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Evolution of Research into the Management of Family Businesses that are Part of the Instituto de la Empresa Familiar Network of Chairs (1992-2016)

Abstract

The family business field of study has grown considerably in recent years in Spain. In fact, it is no exaggeration to say that twenty years ago there was barely any research in this field. In 1992, exactly 25 years ago, a group of family entrepreneurs founded the Instituto de la Empresa Familiar (IEF). IEF created the Chair in Family Business at Spanish universities to foster its inclusion in Business Administration syllabuses and promote its research by Spanish academics. This paper analyses the evolution of research into family businesses carried out by academics who are part of the IEF Network of Chairs, both at international and management level. To do this, the ISI Web of Knowledge database and Scopus were used as sources of information.

Keywords: Family Business; Review; Spanish Research; Family Business Chairs

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Introduction

The family business field of study has grown considerably in recent years in Spain. In fact, it is no exaggeration to say that twenty years ago there was barely any research in this field. Studies into family businesses began in the 1980s (Casillas and Acedo 2007; Puig and Fernández 2009), with the publication of a special edition of the Sloan Management Review in 1983 and the publication of the first edition of Family Business Review, in 1988. A number of academic-professional authors emerged basically in the United States (Landsberg, Poza, Davis, Handler, etc.). In Spain, the first references also appeared at this time from Professor Gallo (1985). At the time, research was still in its infancy, largely because concern from professionals and business also was. However, the situation began to change from the late 1990s.

In 1992, exactly 25 years ago, a group of family entrepreneurs founded the Instituto de la Empresa Familiar (IEF). Despite being a non-profit-making business association, from the start the IEF believed that including research into the specific nature of this type of business was essential for improving the management of family businesses, also a major feature of developed economies (IFERA 2003). To do this, the IEF created the Chair in Family Business at Spanish universities to foster its inclusion in Business Administration syllabuses and promote its research by Spanish academics. Agreements with different universities were signed starting in 1998, creating a network of professionals who began studying family businesses from an academic perspective and a number of independent Chairs that had not existed previously were incorporated into this network (e.g. the PRASA Chair at the University of Córdoba). There are currently Chairs at 37 Spanish universities and, according to the IEF, these are held by over 200 Spanish university lecturers.

Since then, research in Spain into family businesses has been carried out essentially by the professors responsible for these Chairs and the teams that they have created over the years, which have become the main point of reference for research into family businesses in the Spanish-speaking world (López-Fernández et al. 2016) and one of the most important in the English-speaking world. Meroño and Nieto (2015), celebrating the 25th Anniversary of one of the most relevant academic association in Management in Spain (ACEDE), offer a review paper of Spanish research into the family business field from 1989 to 2014, although this paper is not focused on the IEF's Network. It should be said that not all Spanish research into family businesses is carried out by lecturers from this Network of Chairs. However, as we will see later on, the Network has become the main driving force behind this research and is the glue that holds together around three-quarters of Spanish research into family businesses.

There is not any other Network as this one in the world. For that reason, there is interesting to know how a professional institution as IEF can have an impact on academic research. This is the gap we try to fulfil, studying how an initiative of a group of practitioners is able to improve research on a growing topic, as family business field. The aim of this paper is to analyse the evolution of research into family businesses carried out by academics who are part of the IEF Network of Chairs, both at international and management level. To do this, the ISI Web of Knowledge database and Scopus were used as sources of information. We will be examining the effect of the IEF's role as catalyst (a private, professional and not strictly academic institution) that fosters scientific research into the family business reality. It is a unique example of professional-academic and public-private collaboration of huge interest that could be used as a model in other countries. This is the first paper to analyse the impact of a Network of researchers linked to a practitioner's association.

The paper is divided into the following sections. Following the introduction, the second heading gives a brief description of the IEF Network of Chairs. The next section describes the methodology used to select the papers published by the members of the Network of Chairs and then (description and analysis of the results) goes on to describe the results of the analysis of these papers. Finally, sections four and five summarise the main conclusions derived from the review process.

Network of Chairs of the Instituto de la Empresa Familiar

Research into family businesses in Spain is a recent phenomenon. Until only about a quarter of a century ago, this field of research did not exist with only a handful of forerunners such as Professor Gallo (1985) who were the torch-bearers at national and international level. The situation has changed radically since then and is now one of the most productive fields of research. As Meroño and Nieto (2015) point out, research into family businesses in Spain underwent a turning point in the 1990s with results published in leading journals in the field, as we will be analysing later.

However, the development of this field of study in Spain is not due solely due to the spontaneous interest of Spanish researchers into family businesses. Although it is true that the rise in interest in this type of business did not only occur in Spain and that its subsequent development runs parallel to the development of this field at an international level (Casillas and Acedo 2007; Chrisman et al 2008), it is also true to say that the interest of Spanish researchers was incentivised by the explicit action of a private institution, the IEF, which initiated a strategy to bring family businesses closer to academia and vice versa.

The IEF is a non-profit-making association that includes the major Spanish family businesses, around a hundred of the leading companies in their respective sectors. Since it was founded,

