of a business as a family business, based on a number of conditions (ownership and control, decision-making, employment of family members) and is consistent with definitions drawn from the literature and summarised by Kotey (2005).

Similarly, despite much debate about definition, the robust conclusion from the literature is that family firms operate differently from firms without a substantial family component (Pearson *et al*, 2008; Vought *et al*, 2008). In attempting to explore this difference, a variety of theoretical perspectives have been applied without greatly adding to clarity (Pearson *et al*, 2008). The notable exception is the concept of familieness, defined as:

> 'the resources and capabilities related to family involvement and interaction'
> (Chrisman *et al*, 2005, p468)

Within the current paper, it is argued that one aspect of familieness is the manner in which networks develop and that multi-rational perspectives may form an appropriate theoretical framework through which research may be developed. Further, familieness appears to form one potential link between family business and the concept of the business family. If defining a family business is tricky and partially reliant on self-definition, the definition of a business family is even less clear within the literature, but is addressed here in a spirit of enquiry. Whilst the term 'business family' has been used in relation to enterprise development (Kenyon-Rouvinez, 2001), for example, definitions from this field are scarce. A more detailed definition of the business family is implicit within some research within minority ethnic communities (Dhaliwal, 2000; Dhaliwal and Kangis, 2006), where the term appears to refer to an individual family with one or more businesses embedded within it. Within writings on Asian businesses – where the role of business families is key – formalised definitions are scarce, but the importance of business families is recognised as implicit (Backman, 2004). In common with the term 'family business' there is some degree of self-definition here. There are many families with some level of investment in property, bonds or shares who would not necessarily recognise or define themselves as business families.

The concept of the business family is a key consideration in network research: if the networks a business is involved with are different if a family is involved, the situation where a family has more than one business (past or present) offers a different perspective on networks capital and capabilities and the links to the concept of familieness would in themselves merit further research.

In parallel with research into family businesses and business families, a body of research currently exists within SMEs which has clearly established the vital impact of networks (O'Donnell *et al*, 2001; Fletcher, 2002b; Anderson *et al*, 2007). Of particular importance is the potential for a web of relationships to provide engagement with the environment in which the business operates and hence to exploit opportunities, develop businesses, or create new businesses (O'Donnell *et al*, 2001; Anderson *et al*, 2007). If the family impacts on networking patterns, this impact is different again.

When the major research themes within family business are summarised (Getz *et al*, 2004, p11), networks do not feature heavily, although the need for further research is briefly acknowledged (Getz *et al*, 2004, p72). Despite a variety of approaches to network research (O'Donnell *et al*, 2001), most have focussed on a mono-rational approach that considers either the needs of the business or the social context. This distinction exists despite an acknowledgement that social networks also play a role in entrepreneurial behaviour (Jenson and Greve, 2002), and that balancing family and business priorities is a key to the strategic development of family businesses (Sharma *et al*, 1996).

Mono-rational approaches to family business research in areas other than networking have provided useful classificatory schemes (Fletcher, 2002b), providing common frames of reference for those comparing family-based and non-family-based businesses. By focussing on business similarities, however, the role of the family is marginalised. Evidence that family businesses operate differently represents, therefore, a limitation in the way in which common frames of reference can be used. Tackling the development of the multi-rational frameworks within which family businesses network can be considered as an approach. Multiple rationalities (defined here as an acceptance that family rationales, business logic and the needs of the family business intertwine, with different rationales taking precedence at different times) are proposed here as a theoretical framework within which family business networking can be considered.

The general dilemma in terms of common frames of reference is illustrated when the emotional aspects of family life overlap with the business. The emotional aspects of family business – perhaps most clearly illustrated in areas such as succession planning – are often referred to in the business literature as 'irrational' (Fletcher, 2002a) aspects and influences that compete with the needs of the organisation (Hall, 2002). If succession has an emotive content, however, so too does networking. Much early family business research approached challenges from a rational viewpoint and worked towards solutions whereby the 'irrational' aspects of family business could be ameliorated (Fletcher, 2002a). Within networking research, this approach is well illustrated by the business support strategies which, with the best intentions and acknowledging the importance of networking to SMEs, aim to construct networks or to organise networking events. Where the primary discursive network for business is family, however, the multi-dimensional and dynamic nature of family discourse will play a key role which might lead to conflict between business and family commitments and which calls for more subtle mechanisms of interaction than those provided by a mono-rationalist business perspective. This precept derives some support from research looking at the role of family and business networks in the career development of family in family business (Dyer, 2003). Whilst Dyer's comments concern the career socialisation pathways of individuals into organisations, the importance of family and business networks is clear. An extension of this thinking leads to the potential role of friendship networks becoming apparent. An initial attempt to consider the different dimensions of multi-rational networking – family, friendship and business - is proposed, therefore, in Figure 1, where three axes summarise business, family and broader friendship, but where allowance is also made for the development and re-development of networks over time. Importantly, Figure 1 represents an early stage in the developmental thinking around theories of multiple rationalities and is purely conceptual in nature. By trying to capture this initial thinking as a model, however, the manner in which multiple rationalities might begin to be addressed is developed:

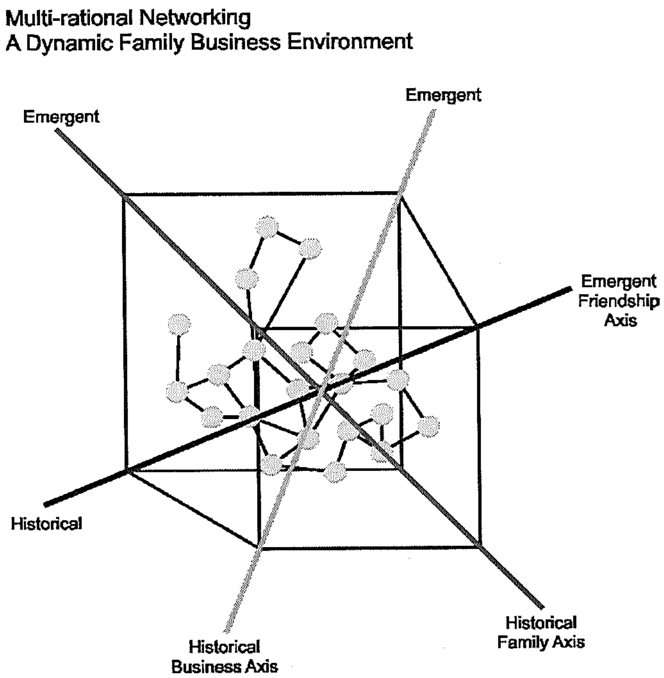

Figure 1: Multiple Rationalities in Networks

The reflection on multiple-rationalities consists of two major sections:

In beginning to consider the role of multiple rationalities in family business networking research, the existence of mono-rationalist systems of network classification forms the initial common frames of reference. Mono-rationalist systems – where the needs of the business or family are considered in isolation – are apparent within current academic literature in the field of networking.

Starting from the common frames of reference, three key concepts are identified that are likely to influence the networking process in family businesses: redundancy in networks, kinship and diversity. These are discussed in greater depth in the context of mono- and multiple rationalities.

Finally, the multi-rational models proposed form the reflection which summarises the developments within this paper.

Networks in SMEs: Common Frames of Reference

The environment in which SMEs operate and the influence that that environment has upon the development of new and existing businesses is widely acknowledged within the literature, and the analysis of networking allows this to be examined in greater detail (O'Donnell *et al*, 2001; Fletcher, 2002b).

Social networks, defined as the social structures made up by people (nodes) connected (tied) by different types of dependency, have been extensively researched and operate on a number of different levels, from individual families to nations and beyond (INSNA, 2010). One key facet is the relative importance of strong and weak ties and the role they might play in networks (Granovetter, 1983). The links to social capital – the benefit which the individual node achieves from the network – are strong and have been highlighted as a major factor in SME business, highlighting the importance of the specificity of the relationship between different nodes (Knoke and Kulinski, 1991).

A number of different types of networks have been highlighted in the literature which might impact upon the different aspects of an individual business and which, while they are drawn primarily from a mono-rationalist perspective, draw upon different theoretical frameworks (Fletcher, 2002b). Whilst all network research considers the density, diversity, strength, size, make-up, transactional content and properties which compose relationships within and between individuals and organisations (Fletcher, 2002b), networks themselves vary widely and their importance in part exists because they allow different individuals and organisations to shape practice (Jones *et al*, 2008) in different ways at different times. The distinction between social and business networks, for example, merits consideration. If the purpose of exchange in social networks is primarily for social purposes and (similarly) a business network offers exchanges related to business, the role of the family network in a family business might reasonably be identified as lying somewhere between the two. Indeed, when informal job search networks are explored amongst rural jobseekers it is likely that some element of family network exists within the networks (Lindsay *et al*, 2003; 2005). Within family businesses, three distinct and key types of network are likely: the family, friendship and business. A key thesis within the current paper is that within a family business context family, friendship and business networks may overlap to such an extent that trying to separate them becomes counter-productive. Some initial definitions, therefore, become useful.

Business networks have been defined as a series of interconnected business relationships (Blankenburg and Johnason, 1992; Prenkert and Hallen, 2006), where interactions between any two members of the network may influence not only future dealings between the two parties but also dealings between those two individuals and other members of the network (Prenkert and Hallen, 2006).

In contrast to business networking, the overarching concept of social networks is that they exist as a series of formal or informal exchange relationships where the primary purpose of the exchange may be for a variety of purposes (INSNA, 2010).

The role that family networks play in either business or social networks may vary widely. Earlier authors have highlighted that definitions of social and business networks may be adequate within a family business context so long as it is accepted that the distinction between social and business networks may be blurred (Getz *et al*, 2004), a facet highlighted by recent work on the impact of social networks on rural job search strategies (Lindsay *et al*, 2003; 2005), where the role of diverse networks of weak ties was explored. It is likely that at least some of the weak ties in rural areas are extended family – although this was not explored directly. Nonetheless, given the acknowledged variability of the role of family within networks and the likelihood that their importance may be greater in the networks that surround a family business, networks are considered here as three separate dimensions of networks – family, friendship and business.

Within research focussed upon SMEs, four broad approaches have been taken within network research, focussed in turn upon classifying the types of network that exists and the resource potential exhibited by individual networks (Fletcher, 2002b). The different ways in which networks have been classified within the literature are summarised in Table 1:

Type	Authors
Formal, informal, prescribed, instrumental and discretionary networks	DiMaggio, 1992 Ibarra, 1992
Exchange, production and communication networks	Johannisson, 1987a Szarka, 1990
Authoritative, egalitarian and persuasive networks	Knoke, 1990
Bureaucratic or proprietorial networks	Grandori, 1997

Table 1: Approaches to Network Definition

Focussing upon the resource potential of networks and the context within which the networks operate, further research has distinguished between relatively low-tech industries where networks are primarily used to access new markets and high-tech companies where products too complex to be developed and brought to market in-house may instead be developed within the network (Kelly *et al*, 2002; Mohr and Spekman, 1994; Hagedoorn, 1983; Ryan *et al*, 2004). An extension of this approach focuses upon company size and the use of networks in product development to provide benefits to smaller companies in a network environment which allow them to compete with larger companies who can conduct formalised product development trials in-house (Olsen *et al*, 2008). Key here is that the focus tends to be upon the business needs; mono-rationalist approaches to network definition are useful in the family-business context, but the blurring of social and business networks within family SME businesses limits its potential use.

Within the literature, part of the discussion and apparent dissent may be due to attempts to develop one overarching theory of networks, when different sizes of business operating in different sectors access different networks in different manners even before the family factor is included. Include within that picture the huge changes taking place in social and business networking in terms of electronic networking and the need to extend current theoretical thinking becomes apparent. Further, where social and business networks are combined in the context of a family business, an acceptance that business and social networks overlap may provide a route to a more holistic approach to network analysis in a business-family context where multi-rational approaches form the basis for future research.

The distinction between social and business networks is difficult to establish in absolute terms, given the overlapping nature of the two constructs and, in the case of family-based SMEs, the practical levels of overlap which are encountered. Getz *et al* (2004, p85) state that while network theory has been applied both to social and business-to-business situations, some current authors have highlighted that the most useful networking amongst small business owners was perceived to be social and informal networking, indicating that the distinction is between informal and formal networking rather than between purely social and business networking (Littlejohn *et al*, 1996), although it remains unclear to what extent this is a reflection of small business owners' perceptions of networking.

Social networking is, however, a construct widely used in research, which has allowed researchers to acknowledge the environmental context in which entrepreneurs operate, including the recognition of opportunities in events and the development of businesses (O'Donnell *et al*, 2001). The importance of the network environment and using networks as a contributor to entrepreneurial success is relatively long-established (Fillion, 1990). Fillion highlighted, however, the importance of the family as a basis for the network of an entrepreneur, commenting on the manner in which entrepreneurs use networks:

> 'originally products of their family relationships system, they subsequently develop a web of internal and external business relations'

Implicit within this statement is a perception that the family network will be part of the individual entrepreneur's network history. One question that arises, however, is what happens when the family network is neither left behind nor discreet, but becomes the centre of the entrepreneurial network either within a family business or as part of the separate family network of inter-linked businesses which might be described as a business family. Further, if different patterns of entrepreneurship are seen in individuals, there is scope for groups or families either to develop a number of patterns of entrepreneurship or to allow the role of the entrepreneur to be broken down into a number of roles played by different family members.

Describing the links between the visionary process of the entrepreneur and the manner in which those visions are linked to the relations which the entrepreneur has with other individuals who influence the development of those visions, Fillion characterised three levels of network relations: primary (family, relatives *and those linked with more than one type of activity*), secondary (acquaintances, linked to one activity/networking) and tertiary (courses, books, trips). As an early acknowledger of the role of family within the networks, Fillion's research implicitly assumes both that the family is somehow a distinct unit within the network and that the entrepreneur 'moves on' from the family to a wider network *which will carry more influence*. This assumption is laid out in the visual presentation of relationships systems provided by Fillion (1990):

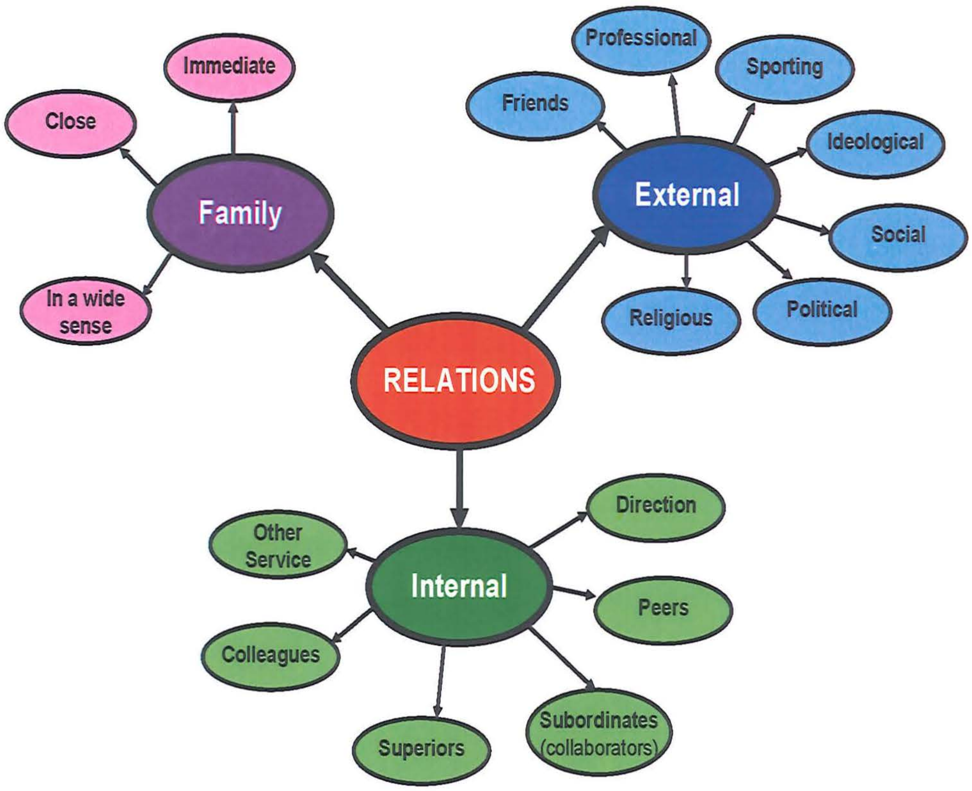

Figure 2: The Relationships Systems Characterised by Fillion (1990)

Visual presentation and the summary of complex systems is a tricky area and simplification is always required where complex data are to be interpreted and presented. Nonetheless, in Fillion's summary of the relationship systems found within 50 manufacturing systems, the visual presentation creates the impression that the different categories of relation are distinct and the role of the family is both limited and discreet, although Fillion himself highlighted in a more general sense the importance of family and relations in enterprise.

This may in part be explained by the sample of businesses which Fillion studied. 50 manufacturing companies within 5 countries formed the basis for the research and each had between 50-250 employees. By focussing on companies within the manufacturing sector and where at least 50 employees were present within the firm, the absolute applicability of Fillion's work to smaller and non-manufacturing businesses is not clear. In particular, it is hypothesised that amendments to the relationships model may be required where family-based, often very small, companies are considered. With fewer employees with whom internal relationship networks can be developed and potentially fewer realistic opportunities to take up training options and to interact with the wider business community, the relative importance of the family within the relationship network may be far higher. Importantly, too, Fillion acknowledged that some entrepreneurs would develop distinct areas of the network system in greater depth than others and this may, in practice, be what happens within family businesses.

The potential for families to contribute to the networks is acknowledged within the literature (Fillion, 1990; Getz *et al*, 2004, p85). Within the broader sweep of networking research, three distinct areas emerge with especial relevance in the family business context and will be briefly described in the following sections of this paper. Redundancy and the concept of a petrified network with restricted resource merits consideration, as does links to the internal family environment. Similarly, kinship, the family, the concept of strong and weak ties, and diversity in cultures offer key aspects of relevance to family business.

Redundancy in Networks

Whilst the role of networks in entrepreneurship and business development is relatively well-established, debate continues regarding the role of redundancy within networks and merits consideration where network analysis is debated (Jensson and Greve, 2002). High levels of network redundancy (the term used to describe the scenario where many of the nodes within the network know each other and may effectively provide the same or very similar information) have been considered a negative. Burt (1992, 1997) concluded that low levels of redundancy within the social networks of entrepreneurs allowed a wider variety of information to be distributed by the network, giving the business access to greater pool of information.

More recent research in this area (Jenssen and Greve, 2002) has indicated that although this theory may be robust it does not appear to apply universally. Studying entrepreneurs in Norway, research by Jenssen and Greve (2002) indicated that the number and strength of the connections within the network was more important, partly because more connections made it easier to access the information. This research may have particular relevance to family businesses where a high level of redundancy would theoretically be expected within the 'family' part of the network and form an area for consideration. High levels of redundancy create a situation where the same information is received from a number of different sources, but filtered to allow the most consistent messages to be identified and potentially acted upon. This may or may not be positive; writing about networks within Italian industry, Grabher (1993) highlighted the possibility that networks may contain incorrect information or, in extreme cases, have the potential to petrify into coalitions against innovation. Similarly, whilst close family relationships have many positives within a networking perspective, difficulties may occur due to events within a wider family context or as a result of 'kitchen table baggage' (Stepek, 2008, personal communication). The role of family myths/family texts and the games families play are acknowledged within the psychology literature of families (Kets de Vries *et al*, 2007, p103-110), and the powerful navigating function they may impose upon family business networking would merit further research from a multi-rational perspective.

Kinship and Networks

Crucially, too, the family may provide different levels of links: much has been made within the literature of the distinction between strong and weak links within individual networks and there remains little doubt that this is one important way in which networks can be viewed. By considering personal networks – that is, those people with whom the business owner has personal connections, either directly or indirectly via direct relations (Dubini and Aldrich, 1991) – the distinction between strong and weak links becomes apparent. Strong links or ties are typically described as relationships that entrepreneurs believe they can 'count on', whereas weak links involve individuals with whom contact is much more superficial and carries less emotional investment (Dubini and Aldrich, 1991). Within a family business context, however, the distinction between strong and weak links may in itself be difficult to determine: those who can be 'counted on' where marketing is being discussed, for example, may not be those whose technical expertise or advice about family relationships would routinely be trusted. Similarly, those who can be counted on emotionally may not be those who can be counted on in a business context. Further, some evidence is emerging that the family component is in itself of differing importance in different economic circumstances, specifically that family ties appear to be more important in good economic times that in bad. Importantly, though, this research does not identify the rationales behind this observation: it may be that in difficult economic times the family ties appear less important because tougher business-focussed decisions are being taken to protect, ultimately, the family interests.

To assume that kinship offers an automatic strong link would be naïve and it seems likely that within the family business environment individual entrepreneurs exercise some degree of judgement over how much they can 'count on' different family members in different circumstances and for different types of expertise and advice. This scenario suggests both positive and negative connotations: on the positive side, family members may know each other's strengths well and be able to make sensible judgements about where appropriate expertise to address different business issues lies. Earlier discussions surrounding the clan-like nature of organisations offer a useful perspective here, alongside the less positive aspects such as 'kitchen table baggage', described by Stepek (2008, personal communication) as the preconceptions about family members which individuals grow up hearing from the family and which may or may not be especially accurate. One example of this would be the scenario where a family member commits some form of, often minor, indiscretion when relatively young which remains as 'kitchen table baggage' long after the individual has moved on. In deciding to support advice from such a source, the family entrepreneur may face not only the baggage they themselves carry but also potential censure from other family networks. Whilst networking always carries with it an element of discretion and judgement about the level of faith to place in advice from different sources, the family dimension adds a complexity to the process which may be compounded by family myths in a more general sense.

Nonetheless, family networks probably contain many strong links, alongside many links where there is a 'blood-tie' but the network link may still be relatively weak. Considering extended families, the potential remains for individuals to be considered part of the family network whilst still being relatively unknown to the entrepreneur. The importance of such weak-but-still-blood-related links is an area where further research would be required to explore not only the manner in which such relationships exist but also the manner in which they may be developed opportunistically as opportunities are identified or circumstances change.

The manner in which networks are developed within or out with the family is in itself an area of some interest, as evidence develops that highlights the benefits of networking to the entrepreneur and entrepreneurs are, in turn, encouraged to network as a key business skill (SBS, 2001; 2002; Scottish Executive, 2005; DTi, 2005; HM Treasury, 2008). The development of networks was characterised by Dubini and Aldrich (1991) as being dependent on trust and predictability, both factors which carry particular connotations in the context of family. Describing network development in a more general sense, Dubini and Aldrich (1991) suggest that the development of strong network links is in itself an indication of increasing trust between individuals, whilst individuals with whom the links are weaker will tend to be trusted with less detailed information. Diversity within strong links remains a key factor in the development of a strong network, however (Dubini and Aldrich, 1991), and this may be an area where the impact or family could potentially limit network development if the focus of the family network is inward.

Networks in Diverse Cultures

Diversity within the strong links in a network may play an important role, but diverse cultures also play an important role in the manner in which individual networks develop and operate. There is substantial crossover between those researchers who set out to study networks in a business context and those researchers who set out to explore the reasons for higher levels of apparent entrepreneurship within certain minority ethnic communities in the U.K. (Ram, 1994; Ram and Jones, 1998; Dhaliwal, 2000, Dhaliwal and Kangis, 2006) and who provide early research on the concept of a business family in the U.K. As an example, where Dhaliwal (2000) writes of the 'hidden women' in Asian businesses in the UK, there is an element of cultural specificity in the manner in which they operate. In a family business context, however, the question would be whether business families in general contain hidden resources and capabilities.

These 'hidden women' stated strongly that the business itself prevented their full participation in networks; their husbands participated in networks but the long hours worked by the women within the business precluded their greater involvement. This finding has vital implications: it would be easy but simplistic to assume that both husbands and wives would, given the opportunity, access the same networks. On the contrary, not only is there evidence that men and women display different networking patterns, there is also considerable evidence that women in different cultures network differently (Travers *et al*, 1997). The issue here is not to pretend that there is one, simple distinction between male and female networks or between networks in different cultures; rather it is to accept that if diversity in networks brings value in terms of access to networks, the networking patterns of all family members have a potential role to play.

Further, the potential disadvantages of networks have become clear within ethnic minority communities. Ram (1994), for example, determined that ethnic and minority networks provide both advantages and disadvantages to the business, alongside comment on the real risk of exclusion from external help and contacts (Getz *et al*, 2004, p85). It remains arguable that much of the research relating to minority ethnic businesses is in part about the family influence on the business. Ram and Jones (1998), for example, argued directly that membership of a business family served both to inculcate the values associated with small business start-up, development and ownership – values that include achievement orientation and competitiveness allied to deferred gratification and a degree of independent self-reliance which does not preclude participation in and dependence upon existing networks. The cultural diversity within networks may in itself prove a fruitful area for research, but the concept of business families and the relevance that work by Ram and

Jones may have for mainstream SME business research has not been fully explored and would in itself merit further research.

It is proposed here that where the family is heavily embedded within the network, different family members develop different parts of the network which can be accessed at different times for the benefit of the business, demonstrating both the potential value of the 'business family' as a nexus and facilitator for entrepreneurial development and the importance of balance. Diversity within the network may be seen as an important facet of the network, drawing on literature which itself seeks to explore SMEs operating in diverse cultures.

The Bridge Between?

Whilst redundancy, kinship and diversity within networks all have a role to play in developing understanding of family business networks, one primary distinction between family and non-family based businesses lies in the increased overlap in social, family and business networks where a family and at least one business intertwine.

