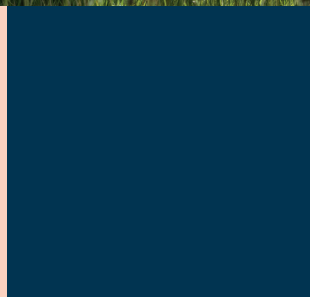
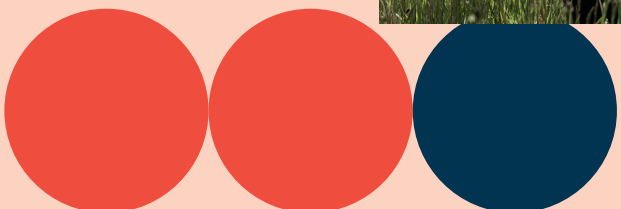
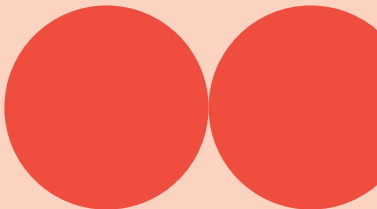
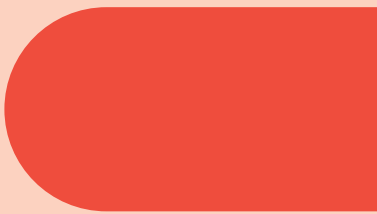




The National Centre for Family Business

10 Years at the Forefront
of Family Business Research
in Ireland

2013–2023



The Temple Family L-R Lynn, Rosy, Charlotte & Patrick.

Magee 1866, a 5th generation Irish family brand.



Contents

Timeline: 2013–2023	04
Introduction from DCU President Professor Dáire Keogh	06
Foreword from DCU Business School Dean Professor Dominic Elliott	07
Introduction from DCU National Centre for Family Business Director Dr Eric Clinton	08
Foreword from Advisory Board Chairperson Mr Paul Hennessy	09
DCU National Centre for Family Business: Our research programme	10
Our vision	10
Our mission	12
Our pillars of excellence	12
Rigorous and relevant research	12
Excellence in education	13
Engagement with impact	13
Showcasing our success	15
Practitioner research programme	17
Measuring our impact	18
DCU National Centre for Family Business: Our expert team	20
Dr Eric Clinton	20
Succession intentions of next generation in family business Professor Colm O’Gorman	21
Professionalisation, growth and internationalisation Dr Catherine Faherty	22
Trust dynamics and culture in family business Professor Maura McAdam	23
Digital transformation in family business Professor Teresa Hogan	24
Family business finance Dr Peter Robbins	25
How design thinking helps family business	
Highlights and showcases: 2013–2017	26
Research	27
Education	28
Establishing an engaged audience	30
Establishing an international presence: 2018–2023	31
Research	31
Education	34
Engagement	38
What the future holds for the field of family business	42
Closing remark, AIB	43
NCFB Advisory Board members: 2013–2023	45
List of Funders	46

The National Centre for Family Business

10 Years at the Forefront of Family Business Research in Ireland

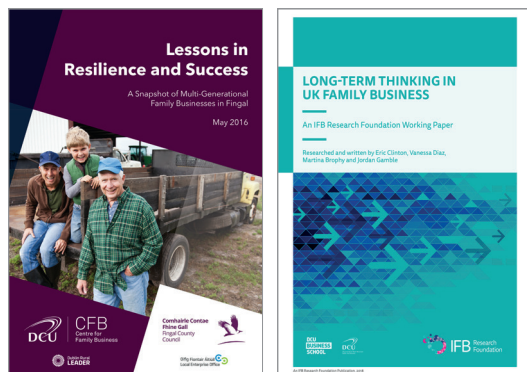
2013–2023



First PhD researchers arrive

The NCFB commences funding programmes to develop early-career family business PhD scholars, including (L-R): Vanessa Diaz-Moriana, Catherine Faherty, Philip O'Donnell, and Master's student Martina Brophy.

Practitioner research programme begins



Left: Lessons in Resilience and Success report. Right: Long-Term Thinking in UK Family Business report, supported by the Institute for Family Business (IFB).

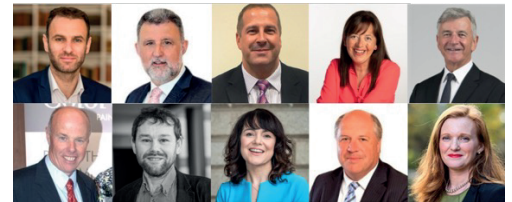
Founding



From left to right: Former Dublin City University (DCU) President Brian MacCraith, Former Taoiseach Enda Kenny, Dr Dermot McAleese and Director Dr Eric Clinton at the launch event for the DCU National Centre for Family Business (NCFB).

2013

2014



Advisory Board established

Present members (L-R): NCFB Director Dr Eric Clinton, Chairperson Paul Hennessy, Dean of DCU Business School Professor Dominic Elliott, NCFB Executive Director Michelle Burke, Tom Roche of NTR Plc, Kevin O'Connor of General Paints Ltd, Professor Colm O'Gorman, Professor Maura McAdam, Joe Quinsey and Claire Whelehan of DCU Educational Trust.

2015

2016

First top publications

The NCFB raises its profile by publishing in top international journals including: Family Business Review, Entrepreneurship Theory & Practice, Entrepreneurship & Regional Development, and the Strategic Entrepreneurship Journal.



2017

High-profile visitors

High-profile leaders in family business visit the NCFB, including Professor Justin Craig, Professor James Davis, Professor Craig Crossley, Professor Tom Lumpkin, Professor Dawn DeTienne, Professor Candida Brush, Professor Alfredo DeMassis, Professor Bill Gartner, Professor Tim Habbershon, Professor Natalia Vershinina, Professor Clay Dibrell, Professor Ken Moores, Amy Schuman, and Professor Carole Howorth.



National status



The NCFB gains its national status.

Executive education programmes



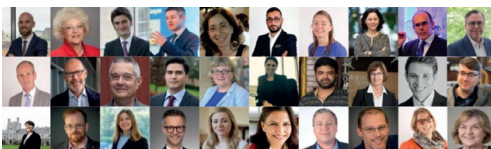
The NCFB establishes family business educational programmes for undergraduates, postgraduates and family business executives. Awardees include Helen Wycherley of Celtic Ross Hotel (left image), and Pat and Una McDonagh of Supermac's Ireland Ltd. (right image).

Scientific Committee established

The NCFB assembles a leading expert Scientific Committee to guide its research programme. Present members include: Professor Tom Lumpkin, Professor Nadine Kammerlander, Professor Franz Kellermanns, Professor Sophie Bacq, Professor James Davis, Professor Carlo Salvato, Professor Massimo Baù, and Professor Cristina Cruz.



International Affiliate Programme membership exceeds 30



First postdoctoral researchers arrive



The NCFB commences a programme of postdoctoral research to develop early-career family business scholars and experts, including (Top L-R): Dr Jordan Gamble, Dr Farhad Uddin Ahmed, Dr Vanessa Diaz-Moriana, Dr Philip O'Donnell and Dr Michelle Cowley-Cunningham.

First all-island study

The NCFB partners with Ulster University and the Northern Ireland Family Business Forum to launch the first all-island study of family businesses in Ireland.



Left: Surviving a Crisis as a Family Business: An All-Ireland Study report. Right: Gavin Duffy and Trevor and Gavin Annon of the Mount Charles Group.

International teaching and research awards success

- Family Owned Business Institute Scholar in Residence
- Learning Innovation for Enterprise (LIFE) wins at the 2023 Small Business Charter (SBC) Excellence Awards
- NCFB shortlisted in the 2023 SBC Excellence Awards
- New Enterprise Development (NED) wins International Council for Small Business (ICSB) Global Award in Entrepreneurship Education Excellence in 2023
- NCFB team wins the Best Paper Award at the 2023 STEP Global Family Business Summit



L-R: Professor Teresa Hogan, Professor Dominic Elliott, Dr Catherine Faherty and Dr Eric Clinton at the 2023 SBC Excellence Awards.

2018

2019

2020

2021

2022

2023

Introduction

Professor Dáire Keogh
President, DCU



Since its founding, the DCU National Centre for Family Business (NCFB) has demonstrated how vital family businesses are to Ireland's economy and society. DCU commends how the Centre expertly engages, enlightens and propels family businesses to excel. Facilitating family business continuity using creative and impactful research, the Centre's education and engagement has been a phenomenal success.

“Dublin City University and Irish family businesses are kindred spirits. Our shared mission to put enterprise at the heart of what we value has helped us adapt, survive and even thrive when faced with stark realities, especially in this past decade.”

The Centre has succeeded in producing world-class family-business research both at home and internationally. Having introduced and attended the NCFB's Annual Conference, I have experienced firsthand the eagerness and enthusiasm for insights relevant to the sector. The progress set out in this ten-year anniversary report is impressive in both its scale and impact.