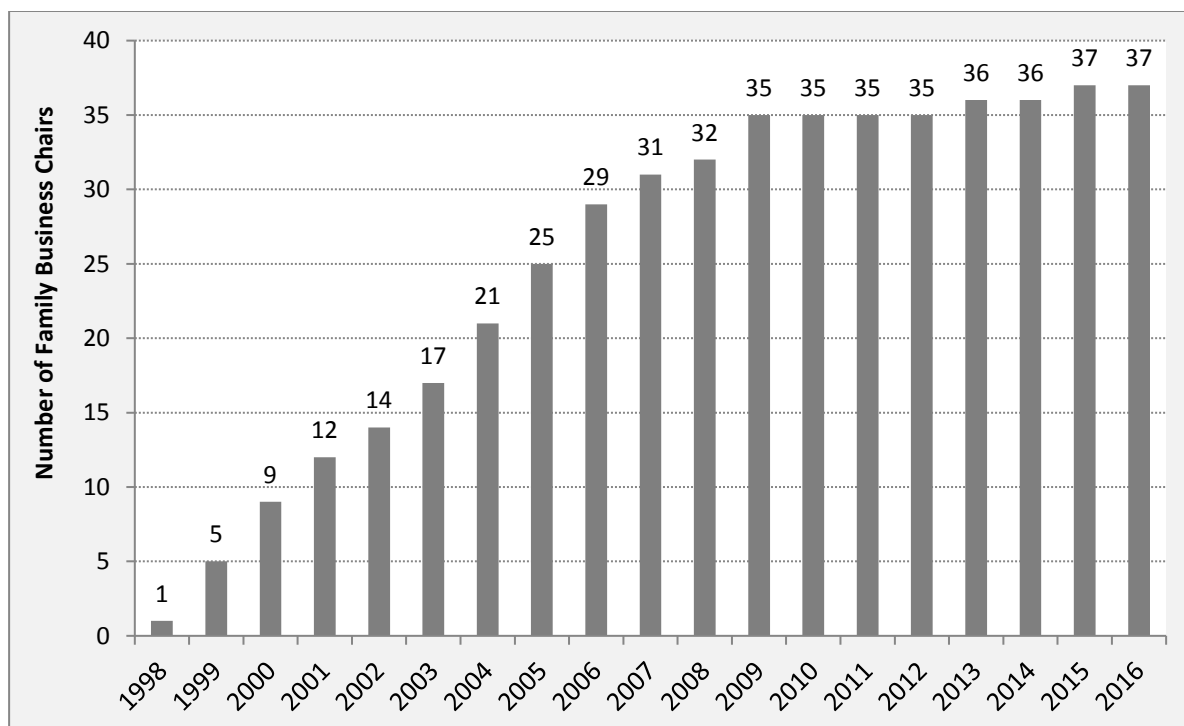
the IEF has known that a cornerstone of its strategy for conveying the importance of family businesses in society is their link to academia, which has a dual objective: (1) the development of training programmes that cover family businesses as part of university degree syllabuses, and (2) the creation of a group of Spanish researchers of international renown into family businesses.

To achieve this, the IEF is carrying out a strategy to foster the creation of Chairs in Family Business at universities throughout the country. The model is based on the promotion of agreements in which the IEF, the university, a sponsor and, where necessary, certain regional family business association take part. The idea is not a new one as before the IEF initiated this strategy there were already isolated projects in place throughout Spain, at the University of Barcelona, run by Antoni Tapiés, the University of Córdoba, run by Rodríguez Alcaide, and at the University of Jaén, run by M^a Jesús Hernández. These Chairs were created independently, through the individual initiative of an academic or business particularly interested in this type of business and acted as a reference or model for the new IEF project.

Following the creation of the IEF, the number of Chairs in Family Business began to grow quickly at Spanish universities. The process began in 1998 with the incorporation of the Chair at the University of Barcelona. This was followed a year later with four new Chairs: Complutense of Madrid, Carlos III of Madrid, Las Palmas de Gran Canaria and Salamanca. The speed at which new Chairs were created rose during the first ten years until the start of the recession. Consequently, in the decade 1998-2007, the rate at which Chairs in Family Business were created was over three a year. Coverage of most of Spain, together with the recession, led to a slowing-down of this pace, making funding existing Chairs difficult and limiting the creation of new ones. Even so, from the start of the recession, the network has hardly seen any

reduction in size. Figure 1 represents the evolution of the number of Chairs in Family Business in the IEF Network of Chairs between 1998 and 2016. There are currently 37¹ active Chairs that bring together around 200 university researchers throughout Spain. Appendix 1 represents the 37 Chairs arranged by the date when they were created or joined the network. This network is present in 16 of the 17 Spanish autonomous communities, with Andalusia the region with the highest number of Chairs at eight, one for each province. These in turn form a network whose characteristics are very similar to the national one, carrying out joint research work (Diéguez-Soto, López-Delgado, and Rojo-Ramírez 2014; Martínez-Romero and Rojo-Ramírez 2017, among others) through frequent meetings to foster the exchange of knowledge.

Figure 1. Number of Family Business Chairs of the Network between 1998 and 2016



Source: Own elaboration

¹ There is an inter-university Chair, the Mare Nostrum Chair includes the University of Murcia and the Technical University of Cartagena.

IEF's Family business chairs develop three main types of activities. The first one is to teach in universities degrees family business topics, though different types of subjects. This is the more important function of the chairs in Spain, connecting family businesses to students mainly in Management courses. Secondly, family business chairs develop an intense work showing and sharing family businesses experiences among practitioners and also with academics and students (seminars, workshops, and so on). And finally, these chairs develop research activities, basic and applied in order to generate new knowledge about these type of firms, majority in our environment. The IEF help and give support to the network facilitating the connection between the university and the family companies, improving their knowledge and capabilities through training programs, and helping them to find financial support for chair's activities. IEF promote the diversity of University Chairs in order to cover different perspectives of the phenomenon. For that reasons, there are family business chairs more oriented to practice and others more oriented to research. There are chairs with expert in very different areas, as Management, Law, Economics, Taxes, Finance, Marketing, etc.

However, looking beyond the number of Chairs (Spain is one of the countries that has the most), what is truly interesting is their coordination and integration into a network. This integration can be seen in different aspects. Firstly, the network holds frequent meetings, generally twice a year, where ideas and in-depth knowledge from researchers can be exchanged, irrespective of the usual academic forums (national and international conferences, workshops, academic associations, etc.). Secondly, it is a multidisciplinary network with academics from a wide range of fields of knowledge (business organisation, finance and accounting, marketing, civil law, mercantile law, applied economics, sociology, etc.). Thirdly, the network has led to the creation of studies and research with inter-Chair collaboration on different subject areas (IEF 2015). Of

all these, the recent study into family businesses in Spain is of particular interest as it is the first to be carried out by the Chairs in the Network, it has developed an innovative methodology for estimating the importance of family businesses and it has contributed new figures regarding this (IEF 2015).