The potential for systems to contain both business and social networks has already been tacitly addressed by researchers looking at businesses who emphasise the 'clan' nature of a successful team working within an organisation (Ouchi and Jaeger, 1978; Ouchi and Johnson, 1978; Ouchi, 1980). Similarly, a body of research exists that considers the use of familial analogy in successful non-family businesses (Hall, 2002) and it is proposed here that these highlight different facets of a single phenomenon. The analogies between families, clans and organisations suggest that successful organisations value the familial analogies whilst simultaneously seeking a fairly mono-rationalist approach to the organisation. This scenario – where social networks are embedded within the organisation but where the primary rationale for decision-making is business-focussed – offers a useful insight into successful organisations. An extension of this is where there is an actual family in the business – where the family rationale may be as strong as or stronger than the business rationale.

Accepting that the nature and extent of networks are fundamental to building and developing businesses (Anderson *et al*, 2007), understanding differences in the manner in which family businesses and business families network to create and exploit business opportunities is vital and is consistent with definitions of entrepreneurship as a pattern of behaviour (Ahl, 2006) linked to the creation of organisations (Gartner, 1998).

Ouchi (1980) highlighted a key distinction between a bureaucracy and a clan as being partly the system of legitimate authority that exists, noting that while the clan structure may often provide a highly traditional system of authority, clans differ from bureaucracies because the authority is not based upon formalised auditing and evaluation. The idea that more effective performance evaluation can take place via subtle signals between those who work together closely, and that this in turn makes an effective clan a strong base for business development, may partly explain the strength of family businesses and business families. The role that networking might play in the generation of ideas – both in terms of new business ideas and in management strategies in areas such as conflict resolution and performance evaluation – therefore becomes key, both internally within the family and by interacting with a wider range of networks.

Exploring Rationalities in Family Business Networks

Accepting that networks play some role in business and that many factors including family and culture influence networking patterns, one question remains: the logic or rationales governing which networks are used. Little current research focuses on the rationalities that family businesses employ in networking, but the need to incorporate the theoretical developments derived from mainstream business research literature into small business research is acknowledged (Blackburn and Kouvalein, 2008). It is proposed here, therefore, that the rationalities and reasons that underpin networking are vital for future research, drawing on developments in strategy research (Hall, 2002) and expanding these ideas to the field of networking.

Considering specifically the family business context, much of the literature that attempts to approach the family business component from a rational standpoint has commented on the apparently irrational behaviour of family firms in new approaches to the business in its broadest sense (Hall, 2002). The impact of family relations on the strategy process has been held up as a case in point, but the manner in which this issue has been tackled in the strategy literature also offers a perspective that may substantially shape the development of network research.

The concept of rational approaches to strategy development generally refers to calculative rationality; the process by which a goal is targeted and the most effective method by which this goal can be achieved is identified (Sjostrand, 1997; Hall, 2002). The main focus within calculative rationality is outcome, and an underlying assumption is that within the organisation there is a calculative, consistent decision maker with consistent preferences, ideal information, an ability to deal with all the complex information available and acting in a manner free from prejudice, social norms or irrationality (Granovetter, 1985; Maki *et al*, 1993; Holis, 1997; Sjostrand, 1997; Hall, 2002). These are powerful assumptions and their simultaneous existence within any organisation is probably limited.

Within the family context, the suggestion that more than one level of rationality exists at any one time (Hall, 2002) offers a coherent comment on family business approaches to networking, on the use family businesses make of the information contained within that network and potentially on the central importance of business families. Focussing upon multiple rationalities would consider not only the calculative/economic rationality but also the processual, social and contextual dimensions of human and family existence (Hall, 2002), and the different rationales. From a mono-rational perspective, the influence of such factors is irrational (Hall, 2002), but the interpretation of a behaviour from the multi-rational perspective offers a framework through which individual behaviour make sense (Hall, 2002) and may be especially appropriate where business-linked behaviours such as networking – acknowledged to be part-social and part-business – are considered. Further, this concept fits well with recent research looking at the multiple complexities that influence social capital, suggesting amongst other things that the economic impact of networks is in part due to the socialisation of trust (Sabatini, 2009) and suggesting that trust as a construct may be viewed as social trust, knowledge-based trust, trust towards institutions, and trust in public services. Accepting, however, that family-based trust may lie in one or more of these dimensions, perhaps with emphasis on social and knowledge-based trust, the complexities of the family business are illustrated.

Initial attempts to develop a schematic model of multiple rationalities within which networking happens leads, therefore, to the proposal that within the literature three primary rationalities influence networking in a family business context: the family axis, the friendship axis and the business axis (Figure 1). It is proposed here that the nodes and dyads within each network exist within these multiple rationalities and might form a basis for future research.

A further extension of the multi-rational approach to networking, it is proposed here, might form the link between the family business and business family constructs. By exploring the blending of social and business networks across a family, a business and a family business, the potentially simplistic concept of 'one-family, one-business' can be expanded to include those families for whom serial and parallel business ownership is part of their pattern of existence. Where a family is involved in a variety of businesses, its networks are likely to be more extensive and may be used in a broader range of scenarios, but much will depend upon the operation of the individual family (Kets de Vries *et al*, 2007). In parallel with the concept of portfolio entrepreneurship, which focuses on the development of a number of businesses by one entrepreneur, some family networks offer a base for the on-going development of one or more businesses.

Interestingly, whilst the concept of a business family has been raised within the literature, the focus to date has been largely within family businesses in the U.K.'s established minority ethnic communities, conducted in part to increase understanding of the apparently higher levels of entrepreneurship and business ownership that exist within some minority ethnic communities (Dhaliwal, 2000). Increasing understanding of the concept of business families across a variety of communities and business sectors represents, therefore, a logical extension.

Business families are also mentioned by Getz *et al* (2004, p194) in the context of rural communities where the 'family in business' is an important economic and community resource; Getz *et al* (2004, p194) highlight that even where the individual business is sold or fails, another family may take over the leadership. An extension of this argument would be to consider that even where the individual business no longer exists, the family pool of expertise is retained as a valuable asset to be channelled into future ventures. Considering both the role of serial entrepreneurs and the number of successful businesses whose owners credit present success at least in part to past failure, the critical nature of this pool of expertise can be identified.

It is proposed here that networks may be one key difference between the family that runs one business and the business family. As a family in business develops to include multiple family members, contacts and businesses within their networks, the business family is created along with a much broader range of networks. Given the need for any strategy that aims to improve the environment for businesses to take account of the manner in which they operate and the importance of networks (Birley, 1985), greater understanding of family firms and the manner in which they network is vital.

Conclusions

A number of conclusions can be drawn from the current research. Within family businesses the social and business networks play a vital role but offer different perspectives and rationales. Further, family members within the business network with different people at different times for different *immediate* ends. Those different purposes – or rationalities – influence networking and hence the network capital available to the business. If the networks and the social capital contained therein are a primary source of knowledge, then understanding the manner in which networks operate has a role to play in the development of more effective business support systems where networking may be referred to but not used to its best advantage.

The key message of this paper is the proposal that a multi-rational approach to the study of networks and networking in a family business and business family context is an alternative perspective for future research. Exploring the possible manner in which multi-rational perspectives could be used in research should form the next stage and might usefully be explored from both a qualitative and a quantitative perspective. By using qualitative methods to provide initial insight into the appropriateness of multi-rational perspectives in family business networks research, the design and development of robust research methods which use quantitative methodologies would be facilitated and would form an extension of current network theory.

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Output 2

Multi-Rational Networking
Factoring the Family into the Family Business Network

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Multi-Rational Networking
Factoring the Family into the Family Business Network

Abstract
This paper proposes that multiple rationalities influence family business networking. Specifically, the distinction is drawn here between mono-rational networking which focuses upon one dimension – the family, social or business network – and multi-rational approaches which accept that these three dimensions intertwine. Evidence from a sample of family owned and managed businesses within a peri-urban community highlights both the multiple rationalities employed in their networking and the manner in which different aspects of their individual networks contribute to business development. In addition, it is illustrated how greater depth of understanding of networks is accorded when multiple rationalities form part of the perspective by which networks are viewed. The key conclusion presented here is that different types of SMEs may be influenced by different rationalities and that modelling the different rationalities that influence SMEs might offer further insight.

Keywords

Family, family business, networks, multiple rationalities, mono-rationalities

Introduction

This paper proposes that the networking patterns of different types of SMEs are influenced by differing rationalities. Recent research in business strategy has considered the manner in which family and business intertwine and has questioned the rationales that surround strategic decision making and development (Hall, 2002). Mono-rational approaches – defined here as approaches to strategic development that focus entirely on the business needs – are less appropriate within the family business environment. The alternative approach proposed, where the multiple or plural rationalities of the family and the business are acknowledged here as appropriate within strategy research (Poutziouris, 2009), are likely to be even more relevant in networking.

Networking is acknowledged as vitally important for small and medium-sized businesses (SMEs) but is also an area where social and business aspects are acknowledged to interlink (Fletcher, 2002b; Pittaway *et al*, 2004; Prashantham, 2004). This paper argues that within family businesses the family dimension offers a third distinct strand to the networking debate. Drawing on evidence from a sample of family businesses within a peri-urban area, the key question addressed here is whether, when accessing networks, individuals within family businesses employ mono- or multiple rationalities. The remainder of the paper considers whether, by approaching networks from a multi-rational viewpoint, a more illuminating analysis can be achieved.

A single definition of family business has proved elusive in the literature and would probably be over-simplistic. Notably, Sharma *et al* (1996) and Chua *et al* (1999) identified no less than 34 different definitions of family business within the literature, albeit with some common themes which included ownership, management and self-definition as a family business. The definition adopted within this work is adopted from Getz *et al* (2004 p5) and Kotey (2005) and is summarised here:

'a family business is any business owned or operated by a couple or family where the business owners themselves perceive it to be a family business'

Similarly, the terms 'family' and 'business' have been given a variety of definitions within the literature but are viewed here in a relatively straightforward sense, 'family' being a group of individuals connected by blood ties, marriage, civil partnership or co-habitation who regard themselves as a family. 'Business', defined here as entrepreneurial activity which is profit-generating *at least in intent*, is a more complex definition, for there are many forms of business activity. But the focus of current research is primarily on family owned and managed SMEs.

Despite the debates about definition, however, there is clear evidence from the literature that family-based and non-family-based businesses tend to operate differently (Getz *et al*, 2004; Poutziouris *et al*, 2002; 2004; 2006). While this difference affects many areas of the business operation it is likely that part of the effect of family within the business is mediated *via* their use of networks, both in the manner in which family businesses use networks and in the degree to which family is embedded within the business and its networks.

The case for considering family business networks from a multi-rational perspective – where it is accepted that the family, social and business networks may overlap and that individuals (nodes) may play different roles in different circumstances – draws on two main areas of research. Firstly, business strategy research has highlighted a tendency to view business operations *in general* from a mono-rationalist perspective and has hypothesised that within family businesses a multi-rational approach which acknowledges interaction between the family, the business and the businesses within the family (Hall, 2002, Poutziouris, 2009) may be more appropriate. Similarly, in research carried out in a psychological paradigm (Kets de Vries *et al*, 2007) and within professional business guidance (IFB, 2008b; BDO Stoy Hayward, 2007), the need to address both the emotions and the business aspect is emphasised. This paper extends the debate by proposing that if multiple rationalities influence business strategy, they are also likely to be a factor in networks which are already acknowledged to have social and business dimensions (Pittaway *et al*, 2005). Therefore, extending consideration of the dimensions in networks to include family, and considering the multiple rationalities which operate where business, friendship and family networks intertwine, forms the basis for current research. One schematic attempt to model the three proposed dimensions of networking is presented here (Figure 1) to illustrate the initial thinking:

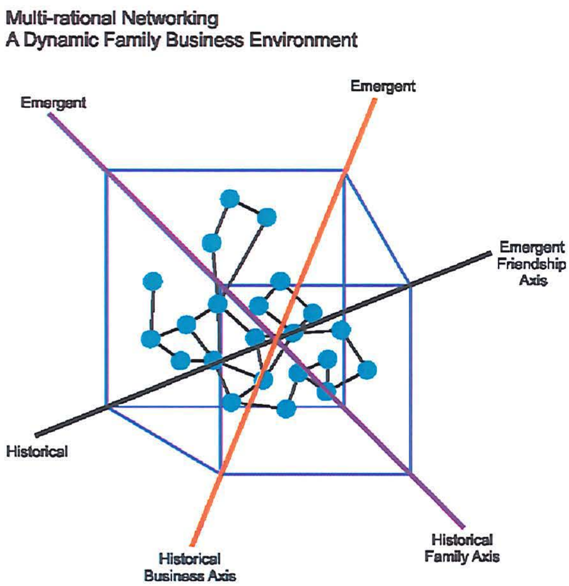

Figure 1: Multi-rational Approaches to Networks

The primary aim of this paper is two-fold: to explore whether initial evidence supports the use of multiple rationalities in a networking context and to consider whether multi-rational approaches add to current understanding. The current paper, therefore, sets out the methodology used to explore networks within small family businesses before considering the manner in which a multi-rational approach makes visible network ties not clearly visible when the family, friendship and business networks are considered individually.

Methodology

The research described within this paper studied a cross-sectoral sample of non-agriculture-based family SMEs within a peri-urban area close to a major city. The primary aim was to consider whether a multi-rational perspective offered greater insight into the networks than the mono-rationalist perspective employed where business, social or family networks are considered in isolation. Building on early work by Hall (2002) and Poutziouris (2009), who developed theories of multiple rationalities in the field of family business strategy, this paper considers the appropriateness of multi-rational approaches to networks. By taking an interpretivist approach to allow the views of family business owners to be drawn out, their individual perceptions of the interaction between networks can be established.

Fifteen family businesses were initially identified from records held by the local Economic Development Unit, providing a cross-sectoral sample of businesses know to have substantial family involvement. Key themes for a series of semi-structured interviews, conducted between June and September 2009, were identified from the family business literature, focussing upon the internal family and external networks accessed (Appendix 1). Following an initial pilot, the involvement of the lead individual within each business with the family network, with external business, and with community/social networks, and the perceived benefits of networking, was explored, along with the extent to which multi-rational approaches were used. Interviews were recorded for later transcription and analysis.

Data analysis was conducted in two parts. Data were initially analysed through thematic analysis, using themes drawn from the literature, to identify qualitative evidence that multiple rationalities were in evidence when family businesses described their interaction with networks. From that initial analysis, it became apparent that multiple rationalities were most evident in the micro-detail of the descriptions of networking in a family business context. Further, multiple rationalities were much more apparent amongst the two businesses with the densest networks. This appeared to be partly a function of the stage to which each business had developed: both the businesses in question had more than one generation of the family involved and were relatively mature businesses. The initial evidence to support the theoretical developments was then developed as a second phase of analysis, allowing more detail to become apparent.

The second phase focussed upon the two family businesses where clearest evidence of multiple rationalities was expressed and the results are presented here as two case studies. The case study analyses focus on the second question posed within this paper: given initial acceptance that multiple rationalities influence networking, does viewing networks through a multi-rational framework offers any additional benefit in the study of family business networks? To explore this question, the business, social and family networks within each case study were initially mapped independently. The three network maps for each business were then combined, allowing the additional network links identified within the semi-structured interviews but not revealed by mono-rationalist analysis of networks to be viewed.

From an initial sample of fifteen businesses, thirteen businesses responded positively to the request to be interviewed, representing an initial participation rate of 87%. Of those businesses that declined to be interviewed as part of the project, one stated simply that they were too busy whilst the second explained that the business was currently for sale and in a state of major upheaval. When continued interest in the business was expressed by researchers – described as the researcher being 'very interested to learn more', but underpinned by an understanding that a business in a state of transition would in itself have contributed greatly to the depth and richness of the data collected – the owner became flustered and was not pressurised further to take part.

All the businesses which took part were family owned and managed. The recorded interviews were transcribed, anonymised and coded here as A-M. The multi-sectoral nature of the sample is considered useful in the current research where the focus is on the families in the networks as opposed to the business sector of operation: in total, two businesses operated food and drink, construction, retail, financial services, hotel and science-based businesses, with a further business in the healthcare services.

Results and Discussion

A number of key themes from the networking literature formed the basis for initial thematic analysis, allowing the extent to which the interview data conformed to current themes within the literature to be observed. The initial thematic analyses revealed a remarkable consistency within some aspects of the data. All the businesses interviewed indicated their belief that networks were important to the business, but that different networks played different roles at different times. Similarly, the importance of family, friends, staff and customers in networks was acknowledged by all, as was the role played by chance in the development of networks and the longitudinal developments within relatively small communities.

The consistency of this initial analysis did not preclude real variation between the businesses studied: in particular, those businesses which had been in existence for longer and which included more than one generation of the family tended to exhibit much denser networks. Similarly, perceptions of the role of the family within the business were explored in a very qualitative sense, allowing the interviewees to interpret the question and describe their own perceptions. This approach yielded a variety of rich data from which key points are highlighted below.

The stated current role of the family within the business varied widely, in part at least due to differing individual preferences amongst the personalities involved (A,G), the life stages of the participants (A,D,F,G,H,L,M), and the aptitudes of different individuals involved within the business (D,G,L):

> ' ..... because the essence of the business is you .....'
>
> **Interview G**

Similarly, the history of the families in business varied widely, but one key theme was that all but one (F) had developed gradually, with different permutations of the family involved in different businesses across a number of years, generations and sectors. Where this pattern was not observed, the family members involved had substantial track records working for other employers before setting up in business on their own (F). In this sense, the family businesses and business families conformed largely to the pattern established worldwide (Poutziouris *et al*, 2004) but reflecting the status of the locale – a peri-urban area close to a major financial centre.

The existence of multiple rationalities in networking was evident in many of the quotes made by individual interviewees, notably captured by one business owner who described how the family business influenced most areas of life but sat alongside the family at all times:

> ' .... family business ....it's a way of life really ....you don't mean it to be, but it is'
>
> **Interview G**

That somehow the different elements of the family and the business had to be made to co-exist was also evident, providing not evidence of multiple rationalities *per se* but perhaps a clue as to the reasons behind the behaviour pattern. Notable was an impression from a number of businesses that once they became established in family business, there were few realistic alternatives:

> ' ......its too late for me to back out ....everything I have is in the business ....I won't get an opportunity like this again.'
>
> **Interview B**

Previous experience of the difficulties of moving from a family business to paid employment played a part in the perception that there were few realistic alternatives:

> '.......working in my father's business ....I might as well have been in jail and trying to get back into the industry ....or been unemployed or something, so it was like you were standing still ....'
>
> **Interview C**

> ' .... And you can't, when you've been running your own business, people won't employ you. They just think you're some kind of leper or some kind of maverick maniac who is going to come and take over the business or something. And you can get very paranoid about it ......'
>
> **Interview M**

The overwhelming evidence from the data was that the family and the business were intertwined – that they had to be made to co-exist and that alternative options were limited, unappealing or both.

Importance of Networks

Within the family businesses studied, further evidence of multiple rationalities was provided by the notable lack of evidence of any distinction between social and business networks; in some of the businesses the networks appeared to be completely intertwined or enmeshed (A,D,B,M), whilst in others social and business networks were more distinct but not clearly separate (G,H,E,L).

Allowed to express their views on the networks with which they and their businesses were involved, the interviewees outlined both a wide variety of interaction in different networks and a surprisingly wide range of views about the relative benefits gained from the different social and business networks with which they were involved. In summary, all agreed that support networks were absolutely vital at the start-up stage (A-M) and in the on-going development of businesses (A-M), with the role of relatively formalised business and local authority networks exhibited here in very different ways:

> 'we had quite a lot of support from the council actually, because the neighbours used to complain (about noise from home-working) and they were very good and didn't charge us rates so that was good ....'
>
> **Interview G**

> 'we both registered to go on courses .... it was a week long and as long as you went on that course you got £40 per week for a year ..... starting out as a business that was a lot'
>
> **Interview G**

> ' .... but again, I was on the planning committee (of the local council) for four years and I learned a huge amount from that .....'
>
> **Interview C**

The quotes used here demonstrate very different methods of interacting with support networks and add weight to the merit of multi-rational perspectives: interviewee G used the support networks offered by the local council for purely business purposes. Interviewee C, by contrast, chose election to the local council and a specific committee as a clearly identified strategy to build personal expertise in matters relating to the family business. The multiple-rationalities that allow an individual to volunteer for a role which benefits the local community for the perceived direct benefit of the business and hence the family offer an insight into the motivations behind multiple-rationalities but also confirmation of their applicability.

All the businesses interviewed (A-M) perceived that networks had a family, social and business component but that the balance varied widely between networks, offering further support for theories of multiple rationalities. Clear evidence exists to suggest that the importance of different individuals within the network depended on the predominant rationality in any given set of circumstances:

> 'She babysits for me two full days a week .... she takes my son .... we never even talked about the letter (referring to a letter requesting a change in structure of the business)'
>
> **Interview A**

Notably, this interviewee did not imply that the business was unimportant to the contact – rather, that they could share childcare despite a furious business dispute in which both parties' lawyers were heavily involved.

Some businesses appeared to use formal networks a great deal, but this varied widely and appeared to be linked to the self-perception of the individuals regarding their status as 'business professionals' (C,G). All (A-M) had some past involvement with the Economic Development Unit at East Lothian Council, reflecting the sampling and recruitment methods used for the present study.

Current and past involvement with formal networks included interviewees with individual track records which included employment within Scottish Enterprise[vi] (G), as a local Councillor (G), with the local Tourist Board (G), within local NHS Healthcare structures (H), as well as within a broad range of local businesses (A,C,D,G), local charities (L,G) and faith-based networks (E).

[vi] Scottish Enterprise the economic development unit funded the Scottish government and is the main enterprise agency in Scotland, covering East, Central & Southern Scotland.

Notably, much of this involvement had co-existed with being in business and each instance here refers to one member of each family. Whilst this aspect was not explored further, in at least five of the interviews (A,C,D,E,G,L,M) general references were made to the broader business family networks, highlighting the complexities both of networks and the rationalities where a family and one or more businesses combine.

Where internal family business and external networks collided, the potential for dissent was substantial. One family business owner interviewed had been involved with an earlier family business which sought investment from a private equity firm[vii]. The subsequent clash of values, preconceptions and modes of operation were still raw within the family:

> 'They (venture capitalists) seem to think if you have a paper qualification they can manage, the fact that you have sort of grown into it – I had no management training, you sort of grow into it. That's what happens in family business'
>
> **Interview G**

The role of the venture capitalists[viii] and the impact of a substantive change of governance arrangements within family firms form major research areas in their own right (Scholes *et al*, 2009); the aim here, however, is to indicate that a clash of rationalities within the network appeared to be one contributing factor, further illustrated by the quote:

> Q. 'so there was this tension between the commercial reality as they (the venture capitalists) saw it and what you and husband saw ..... and the culture and familieness of the business: was there conflict between those two dimensions?'
>
> R. Yes, and another strange conflict ..... in the family business ..... if there isn't money you don't take any and if there is you look at everything twice ..... but when the million pound investment came in there were all these salesman on fat salaries .... They just sign an expense receipt ... I resented that.'
>
> **Interview G**

[vii] Private equity firms are a type of investment firm that primarily develops pools of funds which are used to obtain controlling or substantial minority holdings within a company, the value of which can then be maximised.

[viii] Venture capital is a type of private equity; venture capitalists are usually part of private equity firms and commonly invest in enterprises considered too risky for standard capital markets or bank loans. Generally, venture capitalist funding appeals to companies too immature to secure major additional funding from the markets.

Some interesting research exists which looks at the impact on family firms of broad changes in governance (Scholes *et al*, 2009), which indicates both benefits and issues that may accrue to the business. The intent here is to highlight the evidence that differing rationalities appeared to be responsible for some of the challenges identified, as a basis for a developing understanding of those rationalities and their potential impact on present and future businesses. Indeed, in this case the interviewee herself indicated that she would go down the venture capital route again but would approach and manage the challenges very differently. Implicit within her comments was an understanding born of experience that the two parties had entered the arrangement with very different rationalities and that these could have been better addressed had they been recognised and acknowledged far earlier in the process.

Self-assessment of networking skills was challenging and highlighted the merits of a qualitative approach for the early stages of exploration of the impact of multiple rationalities within family businesses and their approaches to networking. One comment indicates an apparent element of self-contradiction but may in fact also reflect some combination of modesty, speech mannerisms or debate about the distinction between formal networks and less formal approaches to networking.

> 'I am not very good at networking, it's not my strong point .... Charity-wise, I am involved with (charity 1), also the (charity 2) ..... (charity 3) is another one I'm involved in ..... they (the local council) are heavily involved'.

Interview G

This interviewee also offered useful examples of multiple rationalities at work in networking; the interviewee appears to perceive that she is involved with charities purely because of her bookkeeping expertise, *but* is almost certainly effectively if unintentionally marketing her bookkeeping business within local community networks in the process. In practice, this interviewee also went on to mention her networks with three other major sources of business support and advice during the interview, leaving the potential for a tentative conclusion that she perceived 'networking' to mean formal events. The potential implications for practice here are considerable: in the promotion of networking, networking events may be less useful than raising a much broader and more general awareness of networks and the myriad ways in which they can be accessed. Encouraging the broader and more general use of networks – as opposed to organising events – might be a better role for business support professionals.

What become evident from the data is three-fold. Firstly, there is clear evidence of multiple rationalities and, in addition, evidence of the importance of families within the internal and external networks associated with family businesses. Finally, however, it became clear that both the evidence and the detail of multiple rationalities were most evident in longer-established family businesses. While general evidence of multiple rationalities was evident in all the businesses interviewed, far more detail was provided voluntarily by two (A and F), from which the majority of the quotes included here are drawn. Developing the data from those two businesses as case studies provided a route to more detailed analysis, highlighting two distinct patterns by which multiple rationalities in networks can be evidenced and offering insight into the potential benefits of a multi-rational approach to family business networks.