None of these achievements would have been possible without the steadfast dedication of the NCFB team, led by Dr Eric Clinton with guidance from the Centre's Advisory Board. I have no doubt that their achievements provide an excellent foundation for the years ahead and I look forward to their future success!

A handwritten signature in black ink, reading "Dáire Keogh".

Professor Dáire Keogh,
President, Dublin City University



(L-R): Dr Catherine Faherty, NCFB; Jim O'Keeffe, Former Managing Director of Retail Banking, AIB; Professor Maura McAdam, DCU Business School; and DCU President Professor Dáire Keogh at the NCFB Annual Conference 2022.

Professor Dominic Elliott, Dean, DCU Business School



Since its founding, the NCFB has generated research with impact, supporting family businesses to remain both internationally competitive and locally buoyant. I have been impressed by the depth and breadth of the NCFB's network that consists of leading academics in entrepreneurship, transgenerational learning and innovation. Working in partnership with and guided by an internationally informed Scientific Committee, the NCFB draws upon a wide range of cutting-edge expertise from DCU Business School. NCFB staff have also won many prestigious awards, including teaching awards for an agile curriculum. I am particularly delighted that DCU Business School was recognised this year at the first-ever Small Business Charter (SBC) Excellence Awards.

Our work at the DCU Business School with the small and medium-sized business community is among the most rewarding things that my colleagues, students and I do. Through the SBC we've undertaken initiatives that have really stretched the imagination and insight of the students and helped them gain an unparalleled understanding of how businesses operate and the challenges they face. This 'real-life' experience sets them up brilliantly for life after university.

Winning the category of Outstanding Support for Student Enterprise and Entrepreneurship for its ground-breaking initiative, Learning Innovation for Enterprise (LIFE): Supporting the LIFE of an Entrepreneurial Student, the NCFB was also shortlisted in the Outstanding Stakeholder Engagement category for its All-Island Engagement Campaign Enabling and Promoting the Survival and Recovery of Family Businesses Following the Covid-19 Pandemic. Moreover, I was delighted to hear about their recent Best Paper Award at the 2023 STEP Global Family Business Summit for their work on family business innovation.

Many teaching and learning programmes at DCU, including DCU Executive Education programmes, have benefited from the NCFB's expertise these past 10 years. I look forward to learning more about what they plan for future generations of students and the curriculum and wish them all the best for the next 10 years!

Professor Dominic Elliott,
Dean, DCU Business School

Dr Eric Clinton
Director, National Centre for Family Business



Almost 10 years ago, we founded a centre for family business research in Ireland, and it is wonderful to have an opportunity to reflect on our success in this 10-year anniversary report. Our vision then is a reality now: the NCFB is achieving national and international recognition for excellence in research, education and engagement.

It has been a joy to watch the NCFB's research and impact grow through our publications in top-tier international journals, presence on editorial boards and hosting of family business scientific conferences. Through our PhD programme, we are fostering future thought-leaders in the family business field. Our educational offerings, including at undergraduate and executive levels, provide current and next-generation family business members with the knowledge and tools required to successfully implement governance structures, navigate succession and enhance competitive success across generations. We continually engage in a knowledge dialogue with industry partners through high-impact service and outreach activities, including workshops, webinars, podcasts, and conferences, in order to increase awareness of the unique nature of family businesses.

Given their prominence, Irish family businesses have a central role to play in the success of the Irish economy. The reality is that Irish economic stability depends on family business success, and in a complex world, research-led insights are necessary to help family businesses address their unique circumstances and thrive. The profound achievements of the NCFB outlined in this 10-year anniversary report will no doubt set the pace for what promises to be a highly productive next 10 years.

I would like to thank those who supported the NCFB in realising its ambition. The ongoing development of the NCFB would not have been possible without the backing and steadfast commitment of many supporters, whose achievements this report lists and celebrates. Recognition must also be given to the dedication of the NCFB team, its alumni, visiting family business academics, and participating family businesses. I thank you all.

A handwritten signature in black ink that reads "Eric Clinton". The signature is fluid and cursive.

Dr Eric Clinton,
Director, National Centre for Family Business

Foreword

Paul Hennessy

Advisory Board Chairperson



The successful completion of the first ten years of operating activity is a significant milestone in the development of every organisation. It is also an appropriate juncture to look back on the challenges and achievements of the previous decade, and to face the future with renewed confidence.

This 10-year report does just that and reflects the growth of the National Centre for Family Business, to become recognised nationally and internationally, as a place of excellence in research, education and critical engagement with family businesses and their owners.

Family businesses remain the bedrock of the Irish economy, with 64% of all businesses meeting that definition and together they employ over 938,000 members of our workforce. They are at the heart of our economic activity and underpin community development across the country.

At the National Centre for Family Business, it has been our privilege to work with these families, producing cutting edge research, delivering business solutions through tailored educational programmes, and together co-creating actionable insights that sustain and develop family businesses into the future. In short, it is a partnership that works.

This report reflects the collaboration that has characterised the Centre since its inception, bringing together a unique team of academics, researchers, family business leaders and Advisors, all of whom are passionate about making a difference to the evolution of Irish family businesses for future generations.

As we look to the future, I want to thank them sincerely for their commitment and dedication to the Centre and to wish them continued success in their future collaborative endeavours.

I hope you enjoy this report and that it is the first of many landmarks of excellence to be delivered in the years ahead.

A handwritten signature in black ink, appearing to read 'Paul Hennessy', with a large, stylized initial 'P'.

Paul Hennessy,
Advisory Board Chairperson



Dublin City University National Centre for Family Business: Our research programme

The Dublin City University (DCU) National Centre for Family Business (NCFB) is one of Europe’s leading family business research centres. Since its founding in 2013, the NCFB has engaged with more than 1,500 family businesses in Ireland and internationally, providing practical business insights informed by best practice and cutting-edge research. What’s more, the NCFB is situated within the internationally leading DCU Business School, accredited by the prestigious Association of MBAs (AMBA), the Association to Advance Collegiate Schools of Business (AACSB), and the Small Business Charter (SBC). The NCFB also works with leading global experts and their research teams in other top international business schools. This fortuitous placement affords access to world-class research networks and attracts leading family businesses to co-create actionable insights.



Our vision

To be a leading international research centre dedicated to rigorous and relevant research on family business and to disseminate our findings with impact.

Through working together with our academic and policy research colleagues, our research readily translates into evidence-based practitioner insights that we share with Irish family businesses to ensure they remain competitive and successful across generations. Moreover, our international network of more than 75 family business centres around the world allows us to connect family businesses with thought leaders across four continents. As a result of these national and international networks, we have developed unrivalled expertise in advising family businesses regarding their unique opportunities and challenges.



Left: Taoiseach Enda Kenny launching the NCFB in 2013. Centre: Professor Colm O’Gorman opening the NCFB Annual Conference in 2021. Right: NCFB Director Dr Eric Clinton and esteemed colleagues at the launch of a practitioner report on family business resilience.

“The DCU National Centre for Family Business has been an incredible resource for our family business. We are over 100 years in existence, and I want this business to be run by the family in another 100 years. My learnings from engaging with the NCFB have undoubtedly improved our prospects.”

– Mike Glennon, Glennon Brothers

Family business: Republic of Ireland



64%
of all firms



938,000
people



37%
employed

Irish Family Business by Numbers, a 2020 NCFB report

Family businesses account for over 30% of S&P 500 and Fortune 500 companies. They are the dominant form of business organisation worldwide.

Definition of a family business¹

- Members of one family, or a small number of related families, control the business by holding more than 50% of voting shares and/or by supplying a significant proportion of the senior management, and the owners and/or senior managers perceive the business to be a family business.
- The company is multigenerational.
- The family has aspirations to remain as a family business into the future.

Family businesses form the bedrock of the Irish and Northern Irish economies. In the Republic of Ireland, family businesses employ more than 938,000 people, representing 37% of employed people nationally. In Northern Ireland, family businesses account for over 70% of all firms, employing 284,000 people.

The NCFB works with the Central Statistics Office (CSO) each year to collect data through its Annual Services Inquiry.