The creation of the Network of Chairs has promoted teaching about and dissemination of the specific nature of family businesses at Spanish universities. The Chairs provide teaching at their respective universities to students on different management-related bachelor's degrees. Similarly, thanks to the collaboration with the institution and regional family business associations, they have created closer links for these entrepreneurs with the university. Similarly, the existence of the Network of Chairs has led to numerous researchers working in the field of family business. To this effect, and after over twenty years of work, two different generations of researchers have been identified. On the one hand, an initial generation of researchers of academics who work in other specialist areas and whose incorporation into of the Chair has meant reorienting their research fields and interests. They are usually established researchers, whose interest in family businesses grows and increases as a result of them joining the Chair. This is the case of authors such as Fernández and Nieto (Carlos III), Crespí (The Balearics), Iturralde (the Basque Country), López (Cantabria), among others at national level, and in Andalusia Casillas (Seville), Rojo (Almería) and Rodríguez (Granada). On the other, is a second generation of researchers who began their academic careers directly in the field of family business, generally with their PhD thesis, such as Vallejo, Fuentes, Cacho and Martínez (Jaén), Marqués (Girona), etc. There are exceptional cases, such as Cabrera (Las Palmas de Gran Canarias), who completed her PhD on family businesses in 1998, making her one of the leading international researchers in the field (López-Fernández et al 2016).

Research methodology

The aim of this paper is to analyse the role of the IEF Network of Chairs in the development of Spanish research into family businesses at international level. Unlike other previous studies (Meroño and Nieto 2015, López-Fernández et al 2016), only the research carried out by IEF Chair in Family Business associate professors has been analysed, leaving out the rest of the research. Similarly, we decided to narrow the review process to the field of management, leaving out areas such as law, history and applied economics. To this effect, to ensure the international nature and quality of the research, only articles published in journals listed Scopus (SJR) have been chosen. Article's impact has been measured by the number of cites using Scopus. Additionally, we have test checked the paper that were also at Journal Citation Report (JCR).

We have not considered papers given at conferences, as many of them are papers currently being developed and may subsequently be published as articles. The search was conducted through the Chair Directors (in the author field on the database) and their usual co-authors (who appear as the co-author on a paper about family businesses and come from the same academic institution) Once these authors had been selected, only articles that researched family businesses directly were chosen after the title of the paper and the abstract had been analysed. The analysis period covers 25 years from 1992-2016. For the classification of the papers into topics, we proceeded to make a classification each author separately and, later, we compare the results. In case of disagreement (less than 10%) we discuss the case until we decided a final decision by consensus.

Once the methodology and the time distribution of the papers had been described, we then moved to the next section to take an in-depth look at the characteristics of the selected articles.

To do this, the papers were read and some of their essential variables, such as the authors, their affiliation, their impact and number of times each of them was quoted were subsequently coded.

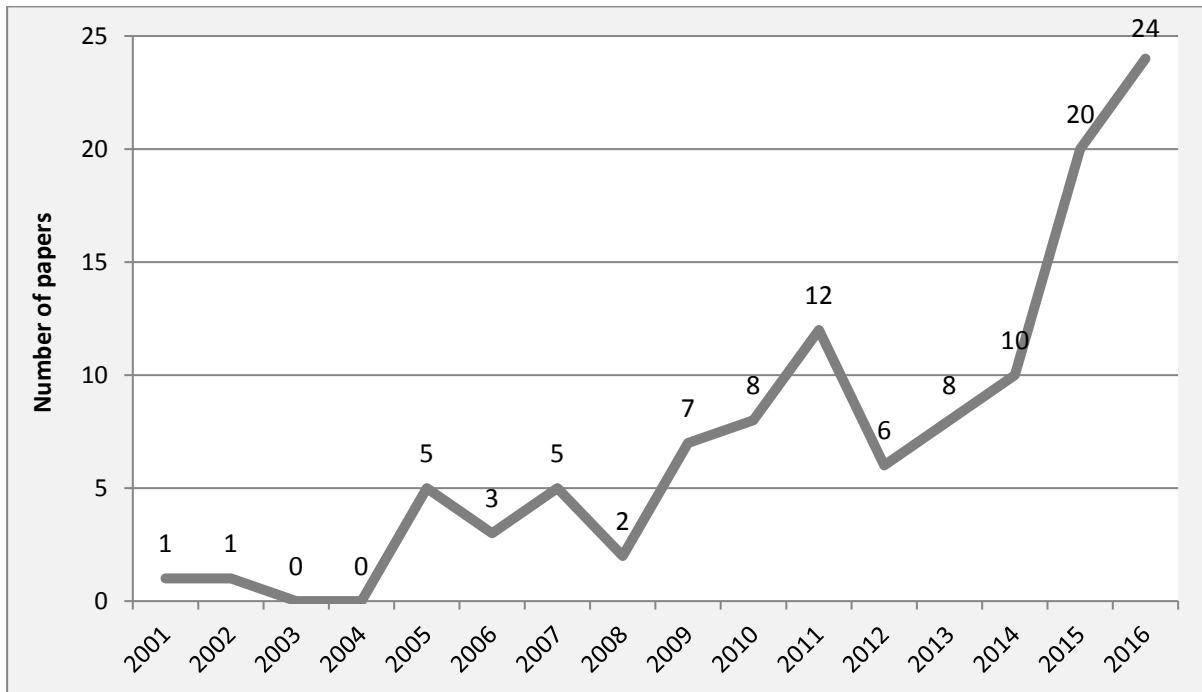
Description and analysis of the results

In total, we have identified 112 articles about Scopus, of which 74 (66.1%) are listed in the JCR. This number is somewhat lower than that identified by Meroño and Nieto (2015) for the total number of Spanish researchers. These authors identified 127 papers in Scopus and 96 of which were in the JCR (they included papers from Spanish researchers, not necessarily involved in the IEF Network), from which we can draw an initial conclusion, with the exception of one year's difference in the timescale analysed: Of the total national production in Scopus, 85% was by members of the Network of Chairs, reaching a total of 76% for papers published in JCR journals.

The first paper to be identified was published in 2001. Figure 2 represents the evolution of papers published between 2001 and 2016. The rate of growth throughout the period can be seen and three stages identified. An initial introduction stage (2001-2008), where the number of papers is around two articles a year. A second stage (2009-2014), where the average number of papers published reached eight a year. And finally, a third stage, which saw a huge rise in articles published online, with an average just above twenty-one articles a year. Of these, around 67% were published in journals listed in the JCR, a percentage which remained stable throughout the period and above all in 2007 (Figure 3).