Illustrative Case Studies

Case 1

Case Study 1 represents a third-generation family business in the service sector, currently managed by two cousins from the third generation but owned by a wider collaboration of cousins.

The business, social and family networks identified are presented here as Figures 2-4, which detail the individuals (nodes) within each network and the links indicated by the business leader during the interview process.

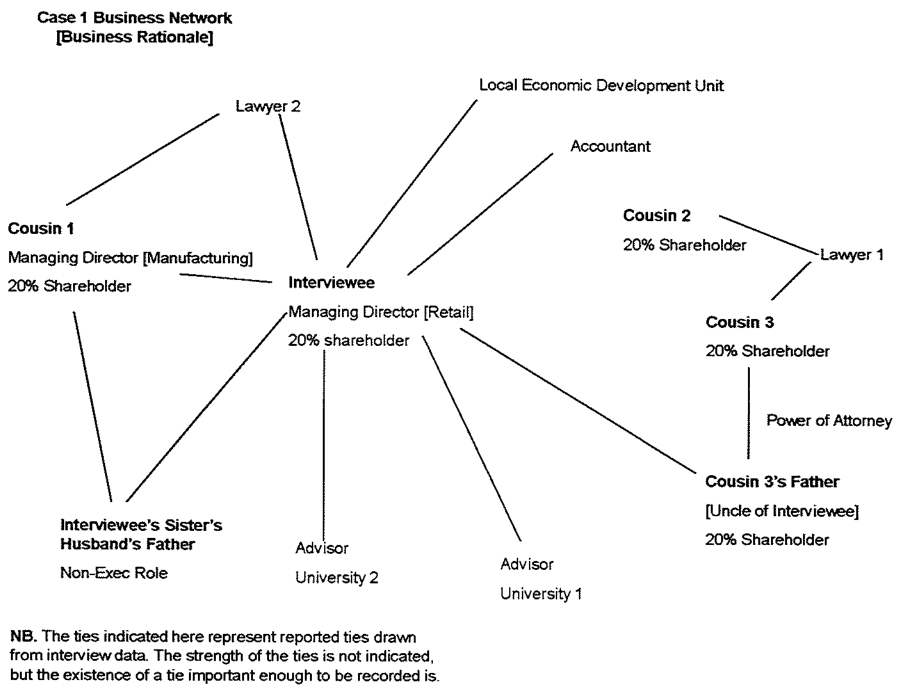

Figure 2: The Business Network (Business Rationale)*

* Each individual person identified within the interview is shown here, forming a node within the network. Lines indicate the links between individuals that were highlighted – a format used for all the network diagrams presented.

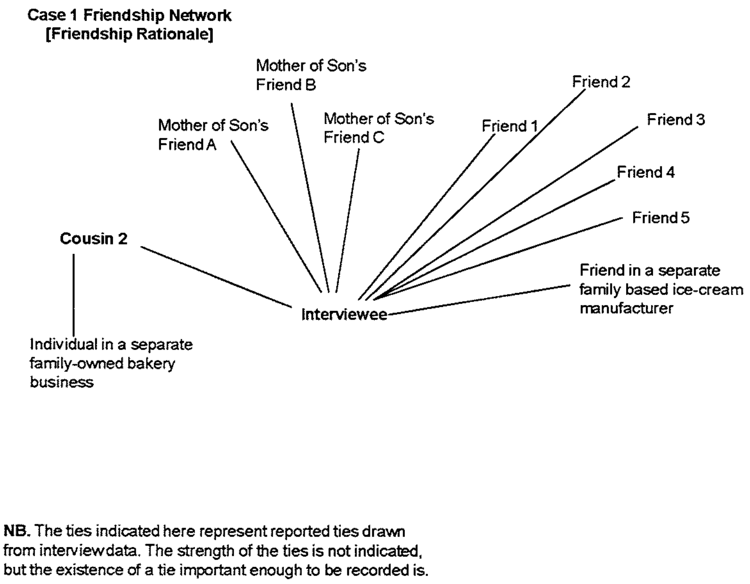

Figure 3: The Friendship Network (Friendship Rationale)

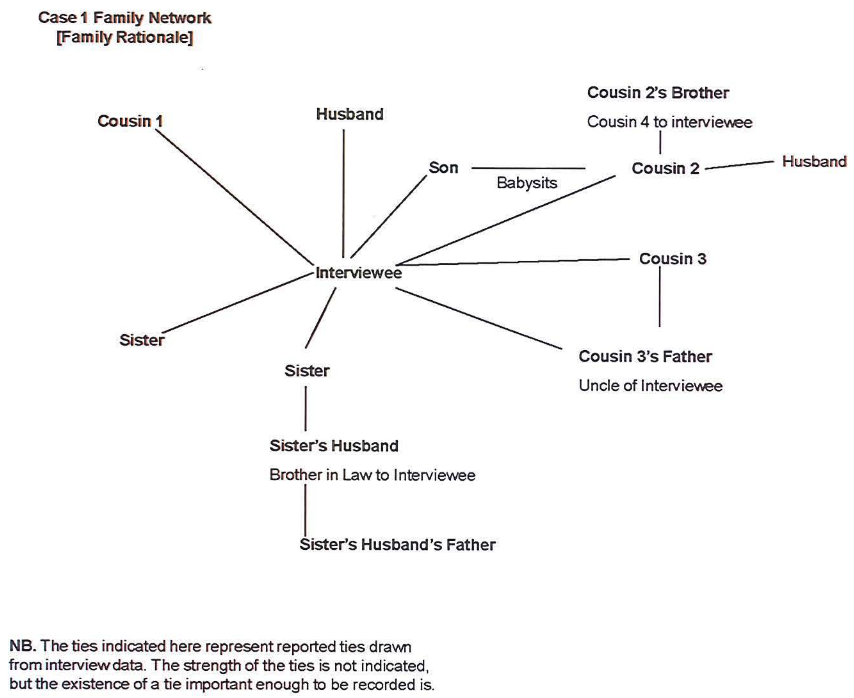

Figure 4: The Family Network (Family Rationale)

One observation from the initial networks maps is their relative sparseness and simplicity, which contrasts sharply with the richness identified within the quotes taken from the interviews themselves. As illustration, one quote highlights the potential for crossover between different sectors:

'……. He's not on the board (as an executive director) …… he comes along to every (board) meeting …..he's a non- executive director ….. he happens to be my sister's father-in-law ……….'

In parallel, it was observed from interview data that a number of individuals within the network appeared in different contexts or rationales with different roles. Whilst the data here are drawn from one individual's descriptions of the networks and are intended to be illustrative, the observation remains that by mapping the networks separately some detail was lost between the interviews and the network maps.

Key to the networks examined in Case Study 1 is the primarily inward, family focus. The embedding of the family in the business network (or *vice versa*) offers a situation where multiple rationalities – the intertwining of the family, social and business networks – coupled with a fairly complex ownership structure – resulted in an on-going and longstanding clash. Family dissent is not undocumented in family business literature, but the observations here are two-fold: that multiple rationalities may lie at the heart of many of the debates and that networks may provide one way in which the effects are mediated. The destructive force of multiple rationalities is proposed here as one extreme example which allows their impact within networks to be observed.

In proposing multiple rationalities as a theoretical perspective through which networks could be examined, this paper originally proposed a model where the three axes of networks (business, social and family) were exhibited. In attempting to exhibit nodes and linkages within the original model, it became apparent that much of the detail contained within the three original network maps would be lost if the original model was not modified, as the node labels could not be accommodated. A modification to the original model which allows the detail to be retained is presented here as Figure 5.

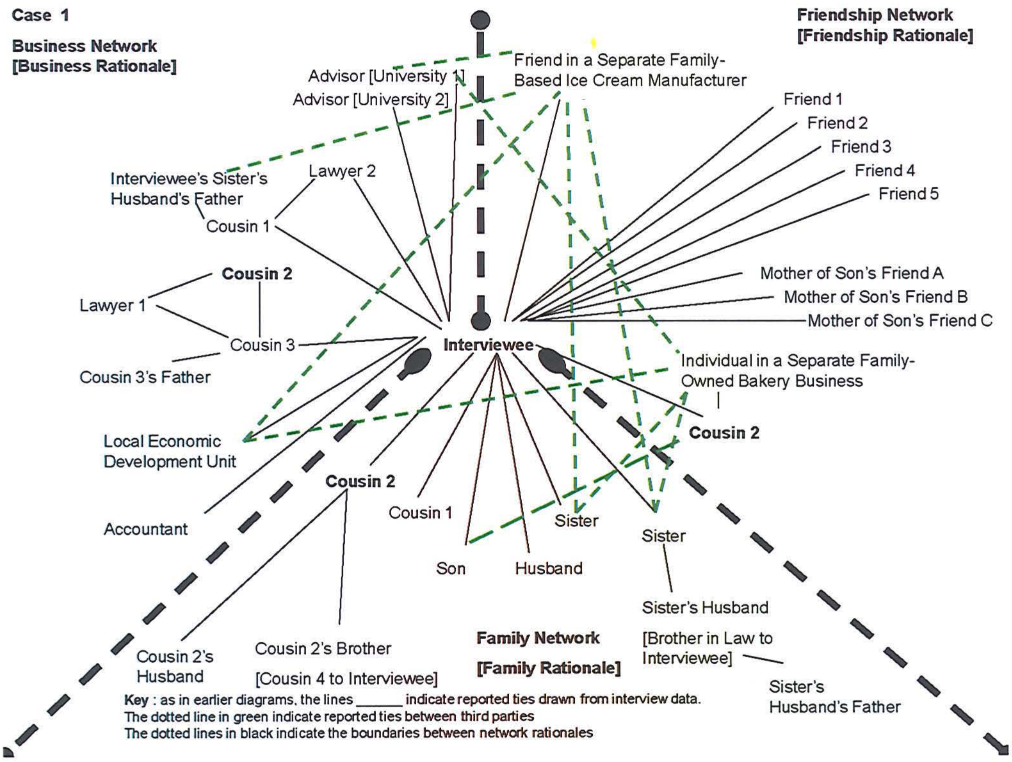

Figure 5: Multi-Rational Approaches to Networks

In common with earlier diagrams, individual nodes within the network are linked where a link was made apparent in the interview. Links within the individual rationales are indicated using straight lines; links which become apparent when the data are viewed through a multi-rational perspective are shown using dashed lines. The three different rationales are separated using heavy print dashed lines.

By evaluating the additional links which become apparent when multiple rationalities are used as a framework for analysis, the importance of multi-rational frameworks in adding depth and clarity to understanding the networks that surround family SMEs is highlighted.

Importantly, though, whilst multiple-rationalities were observed in Case 1, there was no suggestion that the business leader was aware of the issue or that active attempts to manage the process were perceived as part of the role of the business leader. This stands in direct contrast to Case 2, where the potential for conflicting rationalities to disrupt the business process were directly acknowledged.

Case 2

Case Study 2 presents a distinctly different model of family business development. In common with Case 1, however, one partner in the marriage had business experience and worked with a married partner to establish an initial business. Case 2, currently in the second generation, features both an initial business which hosts start-up businesses on its premises *and* the development of further businesses within the family.

Case Study 2 presents a different manifestation of multiple rationalities, where the demands of the individual start-up businesses within and outwith the family network can be considered. Interestingly, amongst the start-up businesses hosted are some family-based and some non-family businesses – a factor which may contribute to the awareness of the business leader of the need to balance multiple rationalities where a family and one or more businesses co-exist. One key contrast with Case Study 1 is the awareness of the potential conflict between family, social and business rationales, acknowledged by the business leader, and the clear indication that work to ameliorate the effects continues. Further, there is one identified clear leader within the business within whom much of the awareness of both rationalities and networks appears to be held, in direct contrast to the collaboration of cousins represented in Case Study 1.

The implications of this are three-fold: the awareness of and management of the conflicting rationalities by a family business leader may in itself be one factor that contributes to business survival and success. Further, accepting the implicit dilemma of multiple rationalities may be key to factoring the succession process and would merit further research, potentially by longitudinal study which considers the manner in which the balance of multiple rationalities is transferred to the new business leader.

The business, social and family networks are presented here as Figures 6-8.

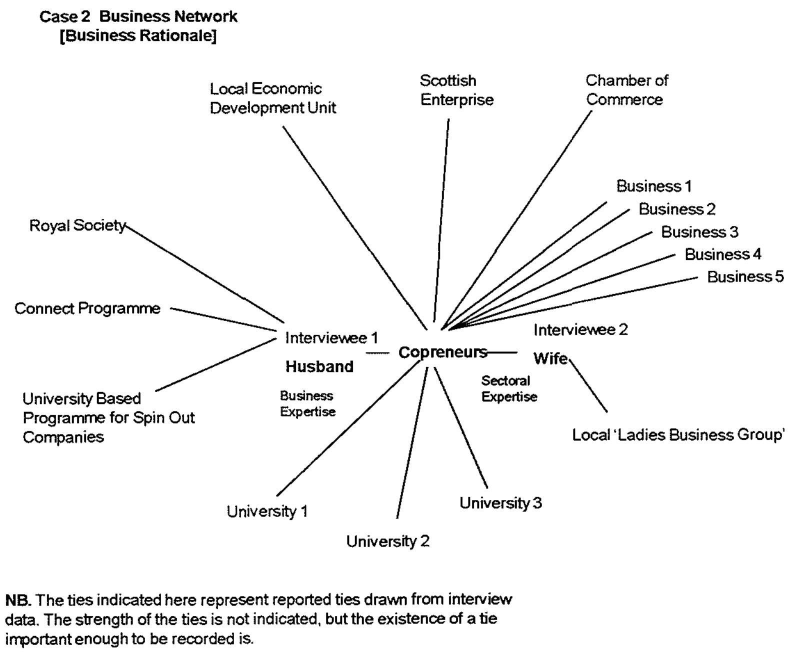

Figure 6: The Business Network (Business Rationale)

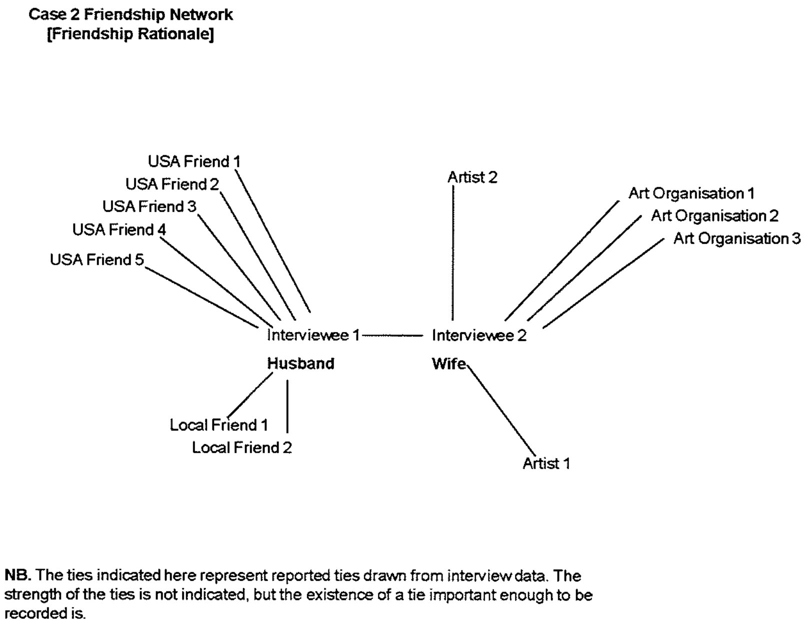

Figure 7: The Friendship Network (Friendship Rationale)

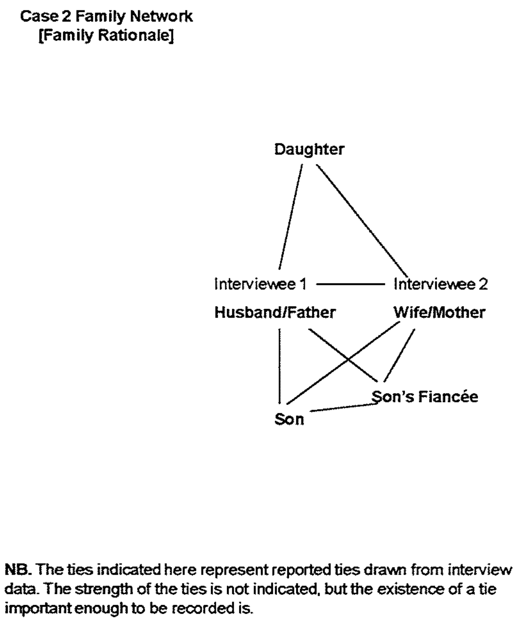

Figure 8: The Family Network (Family Rationale)

Similar observations to those made in Case 1 surrounding the relative sparseness of the networks and the 'cross-over' where individuals operate in more than one rationale were made, however, supported by quotes from the interviews which form the basis for Case 2:

> .... we get to know our tenants and even when they move on ...... we keep in touch with them ..... (business name) is a community and we are a large extended family ..... I have done everything from sewing on buttons to help with speeches to help them reach their goal .....'
>
> ' ....our son has done more in the business, our daughter, she did an (arts-based course) ...... and thought she would be a journalist, but she has become a farmer – she's into horses. But she looks after the office, but it's not her favourite occupation. Our son is an IT specialist so he keeps that going for us and he has started up a small company of his own here ..... our daughter has (describes niche business)

When adopting the modelling techniques used in Case 1, however, a number of additional links can be observed:

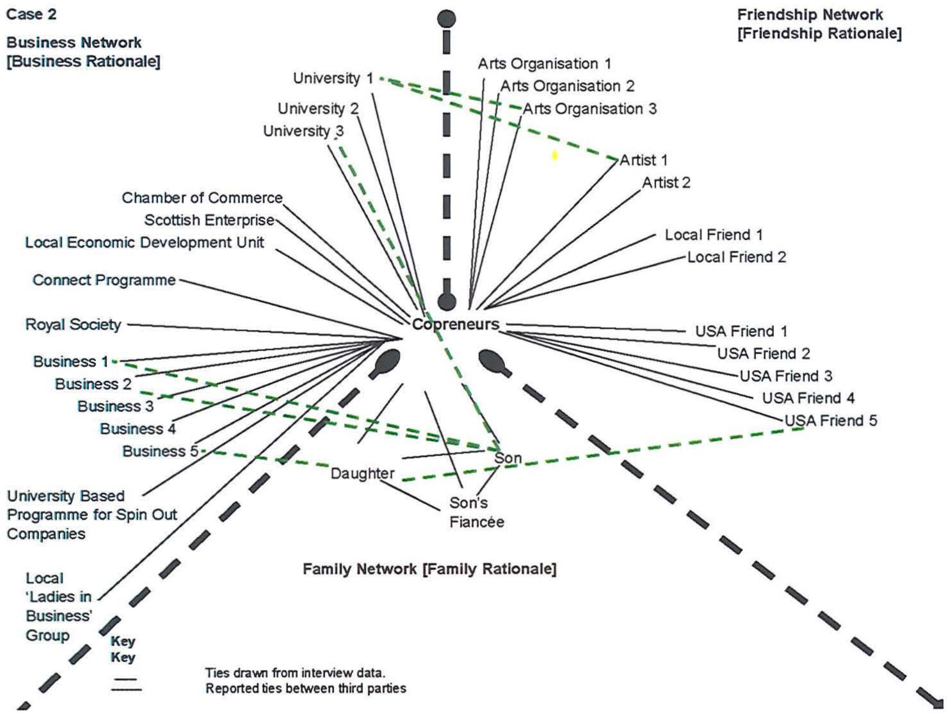

Figure 9: Multi-Rational Approaches to Networks

Notable within Case Study 2 in a general sense is the breadth of business expertise and the skill and willingness required to apply that expertise across sectors. This skill and expertise is primarily located in the first generation, however, Whilst the second generation is involved in the host business – and in starting their own businesses – the key to a successful transition to the second and potentially subsequent generations might lie not in the knowledge of one business but in the development of a distinct skill set around the fostering of new and developing businesses owned and run by non-family members.

Key to the current research, however, is that in Case Study 2 the viewing of networks through a multi-rationalist perspective allows new links to be seen and insight into the networks that surrounds the family business to be developed. It is the additional links identified between the social, business and family dimensions of the networks that surround the family business – alongside qualitative evidence – which provide the clearest evidence to support multi-rational perspectives as a theoretical framework through which the networks that surround the family business should be viewed.

Conclusion

The current paper initially posed two questions: is there evidence to support the theory that family businesses employ multiple-rationalities in their networking activity? And – if such evidence exists – does viewing family business networking from a multi-rational standpoint enhance understanding?

Building directly on work by Dyer (2003), which considered the role of family and business networks in individuals career paths in family business, and work by Hall (2002) and Poutziouris (2009), which considered the role of multiple rationalities in family business strategy, the initial evidence suggests that multi-rational perspectives appear to add to current understanding of the way in which family businesses network. Whilst mono-rational approaches to network analysis may be appropriate for many SMEs, the role of the family in the networks that surround family-based SMEs adds an additional depth of understanding. The role that multiple rationalities might play in the successful development of the family business and in the successful embedding of businesses within families would merit further consideration and research, but this initial conclusion appears robust. Similarly, the relative importance of networks in different geographic areas (Lindsay *et al*, 2005) is acknowledged as an area where further consideration in a family business context would be appropriate.

Further analysis sought to examine the potential to approach the study of networks from a multi-rational standpoint and to examine whether a multi-rational approach enhanced understanding of the data. In each case study, the data were initially analysed using mono-rational approaches and a contrast with multi-rational analysis provided thereafter. The advantage of the multi-rational approach appears to lie both in the detection of additional links between individual nodes and in the acceptance that some individuals may exist in different rationales with very different roles. Whilst research would be required to explore this area further, the robust conclusion from the data presented are that additional linkages can be observed where multi-rational approaches are used, indicating that not only are multiple rationalities important within family business networking but that a multi-rational perspective also offers benefits in terms of network analysis.

Interesting amongst the results was the contrasting approach of two business leaders, one of whom actively acknowledged the potential for conflict between the multiple rationalities evident within the networks and one of whom did not. Whilst it is not clear why this is so – and further research would be merited – the potential links between networking and leadership research are highlighted. If family businesses can be observed to employ multiple rationalities in their approach to networking, questions remain about the role that multi-rational approaches have played in their success. In part, this may reflect the willingness of individual business owners to accept differing levels of ability and attitude amongst those with whom they network, but also that the potential for conflict is accepted and managed from an early stage.

The implications for future research are various: the evidence presented here suggests that multi-rational frameworks provide an appropriate approach through which the interaction between the family, friendship and business networks that surround a business family can be viewed. One potential route for the extension of current research lies, therefore, in the development of quantitative approaches to network analysis which accommodate multi-rational perspectives, potentially utilising multi-dimensional analysis techniques. The potential also exists for qualitative studies that consider the longitudinal development of networks from a multi-rational perspective – research which might be of particular importance in relatively small, rural communities.

The implications for practice, however, are perhaps greater. If networking by family–based SMEs tends to happen on a multi-rational basis, attempts to promote networking amongst SMEs should acknowledge this. In part, this may mean that the promotion of awareness of networks and the myriad ways in which they operate is as important as the organisation of networking 'events'. A broader awareness of networks and the manner in which they operate, including electronic, community and business networks, might play a part here. Further, if networks in their multi-rational sense influence business practice, networks might also provide a route for best practice to be shared, facilitating business development in its broadest sense.

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Appendix 1

Exploring Networks in East Lothian Family Businesses

1. The family - who are the family, how do they network together

2. The Business – business characteristics, who/what is the business, how does it operate, what are the key networks, do they involve family members – and if so, how does the network absorb the dual roles of family and business?

3. Characteristics of the network, links between the family and business networks, capacity for individuals to play more than one role

Questions

1 Can you tell me about the business, how it started?
A What made you want to start up in business?
B How did you come to be in East Lothian?
C Is East Lothian somewhere you plan to stay?

2 Can you tell me about the business, what it looks like now?
A How involved are the family in the business?
B How has the business changed over time?
C Do you plan to keep the business going?

3 Is this your main business?
A Do you have any other business interests?
B In East Lothian or elsewhere?
C Do your family have other businesses locally?
D Or elsewhere?

5 Have you ever thought of moving from East Lothian?
A Is this something you would consider?
B If yes, is this something you are planning in the short-term?
C If no, why not?

6 Have you ever thought of starting another business?
A Is this something you plan to do in the short term?
B Or in the medium/long term?

7 Are other members of your family in business?
A Can you tell us more about who they are and their involvement?
B Has that involvement changed over the years?

8 Are you involved with the business community in East Lothian?
A Are they member of i.e. Chamber of Commerce, Scottish Enterprise, Local Council, Banks?
B How do they find i.e. lawyers, accountants, advisors etc?
C What role do the suppliers play?

9 Can you tell us a bit about how you got involved with the business community?
A Was this an iterative process?
B Was the initial process deliberate?

10. Do you have much involvement with other family businesses or business families?
A What role/value do they place on less formal systems?
B How does this work?
C How did they get to know people initially?
D Would they choose to extend this network?

11. Can you tell me a bit more about your decision making – how do family and business needs balance out?

Output 3

Family Businesses and Business Families: Networking with Multiple Rationalities and Multiple Businesses

Claire Seaman

Biographic Notes

Claire Seaman is currently based at Queen Margaret University within the School of Business, Enterprise and Management and works closely with the Scottish Family Business Association. Her research focuses specifically upon the development of models to reflect the multiple rationalities that influence networking in the family business context.

