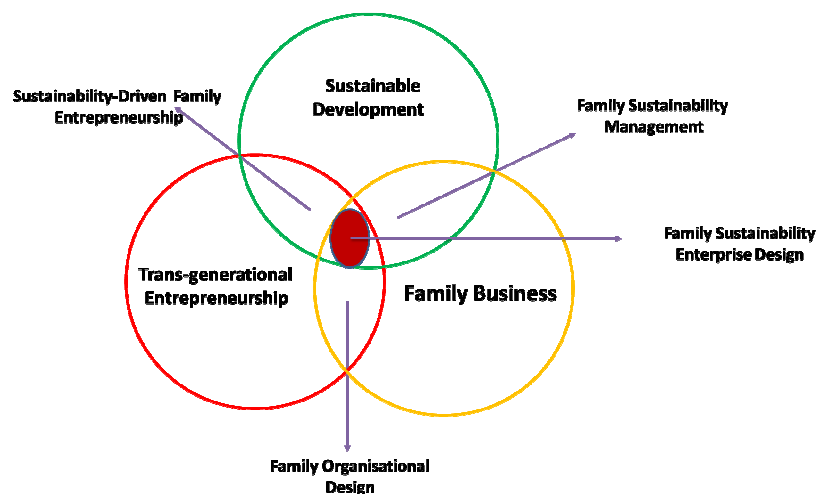


UNIVERSITY OF JYVÄSKYLÄ
School of Business and Economics



Eric Buah

The Paradox of Sustainable Development:
A Conceptual Framework for Sustainability-Driven Family Entrepreneurship from Socio-Emotional Wealth Perspective



ABSTRACT

Buah, Eric

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Sustainability-driven Entrepreneurship (SE) has recently received considerable attention in entrepreneurship and sustainability literature in mainstream journals. It is topical in the literature because scholars believe that SE practices can reverse market imperfections created by conventional entrepreneurial practices into sustainable opportunity to drive the world into the next industrial revolution. While much has been written about this, how it relates to family-owned businesses has not been extensively studied. Even though family business scholars have studied the incremental aspect of the concept but on a more radical perspective, there is a gap in the literature. This study has been conducted from a critical realist perspective to fill this gap on how the concept relates to family business. Family business was defined as business governed and/or managed by a dominant coalition controlled by members of the same with the intention to shape and pursue the vision of the business in a manner that is potentially sustainable across generations of the family or families.

Methodologically, the study used the descriptive method of the Interpretative Study of Concepts. In this study, 303 articles were assessed. After rigorous vetting the articles were refined to 200 for analysis. The dialectical process of intuition and reflective thinking, informed by the chosen methodology, were used to analyse the data. The study examined sustainability and entrepreneurship concepts in family business literature to uncover how those concepts relate to the concepts of SE in family business context.

Results clearly showed that, none of the existing concepts found in this study is synonymous with SE in family business context, not even the dominant Trans-generational Entrepreneurship concept. This gap in the family business literature provided avenue for new concept to emerge. To fill this gap, this study developed a new framework with Socio-emotional wealth theory as its main underlying theory. This is how the study proposed that Sustainability Entrepreneurship relates to family business. Within this, the study discovered that the hullabaloo of the fight against saving the planet is between people, planet and profit. In family business, it is a tug-of-war between people, planet, profit and emotion. These findings have implications for theory and practice

Keywords: sustainability: socioemotional wealth, transgenerational entrepreneurship, sustainability entrepreneurship

Author's address

Eric Buah
Jyväskylä University School of Business and Economics
Dept. of Entrepreneurship/Family Business
Finland
Email:eric.c.k.buah@student.jyu.fi/
eric.buah@gmail.com
Tel: +358 44 2929 862

Supervisors

Professor Juha Kansikas
Jyväskylä University School of Business and
Economics, Finland

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Sustainability has now turned into a pitched battle between government and business, which will force firms to change and question their existing practices. However, the smart ones are those who see sustainability as innovations' new frontier