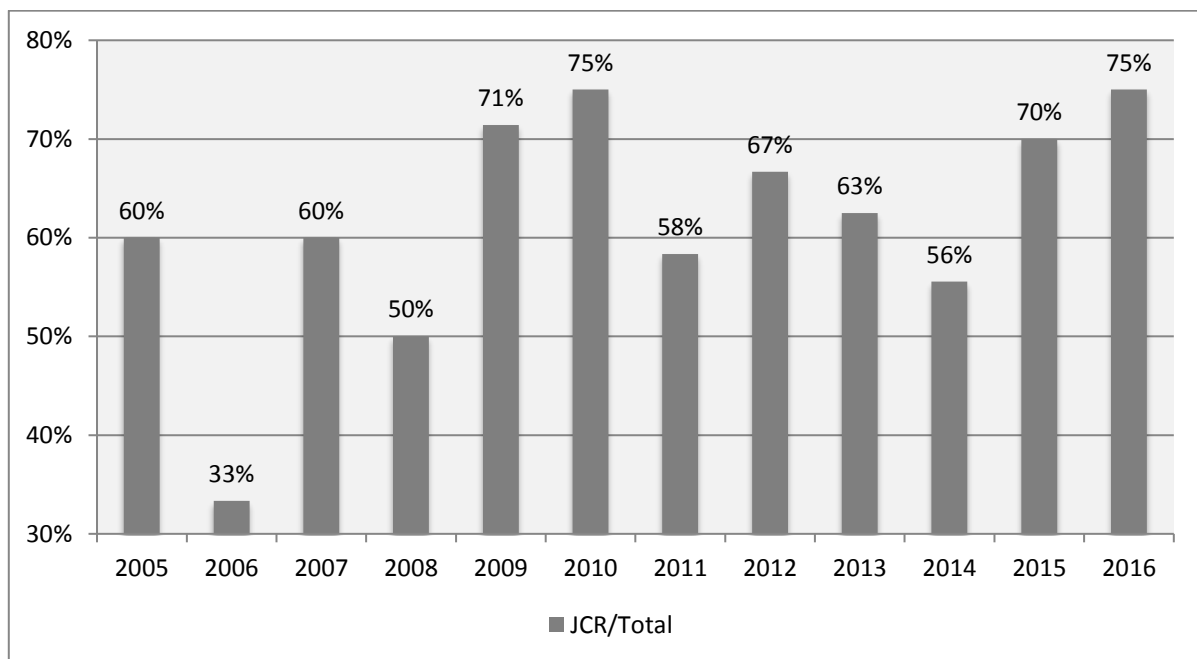
Now, we will analyse some of the features of the research conducted by the network of chairs in family business from a descriptive perspective. Specifically, the analysis will focus on the platforms in which the 88 selected works have been published, the chairs that have provided support to their authors and their evolution over time.

Figure 2. Number of papers published between 2001 and 2016



Source: Own elaboration

Figure 3. Percentage of articles published in JCR Journals



Source: Own elaboration

Consequently, with regard to the platforms, the 112 works are primarily articles in indexed journals. Specifically, there are 102 articles (91.1%) compared with just nine that appear as book chapters (8.0%), and a last document is a book. Of these 102 articles, 72.5% (74 articles) are published in journals indexed in the Citation Report.

Arranged from largest to smallest, Table 1 sets out the 15 journals in which at least two articles appear, developed by Spanish researchers attached to the IEF Network of Chairs.

Table 1. Main publications of the FB Chairs of IEF Network

Journal	Number of Papers
Family Business Review	16
Journal of Family Business Strategy	11
Handbook of Research on Family Business Second Edition	4
Journal of Business Ethics	4
Journal of Management and Organization	4
Journal of Small Business Management	4
Corporate Governance (Bingley)	3
European Journal of International Management	3
International Journal of Globalisation and Small Business	3
Journal of Corporate Finance	3
BRQ Business Research Quarterly	2
Cuadernos de Gestion	2
International Business Review	2
International Journal of Entrepreneurship and Small Business	2
Investigaciones Europeas de Direccion y Economia de la Empresa	2
Journal of Business Research	2
New Challenges in Entrepreneurship and Finance	2
Review of Managerial Science	2
Small Business Economics	2

Source: Own elaboration

The leading role can be seen of the only two specific indexed journals in the field, namely Family Business Review (FBR; created in 1988 and incorporated in the JCR in 2007), with 16 works, and Journal of Family Business Strategy (JFBS; created in 2010 and incorporated in the JCR in 2014), with 11 articles. The two journals concentrate 24.1% of all the articles published

in journals, and specifically 36.5% of those published in JCR journals. We should similarly highlight the position of directors of chairs on the editorial and review boards of the two main journals in this field. Consequently, Katiuska Cabrera (Las Palmas de Gran Canaria) is on both, while Rafel Crespí (University of the Balearic Islands) is on the FBR committee and José Carlos Casillas (University of Seville) is on the JFBS committee.

An analysis of the productivity of the different chairs allows us to highlight, firstly, that the 112 works have been produced by researchers from 25 chairs, i.e. approximately two-thirds of those in existence. Table 2 represents the number of works published by authors from each of them. Of these 25 chairs, just ten account for two-thirds of the works. To this effect, the chairs of the Universities of Jaén, Las Palmas de Gran Canaria and the Basque Country exceed ten works each.

If we analyse the authorship of the 27 works published in the two specific journals in the field (FBR and JFBS), we see again a high level of dispersion, such that a total of 14 different chairs have managed to publish in both journals. Of these, six have managed to publish in both journals (Burgos, Las Palmas de Gran Canaria, Complutense of Madrid, Girona, Oviedo and Seville) and three chairs have published more than three works in both journals (Las Palmas de Gran Canaria, with four articles; Oviedo and Seville, with three articles).