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Family Businesses and Business Families: Networking with Multiple Rationalities and Multiple Businesses

Abstract

This paper focuses upon a family with an established track record of business start-up and development. The networks that surround the business family and the multiple rationalities that influence networking patterns where family, friendship and business networks co-exist are examined. The relative importance of networks in SMEs business has previously been studied using a variety of techniques for analysis which retain one common focus: the friendship, business or family networks of individual business owners/managers/leaders have been studied, as opposed to the individual members of a family engaged in one or more businesses. The concept of a business family acting as a nexus for entrepreneurial development is explored here via an exploration of the access and contribution to networks by individual family members. The exploration of the networks accessed and the rationalities employed in a business family to facilitate the development of multiple and parallel businesses is presented here as the basis for future research.

Keywords

Family business, business family, enterprise, networks, network embeddedness, network redundancy, mono-rational, multi-rational

Introduction

A case study of a business family with an established track record in business start-up is presented here as an exploration of the merit of multi-rational approaches to the networks that surround a business family. When the networks that surround SMEs have been explored, the research focus has primarily been on the business, family or social network. Recent research focussing on multi-rational perspectives in family business strategy argues that the family, business and social rationales co-exist (Hall, 2002; Poutziouris, 2009) – an approach likely to be relevant to the networks that surround the family business.

Whilst many of the definitions that surround family business research remain open to debate, the importance of family businesses and business families in economic, social and community terms has been widely discussed, with one over-arching conclusion: family businesses form a cornerstone of the economies of most developed countries and appear to provide a degree of community and social stability (Poutzioris, 2006; Kets de Vries *et al*, 2007, pxiii; IFB, 2008a).

A further, robust conclusion from the literature is that family firms operate differently from firms which do not have a substantial family component (Pearson *et al*, 2008; Vought *et al*, 2008). In attempting to explore this difference, a variety of theoretical perspectives have been applied without greatly adding to clarity (Pearson *et al*, 2008). The notable exception is the concept of familieness, defined as:

> 'the resources and capabilities related to family involvement and interaction'
> (Chrisman *et al*, 2005, p468)

Within the current paper it is argued that a manifestation of familieness may be the manner in which family businesses network and that multi-rational perspectives may offer further insight.

In parallel with research into family businesses and business families, a body of research currently exists regarding SMEs which has clearly established the vital impact of networks (O'Donnell *et al*, 2001; Fletcher, 2002b, Anderson *et al*, 2007). One vital aspect is the potential for that web of relationships to provide engagement with the operating environment (O'Donnell *et al*, 2001; Anderson *et al*, 2007). If the family impacts on the business networking patterns, then the networking process will operate differently.

When the major research themes within family business are summarised (Getz *et al*, 2004, p11), networks do not feature heavily, although the need for further research is briefly acknowledged (Getz *et al*, 2004, p72). Despite a variety of approaches to network research (O'Donnell, 2001), most have focussed on a mono-rational approach that considers either the needs of the business or the social context. This distinction exists despite an acknowledgement that social networks also play a role in entrepreneurial behaviour (Jenson and Greve, 2002) and that balancing family and business priorities is a key to the strategic development of family businesses (Sharma *et al*, 1997).

Within the current paper the concept and discussion that surrounds mono- and multi-rational approaches within family businesses is explored in the context of a case study. Originally rooted in the literature surrounding the development of business strategy (Hall, 2002), concepts of multiple rationalities have developed from earlier discussion within a family business context that looked at the background to individual business decisions and considered that the business logic underpinning many decisions appeared to be irrational. Hall (2002), however, argued that the strategic decisions being taken were not *in themselves* irrational; rather that the nature of the decisions being made reflected both the multi-rational nature of decisions taken where a family and the businesses within that family intertwine and the critical importance of balancing the family and business needs (Sharma *et al*, 1997). If multi-rational approaches are applicable to strategy, they are likely to be even more applicable where networking is studied, given the manner in which the business and social aspects of networking overlap and intertwine even within individual people. By focussing on one business family as a case study and exploring the networks that surround that family, current research explores the manner in which family, social and business networks interact and act as the basis for the development of one or more businesses.

Definitions

Family businesses and the role of the family in business can be defined in a number of ways and remain the subject of much academic debate which stands alongside the proposal that the family in business in itself creates a unique organisational form (Klein and Kellerman, 2008). Definitions of a family business are in themselves the subject of some debate; indeed Sharma *et al*

(1996) and Chua *et al* (1999) identified no less than 34 different definitions of family business within the literature (Getz *et al*, 2004), albeit with some common themes. The definition adopted within this work, however, is adapted from Getz *et al* (2004, p5):

> 'a family business is any business owned or operated by a couple or family where the business owners themselves perceive it to be a family business'.

The smallest unit of the family in business is the couple, which in practice allows for the development of a manageable piece of research (Blenkinsopp and Owens, 2010). Important here is the link that co-preneurship can form between entrepreneurship and family business research. By examining co-preneurs – a married couple – as the smallest unit of family business, (Blenkinsopp and Owens (2010) sought to explore the role of spousal support in entrepreneurship as it influences the family business. Accepting that the married couple can form one measurable and manageable unit – and hence a valid base for case study research – this argument is extended here to include spousal co-support for more than one business and puts forward the proposal that this may be the essence of the 'business family'. Further, the role of the spouse in terms of access to networks forms a specific area for study (Blenkinsopp and Owens, 2010), linking naturally to the construct of multi-rational approaches to the study of family business networks.

Business Families

Family businesses – businesses with some degree of active family involvement who often self-define as family businesses – are reasonably well established in the literature, (Poutziouris *et al*, 2004; 2006) with the individual family businesses used as the unit of analysis. Less fully explained, however, is the overlapping concept of the 'business family'; a family where business is part of the everyday pattern of operation but within which not all business activity is necessarily focussed upon one business, one sector or even one combination of individuals (Kenyon Rouvinez, 2001). Whilst a family with one business forms a business family, therefore, some business families will be far more complex and may illustrate patterns of serial and portfolio entrepreneurship (Carter, 2001; Carter and Ram, 2004).

The importance of socio-economic and cultural environment in terms of entrepreneurial development in a business setting has been highlighted (Carter, 2006; Morrison, 2000; 2006; Klyver, 2007): if entrepreneurship occurs within a social and human context, the family environment is likely to play a key role in initial and on-going business development. Further, if leadership, vision and entrepreneurship all involve the imagining of a possible future and the planning which makes that happen, the parallels with family are substantial. Importantly, the critical nature of networks and the lack of research that looks at the role of family members in this context have been highlighted in relation to business start-ups (Klyver, 2007). But the context of on-going business families where potential generational and business change are acknowledged as the background to the entrepreneurial process remains relatively unexplored.

Understanding the central role of personal and extended networks in the entrepreneurial process (Dubini and Aldrich, 1991) is clearly vital, but so too is understanding the process by which relationships and business factors combine (Sharma *et al*, 1997). If business as a lifestyle pattern exists strongly in certain families, part of that difference is likely to lie in the patterns of networking, with the potential for the business family to be embedded within the networks which exert influence on any individual business with which the family are involved. Given the established importance of networks in business start-up, growth and development, this scenario would appear to increase both the likelihood of entrepreneurial behaviour (Birley, 1985; Dubini and Aldrich, 1991) and the likely success of entrepreneurial developments (Fillion, 1990). Further, where entrepreneurship is considered partly as the creation of the future (Anderson *et al*, 2007), the established links between family, business and enterprise (Craig and Lindsay, 2002) may form a stronger platform for growth, learning and the on-going development of business expertise within a family. Exploring the concept of a business family and the way in which individuals within a family access and contribute to different networks (Kets de Vries *et al*, 2007 p43-48) therefore forms a useful step towards understanding more about the way businesses network, the routes by which networks assist with business development, and the role of the family in enterprise networks, learning and development.

The concept of a 'business family' as a nexus of enterprise (Kenyon Rouvinez, 2001; Dhaliwal and Kangis, 2006) has important implications in terms of economic development, along with the social and community development of individual communities and areas which merit further research. A key distinction here is that the unit of analysis for a family business is the business, whereas the unit of analysis for the business family is the family. Further, business families may be of especial importance to the economic development of rural and semi-rural areas which may be less attractive areas for large businesses to re-locate to. Within Scotland and, it is proposed, many other countries, SMEs and family businesses are relatively evenly spread across the geographic population, whilst major companies are far more likely to be found in the areas of major population density (Scottish Executive, 2003; 2005; Scottish Government, 2007). Given the relative reluctance of many family businesses to undertake a major geographic re-location, the vital nature of family businesses within rural and semi-rural areas becomes more focussed. The concept of a business family – a family organisation where entrepreneurial development and business activity are part of the everyday *modus operandi* – therefore becomes a potential platform for future research that focuses upon network interaction in rural families and communities.

Methodology

The exploration of social and business structures such as networks is often explored using qualitative techniques, in part because of the depth of data which can be collected (Zeleny, 2001; Hoang and Antoncic, 2003; Anderson *et al*, 2007). For instance, there is a great deal of quantitative research in the area of social network analysis which does not form the key focus here but informs the backdrop. Similarly, the distinction between strong and weak ties is interesting and informative, but it remains feasible that family offers an alternative type of tie or – indeed – may form different types of bridges. Within qualitative research, too, it is accepted practice to use purposive sampling techniques, allowing the development of a sample group open to relatively intense questioning on potentially sensitive matters (Miles and Huberman, 1994). The degree to which results can be generalised to the wider population, therefore, remains open to debate, but qualitative methods provide an established approach to research of a relatively exploratory nature (Miles and Huberman, 1994; Silverman, 2005).

Using case study methodology (Yin, 2009, pp17-19), members of an individual family were interviewed regarding networking, their responses being mapped initially individually and later as part of the wider family pattern. The initial mappings were then validated via a series of follow-up interviews that considered in depth individual mappings, their accuracy and allowed family members to identify any omissions. Drawing heavily on work by Hill *et al* (1999), who looked at the transition from near-dependence on social networks to more focussed business networks as firms develop, the rationale for the decision to use case study methodologies was based primarily around the richness of data, alongside the acknowledged role of case study research in the development of theory (Dooley, 2002).

This study was not restricted to formal business networks but sought in addition to explore the less formal family and social ties which formed part of the business family environment. The current research comprises a case study of one business family with an extensive track record in a number of businesses, business sectors and business environments. Two members of the family were identified; a husband and wife who ran separate businesses but who also contributed to the businesses ran by their partner. Both members of the family interviewed were asked to describe their major sphere of input/influence within different businesses and to identify the networks they accessed as part of interviews conducted during July-December 2009. The manner in which the individuals perceived their networks contributing to the business was then explored in a relatively unstructured fashion, including questions around their involvement, as friends or colleagues, with other family businesses and the way in which professional business advice networks were accessed. In addition, individuals were asked whether any other members of the family accessed each of the networks or if they were aware of links between the individuals they had identified.

During the second part of the interview the key individuals whom individual business owners perceived as important contacts were identified alongside the type of expertise they brought to the relationship, whether specialist professional, local community or family business experience. Notes were kept to identify whether the individual contacts named at this stage were also part of the family.

Exploring networks within the family, each individual interviewed was asked to identify the key people whom they talked to within the family and to identify whether those discussions tended to be family-based discussions, business-based discussion, or whether they considered the family member a friend/confidante in a more personal sense. Following initial mapping and graphic representation of the business history and current existence (Figure 1), follow-up interviews were held where both family members were shown copies of the mapped networks and invited to comment on the mapping both individually and (subsequently) as a matter for discussion between parties. To examine the potential for multiple rationalities to be used as a framework for the consideration of the networks of a business family, the networks identified were initially considered as separate business, family and friendship networks (Figures 2-4). The subsequent multi-rational mapping which incorporates all three dimensions and looks for hitherto unnoticed ties is shown as Figure 5, leading to a consideration of the longitudinal development of the networks in Figure 6.

Family Profile

Identity and Family Structure

The family profiled within this case study were composed of a husband and wife with three, now adult, children. At the time the case study was developed (June-December 2008), both husband and wife ran separate businesses, developed on the basis of a number of other businesses within the family history. The case study was developed as a series of semi-structured interviews based on themes drawn from the literature which formed the basis of the initial analysis, but time was also allowed for reflection and discussion of the networks. The primary business with which the wife was involved was an accountancy, tax advisory and bookkeeping business catering largely to SME businesses in a small town in a peri-urban area. The husband's primary current business involvement was with a manufacturing firm making electronic pest control devices for sale to a diverse group of companies involved in the management of properties worldwide.

The parents have been resident in their current region since 1986. The children have now left home – either finally or partially via student accommodation during term time. At the time the case study was developed one adult child was based in London working in risk management for a private bank specialising in personal investment management, one was a student based in a major city and a third had recently graduated and was employed in a different major city in a temporary post within the tourism sector.

Business History of the Family

An extensive past record in a wide variety of businesses was both evident within the family and forms part of the rationale for their choice as an appropriate case study.

Originally re-locating to their current region for a job with an external employer, the husband was subsequently made redundant but the family were settled within the local community and chose to stay in the area. Whilst work was forthcoming thereafter, the short-term nature of the contracts created a general lack of security. When one short-term contract ended as his employer called in the receivers, the husband was prompted by circumstance to take over one contract from the portfolio he had worked on for the company that failed. Important at this stage in the family and business development were two factors: the arrival of new babies which made relocating unattractive and a past record in business in the USA which gave an initial perception that being in business on one's own account was both possible and desirable. Contrasts with business start-up in the USA soon emerged, however and offer an interesting cultural perspective on one key network link:

'We lived in the States for two years and that's what started us off on wanting to run our own business ....the culture is better there, getting money is easier. There's more element of trust that was one thing I found is that if you wanted money (in the UK) you might get a little bit of money for marketing only if you used a recommended consultant and you only get 50% of the money ....it's not any help ......I worked with Scottish Enterprise and the set up was scandalous to be honest.'

Wife

The comments on Scottish Enterprise here are interesting as this was a business owner who worked initially for Scottish Enterprise and later sought help from the organisation for her own business. The successful development and sale of this initial business, involving private equity investors and a change in the internal culture of the business, created a situation where the family were keen to continue in business but with a much clearer vision of the form that might take. A distinct preference for operating in an area where those in control of the day-to-day operation also had decision-making authority links to agency theory (Oswald *et al*, 2009) – or rather to a distinct preference for simplifying the number of agents involved – but was perceived here to be a lifestyle choice which it was assumed would benefit business performance. Further, there is awareness within the family of issues now apparent in the literature surrounding the need to resist market control and to build private sources of capital, customers and support.

Networks appear vital, albeit on a very informal and *ad hoc* basis:

' .... we (a group of local entrepreneurs) didn't meet every week down the pub. We weren't great, great friends from long ago but we .... because we were all of us .... into inventing and entrepreneurial things that we often met up and talked up projects that we were doing ....'

Husband

Whilst evidence is consistent with earlier work that indicates that access to networks at start-up is vital and probably operates through the influence of weak ties, the entrepreneur is vital not only in terms of equipment, space and resources but also – and perhaps more importantly here – in terms of the cultural acceptance of entrepreneurship. The nature of the weak ties evidenced as being influential is in itself important, as it is not clear whether the primary link would best be described as 'inventions' or 'business', but the combined impact of the group appears to exert influence in both spheres.

Further, the push-pull factors influencing the decision to start and remain in business were highlighted by comments made about the difficulties of returning to employment after time running an independent business:

> '......... And you can't, when you've been running your own business, people just won't employ you. They just think you're some kind of maverick maniac who is going to come and take over the business or something. And you can get very paranoid about it. So, its quite difficult so you are basically faced with starting something completely new again. ....'
>
> **Husband**

Interesting here is the similarity with research looking at the push-pull factors and barriers to employment influencing business start-up and ownership in minority ethnic communities and the indication that many similar factors apply in mainstream business communities, albeit not fully researched. If similar push-pull factors and barriers to re-entry to employment exist within mainstream communities there is the potential both for additional original research and for the identification of improved business/employment support strategies.

Business and personal history, with especial reference to the issues that surround business takeover and the role of the venture capitalists, were key here, and demonstrate both a substantial area of past business learning within diverse networks and a determination within the family to avoid past mistakes *made within one business but, crucially, transferred to subsequent businesses via family memory.*

Current Pattern of Business Ownership

Family Business or a Business Family?

Defining both the terms family 'business' and 'business family' is vital. The term 'family business' is in itself a matter of some academic debate and various definitions have been used. Notably, Sharma *et al* (1996) and Chua *et al* (1999) identified no less than 34 different definitions of family business within the literature (Getz *et al*, 2004), albeit with some common themes. Frequently used conditions include family ownership and control (Litz, 1995; Upton *et al*, 2001), family influence in decision making (Sharma *et al*, 1997), and the stated intention to pass the business to second or subsequent generations. In the current paper, respondents self-identified their businesses as family businesses based on a number of conditions (ownership and control, decision making, employment of family members) consistent with those in the literature (Kotey, 2005).

By contrast, a business family is taken here to mean a family with an established track record in business start-up and development where the family may own one or more businesses each with substantial family involvement but without the same pattern of family ownership and control necessarily being exhibited in all businesses (Kenyon Rouvinez and Ward, 2005). In defining the current case study as a business family containing several family businesses, three factors are considered to play a major role: the involvement of at least two members of the family on a daily basis, the self-definition of the operations as family businesses and the perception that succession might come from within the family itself, although this was neither clear nor formalised at the time this case study was developed. Notable, perhaps, was the quote

'.... I thought (son) might (come into the business), but not for a number of years.........he could take over from me and run the (accountancy) business, but maybe if he got married, had kids and this would appeal more to run the business ..... it's always going to be a small family business ...'

Wife

expressing not a desire for the business to remain small but rather an acceptance of the limitations of the current business model. A debate might therefore ensue surrounding the distinctions between a family business and the parallel debate which surrounds business families. It is argued here that it is this pattern of a family with a pattern of business development and management who operate in different ways at different times and in different businesses which gives credibility to the concept of a business family (Kenyon Rouvinez, 2001; Dhaliwal, 2000).

Examining the manner in which a business family operates and the networking patterns that develop, considered here within a framework of multiple rationalities, forms the basis for current study. One quote perhaps helps to clarify this distinction; talking of the decision to develop new businesses after the partially successful sale of the original family enterprise, the comment was made:

' …….. so we decided , what we would do, we would set up three new companies …. So we did ……. We registered three new companies and we had only the vaguest idea what we were going to do with the companies at the time ……… and it will be a 'mom and pop' business and we'll not have any outside investors, no bank loans, nothing ……. so it all sounds a bit of a jumble ……. But we did that deliberately so we'd have multiple revenue streams ….. '

Husband

The business structure around the family is summarised in Figure 1:

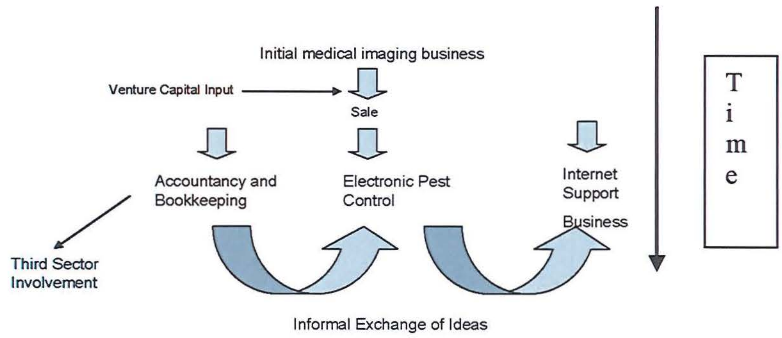


Figure 1: Family Business Genogram

This structure is in itself of interest, standing in contrast to entrepreneurship research that considers the role of unpaid labour in co-preneurial and family businesses (Blenkinsopp and Owens, 2010), prioritising instead reciprocity of support within the business family context. This reciprocity of support – potentially across different business, sectors and decades – is key to the concept of the business families and their role in facilitating business and enterprise. Interestingly, too, while the role of case study research in theory building surrounding the sale and re-creation of businesses within a business family context has been highlighted, far less research has considered the business families that are relatively stable.

Networks Within and Around the Family and their Businesses

As an initial attempt to capture the data, the business, social and family networks described were mapped and are included here as Figures 2-4.

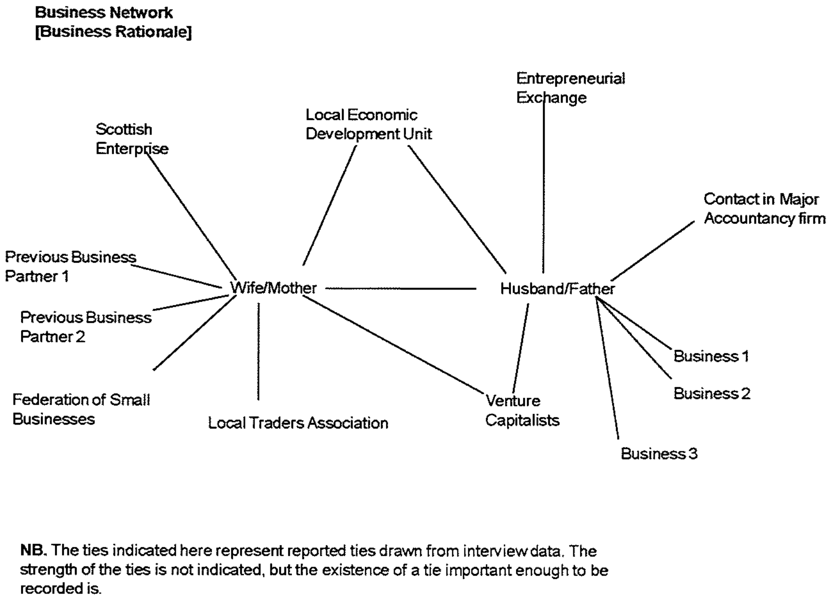


Figure 2: The Business Network (Business Rationale)

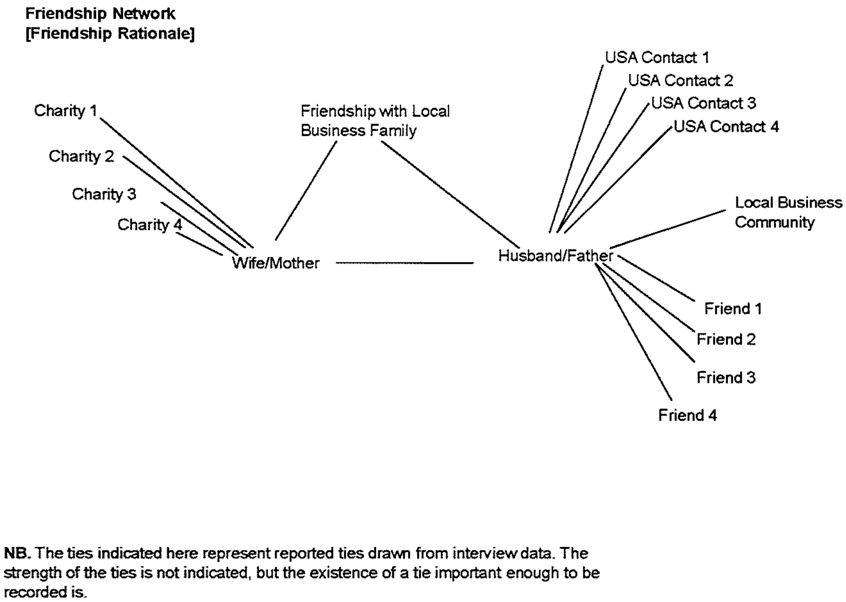


Figure 3: The Friendship Network (Friendship Rationale)

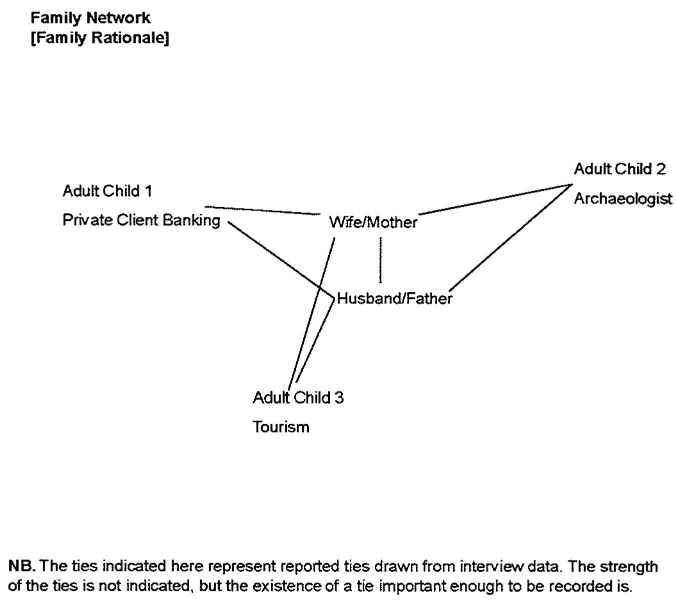


Figure 4: The Family Network (Family Rationale)

The relative simplicity of the networks mapped in Figures 2-4 is notable and stands in direct contrast to the subtleties of the interview data. Indeed, a number of key themes became apparent from the interviews which have relevance to principles of multiple rationalities, notably the dynamic and ever-developing nature of contacts and the difficulties in quantifying or predicting the longer-term importance of a new contact. Similarly, the limited scope to follow all the contacts up was noted, along with the perception that some element of judgement about the relative importance of contact was required and that a better forum for local business networking would be useful. A multi-rational approach to networks allows a number of links to become apparent which were present within the interview data but less visible when the separate rationales were individually mapped (Figure 5).