*Ram Nidumolu, C.K. Prahalad and M.R.
Rangaswami in Harvard Business Review*

1 INTRODUCTION

1.1 Motivation

This Master's thesis, in the area of sustainable development and entrepreneurship, arose out of passion of my love for environmental protection. My passion has always been on how society and environment can exist without development working at the expense of environment. This passion coupled with my interest on the effect of emotions in value creation process in family entrepreneurial practices influenced the choice of the topic for this Master's thesis. To relate this passion to the research, one question became relevant, a subject that is topical in family business literature-, "how can family firms be sustainable across generations?" This is a hot issue in family business research and led to the Transgenerational Entrepreneurship (TE) concept. According to Habbershon, Nordqvist, & Zellweger (2010) trans-generational entrepreneurship is "the processes through which a family uses and develops entrepreneurial mindsets and family influenced resources and capabilities to create new streams of entrepreneurial, financial and social value across generations" (p. 1). The concept has dominated family business research serving as a means to an end of family firms' longevity and survival across generations. However, while much has been written about this entrepreneurial concept following a longitudinal study; little is known about how this mode of family centred entrepreneurship can help family firms' survive in this era of sustainable development. Despite this in the family business literature, the concept of Sustainability-driven Entrepreneurship (SE) has recently received considerable attention in entrepreneurship and sustainability literature in mainstream journals such as *Journal of Business Venturing* and *Entrepreneurship: Theory and Practice*. Sustainable entrepreneurs are hailed as beacons for social and environmental wealth creation and future sustainable wealth generators (Young and Tilley, 2009), however, how this concept relates to family business has not been extensively studied. This makes one wonder if the concept has emerged to compete with the dominant Trans-generational entrepreneurship thinking in family

business context or emerged to reinforce the concept. This follows the argument that, scholars in family business refer to TE as sustainable entrepreneurial practices (Serrano, Habbershon, Nordqvist, Salvato, Zellweger, 2006). In addition, in his research about sustainable development and entrepreneurship Woodfield (2010) used it synonymous with TE in family business context. This raises the question that, Is it synonymous or not? This rhetorical question motivated the objectives of this present study to explore the nexus of sustainable development and entrepreneurship in the context of family business to understand how the concept relates to family business by examining family business concepts that has been used as synonymous with the concepts of SE.

Theoretically, this study follows calls by researchers to contribute to the phenomenon from disciplinary perspective. The research question is explored from a critical realist perspective in light of the interdisciplinary nature of the phenomenon being studied. Critical realism (CR) links realist ontology to constructivist's epistemology (Creswell & Plano, 2011). Exploring the research question from critical realist' perspective requires developing a stratified model of reality based on three domains (i.e. the real, actual and empirical). This is important for critical realist study because they believe that what we as researchers predict with our empirical data may only be a portion of what is happening. Moreover, critical realists argue that what is happening may be a result of underlying mechanisms that accounts for what researchers think is happening. Though CR challenges researchers to explore such mechanisms, it requires extra work for researchers to move beyond what has been observed or predicted. The CR approach overcomes the limitations in empiricism and interpretivism in observing social reality. This study builds its foundation on critical realism, to bring methodological rigour into the study. It allows the study to go beyond transcendental perspective to understand mechanisms underlying the question being explored beyond empirical observation to include observing the unobservable, as suggested by Roy Bhaskar CR (Johnston and Smith, 2010). It will allow the research to carried out particular actualised outcomes for the generative mechanisms at work to play out its dynamics in the context in which the solution is sought. Hobain (2012) supports this approach to looking at the problem and asserts that the proposition that comes out of such a rigorous method informed by CR "may be of a general benefit to other firms but not in the manner which positivist research would attempt to develop a generalizable rule for firms to follow" (p.32). It is important to be aware of the fact that this way of proposing a solution may not apply to all firms as (Graham and Bertels, 2008) encountered in their research. To this end, the next section presents the background of this study leading to the significance of the study and proceeds to the research objectives of the study.