1 European Commission. (2009). Family Business – Expert Group Final Report.

Our mission

Rigorous and relevant research, excellence in education, and engagement with impact

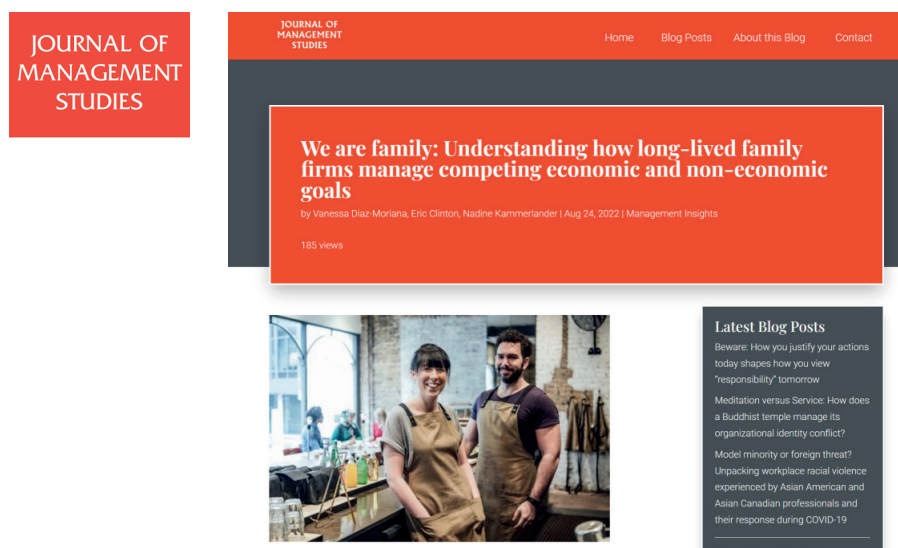
Our pillars of excellence inform our mission and synergistically underpin our strategy to deliver an innovative suite of activities for family businesses and their leaders. These pillars guide our strategic goals annually and dictate specific actions and indicators of success. For example, our research-informed practitioner reports contribute to our conferences, webinars, educational videos, podcasts, and workshops, or a combination thereof.

Our pillars of excellence



Rigorous and relevant research

Our research is theory-driven and evidence-based. To achieve this, we leverage our international and interdisciplinary networks and employ a variety of innovative research methodologies, theories and frameworks.



Publication² appearing in the highly ranked *Journal of Management Studies*.
Authors: Dr Vanessa Diaz-Moriana, Dr Eric Clinton, and Dr Nadine Kammerlander.

2 Diaz-Moriana, V., Clinton, E., & Kammerlander, N. (2022). Untangling Goal Tensions in Family Firms: A Sensemaking Approach. *Journal of Management Studies*. <https://doi.org/10.1111/JOMS.12845>



L-R: Former DCU President Professor Brian MacCraith and NCFB Director Dr Eric Clinton.

Excellence in education

We offer a world-class learning environment and experience for current and next-generation family business members. To achieve this, our actionable insights are embedded in the undergraduate, postgraduate and executive education programmes that our team members lead.

Engagement with impact

We engage in a knowledge dialogue with industry partners through high-impact service and outreach activities, including workshops, webinars, podcasts, and conferences, in order to increase awareness of the unique nature of family businesses. For example, as the voice of family businesses in Ireland, we influence national and international policy issues relating to the prosperity and competitiveness of family businesses.





Left and centre: Rosheen McGuckian of NTR Plc leads a lecture on the Learning Innovation for Enterprise (LIFE) module at the DCU Business School in 2023. Right (from left to right): Michelle Burke, NCFB Executive Director; John Roche, Director of Woodford Capital; Rosheen McGuckian, CEO of NTR Plc; and Dr Catherine Faherty, NCFB Associate Director.



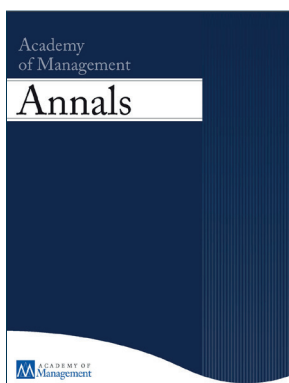
Left (from left to right): Gavin Duffy interviewing Vincent Cleary, CEO of Glenisk, at the NCFB Annual Conference 2022. Right (from left to right): Barry Murphy of Farm Development Co-Op (FDC); Helen Wycherley, Director of Celtic Ross Hotel; and Professor Linda Murphy of Cork University Business School at the NCFB Cork Family Business Roadshow in 2019.



Left (from left to right): Clinical Psychologist Dr David Coleman, NCFB Director Dr Eric Clinton, and Ronan Furlong of PwC. Right (from left to right): Catherine Moroney, Former Head of Business Banking at AIB; Tom Roche, Chairman of NTR Plc; Michael Walsh of Woodford Capital; Dr David Coleman, Clinical Psychologist; Dr Eric Clinton, NCFB Director; and Ronan Furlong of PwC.

Showcasing our success

The NCFB has a 10-year reputation for producing cutting-edge research from which best practice solutions, to sustain entrepreneurial families across generations, are derived and disseminated. This is evidenced through our success in publishing with the *Financial Times*' Top 50 Journals and in the Chartered Association of Business Schools (ABS) 4-star peer-reviewed journals (e.g. the *Journal of Management Studies*, *Entrepreneurship Theory and Practice*, and *Strategic Entrepreneurship Journal*). Members of the research team also serve on the editorial boards of prestigious journals in the management field, including *Family Business Review* and *Entrepreneurship Theory and Practice*. Our work has been profiled through major media outlets, including the BBC, RTÉ, *The Irish Times*, and Newstalk. Our research publications accommodate several interconnected themes on the topic of family business entrepreneurship. The NCFB is led by a strong team of academic researchers, educators and public engagers. Researching and teaching at the intersection of entrepreneurship, organisational behaviour, finance, and innovation, our theory-driven approach generates useful insights for resolving tensions and conflict in the family and its business. Translating research into evidence-based practice promotes greater cooperation, productivity, expansion, succession and longevity for the family businesses that engage with us. At times these themes are either distinct, overlap, or merge into macro research themes, as described below.



Our publications have appeared in leading international journals, including (L-R): *Family Business Review*, *Academy of Management Review*, *Academy of Management Annals* and *Entrepreneurship Theory and Practice*.

Our research themes

- Transgenerational learning: exploring the transmission of entrepreneurial behaviours and learning across family business generations
- Entrepreneurship and family business: advancing our understanding of entrepreneurial drive, innovation, finance and growth in family businesses
- Gender and family business: unravelling the role that gender plays in family businesses' technological innovation, leadership, performance and succession
- Resilience and family business: investigating what makes family businesses more successful than their competitors at embracing change and uncertainty

Our upcoming research themes

- Succession Intentions of Next Generation in Family Business
NCFB Director **Dr Eric Clinton**
- Professionalisation, Growth & Internationalisation in Family Business
Professor Colm O'Gorman
- Trust Dynamics & Culture in Family Business
Dr Catherine Faherty
- Digital Transformation in Family Business
Professor Maura McAdam
- Family Business Finance
Professor Teresa Hogan
- How Design Thinking helps Family Business with Radical Innovation
Dr Peter Robbins



Scan here to watch the video series on the DCU NCFB YouTube page



Practitioner research programme



Practitioner reports, 2016–2023.

The NCFB has produced a series of family-business-friendly practitioner reports, commissioned by the Central Statistics Office (CSO), the Institute for Family Business (IFB), and the Northern Ireland Family Business Forum (NIFBF), among others.

The NCFB has a strong track record of informing regional, national and international policy development in the context of family businesses. For example, at the international level, the NCFB produced the first-ever documented statistical study detailing the contributions of family businesses to the Irish economy. The report, *Irish Family Business by Numbers* (2020), was launched by the European Union Trade Commissioner, Phil Hogan. We have produced many timely and informative reports since our founding, which can be found on our website.

Measuring our impact

At the heart of our latest Strategic Plan 2020-23 are the six strategic goals against which we have tracked our success across our first 10 years.

Strategic Goal 1: Research outputs



77

total publications: peer-reviewed journal articles, practitioner reports, and books

Strategic Goal 2: Education



2,600+ Learning Innovation for Enterprise (LIFE) module graduates

3,000+ New Enterprise Development (NED) module graduates

10 national or international student awards

4 international teaching awards (including the AACSB Innovations that Inspire award)

3 national teaching awards

43 executive education graduates

30+ educational videos from world-class experts

Strategic Goal 4: Professional capacity building



8 university staff and core staff members

5 postdoctoral researchers

3 PhD students

5 research assistants

30 affiliates

Strategic Goal 5: Governance

Cycle of Strategic Planning:

Strategic Plan 2020-23



53 publications in
ABS journals

51 publications in
Scopus-indexed
journals

11 practitioner
reports

8 international best
paper awards

10+ editorial board and
business index
memberships

Strategic Goal 3: Engagement

10,000+

website views

1,500+

newsletter subscribers



40+

webinars and podcasts

25+

national and international
media articles

8

Annual Conferences
and 3,250+ attendees

800+

LinkedIn members and
1,100+ followers on X
(formerly known as Twitter)

10

industry and
academic leaders
on the NCFB
Advisory Board

8

leading global
experts on the
NCFB Scientific
Committee

Strategic Goal 6: Financial

24

leading national
and international
industry and
research funders

15

competitive
research funding
awards



National Centre for Family Business: Our expert team

The NCFB is strategically aligned with family business academics and thought leaders to help better inform practitioner insights relevant to family businesses locally and globally. A number of expert structures are in place to guide this pursuit, including a world-class **Scientific Committee**, a family-business-focused **Board of Advisors**, DCU Business School professors, and our **core staff**.

The NCFB has aligned itself strategically within and beyond the field of family business to best position its remit to empower family businesses to embrace local and global challenges. Several expert structures are in place to guide this pursuit, including a world-class Scientific Committee and a family-business-focused Board of Advisors.