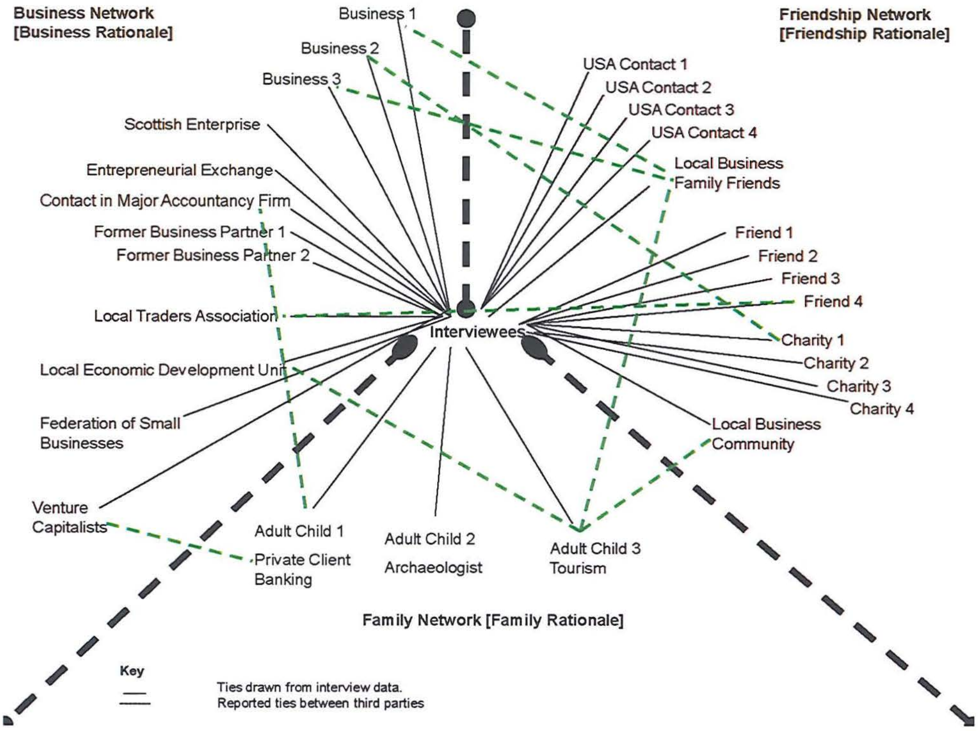
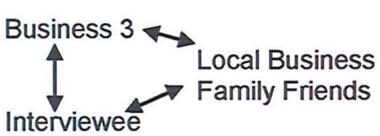
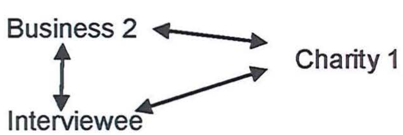


Figure 5: Multi-Rational Network Analysis

The additional links noted within the networks when a multi-rational approach is taken are marked because they illustrate an acceptance within individual family members that individual nodes within their personal networks play different roles in different circumstances. For instance, two triads were identified and shown below which illustrate the inter-linking of friendships, business and charity contacts:





In terms of current theoretical developments in social networks, this is close to research in the area of multi-modal networking, albeit distinct from mainstream multi-modal networking as the rationales and intent behind the development of ties vary, not just the manner in which communication develops.

For example, the networks described here had developed over time and it was freely acknowledged that different individuals had played very different roles within the networks at different times. This aspect of the family in business and the long-term development of networks is, it is argued, key to understanding the business family, rooted within a community and unlikely to undertake major geographical re-location. Where a family is based within a community on a long-term basis, some individuals move through the life cycle as part of the network. As individuals reach maturity, develop careers and experience, their contribution to the network is likely to change. In addition to principles of multiple rationalities, therefore, the longitudinal aspect of networks and the multiple levels at which they operate are vital to the business family. Importantly, however, the precise value of individual relationships to the business is not easily quantified. Key to the discussion of multiple rationalities, however, is that where the family, friendship and business networks are considered together, more links within the networks becomes apparent. This, taken with evidence that more developed networks benefit business, signifies an important potential benefit of multi-rational approaches.

Longitudinal Development of Networks Within and Around the Family

The evaluation of longitudinal network development within a series of interviews in real time is tricky, but a few key patterns emerge from the data collected as part of the present study.

One pattern surrounds the small, core network of entrepreneurs who have remained a relatively constant part of the network whilst others have joined or left the network (Figure 8). A second pattern can be observed in the on-going development of events that facilitate network development which is not explicitly business related but which probably contributes in terms of the profile of the business within the local community.

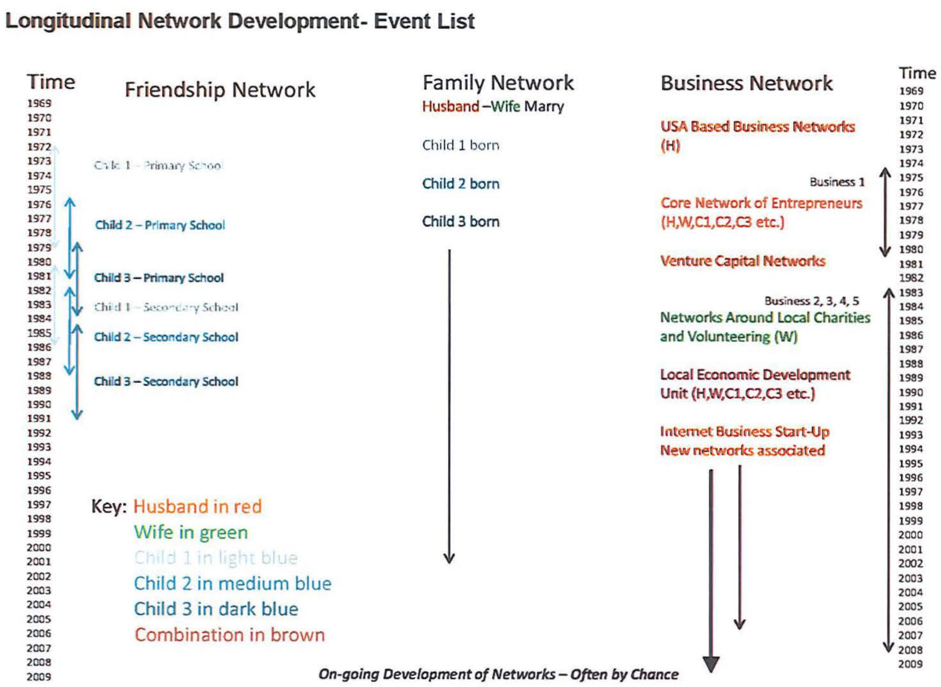


Figure 6: Longitudinal Network Developments – Event List

Some evidence of cross-over between family, friendship and business events and network development can be observed here, along with clear evidence of multiple rationalities in the way in which charity-based and social networks influence business and vice versa on an on-going basis.

Further research that focuses on longitudinal mapping could be used to explore further Scotland's business families and the manner in which they act as an enterprise nexus for the long-term benefit of individuals, families and communities. Further, the development of case studies with the potential to act as a foundation for the development of longitudinal research offers potential for the profiling of business families within a geographic area and an impact analysis of future interventions that aim to support family businesses, business families and hence communities. The pattern of on-going network development observed in a relatively closed community adds substantially to the weight of evidence in favour of multi-rational approaches to networking and links directly to the development of business support mechanisms. If the manner in which networks are accessed and used by business families is better understood, the design of business support systems that work within existing support systems can be better achieved.

Conclusions

The case study presented here considered a business family with a track record of business start-up and development. Identifying initial clear evidence that multiple rationalities played a part in both the current operation and the longitudinal development of networks, the role of multi-rational models in the analysis of networks was considered. Initial evidence suggests that multi-rational approaches allow for greater detail of the network interactions of the business family to be understood.

Key here were the three types of network identified, the family, friendship and business rationales, which in many ways resemble three multiple levels of analysis. It is proposed here, however, that multiple rationalities vary slightly as rationales consider the motivation behind the ties. Within the business family, it is suggested, the reasons why ties are developed may initially be as much to do with the family/friendship dimension as they are to do with the business dimension, but that the ties potentially impact on business performance irrespective of the original motivation.

The research presented here is an initial, first-stage consideration of multiple rationalities as they apply to the networks that surround families in business, and research would be required to provide further clarity on the levels of networks and their longitudinal development in a family business environment. This limits the extent to which the research can be generalised but in turn allows the potential for further research to be developed.

If business families form the basis for a broad range of entrepreneurial developments – and it is argued here that they do – the manner in which they access, use and develop networks is key. Accepting that theories of multiple rationalities form an appropriate theoretical perspective through which the actions of the family in business may be better understood, the questions that develop surround the way in which the multiple rationalities of the business family may be better incorporated into business support systems. The implications for business support are considerable and hinge on an awareness of both the value of networks and the multiple rationalities that may influence their development. Where business support services aim to promote networking, their approach often centres on business-to-business networking events. Extending thinking on network development to encourage more active use of family, friendship and business networks that already exist is one potential area for development. The networks involved may facilitate communication in a number of different ways (in one-to-one situations, groups and via electronic media), but the development of new and dynamic approaches to networking is key (Steglich *et al*, 2010). Some of this work is currently being undertaken in Scotland, where the simultaneous development of networking events which deliberately acknowledge the family and business rationales with online networks to facilitate discussion and debate is on-going. Continuing development and evaluation from a variety of perspectives will remain vital for continued development.

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Appendices

Appendix 1: Full Reference List

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Appendix 2: Profile of East Lothian

East Lothian

Set to the east of Edinburgh, East Lothian consists primarily of a coastal strip and the hinterland, with a number of small towns within the area. The geographic area currently known as the Region of East Lothian was identified in its present geographic form in 1990 (Statutory Instrument, 1990 No 398) by the amendment of previous boundaries within the Local Government, Scotland, Act. Within the 1990 documentation, the boundaries of the geographic region of East Lothian are fixed within the boundary map prepared by the Scottish Office and represent the geographic area within which research in this portfolio was developed.

Historically, however, the region has a more diverse background; the term 'lothian' denotes a traditional region of Scotland between the Lammermuir Hills and the southern shore of the Firth of Forth. The name is believed to have been derived from the British King Loth or Lot (Gazetteer for Scotland, 2008). The current Region of East Lothian is bounded to the west by the City of Edinburgh, to the North by the shores of the Forth, to the east by the North Sea and to the south by the Lammermuir Hills (Gateway to Scotland, 2008) and comprises 66558 hectares of primarily arable land within which the main town is Haddington. Smaller centres of population include Musselburgh, Dunbar, Haddington and Tranent.

With a population estimated to be around 49.500, East Lothian offers an employment rate of 77.9% amongst the working age population with 9.8% self-employment and 18.9% classed as economically inactive (Scottish Government, 2008; East Lothian Council, 2008). Comparisons with the general figures for Scotland are favourable, as the figures for Scotland as a whole are 79.2% employed, 7.1% self-employed and 20.8% economically inactive (Scottish Government, 2008). Whilst it is acknowledged that percentage figures can potentially conceal major regional variations, the employment patterns for Scotland as a whole do not indicate that this is the case. Whilst East Lothian employment patterns remain relatively positive in comparison to other Scottish regions, the variation between regions is not large.

East Lothian's economy is focussed upon agriculture (Gateway to Scotland, 2008) and farm land is estimated to account for 88% of the Council territory. Whilst the landscape in East Lothian is primarily agricultural, moorland, woodland, rivers and the coastline also feature in a diverse environment which supports a broad range of wildlife (East Lothian Heritage, 2008).

Employment patterns within the area are distinct: East Lothian Council itself is the largest employer, with around 4,500 employees (Gateway to Scotland, 2008), with other predominant sectors that include tourism, food, scientific research and healthcare. Economically, East Lothian is well supported by a number of major firms which flourish in the region, but the economy is primarily dominated by small and medium enterprises (East Lothian Council, 2008). Key economic indicators for East Lothian are illustrated within the Labour Market Update for East Lothian, which is appended. Notable, however, is the preponderance of small and medium-sized businesses; the most recent figures available date from 2006 and indicate that over 95% of firms in the area have less than 50 employees.

References

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East Lothian Heritage www.elh.info

LABOUR MARKET UPDATE
EAST LOTHIAN

This East Lothian Labour Market Bulletin provides up-to-date information on local labour market trends. Data on the East Lothian economy is collected from various sources, mainly from the Annual Business Inquiry and the Annual Population Survey produced by the Office for National Statistics (ONS) and available from the NOMIS website. This Bulletin indicates a robust local economy supported by an increase in labour supply based on official statistics over the last year 2006 to 2007. Further information about the East Lothian economy is available from the East Lothian Economic Profile on www.eastlothian.gov.uk

EAST LOTHIAN AND NATIONAL TRENDS

POPULATION

2007 – Mid-Year Population Estimate 30 June 2007

	2001	*2007*	***Difference***	***% change***
Scotland	5,064,200	5,144,200	80,000	1.6
East Lothian	90,180	94,440	4,260	4.7

Source: General Register of Scotland (GROS)

KEY ECONOMIC INDICATORS

During the year to December 2007 East Lothian has seen an increase in economic activity and employment with a corresponding decrease in the number of people who are economically inactive. A higher proportion of the working-age population in 2007 was economically active in East Lothian than in Scotland. East Lothian, in line with national figures, recorded a slight increase in the number of people registered as claimant count unemployed and a decrease in the long-term unemployed over the year to July 2008. The lowest unemployment rate is to be found in the Aberlady/Gullane/Dirleton and North Berwick East wards, both at 0.5%, whilst the highest rate is in the Tranent Macmerry ward at 2%.

	East Lothian		**Scotland**	
Economic Activity (January 2007 - December 2007)	45,400	82.1%	2,555,400	79.9%
In employment (January 2007 - December 2007)	43,900	79.3%	2,432,400	76%
Economically Inactive (January 2007 – December 2007)	9,900	17.9%	644,000	20%
Claimant Count Unemployment (% working age population July 2008)	679	1.2%	77,896	2.4%
Long term unemployed (>12 months July 2008)	40	5.9%	7,635	9.8%

Source: NOMIS

SUMMARY LABOUR DEMAND STATISTICS

Vacancies (July 2008)	*East Lothian*	*Scotland*
notified (Job Centre Plus)	308	29,367

... notified by Occupation		
Managers & Senior Officials	2.3%	3.8%
Professional	2.3%	2.2%
Associate Professional and Technical Occupations	10.7%	10.5%
Administrative & Secretarial	5.8%	8.9%
Skilled Trades	10.7%	14.5%
Personal Service	17.2%	8.7%
Sales and Customer Service	6.8%	15.7%
Process, Plant and Machine Operatives	10.4%	9.7%
Elementary Occupations	33.8%	26%

... notified by Industry		
Agriculture and fishing	1.9%	0.4%
Energy and water	2.9%	2.1%
Manufacturing	8.4%	3.7%
Construction	1.9%	4.1%
Distribution, hotels and restaurants	14.6%	20.7%
Transport and communications	4.5%	2.8%
Financial Services	34.1%	47.4%
Public Sector	28.6%	15%
Other services	2.9%	3.8%
Hotels and Restaurants	4.2%	9%
Retail	8.1%	8.7%

Weekly Earnings (2007 residents)		
Full Time Workers	£476.8	£441
Male Full Time Workers	£461.2	£481.5
Female Full Time Workers	£485.9	£381

Source: NOMIS

VAT registered companies (East Lothian)	*2005*	*2006*
Stock	2,255	2,310
Registrations	185	210
De-registrations	175	160

New business start-ups established with Scottish Clearing Banks	*East Lothian*	*Scotland*
2007	388	25,041

Source: The Committee of Scottish Clearing Banks

Firms by Employee Size (2006)		
Number	2,644	173,635
% of ... 1-10	83.8	80.3
... 11-49	13	15.3
... 50-199	2.8	3.4
... 200+	0.5	0.8

Employee jobs (2006)		
Number	25,644	2,370,554
% in ... Agriculture & fishing	3.6	1.5
... Energy & water	2.9	1.6
... Manufacturing	8.5	9.4
... Construction	7.9	5.8
... Distribution, hotels & restaurants	21.8	22.4
... Transport & communications	3.5	5.1
... Financial services	15.6	18.3
... Public Sector	28.3	30.4
... Other services	7.8	5.4

Source: NOMIS

Appendix 3:
Ethical Clearance, Consent Forms and Information Sheets from Napier University Business School

Napier University Business School
Research Ethics and Governance Committee
Application Form for Project Approval

This application form must be completed by all Napier staff and students conducting research which involves the gathering and processing of primary data concerning human participants, and where the outcomes will be disseminated beyond the individual who originally collected or processed the information. Researchers/institutions external to Napier should complete and submit the relevant sections of this application form and, if already obtained, submit the letter of approval to proceed with this project (with a copy of the application form) provided by another Research Ethics and Governance Committee.

Exceptions: (1) research involving NHS staff or patients, or therapeutic interventions in healthy normal populations are covered by separate arrangements: in these cases, the relevant NHS Ethics Application form should be submitted to the FHLSS Research Ethics and Governance Committee before submission to the NHS Research Ethics Committee; (2) research concerning non-human animals and environmental issues is covered by separate arrangements, in accordance with relevant Home Office regulations; (3) research which involves the analysis of documents or material in non-print media which are freely available for public access does NOT need Research Ethics and Governance Committee approval.

SECTION ONE: GENERAL

1. Applicant *(All correspondence will be sent to the details you provide below)*

Full Name and Title: Mrs Claire Seaman

School (if applicable): Napier University Business School

Postal Address (work or home): 10 Stirling Road, Edinburgh, EH5 3HY

Email Address: cseaman@qmu.ac.uk

Contact Telephone Number: 0131 474 0000

Affiliation (please tick): ☐ Napier Staff

X Napier Student (fill out details below)

Matriculation Number: 08015176

Name of Programme: DBA

Level of Study: DBA

☐ Non-Napier external applicant (Please include a copy of any existing application form and letter of approval for this project from a Research Ethics and Governance Committee.)

2. Title of research project
Family Businesses, Business Families and Patterns of Networking in an Enterprising Economy

3. Start and end dates of research project
October 2008-9

4. Details (amount and source) of any financial support from outside Napier University.

Travel expenses awarded by the Carnegie Trust for the Universities of Scotland

If you are a **Non-Napier external applicant** and have included a copy of your home institution ethics application form, along with the letter of approval please go to **Section 4**.

5. Other researchers involved, together with role (e.g. PI / Director of Studies/ Supervisor) and affiliation (e.g. School of Health and Social Sciences, University of Napier)

Professor Ron McQuaid

6. Name of Independent Advisor (where applicable)

Not applicable

SECTION 2: DETAILS OF PROJECT

Supporting documentation should be attached where detailed below.

---

7. Aims and research questions of the project *(maximum 5)*

1. To explore the type, size, history and current structure of family businesses in East Lothian
2. To explore the perceived role of family within the business
3. To explore the role of the family in approaches to networking

---

8. Background of research project *(300 words maximum)*

The research proposed here relates to an economic and social challenge central to the development of Scotland and, indeed, many other countries. The encouragement and facilitation of business and enterprise and the creation of robust businesses is a key economic driver embedded within the social fabric of individual communities. At the centre of much business development lie families: families who run businesses but also families that provide the framework for the on-going development of existing family businesses and for new-start businesses by individuals within the family networks.

At the heart of this debate lies the dynamic interaction between the family and the networks that contribute to the development of businesses, enterprise aptitude and practical skills. Whilst substantial research literature confirms the importance of networks in business and enterprise, the role of the family within and outwith networks has been less fully explored but family is acknowledged to influence network development. Exploring the role of the family within the networks of a family business – and exploring the concept of a business family, where different members are embedded within the networks of one or many businesses and provide a co-operative base for future business development - provides, therefore, a substantial area for research acknowledged internationally but relatively under researched within a Scottish context.

Within the proposed research, the focus is on the way in which family businesses and business families network. Family businesses comprise the predominant form of enterprise around the World yet family business remains an area where the family dimension adds an under-researched complexity to networks, addressed here using principals of multiple rationality.

Three distinct perspectives on networking in and between family businesses and business families in the development of the Scottish economy are planned as part of the D.B.A. portfolio, in the form of:

4. **Networks in Family Business: Mono-Rational and Multi-Rational Approaches to Family Businesses and Business Families**
This paper examines the current, relevant literature to provide a basis for future research. Three major areas are focused upon, providing a critical review of literature relating to networks within a family business context, the role and importance of family businesses within a Scottish context along with their networking and the construct of a business family. The suggestion here is that a multi-rational approach, which attempts are made to model, may form a useful foundation for future research. This paper does not involve the collection of primary data.

5. **East Lothian Family Businesses: A Cross- Sectoral Exploration of Approaches to Networking within Non-Agricultural Family Businesses in East Lothian**
Based on interviews with SME businesses in East Lothian, Output 2 will offer an initial analysis of the perceived importance of networks to the business and the patterns of family and network interaction and allow an initial identification of a business family for the development of case study research (Output 3). Working with the model presented in Output 1, semi-structured interviews will be used to explore the use of multi-rational approaches to networking within an East Lothian context.

6. **Family Businesses and Business Families: A Case Study Analysis of Family Embeddedness within Networks**
Output 3 will use case study methodology, based on primary data collected *via,* semi-structured interviews, to examine a family where a significant pattern of entrepreneurship and business development exists, including the networks accessed by different members of the family, the embeddedness of different family members within the networks and the levels of redundancy within the network will be explored in Output 3.

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9. Brief outline of project and study method *(approx 500 words)*
Describe the methodology, design, procedures and data analysis and data collection methods.

This research will be carried out as a series of semi-structured interviews carried out with 10-15 family businesses in East Lothian. All the businesses currently work with the Economic Development Unit at East Lothian Council, who will approach the businesses initially to seek agreement to take part in the study. If the business agrees, an interview will be arranged. Key interview themes will be:

1. A description of the type of business
2. Business size, in terms of both the number of employees and the turnover
3. Business history and ownership patterns
4. The perceived role of family within the business and within networks
5. Access to/experience of the established business support networks, social networks and internal family networks.

All the participants will be aged over 18, will have given informed consent and will be able to voluntarily withdraw from the research at any time and without giving reasons for this. It is not considered likely that participation carries significant risk of harm to individuals taking part.

SECTION 3: PARTICIPANTS

Please attach copies of the following, together with any further supporting documentation, as indicated below:

- Participant information sheet outlining the nature of the research
- Participant consent form
- Summary of debriefing

---

10. Nature and number of participants

Indicate which participant groups will take part in the research and indicate the total numbers of participants, where applicable.

	YES please state number	NO	N / A
Napier University students		X	
Napier University Staff		X	
Members of the public	10-15		
Clinical population*		X	
People with mental health issues*		X	
People in custody*		X	
Children (under 18 years)*		X	
People with learning or communication difficulties*		X	
People engaged in illegal activities (e.g. drug-taking)*		X	
Other (please specify):*		X	

* if you have answered Yes to any of the starred items you should tick Q.15 box B to indicate that there may be ethical implications with possible additional legal procedures attached to them.

11. Inclusion and exclusion criteria

Details of family businesses operating across East Lothian have been made available to the researcher through the Economic Development Unit at East Lothian Council. From the details available, a cross-sectoral sample of family businesses has been carried out with reference to employment patterns in East Lothian, resulting in the identification of 10-15 family businesses. Each business will be approached by the Economic Development Unit to establish whether they are willing to take part. Where businesses are willing to take part, they will be contacted by telephone by the researcher. The primary criteria for inclusion are that the business be family owned.

12. Recruitment of participants

Participants will initially be recruited by personal contact via the Economic Development Unit at East Lothian Council. Subsequent direct contact by the researcher will be made by telephone.

13. Consent and care of participants

Tick as appropriate

		YES	NO	N/A

a	Will you describe the main procedures to participants in advance so that they are informed about what to expect in your study?	X		
b	Will you tell participants that their participation is voluntary?	X		
c	Will you obtain written informed consent for participation?	X		
d	If the research is observational (including tape and video), will you ask participants for their consent to being observed?	X		
e	Will you tell participants that they may withdraw from the research at any time without penalty and for any reason?	X		
f	If using questionnaires or interviews, will you give participants the option of omitting questions they do not want to answer without penalty?	X		
g	Will confidentiality be agreed (i.e. that participants will not be identifiable in any records, presentations or reports (oral or written) of the research)?	X		
h	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	X		
i	Will you give participants a brief explanation of the purpose of the study at the end of their participation in it, and answer any questions?	X		

j	Will any payment or reward be made to participants, beyond reimbursement of out-of-pocket expenses?		X	
k	Will your project involve deliberately misleading participants in any way?		X	
l	Is the information gathered from participants of a sensitive or personal nature?		X	
m	Is there any realistic risk of any participants experiencing either physical or psychological distress or discomfort?		X	

NB: 1) if you have answered "no" to questions a – i, please tick box Q.15 box B to indicate that there may be ethical implications.

2) if you have answered "yes" to j, k, l or m above, please provide details below (continue on a separate sheet if necessary), and state what you will advise participants to do if they should experience any problems (e.g. whom they can contact for help).

(Additional Information)

SECTION 4: DECLARATION

There is an obligation on the researcher to bring to the attention of the Faculty Research Ethics and Governance Committee any issues with ethical implications not clearly covered by this form.

14. I request ethical and governance approval for the research described in this application. I have read Napier University's policies and guidelines relating to ethics and governance in research, and those of relevant professional bodies (e.g. BPS, BSA, IFPA, SIR, NMC) and agree to abide by these.

15. Ethical implications: (*tick one box*)

A	I consider that this project has **no significant ethical implications** to be brought before the Ethics and Governance Committee.	X	
B	I consider that this project **may have ethical implications** to be brought before the Ethics and Governance Committee and /or it will be carried out with children or vulnerable populations.		

Signed Claire Seaman Date 24th October 2008

16. I am the Director of Studies or supervisor for this research. I have read this application and approve it. I do not consider that any part of the research process will cause physical and/or psychological harm to participants, or be detrimental to the reputation of Napier University.