With regard to the temporal distribution of publications in both journals, Figure 4 allows three periods to be identified. Consequently, until 2010, works were centred on the only journal that had the academic monopoly at that time in relation to research into family business (FBR). However, the appearance of JFBS led to a reorientation of researchers towards this new and promising journal. Consequently, between 2011 and 2013, no chair published in FBR, whereas in the same period, there were five works in JFBS produced by researchers in the network of

chairs. However, between 2015 and 2016, the focus appears to have returned to the original journal, probably due to the high impact indices achieved in the web of knowledge JCR (Thomson-Reuters), and its high position in the field of business (position four in 2013 and 2014 and position seven in 2015 in the Business category). Consequently, in the last three years, the same number of works has appeared in both journals (four).

Table 2. Number of papers published by each FB Chair and main author

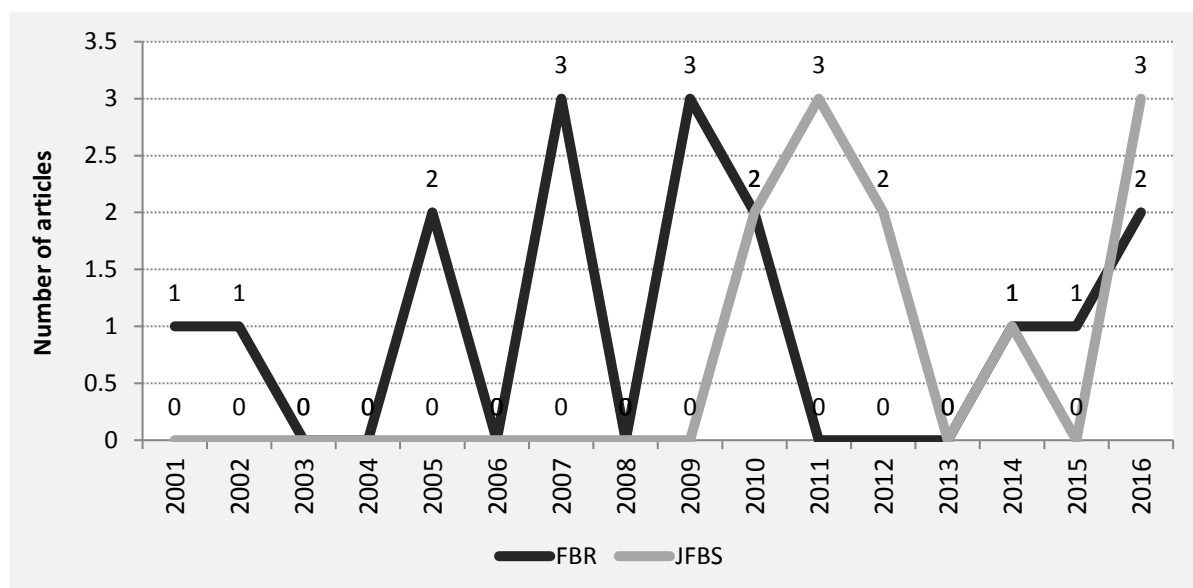
Chair	Number
Universidad de Jaén	14
Universidad de Las Palmas de Gran Canarias	11
Universidad de País Vasco	11
Universidad de Oviedo	7
Universidad de Salamanca	7
Universidad de Zaragoza	7
Universidad de Granada	5
Universidad de Murcia	5
Universidad de Sevilla	5
Universidad de Burgos	4
Universidad de Cantabria	4
Universidad Carlos III de Madrid	5
Universidad de Almeria	3
Universidad de Baleares	3
Universidad de Girona	3
Universidad de Valencia	3
Universidad de Cartagena	3
Universidad Complutense de Madrid	2
Universidad de Coruña	2
Universidad de Málaga	2
Universidad de Valladolid	2
Universidad de Barcelona	1
Universidad de Castilla-La Mancha	1
Universidad de Deusto	1
Universidad de Extremadura	1

Source: Own elaboration

Table 3. Papers published in FBR and JFBS

<i>Family Business Review</i>	<i>Journal of Family Business Strategy</i>
Cabrera-Suárez, de Saá-Pérez, García-Almeida (2001)	Arosa, Iturralde y Maseda (2010)
García-Álvarez, López-Sintas, Saldaña Gonzalvo (2002)	Casillas, Moreno y Barbero (2011)
Fernández y Nieto (2005)	Cabrera-Suárez, De la Cruz, Déniz-Déniz y Martín-Santana (2011)
Jaskiewicz, González, Menéndez y Schiereck (2005)	Basco y Pérez Rodríguez (2011)
Casillas y Acedo (2007)	Aguilera y Crespi-Cladera (2012)
Blanco-Mazagatos, de Quevedo-Puente, y Castrillo (2007)	Simon, Marqués, Bikfalvi y Muñoz (2012)
Carrasco-Hernández y Sánchez-Marín (2007)	Cabrera-Suárez, Déniz-Déniz y Martín-Santana (2014)
Vallejo (2009)	Barros, Hernangómez y Martin-Cruz (2016)
Basco y Pérez Rodríguez (2009)	Arrondo-García, Fernández-Méndez y Menéndez-Requejo (2016)
Martínez (2009)	Blanco-Mazagatos, de Quevedo-Puente y Delgado-García (2016)
Casillas, Moreno y Barbero (2010)	
Feito-Ruiz y Menéndez-Requejo (2010)	
Marqués, Presas y Simon (2014)	
Cabrera-Suárez, Déniz-Déniz y Martín-Santana (2015)	
Revilla, Pérez-Luño y Nieto (2016)	
Diéguez-Soto, Manzaneque, Rojo-Ramírez (2016)	

Figure 4. Number of articles published in FBR and JFBS



Source: Own elaboration

Another interesting aspect to be analysed is that of the authors. Although almost all of the chairs have a single director (except in the case of the University of Seville, which has two co-directors), there are chairs that have a deputy-director and others that have a more or less extensive team. According to the IEF, the 37 existing chairs bring together approximately 200 lecturers, which means an average of a little over five researchers per chair. This is in addition to some chairs that have worked intensely in supervising doctoral theses, which have brought new researchers into the field.