Dr Eric Clinton

Dr Eric Clinton is Associate Professor of Entrepreneurship and Director of the DCU National Centre for Family Business.

Research themes

Eric's research examines strategic entrepreneurial practices in multigenerational family firms. His work focuses on the influence of imprinting, legacy, entrepreneurial and transgenerational learning, succession, and long-term strategic thinking.

“Family businesses face distinct internal challenges to their success and longevity when family and work dynamics combine. Given the particular challenges faced by family firms, it will be even more important to provide research and evidence-based advice to family businesses on these topics.”

My top research-led insight

Family businesses are paradoxically required to unlearn what they do best in order to remain competitive.

‘Entrepreneurial learning: the transmitting and embedding of entrepreneurial behaviours within the transgenerational entrepreneurial family’

Entrepreneurship & Regional Development, 2021³

This paper reveals how long-lived family firms embed and transmit entrepreneurial behaviours from one generation to the next. Winning a highly commended award from the editors of the journal *Entrepreneurship & Regional Development*, the research discovered that it was important to embrace the role of unlearning in the entrepreneurial learning process. Family business leaders must remember that the world is changing at a more rapid pace than their predecessors have known. They will need to have an adaptive mindset in order to compete in difficult market conditions. Unlearning activities, although counterintuitive, may help foster entrepreneurial behaviours such as innovation, internationalisation, and strategic renewal.

³ Clinton, E., McAdam, M., Gamble, J. R., & Brophy, M. (2021). Entrepreneurial learning: the transmitting and embedding of entrepreneurial behaviours within the transgenerational entrepreneurial family. *Entrepreneurship & Regional Development*, 33(5-6), 383–404.



Professor Colm O’Gorman

Professor Colm O’Gorman is DCU Professor of Entrepreneurship at DCU Business School and a member of the DCU National Centre for Family Business.

Research themes

Colm’s research interests include entrepreneurship, internationalisation processes, growth determinants and strategic transformations of Irish small and medium-sized enterprises (SMEs). His work examines how CEOs in Irish SMEs develop organisational strategies and structures that lead to growth and internationalisation.

“We had an instinct that Irish family businesses behave differently to others. In its first 10 years, the NCFB has proven this to be the case time and again.”

My top research-led insight

Case studies of SMEs show that a CEO’s ability to respond opportunistically to high-growth market niches can be a key driver of high growth and internationalisation.

Global Entrepreneurship Monitor Ireland

Ireland was involved in the Global Entrepreneurship Monitor (GEM) from 2000 to 2023. GEM is recognised as the authority on entrepreneurship on the island of Ireland, and is endorsed by ministers and consulted by government department officials and development agencies, and its findings are sought and quoted by academic researchers, students of entrepreneurship, financial institutions, sectoral bodies, a range of commercial interests, and the media.⁴

⁴ Ireland was involved in GEM from 2000 to 2023. Paula Fitzsimons, together with Professor Colm O’Gorman, Professor of Entrepreneurship, DCU, pioneered the development of GEM within Ireland.



Dr Catherine Faherty

Dr Catherine Faherty is Assistant Professor of Enterprise at DCU Business School and Associate Director of the DCU National Centre for Family Business.

Research themes

Catherine's award-winning research focuses on trust dynamics in family firms.

“One salient issue for family firms is understanding how they can overcome the challenges associated with retaining qualified and motivated non-family members. Our findings clearly demonstrate that family firm leaders need to create an environment where non-family members feel comfortable sharing ideas, suggestions and concerns.”

Dr Catherine Faherty is the 2019 winner of the Fredric M. Jablin Doctoral Dissertation Award from the International Leadership Association. This award is given annually to a student whose doctoral thesis demonstrates substantial insights and implications for the study of leadership. This research was also runner-up for the Grigor McClelland Dissertation Award from the Journal of Management Studies and the Society for the Advancement of Management Studies.

My top research-led insight

Family firm CEOs may need to take a more nuanced approach to demonstrating and portraying their trust in others, particularly for non-family members.

'Bound by Blood in the Family Firm? Examining the Effects of Trusting and Feeling Trusted in the Family Firm Top Management Team'

PhD dissertation, 2018

This study integrates the organisational trust and family firm literatures to examine the effects of trusting and feeling trusted in family firms. Data were collected from 158 top management team members and 79 CEOs across Ireland. The study's findings offer important insights into the intersection of top management team dynamics, family firms and trust, with practical implications for leaders and creating a foundation to support future investigations into these topics.



Professor Maura McAdam

Professor Maura McAdam is full Professor of Management at DCU Business School, the first Director of Entrepreneurship at DCU, and a member of the DCU National Centre for Family Business.

Research themes

Maura's award-winning research focuses on gender dynamics and entrepreneurship, and she readily translates her work to the family business context.

“My research speaks to the notion that we are all entrepreneurs, whether we hail from an established or first-generation entrepreneurial family. It’s a mindset, not a business model.”

My top research-led insight

Family business practices can be changed when members are confronted with the historical knowledge of the failure of others.

‘Learning in a Family Business Through Intermarriage: A Rhetorical History Perspective’
Family Business Review, 2023⁵

This paper focuses on the notion of ‘intermarriage’ in a family business as the merger of shared histories among family members, non-family members and individuals from other families. Within this paper, we suggest that a common memory narrative defines the family business rather than the structural properties of the firm or the genetic relationships among family members. Our analysis reveals how family business practices can be changed when confronted with the intimate knowledge of the rhetorical history of the failure of others.

5 McAdam, M., Clinton, E., Hamilton, E., & Gartner, W. B. (2023). Learning in a family business through intermarriage: a rhetorical history perspective. *Family Business Review*, 36(1), 63–83.



Professor Teresa Hogan

Teresa Hogan is Professor of Entrepreneurial Finance at DCU Business School. She is project manager for the Small Business Charter at DCU.

Research themes

Teresa's research focuses on SME finance, financial literacy and firm growth.

“Trade credit is an important alternative source to bank finance that has a significant impact on the survival of SMEs, such that a one-standard-deviation increase in trade credit results in a 21% decrease in the likelihood of distress.”

My top research-led insight

Firms that receive more trade credit are significantly more likely to survive, and trade credit helps financially constrained firms survive in the aftermath of a financial crisis.

‘European trade credit use and SME survival’

Journal of Corporate Finance, 2018⁶

This paper examines how trade credit helped financially constrained SMEs survive the financial crisis 2008–2009. Using data for 202,696 SMEs across 13 European countries over the period 2003–2012, we show that trade credit had a large positive impact on firm survival, such that a one-standard-deviation increase in trade credit resulted in a 21% decrease in the likelihood of distress. We also report evidence of a significant redistribution effect, with cash-rich or unconstrained SMEs extending significantly more net trade credit than their less financially resourced counterparts. The results are robust to several econometric concerns.

6 McGuinness, G., Hogan, T., & Powell, R. (2018). European trade credit use and SME survival. *Journal of Corporate Finance*, 49, 81–103.



Dr Peter Robbins

Dr Peter Robbins is an Associate Professor of Innovation and Entrepreneurship at DCU Business School.

Research themes

Peter is one of Ireland's foremost experts in innovation, design thinking, and new product and service development. His work looks at how organisations can accelerate successful and sustainable innovation.

“Innovation management has now cleared the hurdles to becoming an emerging corporate profession in the same way that marketing or human resources have done in the past. It is imperative that family businesses approach their innovation activities in a professional way.”

My top research-led insight

Innovation is a 'top 3' agenda item for all CEOs – but for family businesses, because of their intergenerational nature, it's even more important to be able to develop new products and services in a way that's predictable, scalable and repeatable.

'The professionalization of innovation management: Evolution and implications'
*Journal of Product Innovation Management, 2023*⁷

This paper assesses whether innovation management has established itself as a formal, professional function similar to human resources or marketing. Based on our affirmative findings, we propose a set of actions for innovation management academics and practitioners. For example, the development of a codified body of knowledge in innovation management (e.g. the ISO 56002 Global Guide for Innovation Management), as well as the widening provision of specialist courses, should expand the selection criteria for innovation roles in family businesses.

7 Robbins, P., & O'Connor, G. C. (2023). The professionalization of innovation management: Evolution and implications. *Journal of Product Innovation Management*. <https://doi.org/10.1111/jpim.12670>

Highlights and showcases: 2013–2017

With support and encouragement from Dr Eric Clinton's peers and colleagues, a growth mindset for Irish family business quickly became a reality. Support from DCU's Business School saw the NCFB founded in 2013. Its vision – to become a nationally and internationally recognised centre of excellence in research, education and engagement for family businesses – commenced with enthusiasm.

The early days brought support for research capacity from commercial funding circles, including PwC, Beauchamps, Bennett Hospitality Group, the Quinn Family Foundation, and William Fry. Commissions for practitioner research reports and communication events followed from Fingal County Council, the Institute for Family Business (IFB), and the Family Firm Institute (FFI). The NCFB readily drew strong support from world-class family business academics and enthusiasts to kick start an educational video series and e-zine encouraging family businesses to follow our work and to engage in and attend events, conferences and live discussion panels.