Signed Professor Ron McQuaid

Submit the completed and signed form **plus an electronic copy and 7 paper copies** to the Clerk of the Faculty Ethics Committee, Faculty Office, G23 Canaan Lane Campus. **ethics.fhlss@napier.ac.uk**

Please ensure that you have attached copies of all relevant supporting documents (approval to proceed cannot be granted until these are received:

- information sheet for participants
- consent form for participants
- debriefing information
- any other supporting documents

SECTION 5: OUTCOME

To be signed by the Convenor or Co-Convenor of the Faculty of Health, Life and Social Sciences Research Ethics and Governance Committee: tick one box.

I grant ethics/governance approval for this research	☐
I do not grant ethics/governance approval for this research (*provide rationale below*)	☐

Signed ____ Date __________

Printed Name ___________________________________

Designation____________________________________

To be completed by the Head of School (or nominee) as appropriate.

I find this application acceptable and give Access Approval to:

Students ☐
Staff ☐
Documents ☐

Signed ____ Date __________

Printed Name ___________________________________

Designation____________________________________

Napier University Business School
Research Ethics and Governance Committee

Consent Form

Family Businesses, Business Families and Patterns of Networking in an Enterprising Economy

I have read and understood the information sheet and this consent form. I have had an opportunity to ask questions about my participation.

I understand that I am under no obligation to take part in this study.

I understand that I have the right to withdraw from this study at any stage without giving any reason.

I agree to participate in this study.

Name of participant: ______________________________

Signature of participant: ______________________________

Signature of researcher: ______________________________

Date: ______________

Contact details of the researcher

Name of researcher: Claire Seaman

Address: DBA Programme
Napier University Business School
Craiglockart Campus
Edinburgh EH14 1D

NAPIER UNIVERSITY BUSINESS SCHOOL

Research Ethics and Governance Committee

Information Sheet for Potential Participants

My name is Claire Seaman and I am a postgraduate student from Napier University Business School in Edinburgh. I am undertaking a research project for my doctoral dissertation. The title of my project is:

Family Businesses, Business Families and Patterns of Networking in an Enterprising Economy

This study will investigate how family businesses in East Lothian network.

If you agree to participate in the study, you will be asked to take part in a brief interview. The researcher is not aware of any risks associated with this interview and you will be free to withdraw from the study at any stage without giving a reason.

All data will be anonymised as much as possible, but you may be identifiable from tape recordings of your voice. Your name will be replaced with a participant number or a pseudonym, and it will not be possible for you to be identified in any reporting of the data gathered. Any data collected will be kept in a secure place to which only the researcher has access. These will be kept till the end of the examination process.

The results may be published in a journal or presented at a conference as well as forming part of a thesis.

If you would like to contact an independent person, who knows about this project but is not involved in it, you are welcome to contact Professor Ron McQuaid. His contact details are given below.

If you have read and understood this information sheet, any questions you had have been answered, and you would like to be a participant in the study, please now see the consent form.

Contact details of the researcher

Name of researcher: Claire Seaman

Address: Napier University Business School
Craiglockart Campus
Edinburgh EH14 1DJ

Contact details of the independent adviser

Name of adviser: Professor Ron McQuaid

Address: Napier University Business School
Craiglockart Campus
Edinburgh EH14 1DJ
Email / Telephone: r.mcquaid@napier.ac.uk

Note: You should give only Napier (not home) contact details.

Appendix 4: Topic Guide
Exploring Networks in East Lothian Family Businesses

4. The family - who are the family, how do they network together

5. The Business – business characteristics, who/what is the business, how does it operate, what are the key networks, do they involve family members – and if so, how does the network absorb the dual roles of family and business.

6. Characteristics of the network, links between the family and business networks, capacity for individuals to play more than one role

Questions

1 Can you tell me about the business, how it started?

A What made you want to start up in business?
B How did you come to be in East Lothian?
C Is East Lothian somewhere you plan to stay?

2 Can you tell me about the business, what it looks like now?

A How involved are the family in the business?
B How has the business changed over time?
C Do you plan to keep the business going?

3 Is this your main business?

A Do you have any other business interests?
B In East Lothian or elsewhere?
C Do your family have other businesses locally?
D Or elsewhere?

5 Have you ever thought of moving from East Lothian?

A Is this something you would consider?
B If yes, is this something you are planning in the short-term?
C If no, why not?

6 Have you ever thought of starting another business?

A Is this something you plan to do in the short term?
B Or in the medium/long term?

7 Are other members of your family in business?

A Can you tell us more about who they are and their involvement?
B Has that involvement changed over the years?

8 Are you involved with the business community in East Lothian?

A Are they member of i.e. Chamber of Commerce, Scottish Enterprise, Local Council, Banks?
B How do they find i.e. lawyers, accountants, advisors etc?
C What role do the suppliers play?

9 Can you tell us a bit about how you got involved with the business community?

A Was this an iterative process?
B Was the initial process deliberate?

10. Do you have much involvement with other family businesses or business families?

A What role/value do they place on less formal systems?
B How does this work?
C how did they get to know people initially?
D Would they choose to extend this network?

11. Can you tell me a bit more about your decision making – how do family and business needs balance out?

Appendix 5: Exemplar Transcript

Interview Analysis
The interview data collected as part of the current portfolio was analysed using thematic analysis carried out in accordance with techniques described by Collis and Hussey (2009, pp164-171).

This process is summarised in Figure 1:

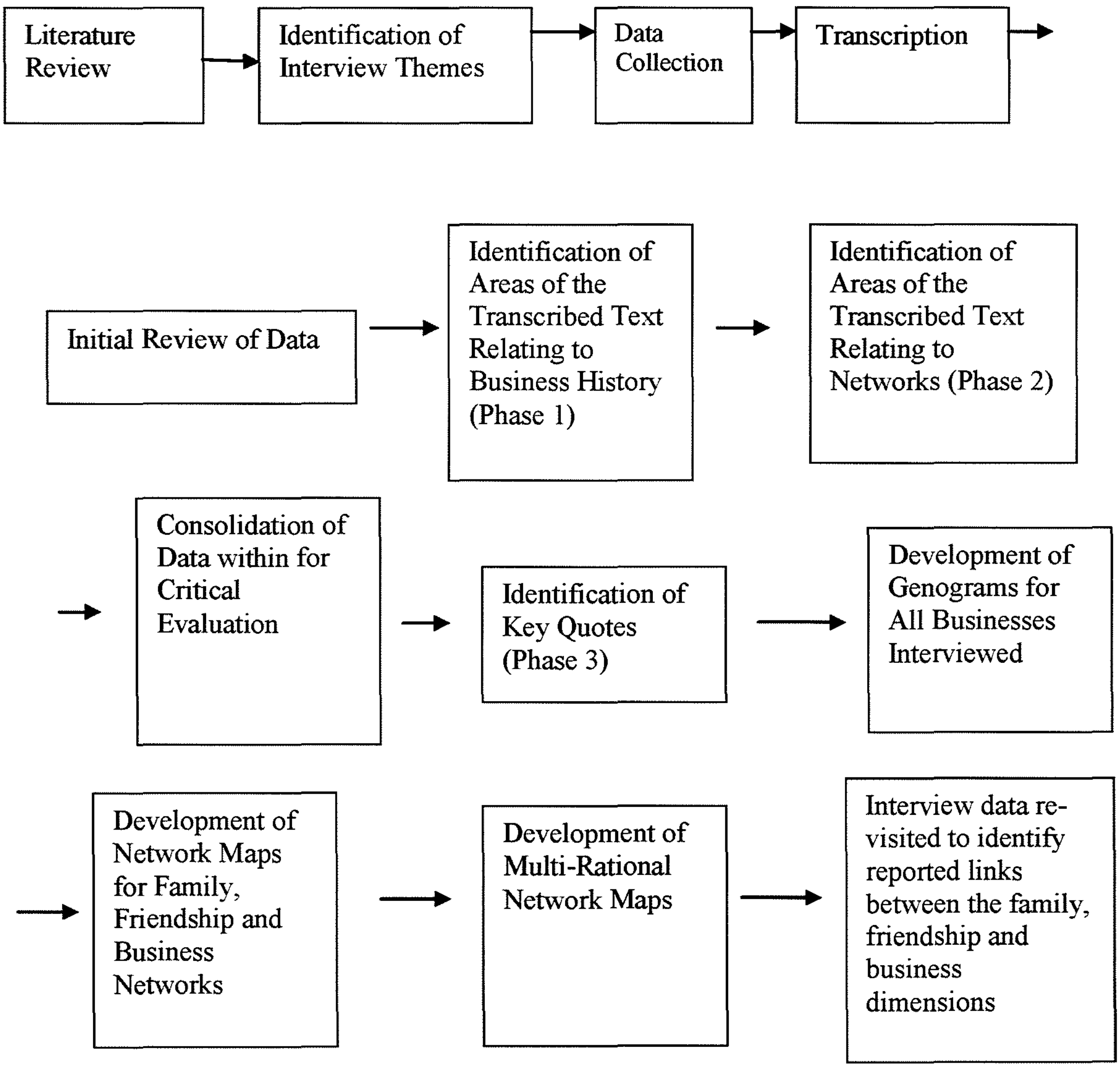

Figure 1: Data Analysis

The key themes drawn from the literature and used to structure the interviews are shown in Appendix 5.

Results from the process by which data contained within the transcribed interviews were initially reviewed are shown here as Figure 2:

Interviewee	A	B	C	D	E	F	G	H	I	J	K	L	M
1. Background information on the business	X	X	X	X	X	X	X	X	X	X	X	X	X
2. Family history and current involvement - provided:	X	X	X	X	X	X	X	X	X	X	X	X	X
Predominant Sub-categories	X			X			X					X	X
Individual personalities				X		X	X	X					X
Life stage							X						X
Individual aptitude													
3. Gradual development of the business	X	X	X	X	X		X	X	X	X		X	X
Predominant Sub-categories													
Nature of the business determined by family	X	X			X	X							
history			X	X			X					X	X
Nature of the business determined by								X					
attraction to the type of work													
Attraction to the business allied to family history													
4. Evidence of belief that all networks had a family, business and social component [detail varied]	X	X	X	X	X	X	X	X	X	X	X	X	X
5. Involvement with formal business networks	X	X	X	X	X	X	X	X	X	X	X	X	X
6. Acknowledged potential for conflict between formal and informal networks	X						X					X	X
7. Importance of cross-sectoral links[ix]	X	X	X	X	X	?	X	X	X	X	X	X	X
8. Importance of and commitment to the community		X	X	X	X	?	X	X	X			X	X
9. Identity as a family, an entrepreneur or an individual[x]	X	X	X		X	?	X		X	X		X	X

The process by which the transcribed interviews were reviewed to identify key areas of the text is illustrated here using passages of the text from one interview (to preserve confidentiality some words have been replaced by those in square brackets):

Raw Transcribed Data

Interview G

Q. Can you tell me about the business, how it started?

R. My husband and I had a business which we started in our [business]

Q. That would be good to start from that point

R. It was one of these situations where my husband was made redundant just after my daughter was born – so you are talking about 22 years ago and we had just moved up here from the [area] of England and I couldn't face moving back again and [husband] thought he could get another job very quickly but it didn't work out.

Q. What was [husband's] background?

R. He was in [name] – he was brought in to do their marketing for them, he would be able to tell you much more about that. They expected miracles in six months they expected the business to have been upgraded. Actually the contract he brought in from [country] which they didn't like at the time because it was foreign, "we want an American or British Company not some [country] winky wonky company", they ran out of money and they paid John off so that's basically what happened and yet it was that contract that got them into the industry they are in now which has built the business up so successfully. But at the time we had only been - he moved up in September, we bought a house up here in December and my daughter was born in August so that was the timeframe. And

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[ix] A question mark has been inserted for several categories with reference to Interview F; the interviewee did not wish to be taped.

[x] Interviewees' perceptions on identity varied markedly; notable however is that identity cropped up during the interviews unprompted as an aspect of self-definition.

we just moved into this house I could face moving – 2 or 3 years later he still didn't have a job except for the odd contract now and again. He was working for a company in [city, name of company] and he was doing their sales and marketing for them – he was self-employed at that point on an ad hoc basis whatever we could get really and he had an appointment to go to the [Scottish] Hospital on the Tuesday morning but on the Sunday night he had a phone call from the Managing Director to say the company is going into liquidation so bring back your car and computer. [Husband] said no I'm not going to do that because you owe me money so once you pay me I will bring them back. He kept the appointment at [hospital] and when he arrived, he was a bit late, and they had phoned the company so when he arrived, they said "we phoned your company and they said they weren't in business anymore". So thinking from the top of his head he said oh I have decided to buy the business so he did the interview so the company which was [name] was started. So from that one initial contract we designed and built a [product] from scratch. We had 4 or 5 [specialist] engineers. We started working out of the garage in our house, we have a cellar under our house and converted them into offices. We had quite a lot of support from the Council actually because the neighbours used to complain and they used to be very good about it and didn't charge us rates so to start with it was good.

I got the job, because I have a degree in [subject], and I am actually a [profession] by trade, that's where I started my life, I got the job of doing the finances. I haven't done any bookkeeping in my life or any financial management so started with spreadsheets then moved up to computerised bookkeeping systems and went on courses. We both registered to go on courses – what's it called – you get £40 a week – can't remember what it's called – (local enterprise agency) ran it at that time – it was run in [local town]. It was a week long and it taught you all about financial marketing managing and as long as you went on that course, you got £40 a week for a year. And for us, that was fantastic and starting out on business that was a lot. We built the business up quite successfully and then we moved up to just near [local village] – we needed bigger premises we didn't want to go to (local town) or (local town), we had a life in (Region), that's where we wanted to have the business. We had this idea of having a business, an intellectual business if you like where people could work who had degrees in engineering and this sort of thing. One of the things we noticed about (Region), kids go to school here, they get degrees and they have to go work somewhere else. There is no work for anybody in (Region) with any sort of education. It's slightly better than it was then, you either work for the Council, or (local power station) or yourself ..... that was it. The statistics are I think in (Region) there are fewer people aged between 18 and 27 than anywhere else in the country. I thought that was sad.
Q. So in other words that was one of the driving goals you had to create employability in the locality?
R. Yes exactly – [local enterprise agency] were totally unhelpful. The [rival agency] at the time were very good they gave us some money but we were one of the last people to get money out of them before the got dissolved so I think they were giving money to anybody.

Phase 1 Analysis
All the above text was analysed.

Phase 2 Analysis (Designed to identify areas of the text relating to the business history)

Q. Can you tell me about the business, how it started?

R. My husband and I had a business which we started in our garage

Q. That would be good to start from that point

R. It was one of these situations where my husband was made redundant just after my daughter was born – so you are talking about 22 years ago and we had just moved up here from [geographic area] and I couldn't face moving back again and [husband] thought he could get another job very quickly but it didn't work out.

Q. What was [husband's] background?

R. He was in [name] – he was brought in to do their marketing for them, he would be able to tell you much more about that. They expected miracles in six months they expected the business to have been upgraded. Actually the contract he brought in from [country] which they didn't like at the time because it was foreign, "we want an American or British Company not some [country] winky wonky company", they ran out of money and they paid John off so that's basically what happened and yet it was that contract that got them into the industry they are in now which has built the business up so successfully. But at the time we had only been - he moved up in September, we bought a house up here in December and my daughter was born in August so that was the timeframe. And we just moved into this house I could face moving – 2 or 3 years later he still didn't have a job except for the odd contract now and again. He was working for a company in [city, name of company] and he was doing their sales and marketing for them – he was self-employed at that point on an ad hoc basis whatever we could get really and he had an appointment to go to the [Scottish] Hospital on the Tuesday morning but on the Sunday night he had a phone call from the Managing Director to say the company is going into liquidation so bring back your car and computer. [Husband] said no I'm not going to do that because you owe me money so once you pay me I will bring them back. He kept the appointment at [hospital] and when he arrived, he was a bit late, and they had phoned the company so when he arrived, they said "we phoned your company and they said they weren't in business anymore". So thinking from the top of his head he said oh I have decided to buy the business so he did the interview so the company which was [name] was started. So from that one initial contract we designed and built a [product] from scratch. We had 4 or 5 [specialist] engineers. We started working out of the garage in our house, we have a cellar under our house and converted them into offices. We had quite a lot of support from the Council actually because the neighbours used to complain and they used to be very good about it and didn't charge us rates so to start with it was good.

I got the job, because I have a degree in [subject], and I am actually a [profession] by trade, that's where I started my life, I got the job of doing the finances. I haven't done any bookkeeping in my life or any financial management so started with spreadsheets then moved up to computerised bookkeeping systems and went on courses. We both registered to go on courses – what's it called – you get £40 a week – can't remember what it's called – (local enterprise agency) ran it at that time – it was run in [local town]. It was a week long and it taught you all about financial marketing managing and as long as you went on that course, you got £40 a week for a year. And for us, that was fantastic and starting out on business that was a lot. We built the business up quite successfully and then we moved up to just near [local village] – we needed bigger premises we didn't want to go to (local town) or (local town), we had a life in (Region), that's where we wanted to have the business. We had this idea of having a business, an intellectual business if you like where people could work who had degrees in engineering and this sort of thing. One of the things we noticed about (Region), kids go to school here, they get degrees and they have to go work somewhere else. There is no work for anybody in (Region) with any sort of education. It's slightly better than it was then, you either work for the Council, or (local power station) or yourself ..... that was it. The statistics are I think in (Region) there are fewer people aged between 18 and 27 than anywhere else in the country. I thought that was sad.

Q. So in other words that was one of the driving goals you had to create employability in the locality?

R. Yes exactly – (local agency) were totally unhelpful. The (rival agency) at the time were very good they gave us some money but we were one of the last people to get money out of them before the got dissolved so I think they were giving money to anybody.

Phase 3

Q. Can you tell me about the business, how it started?
Q. That would be good to start from that point
Q. What was [husband's] background?

He was working for a company in [city name] and he was doing their sales and marketing for them – he was self-employed at that point ..... We had 4 or 5 [specialist] engineers. ..... We had quite a lot of support from the Council actually because the neighbours used to complain and they used to be very good about it and didn't charge us rates so to start with it was good.

We both registered to go on courses – what's it called – you get £40 a week – can't remember what it's called – (local enterprise agency) ran it at that time – it was run in [local town]. .... we had a life in (Region), that's where we wanted to have the business. .... One of the things we noticed about (Region), kids go to school here, they get degrees and they have to go work somewhere else.

Following this analysis, identification of quotes was paralleled by the development of genograms and network maps commenced, illustrated in Appendix 4.

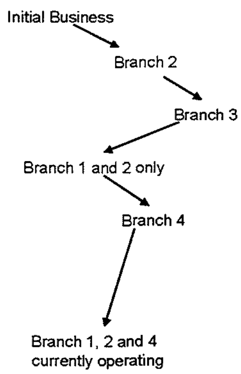
Appendix 6: Business Profiles

Appendix 6 contains initial profiles developed from the interviews held with each business. Specifically, for each business a family business genogram is included that indicates the information garnered on the history and development of business within the family. Distinguishing between the history of the individual business and the broader development of businesses within the family proved tricky and the information is recorded here as identified. The following two sections in each business profile outline what was identified of the internal and external networks surrounding the business. The links identified within different nodes within the network are indicated by a line – this indicates simply that a tie was identified as existing but gives no indication as to the strength or nature of the link. Importantly, these profiles were discussed with the businesses after the initial interview and it offered them the chance to verify that the information provided within the interview had been interpreted correctly.

Business Profile:

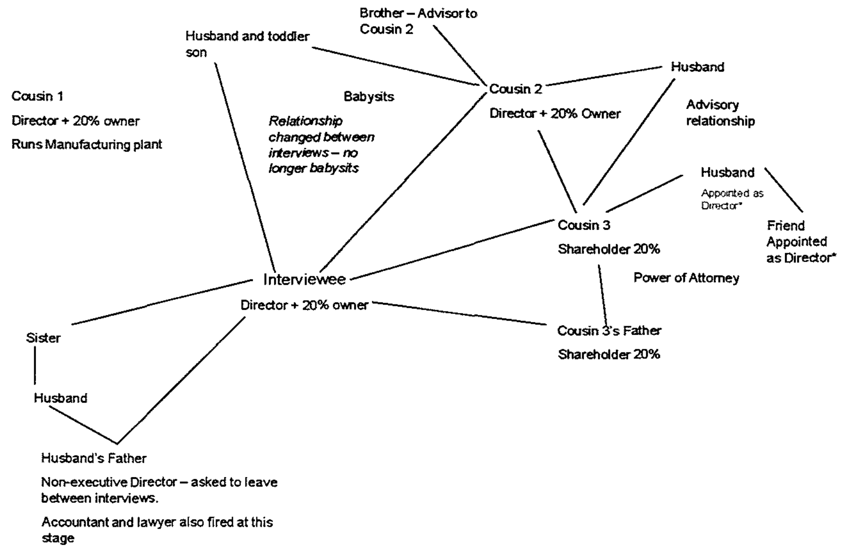
Business Name:	**A**
Business Start-up Date	
Type of business	**Café/Food Manufacturer**
Current number of employees (including owner and family members) FT: PT:	
Number of Family Members Currently Involved	
Number of Family Members Originally Involved	
Number of Generations Currently Involved	**¾**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**0**

Family Business Genogram (Kenyon-Rouvinez and Ward, 2005, p12-14):



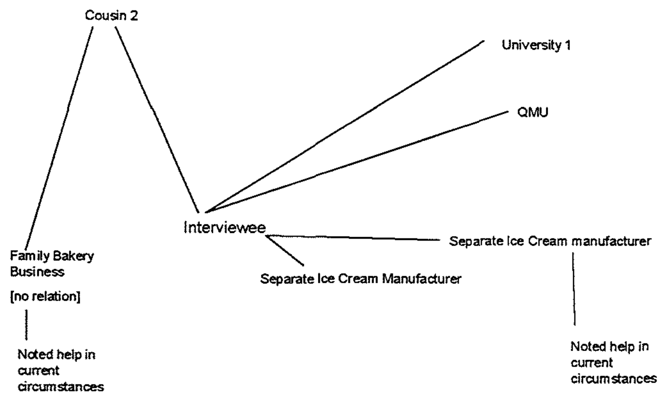
The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



* According to the interviewee two directors were appointed without the permission of the rest of the Board

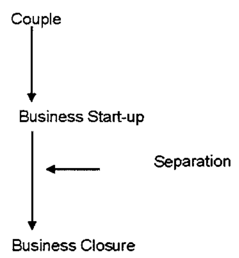
External Networks:



Business Profile:

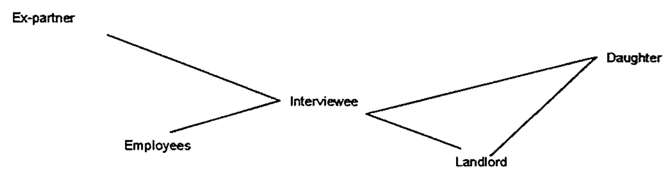
Business Name:	**B**
Business Start-up Date	**13-14 years**
Type of business	**Garden Centre and Construction**
Current number of employees (including owner and family members) FT: PT:	**4**
Number of Family Members Currently Involved	**11**
Number of Family Members Originally Involved	**2**
Number of Generations Currently Involved	**1**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**0**

Family Business (Kenyon-Rouvinez and Ward, 2005, p12-14):

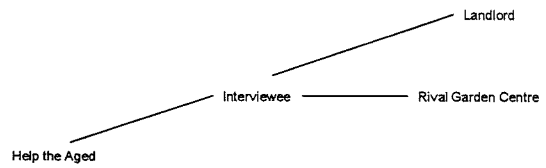


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:

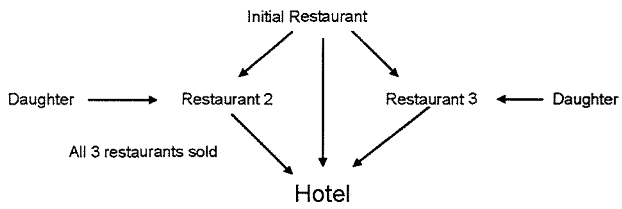


External Networks:



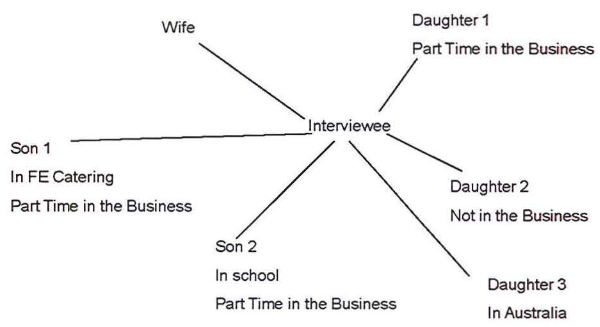
Business Profile:

Business Name:	**C**
Business Start-up Date	**2003**
Type of business	**Hotel**
Current number of employees (including owner and family members) FT: PT:	**Total 35-40**
Number of Family Members Currently Involved	
Number of Family Members Originally Involved	
Number of Generations Currently Involved	
Other Businesses Owned (personally)	
Other Businesses Owned (in the broader family)	
Family Business (Kenyon-Rouvinez and Ward, 2005, p12-14):	