1.2 Background of the study

Sustainability is the “need to ensure a better quality of life for all, now, and into the future, in a just and equitable manner, while living within the limits of supporting ecosystem” (Agyeman, Bullard, and Evans, 2003: 2). The concept emerged in 1972 out of uncertainties about the prospects of human wellbeing for the future. (Parrish, 2008: 38). Since its inception it has emerged as one of the influential concepts, yet controversial in business, policy and the scientific community. In the realm of academia, the concept has been addressed in a large number of fields including geography, economics, ethics, law, sociology, anthropology, urban studies, planning, design, and architecture (Jabareen, Y. 2009: 55). More recently in economic and management literature, it has emerged as an important area of research in the field of entrepreneurship. Scholars in entrepreneurship and sustainability argue that, entrepreneurship driven by sustainability could provide a conduit for new business practices, processes and technology that could potentially reverse the negative effects firms’ activities pose on the environment and society by leading the world into the next industrial revolution (Hall, Daneke, and Lenox, 2010: 442 and Cohen and Winn (2007: 30). The interdisciplinary nature of the concept has led to many controversies among businesses, governments and academic environmentalists as well as other social scientists. Whilst for most firms sustainability is seen as a choice, Jackson, Boswell and Davis (2011) and Hart&Milstein (2003) found that it is no longer a choice but a necessity because accountability in today’s corporate world is an essential. Nidumolu, Prahalad, & Rangaswami (2009: 1-5) support these findings and assert that, this fight to save the planet has now turned into a pitched battle between governments and companies that it is now becoming impossible for firms to ignore the issue of sustainability. It is already transforming the competitive businesses landscape (Nidumolu, Prahalad, & Rangaswami, 2009: 1-5) and will force firms to change. However, the smart ones are the firms that treat sustainability as innovation’s new frontier.

Despite this challenge, some firms are still unsure how to apply this in their firms, even scholars are still confused and debate the actual meaning of the term due to different epistemological assumptions. The general consensus is that, the concept represents three equivalent components: environmental, economic, and social; as well as three dimensions of wellbeing, i.e. economic, ecological, and social,” (Robinson (2004: 28). This is what scholars refer to as managing the triple bottom-line of a business. John Elkington coined this concept in 1997 in his book “Cannibals with Forks: the Triple Bottom Line of 21st Century Business” (Elkington, 1997). Despite dominant views about the triple bottom line concepts associated with sustainability, some scholars argue that, in our contemporary world, most social phenomena are “complex and linked to multiple bodies of knowledge that belong to different disciplines.” Therefore, to understand such phenomena, one major requirement is an interdisciplinary approach (Jabareen (2009: 50). This is imperative because, “one’s philosophical

beliefs affect one's choice of legitimate questions' [...]" (Professor George Ladd) and so is sustainability.

This interdisciplinary challenge circulating the concepts of sustainability has recently attracted research attention in management literatures. However, how sustainability applies to family-owned businesses has not been extensively researched in the literature. In this study, family business is defined as a "business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families" (Chua et al., 1999: 25). From this perspective, the knowledge gap about the concepts of SE in family business has misled some scholars in family business to believe that, the concept has been "hijacked" by the green-movement and misconstrued to mean, "Saving the planet" (e.g. see Woodfield, 2010:893 and 896). As opposed by the critical realism ontology, the world is socially constructed, but not entirely so and in the real world, there exists a reality "out there" independent of observers (Easton, 2010:120). This convinced other school of thoughts to argue that, this controversy could be overcome if research draws on different disciplinary perspective, but this does not mean research should depart from the natural reality of the phenomenon. According to Robinson (2004), "if sustainability is to mean anything, it must act as an integrating concept" (p.378). The scholar adds that, sustainability represents neither a single concept nor a consistent set of concepts. It should rather be perceived as an approach or process of community-based thinking that requires integrating the environmental, economic and social "issues in a long-term perspective, while remaining open to fundamental differences about the way that is to be accomplished [...]" (p.370 and p.381).

In spite of this reality about the concept of sustainability, recently, in the family business literature, scholars have approached the real world with their theory and noted that, the three dimensions of wellbeing of the concept goes beyond economic, ecological, and social to include emotional dimension. In this school of thought, scholars assert that ignoring the emotional dimension comes at an emotional cost to family firms. This threatens the wellbeing of the family members and the firms' sustainability. They noted that, family firms are ready to act ethically if this is what it will take to preserve the emotional assets of the firm (Gomez-Mejia, Haynes, Nunez-Nickel, Jacobson, & Moyano Fuentes, 2007). On the contrary, if it becomes an emotional cost or threatens the emotional assets, they will do everything possible to alter the firms' commitment to sustainability to redeem the emotional capital. This argument represents a paradox in the context of family business. This raises the question: "how sustainability relates to family-owned businesses" where inter-generational thinking is intrinsic and emotional components are imperative for the family well-being? This Master's thesis contributes to the understanding of this interdisciplinary rhetoric from family business perspective. The core motive is to bridge the knowledge gap currently in the family business literature from entrepreneurial perspective. More specifically, the thesis looks at the intersection between sustainability, en-