John Flahavan of E. Flahavan & Sons Ltd. and James O'Sullivan of M&P O'Sullivan Ltd.



Amy Schuman, Principal Consultant of The Family Business Consulting Group, with Paddy Matthews of Matthews Coaches.

Research highlights: A foundation in research excellence

The NCFB's first journal article publications, authored by Dr Eric Clinton, appeared in the *Strategic Entrepreneurship Journal*, the *International Journal of Entrepreneurship & Innovation*, and the *Entrepreneurship Research Journal*. Collaborating to publish his own doctoral thesis findings from four in-depth, longitudinal family firm case studies from Europe and Latin America in the *Strategic Entrepreneurship Journal*,⁸ Eric discovered that family businesses rely on the resource-based process model of portfolio entrepreneurship. Now cited over 200 times according to Google Scholar, this paper will no doubt be of interest to family business academics and practitioners for years to come.



Cover of the Strategic Entrepreneurship Journal.



Cover of the Journal of Business Research.



Workshop for NCFB students, lecturers, visitors and postdoctoral researchers led by Professor Candida Brush, Bertarelli Foundation Distinguished Professor of Family Entrepreneurship at Babson College.

Working with the first students to arrive at the NCFB, Dr Eric Clinton and the students co-created educational materials for family businesses and students of entrepreneurship and family business. Tirelessly compiling case studies, the newly formed team recruited dozens of family business participants across the country. One family business story clearly stood out – Glennon Brothers, a third-generation family-owned sawmilling business in Ireland. A paper was written to explore their business as a case study. It examined how a different style of management was required to navigate the family business to the next stage, and found that co-leaders can become comfortable with each other to accommodate the business's evolution. The paper, which Dr Eric Clinton co-authored with his students Dr Catherine Faherty and Dr Vanessa Diaz-Moriana, as well as world-renowned family business academic Professor Justin Craig, was published in the ABS 4-star top-tier journal, *Entrepreneurship Theory & Practice*, in 2016.⁹

Three generations of Glennon Brothers owners, 1913–2008



Left (left to right): Founders William and James Glennon. Centre: William (background) with his son, Paddy, the second-generation owner. Right (left to right): Paddy's sons and current co-CEOs, Mike and Pat Glennon.

8 Sieger, P., Zellweger, T., Nason, R. S., & Clinton, E. (2011). Portfolio entrepreneurship in family firms: a resource-based perspective. *Strategic Entrepreneurship Journal*, 5(4), 327–351.

9 Clinton, E., Faherty, C. M., Diaz-Moriana, V., & Craig, J. B. (2017). Glennon Brothers: Old dogs need to learn new tricks. *Entrepreneurship Theory & Practice*, 41(3), 455–468.

Education

Celebrating doctoral and postdoctoral achievement



Irish Research Council (IRC) postgraduate scholarships were competitively awarded to Dr Catherine Faherty (now Assistant Professor at the DCU Business School) and Martina Brophy (now a researcher at Technological University Dublin) for doctoral and master's theses on the themes of trust and women's leadership in family business, respectively.

Female Leadership in Family Business: A Report and Panel Discussion

In 2017, Martina Brophy was awarded an IRC scholarship (jointly funded by the IRC and PwC Ireland) to conduct a study to identify gender-related barriers to, and opportunities for, succession and top leadership for women in Irish family businesses. Over a 48-month period, she interviewed women leaders who worked in their family businesses.

Finding that women represent an average of 28% of management team members and 27% of the next generation in family businesses, the resulting practitioner report outlines the key challenges facing women in Irish family business settings and the ways in which businesses can promote equal opportunities and foster female talent. The research findings showed that gender-diverse boards are strongly associated with reducing bankruptcy risk, and that they foster equal opportunities.

The research resulted in a practitioner report and journal publications 'Vying for and forgoing visibility: female next gen leaders in family business with male successors' and 'Anointed or appointed? Father-daughter succession within the family business'. The first paper was co-authored with Dr Eric Clinton and Professor Maura McAdam and published in the International Journal of Gender and Entrepreneurship in 2023, and the second paper was co-authored with Professor Maura McAdam and Dr Richard Harrison and published in the International Small Business Journal in 2021.





Professor Teresa Hogan (centre), Dr Vanessa Diaz-Moriana (third from right), and Dr Eric Clinton (far right).

Dr Vanessa Diaz-Moriana's doctoral work (PhD, 2016) on long-term orientation in multigenerational family firms was funded by the DCU Ryan Academy, supervised by Dr Eric Clinton and co-supervised by Professor Teresa Hogan. Dr Catherine Faherty's doctoral research (PhD, 2018) on trust dynamics in family firms was funded by an IRC postgraduate scholarship and was also supervised by Dr Eric Clinton. Dr Philip O'Donnell won a DCU Business School postgraduate award, and his work on necessity entrepreneurship (PhD, 2020) was co-supervised by Dr Eric Clinton and Professor

Colm O'Gorman – an avid and early supporter of the NCFB. The NCFB's first postdoctoral researcher, Dr Jordan Gamble, spent 2016–2019 working on research that is now important for a major emerging family business research theme: transgenerational learning. Dr Farhad Uddin Ahmed arrived to commence a project from 2019–2022 examining parental support and succession intentions in next-generation family business leaders, and Dr Michelle Cowley-Cunningham is presently working on the NCFB's new AIB-sponsored project on family business succession.



Student best paper awards

1. Winner, Best Doctoral Contribution Award, 2014 Family Enterprise Research Conference (Dr Vanessa Diaz-Moriana)
2. Finalist, 2019 Grigor McClelland Dissertation Award, Journal of Management Studies and the Society for the Advancement of Management Studies (Dr Catherine Faherty)
3. Winner, 2020 Fredric M. Jablin Doctoral Dissertation Award (Dr Philip O'Donnell)

Top left: Dr Catherine Faherty at the International Leadership Association conference in 2019. Bottom left: Dr Philip O'Donnell accepting the runner-up prize at the 'Researcher Life' category of the Expose Your Research competition in 2018.

Establishing an engaged audience

Attracting global collaborative strength

Drawing on collaborative strength from international family business leaders, co-researcher and global family business expert Professor Justin Craig accepted our invitation to become an adjunct professor at the NCFB in 2014. Leading out on a world-class family business education video series, Justin and his academic peers Professor Candida Brush and Professor Bill Gartner delivered bite-size lessons for family businesses.



Professor Candida Brush participates in our world-class family business education video series.



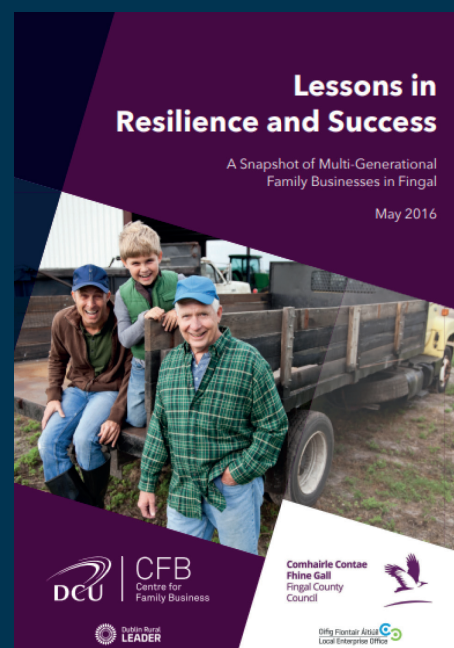
Front row (left to right): Dr Eric Clinton, Director of the NCFB; Professor Justin Craig, receiving an award for long-standing contributions to the DCU NCFB; Professor Tom Lumpkin, Former President of DCU; and Professor Brian MacCraith in 2018.

Scan here to watch the video series on the DCU NCFB YouTube page



Lessons in Resilience and Success: A Snapshot of Multi-Generational Family Businesses in Fingal

The *Lessons in Resilience and Success: A Snapshot of Multi-Generational Family Businesses in Fingal* report was commissioned by Fingal County Council and by Mr Ed Hearne, Director of Services in Fingal County Council's Economic, Enterprise and Tourism Department. It provided a snapshot of 12 multigenerational family businesses in Fingal, with family involvement ranging from the second to fourth generation. These businesses employed over 3,500 people at the time of writing and had annual revenues ranging from €1.5 million to in excess of €100 million. Resulting from a Memorandum of Understanding between Fingal County Council and Dublin City, this report attended to Fingal County Council's desire to learn more about the economic landscape in which family businesses within the county operate.



This 2016 report was launched by Fingal County Council.

Establishing an international presence: 2018–2023

From a successful foundation, the NCFB entered a new phase of growth from 2018 to 2023. Attracting a major corporate sponsor in AIB Plc brought financial backing and a full-time seconded General Manager to develop our engagement footprint, establish our digital presence, draw up a strategic plan and incorporate oversight via an Advisory Board. In 2023, the NCFB secured additional funding from AIB Plc for a major national project profiling succession intentions in next-generation family businesses. The NCFB also attracted philanthropic sponsorship to fund our strategy development and employed Michelle Burke (our new Executive Director) this year, to further strengthen the continuity of the NCFB.