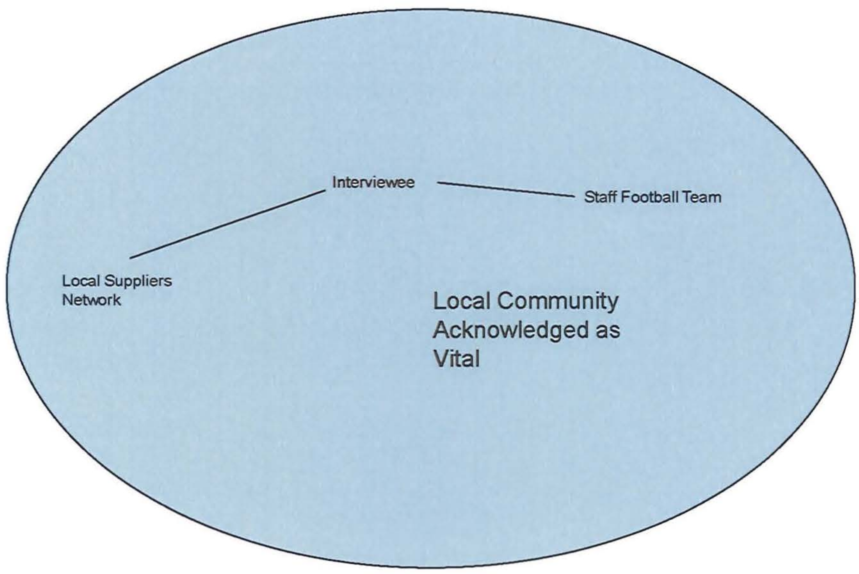


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



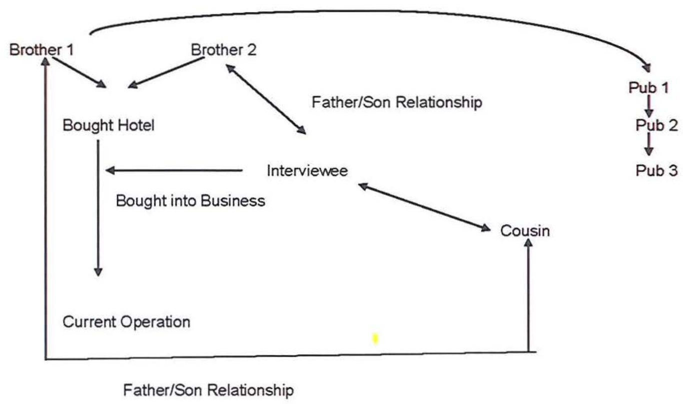
External Networks:



Business Profile:

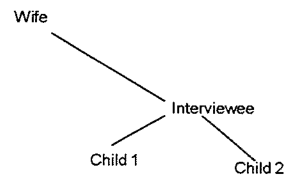
Business Name:	**D**
Business Start-up Date	**1959**
Type of business	**Hotel**
Current number of employees (including owner and family members) FT: PT:	**FT 10** **PT 20**
Number of Family Members Currently Involved	**2**
Number of Family Members Originally Involved	
Number of Generations Currently Involved	**1**
Other Businesses Owned (personally)	**1**
Other Businesses Owned (in the broader family)	**2**

Family Business (Kenyon-Rouvinez and Ward, 2005, p12-14):

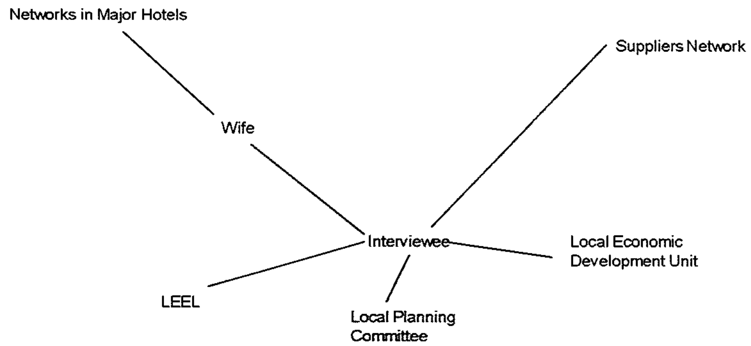


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



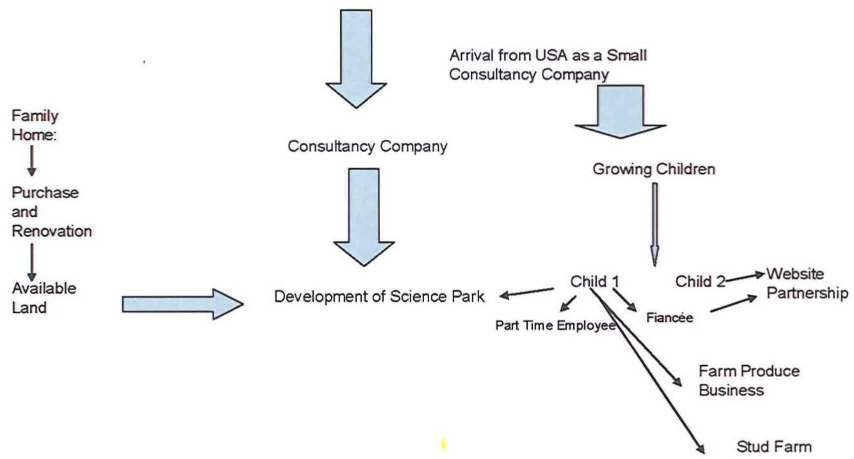
External Networks:



Business Profile:

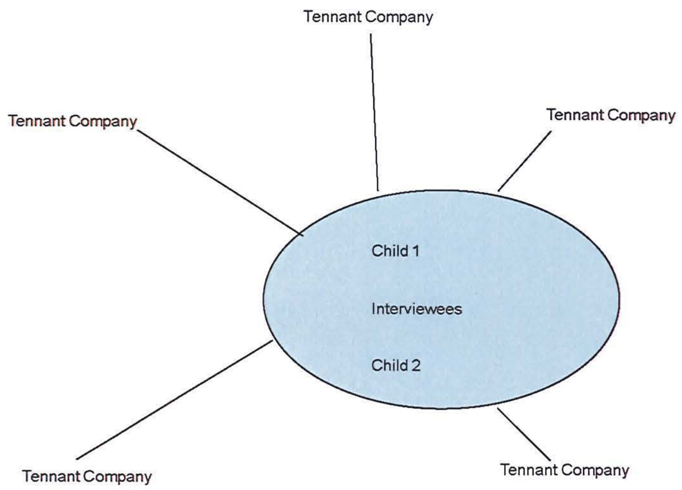
Business Name	**E**
Business Start-up Date	**20 Years**
Type of business	**Science Park**
Current number of employees (including owner and family members) FT: PT:	
Number of Family Members Currently Involved	**4**
Number of Family Members Originally Involved	**2**
Number of Generations Currently Involved	**2**
Other Businesses Owned (personally)	
Other Businesses Owned (in the broader family)	

Family Business (Kenyon-Rouvinez and Ward, 2005, p12-14):

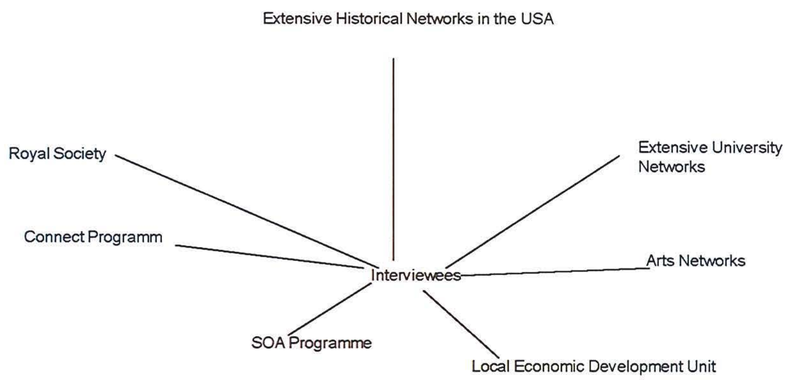


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



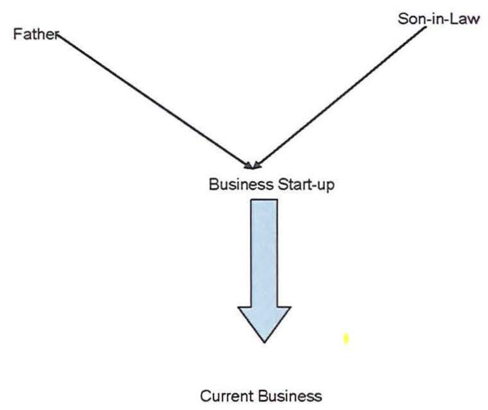
External Networks:



Business Profile:

Business Name	**F**
Business Start-up Date	**1986**
Type of business	**Investment/PCM**
Current number of employees (including owner and family members) FT: PT:	
Number of Family Members Currently Involved	**2**
Number of Family Members Originally Involved	**2**
Number of Generations Currently Involved	**2**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**0**

Family Business (Kenyon-Rouvinez and Ward, 2005, P12-14):



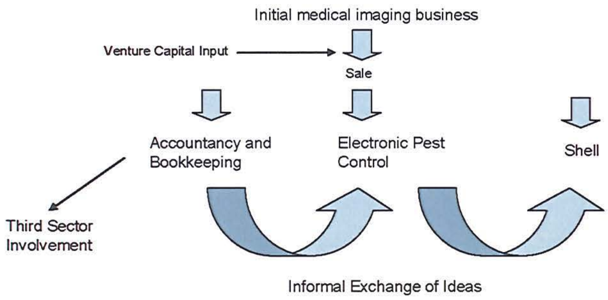
The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks: **Insufficient Information**
External Networks: **Insufficient Information**

Business Profile:

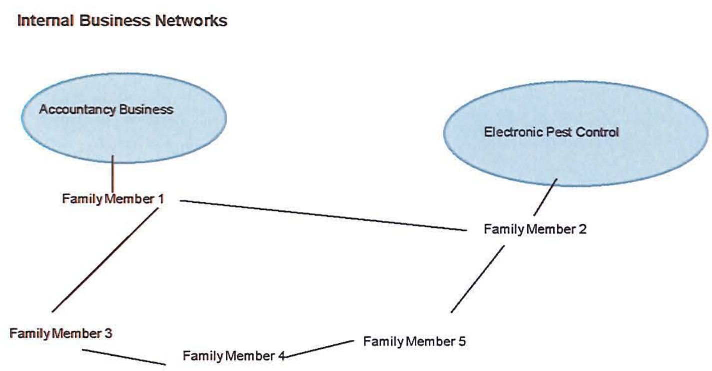
Business Name	**G**
Business Start-up Date	**Around 1987**
Type of business	**Accountancy**
Current number of employees (including owner and family members) FT: PT:	**2:4**
Number of Family Members Currently Involved	**2**
Number of Family Members Originally Involved	**2**
Number of Generations Currently Involved	**1**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**2**

Family Business Genogram (Kenyon-Rouvinez and Ward, 2005, p12-14):

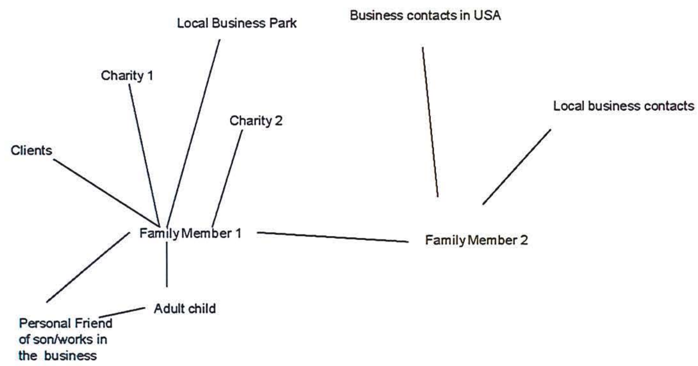


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



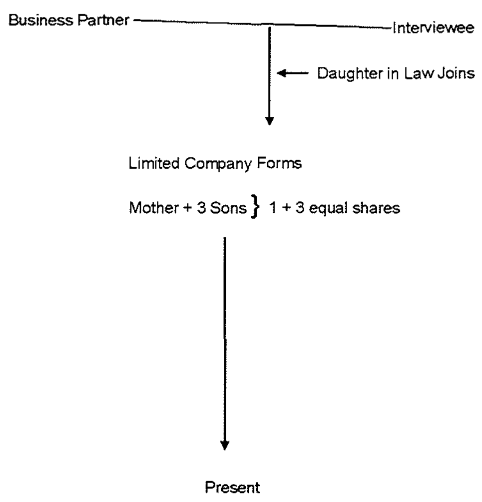
External Networks:



Business Profile:

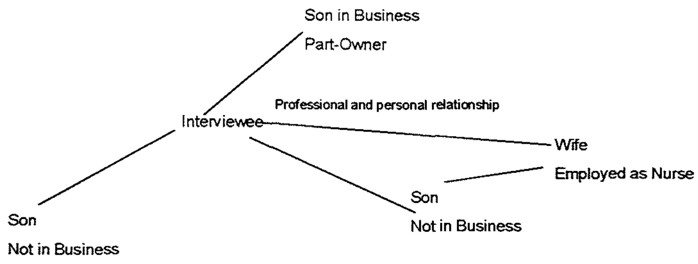
Business Name:	**H**
Business Start-up Date	**2001**
Type of business	**Nursing Care**
Current number of employees (including owner and family members) FT: PT:	**105**
Number of Family Members Currently Involved	**5**
Number of Family Members Originally Involved	**1**
Number of Generations Currently Involved	**2**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**0**

Family Business Genogram (Kenyon-Rouvinez and Ward, 2005, P12-14):

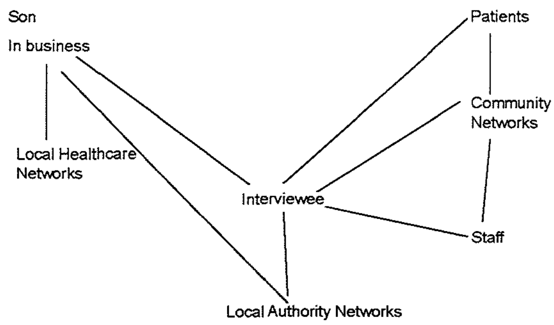


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



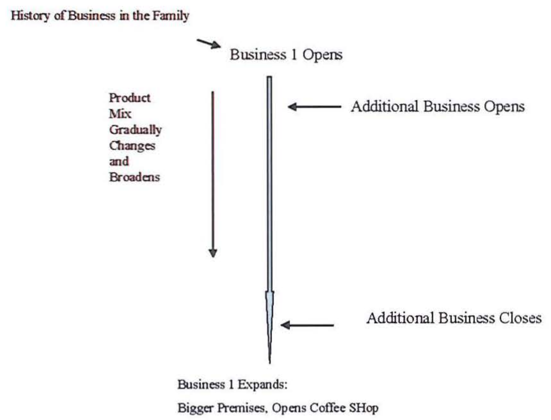
External Networks:



Business Profile:

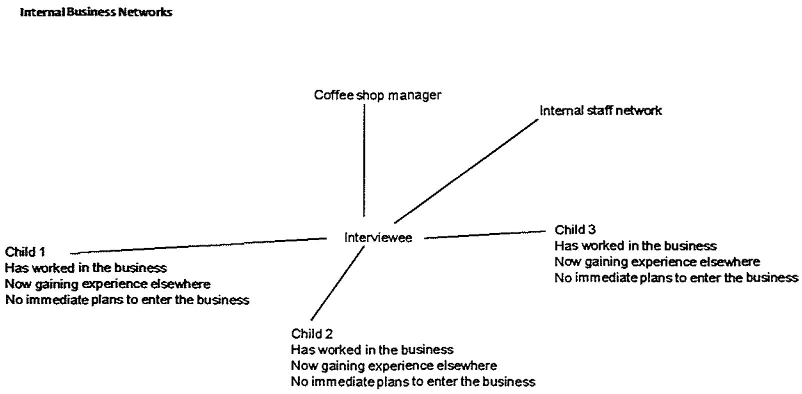
Business Name:	**I**
Business Start-up Date	**1991**
Type of business	**Bookshop**
Current number of employees (including owner and family members) FT: PT:	**8**
Number of Family Members Currently Involved	**2**
Number of Family Members Originally Involved	**2**
Number of Generations Currently Involved	**1**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**0**

Family Business Genogram (Kenyon-Rouvinez and Ward, 2005,p12-14)

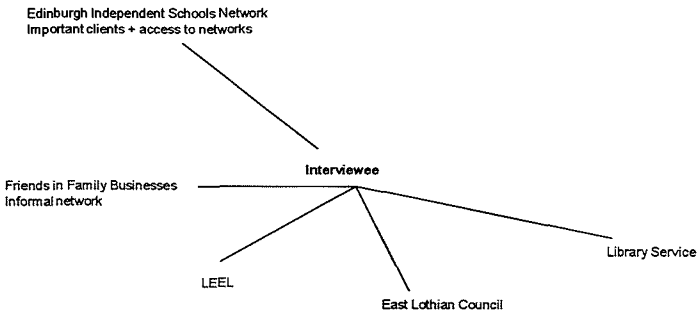


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



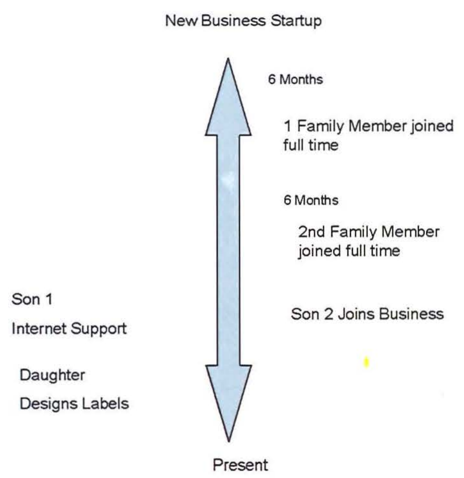
External Networks:



Business Profile:

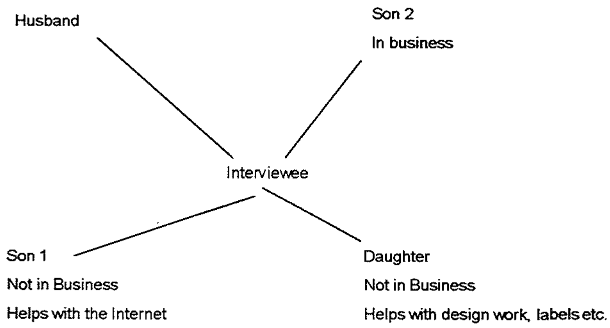
Business Name:	**J**
Business Start-up Date	**10 Years**
Type of business	**Drinks Manufacturer**
Current number of employees (including owner and family members) FT: PT:	**3**
Number of Family Members Currently Involved	**3**
Number of Family Members Originally Involved	**2**
Number of Generations Currently Involved	**2**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**0**

Family Business Genogram (Kenyon-Rouvinez and Ward, 2005, P12-14):

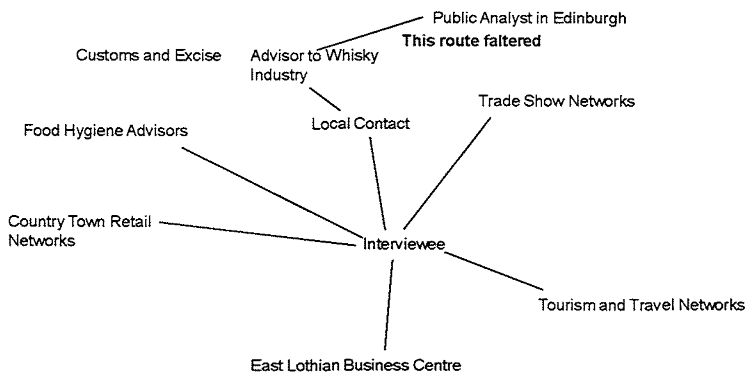


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



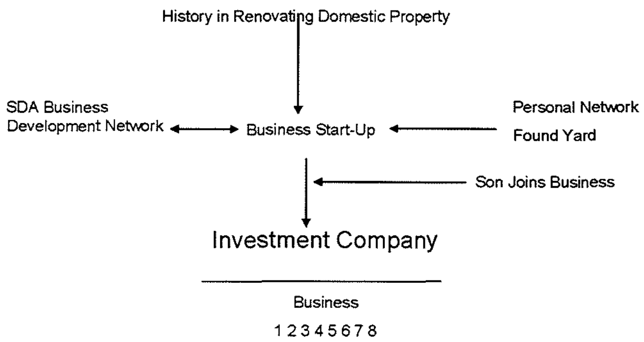
External Networks:



Business Profile:

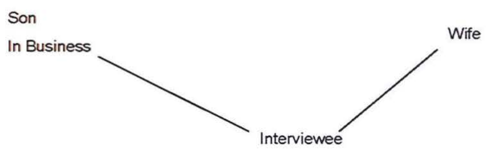
Business Name	**K**
Business Start-up Date	**1982**
Type of business	**Property**
Current number of employees (including owner and family members) FT: PT:	
Number of Family Members Currently Involved	**2**
Number of Family Members Originally Involved	**3**
Number of Generations Currently Involved	**2**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**0**

Family Business Genogram (Kenyon-Rouvinez and Ward, 2005, p12-14):



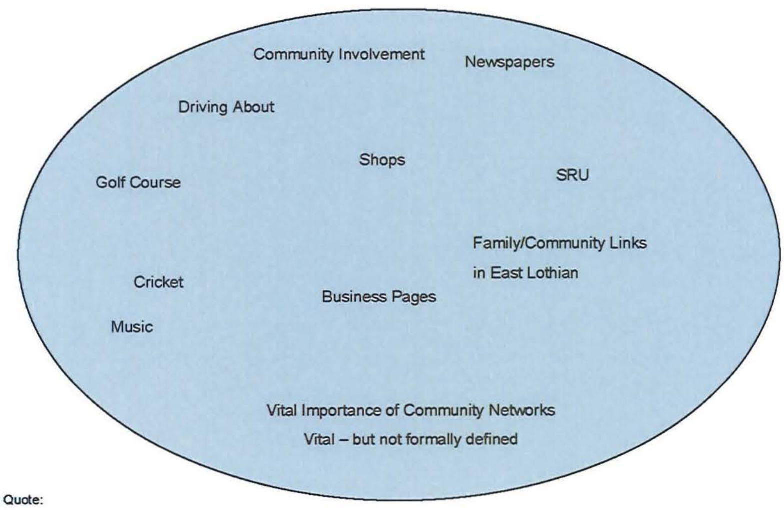
The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks



Interesting Quote [from interviewee]
'....... He's [the son] finding it very difficult just now .... anyone under 36 has only ever seen property values do one thing .... he's a bit shell shocked, to be honest ....'

External Networks:

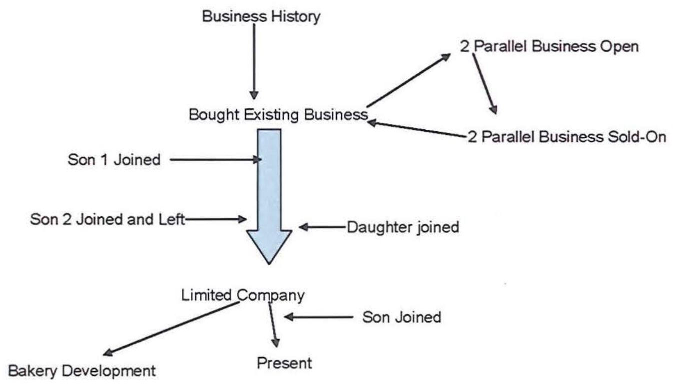


Interesting Quote:
' ..... I'm just collecting information ..... But looking forward five years ..... Its nothing clever, building a property business is just arithmetic ..... '.

Business Profile:

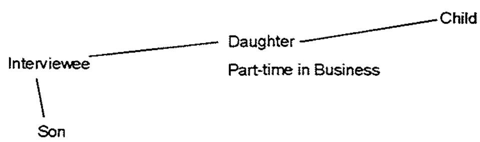
Business Name	**L**
Business Start-up Date	
Type of business	**Butcher**
Current number of employees (including owner and family members) FT: PT:	**T15**
Number of Family Members Currently Involved	**2**
Number of Family Members Originally Involved	**5**
Number of Generations Currently Involved	**2**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**0**

Family Business Genogram (Kenyon-Rouvinez and Ward, 2005, p12-14):

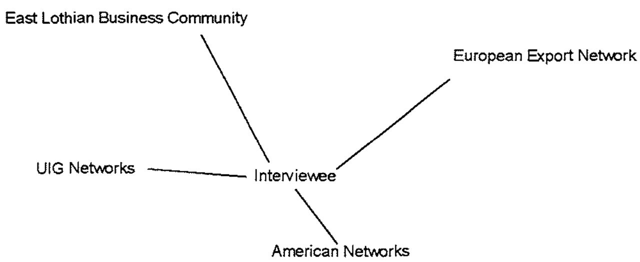


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



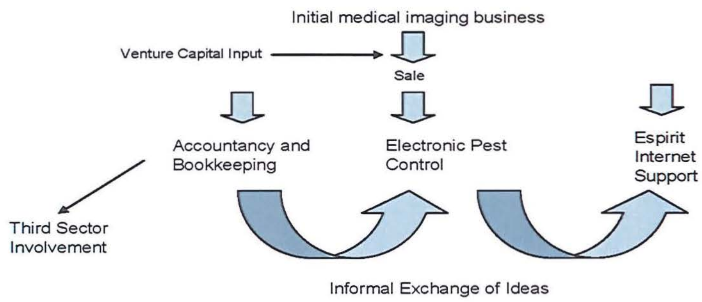
External Networks:



Business Profile:

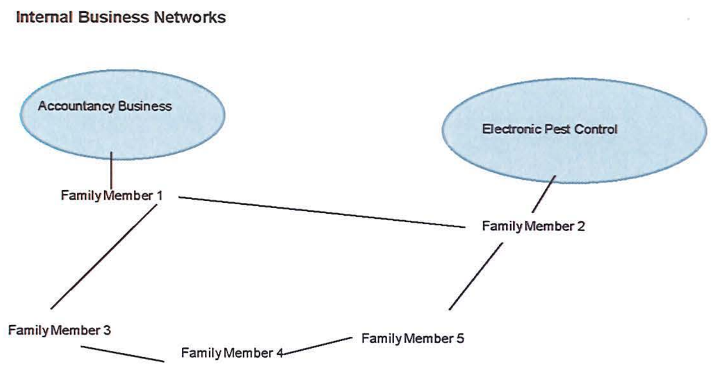
Business Name	**M**
Business Start-up Date	**Around 9 years**
Type of business	**Electronics**
Current number of employees (including owner and family members) FT: PT:	
Number of Family Members Currently Involved	**2**
Number of Family Members Originally Involved	**2**
Number of Generations Currently Involved	**1**
Other Businesses Owned (personally)	**0**
Other Businesses Owned (in the broader family)	**2**

Family Business Genogram (Kenyon-Rouvinez and Ward, 2005, p12-14):

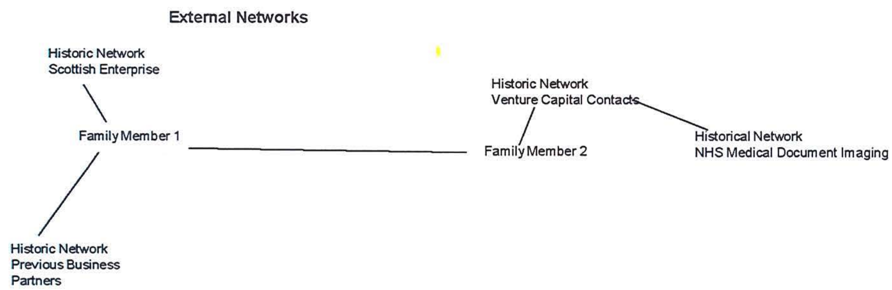


The family business genogram depicted here represents an image of the historical development of businesses within the individual family, included here for information.