Consequently, the 112 works are penned by 289 authors, which means an average of 2.58 authors per article, with three being the most frequent number of authors penning each article. However, the total number of different authors reaches the figure of 160. This means that the average number of articles per author is 1.42 works. We commented previously that there are chairs that have more extensive teams than others. Notable here is the University of Jaén, which has a wide variety of authors on the chair's team (Vallejo, Fuentes-Lombardo, Martínez, Núñez-Castro, Hernández, etc.). Other chairs have a smaller but more stable team, with almost all the works being penned by all of them, as is the case of University of Carlos III of Madrid (comprised of researchers Fernández and Nieto), Salamanca (with three authors who appear in four of its six works: Pindado, Requejo and De la Torre) and the Basque Country (with two authors, Iturralde and Maseda). Other chairs base all their works on a single researcher who works with others in their same team. This is the case of chairs such as Zaragoza (Galve, with co-authorships with Salas and Hernández-Trasobares), Seville (Casillas, in collaboration with Acedo and Moreno-Menéndez) and Las Palmas de Gran Canaria (Cabrera, together with Déniz and Martín). The majority of the works have authors from the same chair, with collaborations with other researchers being very rare. Even so, we can find some foreign researchers (Sánchez-

Famoso, et al. 2015, Jaskiewicz, González Menéndez and Schiereck 2005; Aguilera and Crespí-Cladera 2012) and other national collaborations (Diéguez Soto et al. 2016).

With regard to the most prolific authors, Table 4 shows the 26 researchers who have at least three works. Most notable are two researchers, one from the Chair at the University of the Basque Country (Iturralde) and the other from the University of Las Palmas de Gran Canaria (Cabrera-Suárez), with eleven works published. Along with these, we should mention other researchers from the chairs at the Universities of Zaragoza (Galve) and Salamanca (Pindado), with seven works. Finally, with five works are researchers from the Universities Carlos III of Madrid (Nieto), Jaén (Vallejo) and Seville (Casillas).

Table 4. Main authors of the IEF Network

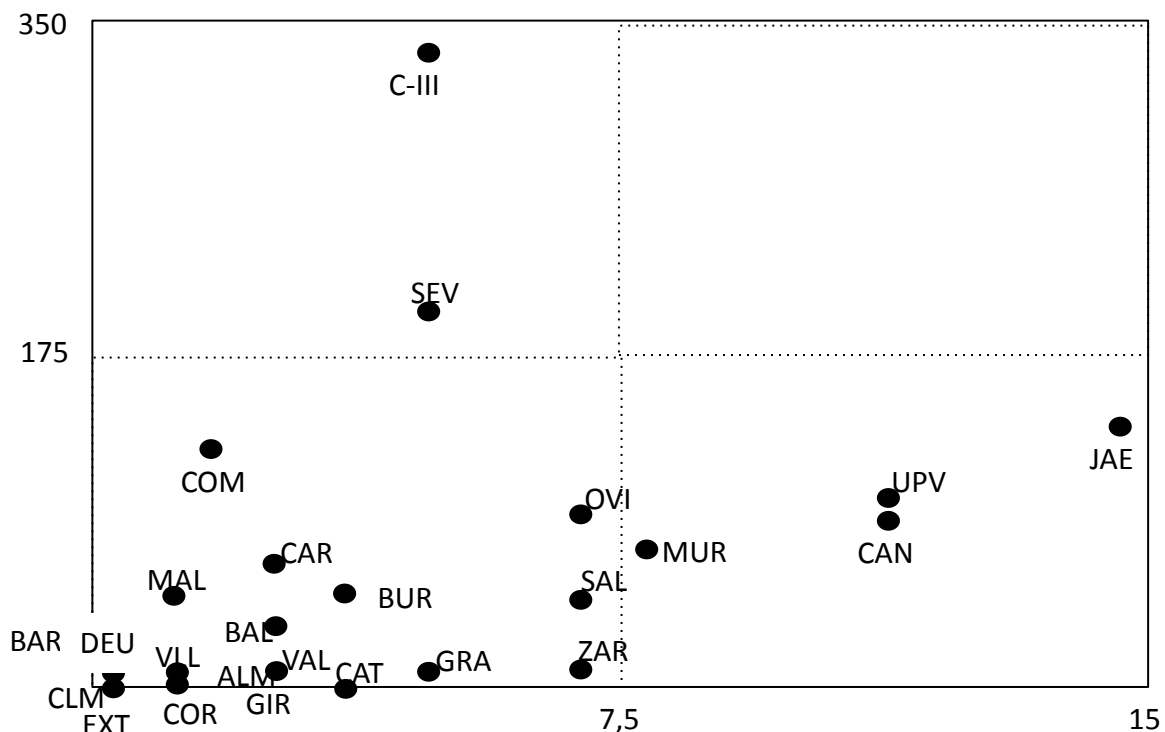
Author	Chair	Number
Iturralde, T.	Universidad del País Vasco	11
Maseda, A.	Universidad del País Vasco	10
Vallejo-Martos, M.C.	Universidad de Jaén	9
Cabrera-Suárez, K.	Universidad de Las Palmas de Gran Canarias	8
Galve-Górriz, C.	Universidad de Zaragoza	7
Pindado, J.	Universidad de Salamanca	7
Martín-Santana, J.D.	Universidad de Las Palmas de Gran Canarias	6
Casillas, J.C.	Universidad de Sevilla	5
Menéndez-Requejo, S.	Universidad de Oviedo	5
Nieto, M.J.	Universidad Carlos III de Madrid	5
Requejo, I.	Universidad de Salamanca	5
Arosa, B.	Universidad de Jaén	4
de la Torre, C.	Universidad de Salamanca	4
Hernández-Trasobares, A.	Universidad de Zaragoza	4
López-Fernández, C.	Universidad de Cantabria	4
Rodríguez-Ariza, L.	Universidad de Granada	4
Sánchez-Marín, G.	Universidad de Murcia	4
Serrano-Bedia, A.	Universidad de Cantabria	4
de Quevedo-Puente, E.	Universidad de Burgos	3
Duréndez, A.	Universidad de Cartagena	3
García-Sánchez, I.M.	Universidad de Granada	3
Martínez-Ferrero, J.	Universidad de Granada	3
Moreno-Menéndez, A.M.	Universidad de Sevilla	3
Salas-Fumás, V.	Universidad de Zaragoza	3
Simón, A.	Universidad de Girona	3

However, as well as the number of works, it is interesting to analyse the citations from them, as this tends to be an indicator of the quality of the research, derived from the impact that they have on subsequent research at international level. We have use Scopus as a source to measure the number of cites. To this effect, according to the databases of the 1271 citations used (Scopus), the 112 papers have had a total impact, with an average of 11.35 citations per article. However, this average is not at all representative, as 44 papers have no citations at all (39.2%) and a further 13 (11.6%) have only one citation. The reason why many of these papers have very few citations is due partly to their very recent publication date. Consequently, of these 56 papers with none or one citation, which constitute half the total number of papers analysed, 36 have been published in the last two years considered in this study (2015 and 2016).