Left to right: Jim O’Keeffe, Former Managing Director of Retail Banking, AIB; John Brennan, Head of SME – Retail Banking, AIB; Michelle Burke, Executive Director, DCU NCFB; Professor Anne Sinnott, Deputy President, DCU; and Paul Hennessy, Chairperson, DCU NCFB Advisory Board.

“Our partnership with the DCU NCFB is aligned with our goal of supporting family businesses in communities across Ireland.”

– Jim O’Keeffe, Former Managing Director of Retail Banking, AIB

Research

Developing research capacity

Additional strength gathered when Dr Eric Clinton was granted an international Family Owned Business Institute Scholar-in-Residence Award in 2021. In 2020, NCFB doctoral programme graduate Dr Catherine Faherty returned from Chicago, where she had just completed a postdoctoral fellowship at the Kellogg School of Management, and joined DCU Business School as an Assistant Professor of Enterprise. She teamed up with NCFB Director Dr Eric Clinton to establish a new programme of research and engagement. New initiatives attracted visiting postdoctoral scholars, including Dr Jordan Gamble and Dr Farhad Uddin Ahmed, both experts in entrepreneurship and family business. Following that, Dr Philip O’Donnell, a doctoral graduate also hailing from the NCFB, won a highly coveted AXA Postdoctoral Fellowship to pursue his work on necessity entrepreneurship within an international context. An evolving remit seeking to enhance our understanding of and advance best practice in family businesses in the years that followed, saw five research assistants continue with or receive follow-up funding for postdoctoral research, including Martina Brophy, Keeva Farrelly, Stephen Brown, Raya Zapryanova and Dr Michelle Cowley-Cunningham.



Top: NCFB Director Dr Eric Clinton lectures as part of his Family Owned Business Institute Scholar-in-Residence award. Bottom: Dr Catherine Faherty lectures on the LIFE module.



The launch of the NCFB report *Irish Family Business by Numbers* in 2020.(L-R): Former NCFB Advisory Board Chairperson Paul Keogh, Researcher Keeva Farrelly, Former European Union Trade Commissioner Phil Hogan, and NCFB Director Dr Eric Clinton.

Researching national statistics for family business and factors relating to trust, resilience and continuity in turbulent times, not to mention family businesses' accommodation to Covid-19 pandemic market conditions, substantially increased the NCFB's research output. Outreach continued apace on the back of invitations to, and attendance at, the international family business conference circuit. NCFB Director Dr Eric Clinton spoke at the Post Davos Nordic Summit in 2017, and he and the team regularly attend the Babson College Entrepreneurship Research Conference, the International Family Enterprise Research Academy (IFERA) Conference, the Family Enterprise Research Conference (FERC), and the STEP Global Family Business Summit. These activities enabled the team to connect internationally with the family business research community – so much so that we initiated an affiliate-status initiative for researchers interested in publicly connecting with us, be they located internationally or locally. We now have more than 30 members, ranging from early-career researchers to world leaders in the field.

The members of the NCFB Affiliate Programme in 2023



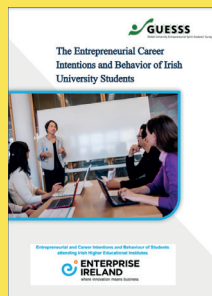
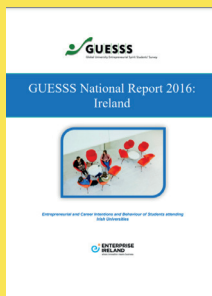
The NCFB become survey partners of the STEP and GUESSS projects

The STEP Project Global Consortium (SPGC) connects academics and family business experts worldwide to report on entrepreneurship practices. The DCU NCFB is one of the Irish partners to the SPGC. The project works with more than 50 universities in over 20 countries worldwide. The SPGC's data-driven insights are made openly available to offer best-practice solutions to sustain entrepreneurial families across generations. As Ireland's delegate, the NCFB has contributed to several national and international SPCG and GUESSS reports.



Recent Irish STEP reports released in 2021 and 2022

The Global University Entrepreneurial Spirit Students' Survey (**GUESSS**) is a global student survey project focusing on trends in entrepreneurship. The project produces academic and practitioner reports exploring unique and novel insights on the topic of student entrepreneurship, such as entrepreneurial intentions, family business succession, new venture growth, and performance. GUESSS outputs are relevant to multiple stakeholders, such as students, researchers, entrepreneurs, policy-makers, and universities. The survey collects data from more than 250,000 students in over 50 countries every 2–3 years. As Ireland's delegate, the NCFB has contributed to several national and international reports.



Recent Irish GUESSS reports released in 2016 and 2018

Education

The Family Business Continuity Programme

The NCFB Family Business Executive Education programme was launched in 2019, and to date has been delivered to four cohorts of family business leaders. The programme provides family businesses with the knowledge and tools required to successfully implement governance structures, navigate succession and enhance competitive success across generations. Tailored to provide exercises on governance and succession, the programme supports family businesses and encourages multiple family members to attend. Family business and best practice guidance are taught via online engagement and innovative, collaborative exercises where peer-to-peer learning enhances the programme's distinctive engagement.



The Family Business Continuity Programme Awards Ceremony 2022.

Top Left (L-R): NCFB Associate Director, Dr Catherine Faherty, NCFB Director Dr Eric Clinton, and former NCFB Manager Ellen Drumm. Top Right (L-R): Mary and Elaina Fitzgerald of Fitzgerald's Woodlands House Hotel & Spa.

Middle Left (L-R): Professor Colm O'Gorman, awardee Dympna Fitzgerald, and Dr Eric Clinton. Middle Right (L-R): Tina and Margaret Darrer of Dooley's Hotel.

Bottom Left (L-R): Professor Colm O'Gorman, Damien O'Donovan of O'Donovan Engineering, and NCFB Director Dr Eric Clinton. Bottom Right (L-R): Mary Fitzgerald of Fitzgerald's Woodlands House Hotel & Spa, and Pat and Una McDonagh of Supermac's Ireland Ltd.

"The NCFB Executive Education Programme helped us as a family to discover that we needed to formalise from a governance and strategic perspective to plan not just for our generation but for the next generations..."

– Elaina Fitzgerald-Kane,
Director of Fitzgerald's
Woodlands House Hotel &
Spa

Family business friends of the NCFB



Left: L-R: Rosy & Lynn Temple of Magee 1866. Right: Sister and brother team, Deputy Managing Director Cliona Molloy (left) and Managing Director Tomás Óg Mac Eoin (right), with their late father Tomás Mac Eoin (centre).



Left (L-R): Catherine Moroney, AIB and Tom Roche, NTR Plc. Centre (L-R): Claire Whelehan of DCU Educational Trust, NCFB Director Dr Eric Clinton, Advisory Board Chairperson Paul Hennessy, Flora Crowe of Crowe's Supermarkets, and Kevin O'Connor of General Paints Ltd. Right (L-R): Rachel and Kevin O'Connor of General Paints Ltd.



Scan here to watch video testimonial from Elaina Fitzgerald-Kane, Director of Fitzgerald's Woodlands House Hotel & Spa on the NCFB's YouTube page.



Embedding family business insights within undergraduate education

The Learning Innovation for Enterprise module

The Learning Innovation for Enterprise (LIFE) module is a multi-award-winning enterprise education module taken by all first-year students in DCU Business School (~700 students annually). Led by Dr Catherine Faherty, one of the core elements of the module is focused on family business, where students are introduced to the underlying dynamics, practices and tools that make up successful multigenerational family enterprises. In 2020, the module won the European Consortium of Innovative Universities Team Award for Innovation in Teaching and Learning. That same year, it also won the AACSB Innovations that Inspire award. In 2022, the module was shortlisted for the 'Most innovative approach to developing employability skills' in the Pearson HE Innovation Awards. Most recently, in 2023, the SBC shortlisted the module in its inaugural annual awards for the Outstanding Support for Student Enterprise and Entrepreneurship category. In July 2023, on behalf of the DCU LIFE module, Dr Catherine Faherty accepted the winning award from SBC at a ceremony in the House of Lords in London, UK.



Top left (L-R): Professor Teresa Hogan, Professor Dominic Elliot, Dean of DCU Business School, Dr Catherine Faherty, and Dr Eric Clinton, NCFB at the 2023 SBC Excellence Awards.
Top right: A LIFE module lecture. Above (L-R): Maria Cassidy, Head of Innovation at Applegreen; Fiona Matthews, Managing Director of Applegreen; and Dr Catherine Faherty.

“The team here at the DCU Business School is really delighted to receive this award and to be recognised for the brilliant LIFE initiative. Our work with the SME community is among the most rewarding things that my colleagues, students and I do. Through the SBC, we’ve undertaken initiatives that have really stretched the imagination and insight of the students and helped them gain an unparalleled understanding of how businesses operate and the challenges they face. This ‘real-life’ experience sets them up brilliantly for life after university. We previously won the European Consortium of Innovative Universities Team Award for Innovation in Teaching and Learning, and it’s great that we can add this award to our cabinet!”