trepreneurship and family business and explores how, conceptually, sustainability-driven entrepreneurship relates to family-owned businesses. The main philosophical positioning of this study is critical realism and the underlying theory is socio-emotional wealth (SEW). SEW explains the stock of affect-related value that the family has invested in a business (Gomez-Mejia, Haynes, Nunez-Nickel, Jacobson, & Moyano-Fuentes, 2007). Its application in this study is to understand emotional issues in family firms associated with decision making about sustainability and its overall effects on sustainability outcome. This will therefore help to predict empirical traces of the firm's relationship with environment and external stakeholders, a matter which is critical in the sustainability and entrepreneurship rhetoric. The next section presents why this study is important followed by the aim and objectives.

1.3 Significance of the study

The significance of this study is that, strategic management scholars argue that, sustainability is now a highly political issue. It is already transforming the competitive business landscape for firms to change and retain their social licence to operate and thrive. (Adams, Jeanrenaud, Bessant, Overy and Denyer, 2012:7-8 and Nidumolu, Prahalad, & Rangaswami, 2009: 1-2). According to Parrish (2007: 846) whilst the strategy for tomorrow is unknown and "cannot be designed explicitly, the artefacts that we create today will partially constitute the future that is tomorrow. To achieve this, strategic scholars have noted that, it is smarter for firms to adhere "with the most stringent rules [...] before they are enforced." This requires a change of how firms think about their services, technologies, processes, and models for their businesses (Nidumolu et al., 2009: 8). It requires business executives to question the implicit assumptions behind their current organisational culture and practices (Nidumolu et al., 2009: 7-8). Relative to family-owned businesses, family firms are known by their traditional practices, yet literature mentioned that, family owned firms are the backbone of most economies and the value they create is what contributes to the economy. They are the backbone in most Western and European economies. For example in Ireland, Birdthistle and Fleming (2009) and Birdthistle (2006) report that, family venture is a huge part of the economic fabric of the country. Family firms' contribute to about 50 per cent of private sector workforce in Ireland. Family ventures provide 39 per cent of all employment and produced nearly 30 per cent of the national turnover as well as 33 per cent of Irish capital acquisitions in the service sector. In America, Bowman-Upton (1999: 2) reports that, the USA economy depends heavily on the continuity and success of family businesses. Despite this enormous contribution of family firms in global economy, both authors agree that, family businesses have poor surviving rate compared to non-family firms. The PwC 2012 and 2008 Irish Family Business Survey shows that, family firms' poor survival currently goes beyond the problem of succession, which has long been the dominant notion in family business literature. The sur-

vey reports that, family firms' ability to overcome current challenges of sustainable development is a key driver for family firms' continuous future growth and survival in this 21st century. Despite this growing interest of sustainability, the issue of family firms to adapt to sustainable development business landscape remained silent in the family business literature. The idea of trans-generational entrepreneurship practices informed by the Successful Trans-generational Entrepreneurship Practices (STEP) Research Project remained dominant in the literature. Even though the idea of STEP Research Project is to "identify successful practices which can empower the family as a critical engine for sustainable entrepreneurial activity" (see Serrano, Habbershon, Nordqvist, Salvato, Zellweger, 2006); but preliminary research in this study reveals that, the proposed practices has no relation with sustainability and just remained a catch phrase of sustainability. The practices overlooked the practice of environmental sustainability. This is a limitation. This raises another rhetorical question if the practices can survive family firms in this era of sustainable development or just sustainability-catchy phrase in the field of family business. This is what also makes this master's thesis imperative to reveal the reality underlying this concept. This reality will be explored through the objectives of the study.