According to the statement, there is a very considerable concentration of citations. Consequently, the well-known Pareto's Law is fulfilled almost to perfection, where only 21 articles (18.7% of the total) account for 80.2% of the quotes. To this effect, two articles by Fernández and Nieto (2005, 2006) stand out as the most cited, both with a total of 155 quotes. Far below these, and with over 50 citations, are papers by Basco and Pérez-Rodríguez (2009), with 68 citations, Casillas, Moreno and Acedo (2010), with 63 citations, Blanco-Mazagatos, de Quevedo-Puente, Castrillo (2007) with 51 citations, Jaskiewicz et al (2005), with 53 citations. Figure 5 shows the different Chairs in terms of the number of articles and their number of citations, which allows us to compare the quantity and the quality of their scientific production in the field of family businesses. We can see that most of the Chairs have a reduced number of articles and citations. However, some of the extreme cases are interesting. On the one hand, the Chairs at the Universities Carlos III of Madrid and Seville have a higher number of citations, despite the fact that the number of articles for each is not very high (five articles in both cases).

The opposite is true for the Chairs at the Universities of Jaén, the Basque Country and Las Palmas de Gran Canaria. These three Chairs have a greater number of publications, although their number of citations is much lower. In other words, while the latter universities stand out for the amount of papers published, the first two are notable for the quality of their papers, measured by their impact on international literature on family businesses.

Figure 5. Family Business Chairs in relation to number of papers and number of cites



Once the productivity of researchers in the network of chairs in family business fostered by the IEF had been analysed, we then analysed the fields where researchers had concentrated their more widely recognised papers. To this effect, the 112 papers were classified according to two different aspects: the subject of the study and the type of paper by its methodology (theoretical, empirical – quantitative versus qualitative – or review study).

Starting with the type of paper, we observed that the majority of the research was empirical, with 98 papers based on business data that accounted for 87.5% of the total. Also, of these,

almost all were quantitative. As a result, only five papers used methodology based on case studies, compared to the 93 quantitative papers (94.9%). Apart from the empirical papers, we were able to identify nine theoretical papers and a further five aimed at reviewing papers in general terms about family businesses (Casillas and Acedo 2007; Benavides-Velasco, Guzmán-Parra, and García 2011; Benavides-Velasco, Quintana-García, and Guzmán-Parra 2013) or about a certain aspect of them, such as entrepreneurship in family businesses (López-Fernández, Serrano-Bedia, and Pérez-Pérez 2016), or the role of women in this type of company (Martínez 2009).

These data show that the Chairs in Family Business have made a great effort in providing quantitative data about family businesses, despite there not being any type of census or general database about them in Spain. One significant aspect regarding this is the role the Chairs play, through the IEF, in incorporating a specific question about the family nature of Spanish businesses in the Spanish Survey on Business Strategies. This survey comprises a panel of industrial businesses and has been carried out from 1990 to the present-day, collecting information about aspects related to economic activities, the markets, innovation, etc. from a cross-section of Spanish manufacturing businesses. The survey is conducted by the SEPI Foundation, which is attached to the Spanish government and is often used by Spanish researchers in the field of management. Consequently, at the beginning of the twenty-first century, at the initiative of the Network of Chairs, the IEF contacted the relevant ministry, which allowed it to include a question about the family nature of businesses in its annual survey. It is in fact a categorical variable that indicates whether a family group participates actively in controlling or managing the business. This variable has been available since 2006, is annual and has been widely used.

Finally, analysing the contents helps identify which aspects are of greater interest to the Spanish researchers who are part of the IEF Network of Chairs. This analysis was carried out after the abstracts in the 109 papers considered in this review had been read. To this effect, it has to be said that there is a very wide range of topics. We have identified a total of 42 different topics, bearing in mind that we assigned a maximum of two topics per article. The following is a description of the most frequent.

The largest number of papers are concerned with financial aspects of family businesses, with a total of 14 papers. They cover aspects such as the financial structure of family businesses, dividend policy, investor protection, etc. To this effect, the most noteworthy papers were from the Chairs at the Universities of Salamanca (five papers), Burgos (three papers) and Granada (two papers).

A second topic concerns the boards of administration and corporate governance of family businesses. There are 12 papers that consider this topic directly. The most-researched topic is the role of family and external board members in how family businesses behave and their results. There are two outstanding Chairs in this field: Those at the Universities of Las Palmas de Gran Canaria and the Basque Country (with three papers each), followed by the Chairs at the Universities of the Balearic Islands and Salamanca (with two papers each).

As described below, four different topics have a total of nine papers: (1) internationalisation, (2) entrepreneurship and entrepreneurial orientation, (3) ownership and (4) innovation. In terms of the first, most of the topics concentrate on analysing the differences in the internationalisation process between family and non-family businesses. Of particular note in this field is the Chair at the University of Carlos III of Madrid with five papers. Entrepreneurship papers tend to be combined with other topics to check the difference that entrepreneurial orientation has on

performance, the differences between entrepreneurial orientation among family businesses or according to the degree of family commitment in the business. The Chairs at the Universities of Seville (three papers) and the Basque Country (two papers) are of particular interest in this field. In terms of the study into the ownership structure of family businesses, most of the research focuses on the influence it has on company performance. The papers by the Universities of Zaragoza (four papers) and the Basque Country (two papers) are of particular interest on this topic. Finally, a number of Chairs have analysed innovation and family businesses, with papers by the Mare-Nostrum Chair at the Universities of Murcia and the Technical University of Cartagena (three papers) and the Chair of Cantabria (three papers) being of particular interest.

The following research groups focus on analysing the performance of family businesses and their growth. Therefore, if we focus solely on the financial performance of this type of businesses, we can identify eight papers, whereas if the focus were on growth, we would have a further seven different papers.