– Professor Dominic Elliott, Dean of DCU Business School



New Enterprise Development

Family businesses are the economic and social bedrock of societies across the globe. A fundamental determinant of the continuity and longevity of family businesses is the ability to create and foster an entrepreneurial mindset across generations. New Enterprise Development (NED) is a multi-award-winning entrepreneurship module taken by both our next generation of family business leaders and those who are not from business-owning families but who will engage with family firms as employees, investors or advisors. Led by Dr Eric Clinton, NED enables our next generation of leaders to develop an understanding of balancing opportunity and risk within an existing business, while also exploring opportunities for launching a new enterprise related to the family business.



Left: NCFB Director Dr Eric Clinton leads a team of examiners and facilitators in driving the NED module. Right: A group of students preparing to enter the Dragons’ Den.

Our students gain best-practice insights on how to successfully nurture an entrepreneurial mindset. NED won the European Consortium of Innovative Universities Team Award for Innovation in Teaching and Learning in 2016 and the Teaching Heroes Award in 2021, and was runner-up in the Pearson Excellence in Higher Education Awards in 2021 for ‘Most innovative approach to developing employability skills’. This year, the module won the distinguished International Council for Small Business (ICSB) Global Award in Entrepreneurship Education Excellence 2023.

Engagement

2018 rebranding as the National Centre for Family Business



Left (L-R): Dr Catherine Faherty, Ruth Gill of Gill Books, Professor Craig Crossley, Professor James Davis, and Eddie Buckley at the Trust Workshop Expert Panel. Right (L-R): MC Gavin Duffy, Dr Catherine Faherty, Professor Colm O’Gorman, John Brennan of AIB, and Stephen Bowcott and J.P. Sisk of SISK at the NCFB Annual Conference 2021.

No longer a small handful of family business enthusiasts, by 2018 we had an expert team with the resources, skill set, leadership and vision to take the NCFB to the next level. Collaborating intensely with stakeholders within and strategically associated with DCU’s administrative centres saw us successfully gain status as a national authority for family businesses. Rebranded as the National Centre for Family Business in 2018, we had the platform and opportunity to commence a programme of nationwide engagement, including annual conferences, live and hybrid panel discussions, sponsored one-day workshops, and podcasts with world-class family business thought leaders and practitioners.

Arizona State University (ASU) partnership

Schlesinger Global Family Enterprise Case Competition

In January 2023, DCU and ASU entered a joint undergraduate team to compete at the Schlesinger Global Family Enterprise Case Competition (SG-FECC), which was held at the University of Vermont’s Grossman School of Business, USA. The annual SG-FECC prepares students to understand the critical issues that are unique to family enterprise by applying the knowledge and expertise they have developed in the classroom towards solving complex family business cases.

Our undergraduate team consisted of two final-year Business Studies students – Grace Mollaghan and Thomas Lynch – along with two ASU students. Dr Catherine Faherty and Dr Eric Clinton prepared the students for the competition through regular case resolution workshops and family business dynamics training sessions. More than 200 students from 12 countries across 4 continents participated at the 2023 SG-FECC, where students applied their knowledge and expertise to solving the complex dynamics at play within the cases in front of a distinguished panel of international judges, which included CEOs of leading international family firms.

The strength of the DCU–ASU partnership was evidenced at the SG-FECC Awards Ceremony when team coaches Dr Catherine Faherty (DCU) and Eva Vázquez Ortiz (ASU) received the 2023 SG-FECC Undergraduate Joint Team Coach Award in recognition of their “commitment to offering constructive, helpful and insightful feedback”.



Left to right: Connor Breheny (University of Vermont), Thomas Lynch (DCU), Grace Mollaghan (DCU), Alexandra Barbosa (ASU), Eva Vázquez Ortiz (ASU), and Dr Catherine Faherty (DCU) at the Schlesinger Global Family Case Competition SG-FECC in 2023.



From left to right: Kevin Sheridan, Chris Musgrave, Catherine Moroney, Orla Cafferty, John Dillon, Gavin Duffy, Grant Dennis, Shaun O'Shea, and Dr Eric Clinton at the DCU Annual Conference 2019, 'Connecting Value to Business'.

NCFB Annual Conferences

The NCFB Annual Conference is an open event where we disseminate the latest evidence-based insights and promote opportunities for family businesses across Ireland to network with their fellow family business peers. More than 1,000 family businesses attended our Annual Conferences from 2019 to 2022.

2014: The Legacy Series – Engaging the Next Generation

Keynote speakers: Eamonn Quinn, Kelsius Limited; Philip MacKeown, Musgrave Group; Mike Glennon, Glennon Brothers; and Annie Flahavan, E. Flahavan & Sons Ltd.

2015: Professionalising Your Family Business

Keynote speaker: Professor Timothy Habbershon, Babson College, USA

2016: Talent in Family Business

Keynote speaker: Jim Ethier, Bush Brothers & Company, USA

2017: Navigating Succession in Family Business

Keynote speakers: Paul and Audrey Darley, W.S. Darley & Co., USA

2018: Female Leadership in Family Business

Keynote speaker: Caroline Keeling, Keelings

2019: Family Business Values – How They Translate Into Business Value

Keynote speaker: Grant Dennis, Dennis Family Group, Australia

2020: Family Business for the Future

Keynote speakers: Sinead Scrivener, Farmhand; Kevin and Rachel O'Connor, General Paints Ltd.

2021: Compassionate Leadership driving Successful Irish Family Businesses

Keynote speakers: J.P. Sisk and Stephen Bowcott, SISK; Flora Crowe, Crowe Supermarkets

2022: Continuity through Regeneration and Resilience

Keynote speakers: Gavin and Trevor Annon, Mount Charles Group; Vincent Cleary, Glenisk

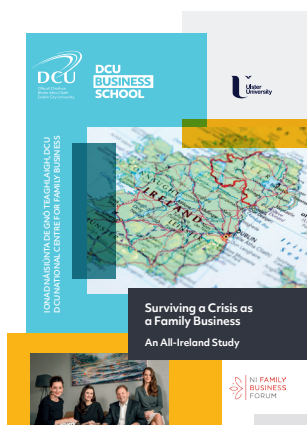


Left to right: Martin Dimitrov, Student Ambassador; Michelle Burke, Executive Director of the NCFB; Grace Mollaghan, Student Ambassador; John Roche, Director of Woodford Capital; Rosheen McGuckian, CEO of NTR Plc; Katherine Daly, Student Ambassador; Dr Catherine Faherty, Associate Director of the NCFB; and Thomas Lynch, Student Ambassador.

NTR Plc Workshop for DCU Business School students, 2023

In February 2023, we welcomed the CEO of NTR Plc, Rosheen McGuckian, to DCU as part of the Learning Innovation for Enterprise (LIFE) Live Case Study Series. Founded in 1978 by Tom Roche, Senior – the father of NTR’s current Chairman, Mr Tom Roche – to develop and operate Ireland’s first toll road, NTR has grown and diversified throughout the last four decades to become a renewable energy investment business. NTR now acquires, constructs and manages sustainable infrastructure, with a focus on wind, solar and energy storage projects. The company has investments in more than 50 locations across 7 European countries. In front of a packed lecture hall, including the Executive Dean of DCU Business School Professor Dominic Elliott, Rosheen shared her insights on leading a third-generation family enterprise from the perspective of a non-family CEO. She spoke about the importance of good governance and clear communication forums among the family, the ownership group, and management.

The NCFB hosted a reception following the talk where several next-generation family business students presented their learnings in front of Rosheen McGuckian, John Roche (Director of Woodford Capital), and Professor Dominic Elliott (Executive Dean of DCU Business School).



An All-Island Engagement Campaign Enabling and Promoting the Survival and Recovery of Family Businesses following the Covid-19 Pandemic.

This research project was shortlisted for the SBC Excellence Awards 2023.

The research was carried out by the NCFB in partnership with Ulster University, the University of Central Florida, the Northern Ireland Family Business Forum, Harbinson Mulholland and AIB. The study’s recommendations led to the publication of a 42-page report, *Surviving a Crisis as a Family Business: An All-Ireland Study*, with insights from 251 family business CEOs and employees across Ireland.



The report highlights key strategies for managing crises and actionable insights were disseminated nationally via a family business podcast series; a Covid-19 business guide; national media; policy submissions to the Department of Enterprise, Trade and Employment; social media and an e-zine; the NCFB Executive Education Programmes; the Northern Ireland Family Business Forum; and international engagement for academics and students via the STEP Project Global Consortium (SPGC).

Media presence: 2013–2023



Small Business Charter recognition

Project lead:

Professor Teresa Hogan,
DCU Business School

The Small Business Charter (SBC) is an award for the UK's and Ireland's world-class business schools. DCU, Ireland's University of Enterprise, was the first designated SBC university on the island of Ireland (in 2017) and remains the only university in the Republic of Ireland to have SBC status. The NCFB is a key contributor to securing and successfully retaining this prestigious accreditation. The SBC recognises our close collaborations with ambitious Irish SMEs, with Irish family businesses and with the Irish entrepreneurial ecosystem, as well as our broader engagement with both Irish and multinational enterprises.