Internal Business Networks:



External Networks:



Appendix 7: Associated Publications

The outputs contained within this thesis have developed from a background in research amongst small and medium-sized businesses, often rooted within minority ethnic communities. A selection of publications from the author is included here for information, to illustrate the manner in which a research base developed, culminating in this portfolio. The authors' names are included in the order in which they appeared on the original publication.

Seaman, C. (2010) Resilience in the Family: Multi-Rational Networking in Rural Family Businesses, 10th Rural Enterprise Conference, University of the West of Scotland, June

Seaman, C (2010) Networks: Multi-Rational Routes for Knowledge Acquisition and Dissemination? Invited paper for the ESRC Seminar Series on Family Business, Bristol Business School, June 2010

Seaman, C. (2010) In Search of the Business Family: Exploring the Links Between Enterprise and Family Business, British Academy of Management Conference, Sheffield 2010

Bent, R., Seaman, C. and Pretious, M. (2010) The Role of Hidden Networks in Knowledge Transfer: Developing the Edinburgh Knowledge Hedge, ISBE, London 2010

Seaman, C. (2010) Multi-Rational Networking: Factoring the Family into the Family Business Network, ISBE, London, 2010

Connecting Generations – All in The Family Business Together. Voices from The Family Business: Report from the Centre for Inter-Generational Practice and the Scottish Family Business Association

Guest editor (with colleagues) for a Special Issue of the International Journal of Entrepreneurial Behaviour and Research (2010 Issue 1) on Family Business

Seaman, C. (2009) Rural Family Business in Recession: Carnage or Creation? 7th Rural Entrepreneurship Conference University of Cumbria, 28-29th May

Seaman, C. and Graham, S. (2009) The 'F' in Business Paper Delivered to the BMAF Employability Special Interest Group Conference January 17th

Seaman, C. and Graham, S. (2009) Creating Competitive Advantage in Scottish Family Businesses: Managing, Sharing and Transferring the Knowledge In: Cultural Implications of Knowledge Sharing, Management and Transfer: Identifying Competitive Advantage Ed D. Haromonina IDI International Publishers

Abstract entitled 'Families, Businesses and Communities: Consumers as Community Citizens and Business Owners', 4th International Consumer Science Conference 'Consumer Voice and Representation', 24-26th June 2009

Seaman, C. (2008) Family Business in Scotland. Invited Paper to the Scottish Family Business Association Conference, Edinburgh 2008

Bent, R., Seaman, C., Graham, S. and Silva, M. (2008) Bind We Are, if The Creation of this Clone Army We Did Not See (George Lucas) Conference paper for: Clone Towns: The High Street in Historical Perspective Centre for the History of Retailing, University of Wolverhampton, 10th-11th September 2008

Seaman, C. (2008) Wish You Weren't Here? Impact of Demographics and the Ageing Population on Scotland's Family Businesses. Keynote Address, SFBA Regional Workshop, Glasgow, November 2008

Seaman, C., Graham, S. and Falconer, P. (2008) Family Business in East Lothian Paper for British Academy of Management Conference, Harrogate

Seaman, C., Graham, S. and Bent, R. (2008) Innovation and Knowledge Transfer in Rural Entrepreneurship and Regional Development Abstract Submitted to the 6th Rural Entrepreneurship Conference 22nd May 2008 Organised by the Centre for Rural Regional Development

Seaman, C., Graham, S. and Falconer, P. (2007) 'Exploring Scottish Family Businesses: Economy, Geography and Community', *Int'l Journal of Entrepreneurship & Small Business*, 7, 3

Bent, R., and Seaman, C. (2007) 'Minority Ethnic Businesses: So Are We Really Saying One Size Fits All?' *Int'l Journal of Entrepreneurship & Small Business*, 7, 3

Silva, M., Bent, R., Seaman, C. and Falconer, P. (2007) 'Measuring the Financial Capability of Business Owners from Non-Traditional Ethnic Minority Groups in Scotland', *Int'l Journal of Entrepreneurship & Small Business*, 7, 3

Seaman, C., Graham, S. and Falconer ,P. (2007) Family Businesses in Scotland: In Pursuit of a National Strategy for Local Solutions. Invited Paper Presented at "Bridging Cultures' Confronting Theory and Practice in Family Business' 19-20th November Lancaster University Management School

Seaman, C., Graham, S. and Falconer, P. (2007) Exploring Scottish Family Businesses: Economy, Geography and Community Paper presented at the 30th Annual Conference of the Institute for Small Business and Entrepreneurship 7-9 November 2007 Glasgow.

Bent, R., and Seaman, C. (2007) 'Minority Ethnic Businesses: So Are We Really Saying One Size Fits All?' Paper presented at the 30th Annual Conference of the Institute for Small Business and Entrepreneurship 7-9 November 2007 Glasgow.

Silva, M., Bent, R., Seaman, C. and Falconer, P. (2007) 'Measuring the Financial Capability of Business Owners from Non-Traditional Ethnic Minority Groups in Scotland.' Paper presented at the 30th Annual Conference of the Institute for Small Business and Entrepreneurship 7-9 November 2007 Glasgow.

Bent, R. and Seaman, C. (2007) Herding Cats – 'Nobody Said Business Support was Easy.' Keynote Address at First International Colloquium on "Ethnic Entrepreneurship and Management, University of Bradford

Silva, M., Bent, R. and Seaman, C. (2007) 'In Search of the Latin American Community in Scotland.' Paper at First International Colloquium on "Ethnic Entrepreneurship and Management, University of Bradford

John, N. Henwood, J. and Seaman, C. (2007) 'Culture and service predisposition among hospitality students in Switzerland and Scotland', *International Journal of Contemporary Hospitality Management*, 19, 2

John, N. Henwood, J. and Seaman, C. (2007) 'Culture and service predisposition among hospitality students in Switzerland and Scotland.' Paper for the 24th EuroCHRIE Conference 2006, Oct 26-28, Thessaloniki, Greece

Guest Editor for a Special Issue of the *International Journal of Contemporary Hospitality Management* entitled 'The Hospitality Industry: Ethnicity and Diversity in Consumers and Staff', 18 7.

Guest Editor for a Special Issue of the *International Journal of Consumer Studies* entitled 'Ethnic Minorities: Diversity in Consumers and Business' 31 2

Dassler, D., Seaman, C., Bent, R., Lamb, L. and Mateer, N. (2006) 'Diversity, Mixed Embeddedness and the Use of Baseline Data in a Scottish Context', *International Journal of Entrepreneurial Behaviour and Research,* 13, 2

Bent, R., Lamb, L., Seaman, C. and Welsh, R. (2006) Public Sector Business Support – Engaging the Ethnic Business Abstract Accepted for The European Institute of Retailing and Services Studies on Recent Advances in Retailing and Services Science to be held on July 9 -12, 2006 at the Corinthia Grand Hotel Royal Budapest, Hungary

Welsh, R., Seaman, C., Ingram, A. and Bent, R. (2006) Minority Ethnic businesses in Edinburgh - Micro-Retailing Research and the Development of a Framework for Business Support Systems Abstract Accepted for The European Institute of Retailing and Services Studies on Recent Advances in Retailing and Services Science to be held on July 9 -12, 2006 at the Corinthia Grand Hotel Royal Budapest, Hungary

Dassler, T., Seaman, C., Bent, R., Lamb, L. and Mateer, N. (2006) Diversity, Mixed Embeddedness and Baseline Data: A Theoretical Perspective Abstract Submitted to the 11th Annual Symposium of the AM SIG In Entrepreneurial and Small Business Marketing, 4-6th January 2006

Contribution to the Knowledge Transfer Partnerships Case Study Series: 'KTP Complements Clinical Trials' highlighting the project carried out between Queen Margaret University College and Bioforce (UK) Ltd.

Contribution to the Knowledge Transfer Partnerships Case Study Series, highlighting the project carried out between Queen Margaret University College and Simmers of Edinburgh Ltd.

Seaman, C., Bent, R. and Dassler, T. (2005) Supporting Diversity, Communities and the Rural Entrepreneur 2005 Rural Entrepreneurship Conference, 17-18th November, Aviemore

Seaman, C., Miskin, D. and Campbell, G. (2005) Demographic Change, Migration and the Development of Rural Business in Scotland: A Case Study of a Food Manufacturer in Tayside 2005 Rural Entrepreneurship Conference, 17-18th November, Aviemore

Seaman, C., Bent, R., Miskin, D. and Unis, A. (2005) Knowledge Transfer, Knowledge Management and Education within a Manufacturer of South Asian Spicy Foods: A Case Study. 7th International Conference on Stimulating Manufacturing Excellence in Small and Medium Enterprises June 2005

Seaman, C., Bent, R., Ingram, A. and Mederos, A. (2005) Fissures in the Marketing Strategies of South Asian Restaurants in Edinburgh. International Journal of Consumer Studies 29 3 193-199

Seaman, C., Bent, R. and Unis, A. (2005) Fusion Cuisine: Blending Scottish And South Asian Foods in Product Development. Paper Accepted for ICCAS 2005

Seaman, C. and Bent, R. (2004) 'The Development of the Scottish Centre for Enterprise and Ethnic Business Research', *The Hospitality Review*, August 23-27

Welsh, R., Seaman, C., Bent, R. and Ingram, A. (2003) 'Edinburgh South Asian Micro-enterprise Research: Overview and Agenda.' *International Journal of Retail and Distribution Management*, 31, 8, pp407-419

Welsh, R., Bent, R., Seaman, C. and Ingram, A. (2003) 'The Challenge to C-Stores: Edinburgh South Asian Responses.' *International Journal of Retail and Distribution Management*, 31. 9, pp209-223

Welsh, R., Bent, R., Seaman, C. and Ingram, A. (2002) 'Facing the Challenge of Change: Examples from South-Asian Owned Convenience Stores in Edinburgh.' Paper presented to the CIRM Conference, September 2002, Manchester

Rita, R., Abdullah, F., Bent, R., Ingram, A. Lynch, P. and Seaman, C. (2002) 'South Asian Small Business Owner/Managers in Edinburgh: Issues of Ethnicity in Small Business Development.' Paper presented at the 25th ISBA National Small Firms Conference in Brighton

Bent, R. Seaman, C. Ingram, A. and Kassab, A. (2001) 'Asian Restaurants – Adapting to Change?' 8th Advances in Retailing and Services Science Conference, Vancouver Canada

Bent, R. Seaman, C. and Ingram, A. (2001) 'Convenience Stores and Restaurants - The Pressures and Threats to Ethnic Businesses.' 4th Annual Ethnic Minority Business Conference, Paisley (Keynote Address).

Bent, R. and Seaman, C. (2000) 'Convenience Stores and the Ethnic Retailer: Independents Under Pressure and Threat.' 7th Advances in Retailing and Services Science Conference Sintra, Portugal, July 2000.

Bent, R., Seaman, C.E.A. and Ingram. A. (1999) 'Convenience Stores and the Ethnic Retailer – Independents Under Pressure and Threat.' Networking '99 Conference, organised by the Edinburgh Chamber of Commerce

Appendix 8: Journal Guidance for Authors

International Journal of Entrepreneurial Behaviour & Research

Author Guidelines

Editorial objectives

The main objective of this international journal is to provide a wide ranging forum for inter-disciplinary discussion and information exchange on entrepreneurship related topics, with the aim of advancing both conceptual development and application of empirical methodologies, leading to an improvement in our understanding of entrepreneurial behaviour in diverse cultural settings.

The reviewing process

Each paper submitted to *International Journal of Entrepreneurial Behaviour and Research* is subject to the following review procedures

It is reviewed by the Editor for general suitability for publication

- If it is judged suitable, two reviewers are selected and a double blind review takes place
- Based on the recommendation of the reviewers, a decision is taken as to whether the article is accepted as is, returned for revision or rejected
- It is the intention that all articles submitted for review should be refereed within eight weeks of receipt by the editor, in recognition of the frustration caused to contributors by excessive response times

Contributions may come from a wide range of disciplines and methodological perspectives. These may include, but are not limited to, subject areas such as accounting and finance, anthropology, development studies, economic history, economics, geography, management and marketing, political science, psychology and sociology. Contributors are encouraged to submit full length articles containing significant advances in theory or practice, as well as shorter contributions on policy related topics.

In addition to refereed articles the journal will contain a book reviews section that periodically features review articles and symposia. Authors who wish to submit a longer monologue upon a contemporary issue within the entrepreneurship debate are welcome to contact the editor to discuss this further.

Submissions to the journal should be sent to:

Professor Ossie Jones, The University of Liverpool Management School, Chatham Street, Liverpool, L69 7ZH, UK

O.Jones@liverpool.ac.uk

A summary of submission requirements·

- Full paper in Word by email to the Editor
- A brief professional biography of each author
- A structured abstract and keywords

- Figures, photos and graphics electronically and as good quality originals
- Harvard style references where appropriate
- A completed Journal Article Record form

Copyright

Articles submitted to the journal should be original contributions and should not be under consideration for any other publication at the same time. Please see Emerald's policy on originality. Use this in conjunction with the points below about references, before submission i.e. always attribute clearly using either indented text or quote marks as well as making use of the preferred Harvard style of formatting. Authors submitting articles for publication warrant that the work is not an infringement of any existing copyright and will indemnify the publisher against any breach of such warranty. For ease of dissemination and to ensure proper policing of use, papers and contributions become the legal copyright of the publisher unless otherwise agreed.

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The Emerald Literati Network can recommend, via our Editing Service, a number of freelance copy editors, all themselves experienced authors, to contributors who wish to improve the standard of English in their paper before submission. This is particularly useful for those whose first language is not English.

Manuscript requirements

1. Articles of 4,000 to 7,000 words are considered appropriate. Shorter contributions of up to 3,000 words are also invited for inclusion in a Policy Forum section or as publication as a Research Note.
2. A **title** of not more than eight words should be provided.
3. A brief **autobiographical note** should be supplied including:
   - Full name
   - Affiliation
   - E-mail address
   - Full international contact details
   - Brief professional biography.

   NB This information should be provided on a separate sheet and authors should not be identified anywhere else in the article.

4. Authors must supply a **structured abstract** set out under 4-6 sub-headings (see our "How to... write an abstract" guide for practical help and guidance):
   - Purpose (mandatory)
   - Design/methodology/approach (mandatory)
   - Findings (mandatory)
   - Research limitations/implications (if applicable)
   - Practical implications (if applicable)
   - Originality/value (mandatory).

Maximum is 250 words in total. In addition provide up to six **keywords** which encapsulate the principal topics of the paper and categorize your paper under one of these **classifications**:

- Research paper
- Viewpoint
- Technical paper
- Conceptual paper
- Case study
- Literature review
- General review.

5. **Headings** must be short, with a clear indication of the distinction between the hierarchy of headings. The preferred format is for headings to be presented in bold format, with consecutive numbering.
6. **Notes** or **Endnotes** should be used only if absolutely necessary and must be identified in the text by consecutive numbers, enclosed in square brackets and listed at the end of the article.
7. All **Figures** (charts, diagrams and line drawings) and **Plates** (photographic images) should be submitted in both electronic form and as hard copy originals. They should be of clear quality, in black and white and numbered consecutively with arabic numerals.
   Figures created in **MS Word**, **MS PowerPoint**, **MS Excel**, **Illustrator** and **Freehand** should be saved in their native formats.
   Electronic figures created in other applications should be copied from the origination software and pasted into a blank MS Word document or saved and imported into a MS Word document by choosing "Insert" from the menu bar, "Picture" from the drop-down menu and selecting "From File..." to select the graphic to be imported.
   For figures which cannot be supplied in MS Word, acceptable standard image formats are: **.pdf**, **.ai**, **.wmf** and **.eps**. If you are unable to supply graphics in these formats then please ensure they are **.tif**, **.jpeg** (**.jpg**) , or **.bmp** at a resolution of at least 300dpi and at least 10cm wide.
   To prepare screenshots, simultaneously press the "Alt" and "Print screen" keys on the keyboard, open a blank Microsoft Word document and simultaneously press "Ctrl" and "V" to paste the image. (Capture all the contents/windows on the computer screen to paste into MS Word, by simultaneously pressing "Ctrl" and "Print screen".)
   Plates (photographic images) should be saved as **.tif** or **.jpeg** (**.jpg**) files at a resolution of at least 300dpi and at least 10cm wide. Digital camera settings should be set at the highest possible resolution/quality.
   In the text of the paper the preferred position of all tables, figures and plates should be indicated by typing on a separate line the words "Take in Figure (No.)" or "Take in Plate (No.)".
8. **Tables** should be typed and included as part of the manuscript. They should not be submitted as graphic elements. Supply succinct and clear captions for all tables, figures and plates. Ensure that any superscripts or asterisks are shown next to the relevant items and have corresponding explanations displayed as footnotes to the table, figure or plate.
9. **References** to other publications must be in Harvard style and carefully checked for completeness, accuracy and consistency. This is very important in an electronic environment because it enables your readers to exploit the Reference Linking facility on the database and link back to the works you have cited through CrossRef.

You should cite publications in the text: (Adams, 2006) using the first named author's name or (Adams and Brown, 2006) citing both names of two, or (Adams *et al.*, 2006), when there are three or more authors. At the end of the paper a reference list in alphabetical order should be supplied:

- *For books*: Surname, Initials (year), *Title of Book*, Publisher, Place of publication.
  e.g. Harrow, R. (2005), *No Place to Hide*, Simon & Schuster, New York, NY.
- *For book chapters*: Surname, Initials (year), "Chapter title", Editor's Surname, Initials, *Title of Book*, Publisher, Place of publication, pages.
  e.g. Calabrese, F.A. (2005), "The early pathways: theory to practice – a continuum", in Stankosky, M. (Ed.), *Creating the Discipline of Knowledge Management*, Elsevier, New York, NY, pp. 15-20.
- *For journals*: Surname, Initials (year), "Title of article", *Journal Name*, volume, number, pages.
  e.g. Capizzi, M.T. and Ferguson, R. (2005), "Loyalty trends for the twenty-first century", *Journal of Consumer Marketing*, Vol. 22 No. 2, pp. 72-80.
- *For published conference proceedings*: Surname, Initials (year of publication), "Title of paper", in Surname, Initials (Ed.), *Title of published proceeding which may include place and date(s) held*, Publisher, Place of publication, Page numbers.
  eg Jakkilinki, R., Georgievski, M. and Sharda, N. (2007), "Connecting destinations with an ontology-based e-tourism planner", in *Information and communication technologies in tourism 2007 proceedings of the international conference in Ljubljana, Slovenia, 2007*, Springer-Verlag, Vienna, pp. 12-32.
- *For unpublished conference proceedings*: Surname, Initials (year), "Title of paper", paper presented at Name of Conference, date of conference, place of conference, available at: URL if freely available on the internet (accessed date).
  eg Aumueller, D. (2005), "Semantic authoring and retrieval within a wiki", paper presented at the European Semantic Web Conference (ESWC), 29 May-1 June, Heraklion, Crete, available at: http://dbs.uni-leipzig.de/file/aumueller05wiksar.pdf (accessed 20 February 2007).
- *For working papers:* Surname, Initials (year), "Title of article", working paper (number if available), Institution or organization, Place of organization, date.
  e.g. Moizer, P. (2003), "How published academic research can inform policy decisions: the case of mandatory rotation of audit appointments", working paper, Leeds University Business School, University of Leeds, Leeds, 28 March.
- *For encyclopedia entries (with no author or editor): Title of Encyclopedia* (year) "Title of entry", volume, edition, *Title of Encyclopedia*, Publisher, Place of publication, pages.
  e.g. *Encyclopaedia Britannica* (1926) "Psychology of culture contact", Vol. 1, 13th ed., Encyclopaedia Britannica, London and New York, NY, pp. 765-71.
  (For authored entries please refer to book chapter guidelines above.)
- *For newspaper articles (authored):* Surname, Initials (year), "Article title", *Newspaper*, date, pages.

e.g. Smith, A. (2008), "Money for old rope", *Daily News*, 21 January, pp. 1, 3-4.

- *For newspaper articles (non-authored): Newspaper* (year), "Article title", date, pages.
  e.g. *Daily News* (2008), "Small change", 2 February, p. 7.
- *For electronic sources*: if available online the full URL should be supplied at the end of the reference, as well as a date that the resource was accessed.
  e.g. Castle, B. (2005), "Introduction to web services for remote portlets", available at: http://www-128.ibm.com/developerworks/library/ws-wsrp/ (accessed 12 November 2007).
  Standalone URLs, i.e. without an author or date, should be included either within parentheses within the main text, or preferably set as a note (roman numeral within square brackets within text followed by the full URL address at the end of the paper).

Final submission of the article

Once accepted for publication, the editor may request the final version as an attached file to an **e-mail** or to be supplied on a **CD-ROM** labelled with author name(s); title of article; journal title; file name. Each article must be accompanied by a completed and signed **Journal Article Record Form** **available online** or from the Editor.Authors should note that proofs are not supplied prior to publication. The manuscript will be considered to be the definitive version of the article. The author must ensure that it is complete, grammatically correct and without spelling or typographical errors.

Journal of Rural Studies

Introduction

The Journal of Rural Studies publishes research articles relating to such rural issues as society, demography, housing, employment, transport, services, land-use, recreation, agriculture and conservation. The focus is on those areas encompassing extensive land-use, with small-scale and diffuse settlement patterns and communities linked into the surrounding landscape and milieux. Particular emphasis will be given to aspects of planning policy and management. The journal is international and interdisciplinary in scope and content.

Types of paper

Authors who are unable to provide an electronic version or whose circumstances prevent online submission must contact the journal Editorial Office at School of Geography, Amory Building, University of Exeter, Rennes Drive, Exeter, EX4 4RJ, UK email: jrs@exeter.ac.uk tel: +44 (0)1392 263311 prior to submission to discuss alternate options.

Only the Editor has the responsibility for deciding whether a paper is to be accepted, rejected or referred back to the author for amendment. He will be guided by the advice of the Editorial Board and by other competent referees selected for their knowledge of both the subject matter and the region under discussion in the paper. This procedure is designed to ensure that papers accepted for publication are of the highest scientific quality and reflect the wide interests of an international readership. The paper must fall within the stated aims and scope of the Journal.

Before preparing a manuscript for submission authors are asked to study carefully the following Notes. Papers which do not conform to the conventions of the Journal may be returned to the authors for amendment, with consequent publication delay.

The normal maximum length for a contribution is 10,000 words. However, all papers should be written as concisely as possible. Papers which, in the opinion of the Editor, can be shortened without sacrifice of clarity or to scientific content will be referred back to the author for modification. Exceptionally long papers extending to 20,000 words will be considered if they are of great academic importance to an international readership.

Manuscripts must be double-spaced with a wide margin (2.5cm or 1 inch). Please consult a recent issue of the journal to become familiar with layout and conventions.

Before You Begin

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For information on Ethics in Publishing and Ethical guidelines for journal publication see http://www.elsevier.com/publishingethics and http://www.elsevier.com/ethicalguidelines.

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All authors are requested to disclose any actual or potential conflict of interest including any financial, personal or other relationships with other people or organizations within three years of beginning the submitted work that could inappropriately influence, or be perceived to influence, their work of accepted manuscripts:

Before the accepted manuscript is published in an online issue: Requests to add or remove an author, or to rearrange the author names, must be sent to the Journal Manager from the corresponding author of the accepted manuscript and must include: (a) the reason the name should be added or removed, or the author names rearranged and (b) written confirmation (e-mail, fax, letter) from all authors that they agree with the addition, removal or rearrangement. In the case of addition or removal of authors, this includes confirmation from the author being added or removed. Requests that are not sent by the corresponding author will be forwarded by the Journal Manager to the corresponding author, who must follow the procedure as described above. Note that: (1) Journal Managers will inform the Journal Editors of any such requests and (2) publication of the accepted manuscript in an online issue is suspended until authorship has been agreed.

After the accepted manuscript is published in an online issue: Any requests to add, delete, or rearrange author names in an article published in an online issue will follow the same policies as noted above and result in a corrigendum.

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