From this point on, we find a wide variety of topics, most interesting of which we have listed in order of importance: Corporate social responsibility and innovation (six papers), share capital (five papers), culture, inheritance (four papers), the role of the different generations and the study into family businesses as a field of study (three papers).

Conclusions

Since its creation 25 years ago, the Instituto de la Empresa Familiar in Spain (IEF), which brings together the biggest family businesses in the country, has promoted the creation of university chairs in family business. After this quarter of a century, there are chairs in 38 Spanish universities, which bring together around 200 university researchers, making Spain the second

country in terms of the number of this type of chair (after the United States) and the first if we consider their forming a network. This network has incentivised research in a number of fields, since the various chairs are led by academics in different spheres of knowledge (management, law, finance, applied economics, etc.). In this work, we have sought to analyse the evolution of international research in the Management sphere, derived from the work of the researchers in the IEF network of Chairs.

For this, we have selected all the publications of the directors and members of the teams in the IEF network of chairs that are included in the Scopus database with the aim of adopting an objective criterion. In all, we have identified 109 works, the vast majority of which have been published in high-impact science journals, as is borne out by two-thirds of them also being included in the lists of the Journal Citation Report (JCR), drawn up by Thomson-Reuters and published in the web of knowledge.

The results allow us to ascertain that the network of chairs promoted by the IEF is a cornerstone of Spanish research in the field of family business. In fact, practically three out of every four Spanish work of international relevance on family business have been done by researchers in the network of chairs (Meroño and Nieto 2015).

Analysis of the structure of the 109 works allows us to extract a series of relevant conclusions. Firstly, the evolution over time is clearly growing, with a sustained increased in the number of publications throughout the last two decades.

Secondly, the great majority of research in the Management sphere are concentrated in approximately half the existing chairs. This is due to two essential reasons. The first refers to the difficulty of publishing in journals with an international impact, which means that, probably, some chairs are publishing their work in other journals, books and conference papers that do

not reach this level, while the second refers to the existence of chairs geared towards other branches of knowledge than Management, most notably those relating to law (University of Córdoba, University of Lleida, inter alia).

Thirdly, quite a few chairs have been able to publish in the two most prestigious journals in the field (Family Business Review and Journal of Family Business Strategy), which highlights the international impact of the IEF network of chairs' research in the sphere of Management in family business. This impact is borne out by both the quantity and the quality of the publications. In this sense, we have identified chairs in which the quantity of published works predominate (Universities of Jaén, Las Palmas de Gran Canaria and the Basque Country), compared with others that publish fewer articles but which are highly cited internationally (Universities Carlos III of Madrid and Seville).

Finally, the various chairs that comprise the IEF network tackle a wide range of different subjects. We have identified a total of 42 different topics. However, we have identified a certain specialisation of some chairs in specific topics. Consequently, of note are works of a financial nature, followed by those relating to corporate governance, the structure of ownership, internationalisation and the entrepreneurial orientation of family business.

Despite the difficulties in maintaining a network of chairs of this nature in an environment in which securing funding is increasingly difficult, the results show the international value of the research conducted by the network. It should also be remembered that this research work is just one of the three main missions and tasks entrusted to the chairs, along with university education and dissemination and advice to family businesses. It is a network with a scientific production that is high, growing and of demonstrable international quality, as is gleaned from the results

of our work. The IEF network of chairs is a unique example in the world. We hope that our work contributes to its enhancement, nationally and internationally.

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Annex 1. Family Business Chairs per date of foundation (or integration in the network)

University	Year	Current Director (2016)
Universitat de Barcelona	1998	Pilar Saldaña
Universidad Carlos III de Madrid	1999	Zulima M. Fernández Rodríguez
Universidad Complutense de Madrid	1999	Jesús Gimenez, and M ^a José Pérez
Universidad de Las Palmas de Gran Canaria	1999	María Katuska Cabrera Suárez
Universidad de Salamanca	1999	Julio Pindado
Universidad de Córdoba	2000	Ignacio Gallego Domínguez
Universidad de Girona	2000	Pilar Marqués
Universidad de La Rioja	2000	Juan Carlos Ayala Calvo
Universidad de León	2000	M ^a Teresa Mata
Universidad de Jaén	2001	María Jesús Hernández Ortiz
Universidad de Sevilla	2001	José Carlos Casillas, and Adolfo Vázquez
Universidad de Valladolid	2001	Juan Hernangómez Barahona
Universidad de Oviedo	2002	Rubén Arrondo García
Universidad de Zaragoza	2002	Concepción Garcés Ayerbe
Universitat Abat Oliba CEU	2003	Juan Corona
Universidad de Alicante	2003	Fernando Olivares
Universidad de Burgos	2003	Esther de Quevedo Puente
Universidad de Cádiz	2004	José Daniel Lorenzo Gómez
Universidad Castilla-La Mancha	2004	Felipe Hernández Perlina
Universitat de Les Illes Balears	2004	Rafel Crespí-Cladera
Universidad Miguel Hernández de Elche	2004	Nunci Serrano
Universidad de A Coruña	2005	Berta Rivera
Universidad de Extremadura	2005	Tomás M. Bañegil Palacios
Universidad de Santiago De Compostela	2005	José Díez de Castro
Universidad de Vigo	2005	Santiago Lago Peñas
Universidad de Granada	2006	Lázaro Rodríguez Ariza
Universidad de Málaga	2006	Vanesa Guzmán
Universidades de Murcia y Politécnica de Cartagena	2006	Ángel Meroño
Universidad de Valencia	2006	Alejandro Escribà
Universidad de Huelva	2007	María Jesús Moreno Domínguez
Universidad del País Vasco	2007	Txomin Iturralde
Universidad de Cantabria	2008	M. Concepción López Fernández
Universidad de Almería	2009	Alfonso A. Rojo Ramírez
Universidad Europea Miguel de Cervantes	2009	José Antonio Otero Parra
Universitat de Lleida	2009	José Luis Gallizo
Universitat Internacional de Catalunya	2013	Antoni Bosch
Universidad de Deusto	2015	Cristina Aragón

Source: Own elaboration