“As the first Charter award-holding school in Ireland, DCU Business School has demonstrated impressive impact supporting small businesses, particularly through the National Centre for Family Business where research underpins delivery and is acknowledged on a global stage.”

Small Business Charter



DCU President Dáire Keogh and Professor Maura McAdam receiving her medal.

Professor Maura McAdam wins the DCU President's Award for Research in 2023

NCFB Advisory Board member Professor Maura McAdam won the President's Award for Research in 2023, a fitting tribute to all of her years of ground-breaking research. In a family business context, Professor McAdam has led some fascinating studies exploring female leadership in family firms internationally. In particular, Maura's work has guided female family business practitioners on leading family firms in environments where institutional pressures advocated for male leadership of the family firm.

What the future holds for the field of family business



Professor Tom Lumpkin

University of Tennessee and the University of Oklahoma, USA



Professor Nadine Kammerlander

WHU Otto Beisheim School of Management, Germany



Professor Franz Kellermanns

Belk College of Business, University of North Carolina at Charlotte, USA



Professor Sophie Bacq

IMD, Switzerland



Professor James Davis

Utah State University, USA



Professor Carlo Salvato

Bocconi University, Italy



Professor Massimo Baù

Jönköping University, Sweden



Professor Cristina Cruz-Serrano

IE University, Spain

The Scientific Committee meets with the NCFB to make recommendations and guide decision-making about potential research initiatives and activities.

Figure 1 highlights what the Committee foresees as prescient themes for family business over the next year. From meeting with our Scientific Committee and consulting with our expert team, we predict that there are themes that will be important to family businesses over the next 5 years.

The themes are: succession intentions, trust and culture, sustainability focus, digitalisation, legacy and tradition, financial literacy, innovation and design thinking, and well-being.

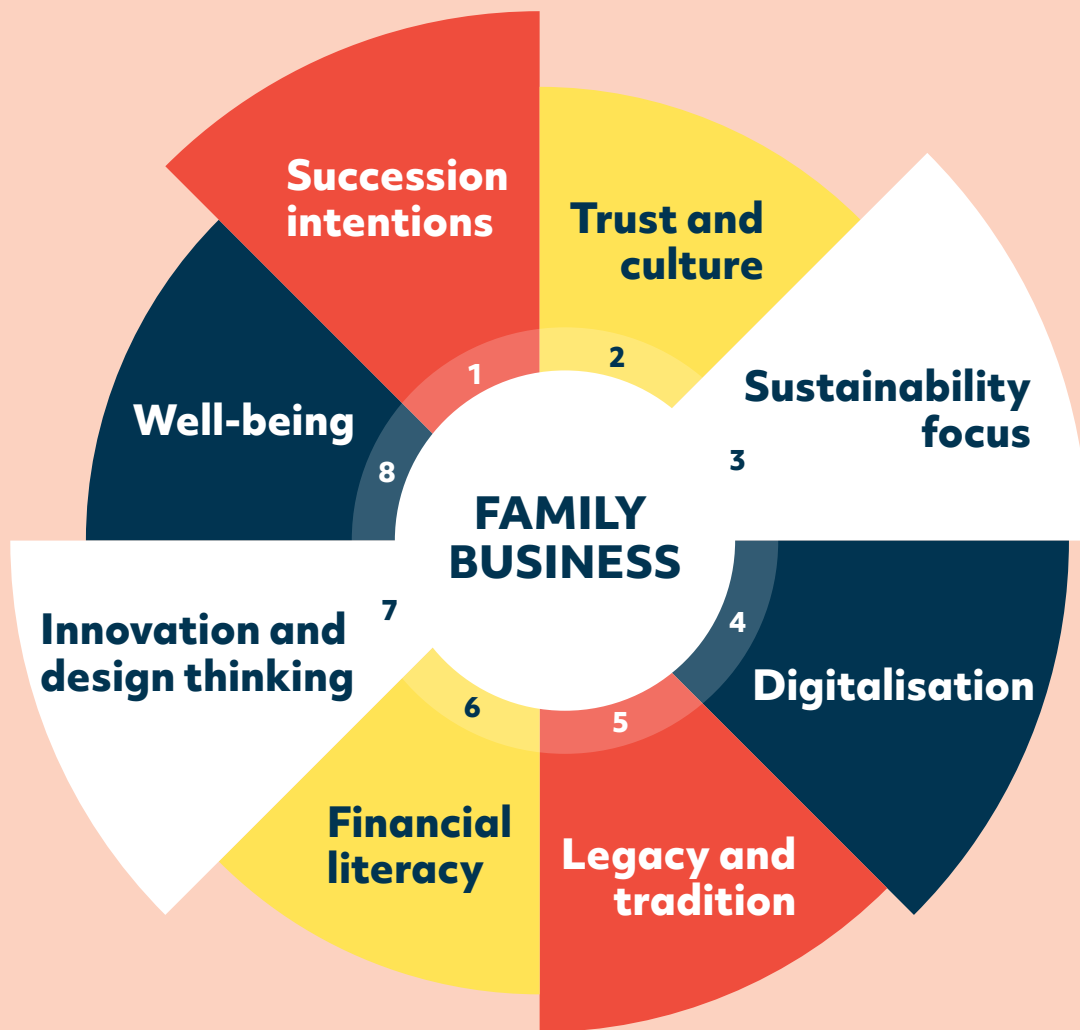


Figure 1: What the future holds for family businesses.

To better adapt to a changing world, family businesses will require evidence-based actionable insights relevant to the following themes:

1. **Succession intentions**

2. **Trust and culture**

3. **Sustainability focus**

4. **Digitalisation**

5. **Legacy and tradition**

6. **Financial literacy**

7. **Innovation and design thinking**

8. **Well-being**



Why AIB supports the NCFB's research and engagement efforts

AIB is committed to helping deliver a more sustainable future for all. Family businesses build long-term resilience and sustainability for our economy, society and businesses.

Our sponsorship of the NCFB aligns with our position as supporters of local small businesses, providing us with an excellent opportunity to increase our level of engagement with an important grouping of SMEs. It also allows us to understand family businesses and the unique challenges that they may face.

This partnership has given AIB access to research findings generated by the NCFB and the ability to use those findings to aid the development of propositions and products to support family businesses (such as investments, pensions, etc.), and will be leveraged through a marketing campaign that includes social media and online communications in addition to local activation through our branches.

We continue to work with DCU to provide a platform to support the professionalisation and growth of family businesses in Ireland as well as educating the current and next generations about the challenges to and opportunities for the family business owner.

John Brennan
Head of Retail SME
AIB Retail Banking

NCFB Advisory Board members: 2013–2023

NCFB Advisory Board

The NCFB Advisory Board is composed of family business leaders, the DCU Business School Dean, NCFB executive leaders, and DCU NCFB academics. The role of Advisory Board members is to assist and advise the NCFB on matters of substance, priority matters and the future direction of the Centre. The Advisory Board Chairperson provides leadership and conveys the NCFB's vision to the Advisory Board and wider stakeholders.

Present members

Paul Hennessy Chairperson DCU NCFB Advisory Board
Professor Dominic Elliott Dean DCU Business School
Dr Eric Clinton Director DCU NCFB
Michelle Burke Executive Director DCU NCFB
John Brennan Head of Retail SME, AIB Retail Banking
Tom Roche Chairman NTR plc
Kevin O'Connor Chairman General Paints Group
Professor Colm O'Gorman DCU Business School
Professor Maura McAdam DCU Business School
Joe Quinsey CEO DCU Educational Trust
Claire Whelehan Director of Philanthropy DCU Educational Trust

Past members

Catherine Moroney (Former Head of Business Banking, AIB)
Eamonn Quinn (Former Chairperson)
Paul Keogh (Former Chairperson)
Flora Crowe (Manager, Crowe Supermarkets)
Ellen Drumm (Former General Manager, NCFB)
Eoghan Stack (DCU Business School)

Past representatives

William Fry
Beauchamps
AIB

List of Funders

Research funding



Commissioned research



Family philanthropy



Teaching awards



Corporate sponsorship



Executive education



This report was edited by the Director and the team at the DCU National Centre for Family Business – Dr Eric Clinton, Dr Catherine Faherty, Executive Director Michelle Burke, Dr Michelle Cowley-Cunningham and Siobhan O’Shea – and designed by DCU Marketing and Neogen.

© DCU National Centre for Family Business, 2023

“Dublin City University and Irish family businesses are kindred spirits. Our shared mission to put enterprise at the heart of what we value has helped us adapt, survive and even thrive when faced with stark realities, especially in this past decade.”

Professor Dáire Keogh
President, Dublin City University

For more information
email: Familybusiness@dcu.ie



@DCUNCFB



@DCUCFB



DCU National Centre for
Family Business