

## Visible Adoption and Ethnic Diversity in Family Firms

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The “family business” refers to a specific family structure that simultaneously manages the internal family dynamic and the financial affairs, involving both parents and children. What happens when a family that owns a business decides to adopt? Facing with ethnic difference, that gives visibility to the adoption, represents one of the crucial challenge in the relational context of family business. Building on the family embeddedness perspective, this study aims to explore how ethnic diversity related to visible adoption is experienced within a family business. Through a single case study, the in-depth analysis of the interviews the manager-family owners allowed us to observe that: a. the importance of family acknowledge of ethnic diversity; b. diversity is involuntarily managed without the adoption of formal Diversity Management practices; c. ethnic diversity is a stress reliever in the family and in the business relationships; d. ethnic diversity is an essential entrepreneurial accelerator. Furthermore, the IOS graphic tool used in the interviews follow-up phase represents how close family members feel to their family and firm highlighting that the family-business relationship's overlapping. Findings show a threefold implication. First, results contribute to visible adoption literature and ethnic diversity studies by opening a new stream of research focused on family business management. Second, results extend the family embeddedness perspective by introducing the visible adoption as an understudied element of family dynamic that, in turn, may be related to family business management. Third, findings suggest visible adoptions as an entrepreneurial accelerator that can stimulate family firms' entrepreneurship orientation.