1.4 Aim and objectives of the study

This study responds to the recent call in the sustainability entrepreneurship literature to draw on inter-disciplinary knowledge to develop the theoretical understanding of the phenomenon of Sustainability Entrepreneurship. This study explores, understand and explain the concept within the context of family business. The main aim of the study is to explore how the phenomenon of sustainability-driven entrepreneurship relates to family-owned businesses. The study has two main objectives. The first objective is to examine the nexus of sustainable development, entrepreneurship and family business to understand conceptually sustainability in family business. The second objective is to dwell on this understanding, and outline a conceptual framework to explain on the phenomenon relates to family business. This research question is explored from the critical realist perspective.

1.5 Structure of the study

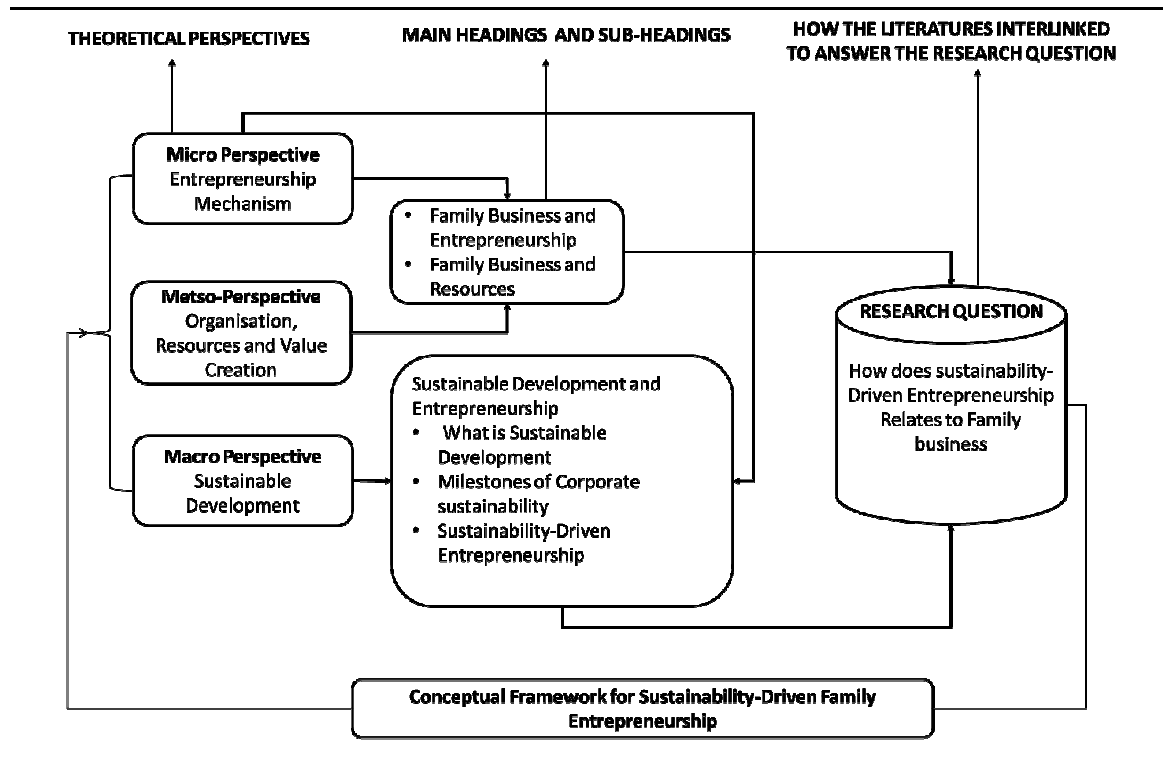
This thesis consists of six chapters. Chapter 1 has introduced the study. Chapter 2 will review literature on theories draw from family business, entrepreneurship and sustainability including key theories and concepts. Chapter 3 will pre-

sent the philosophical positioning and methodology of the research. Chapter 4 will present the results of the study, which will be discussed in Chapter 5 including the conclusion, validity, limitation and suggestion for further study. Chapter 6 will review the study and presents a summary of the study. The next section presents the literature review drawn on theories of family business, entrepreneurship and sustainability and organisational culture.

2 LITERATURE AND THEORETICAL FRAMEWORK

This section presents the review of relevant literature. Literature review is an important part of the research process. According to Classen (2009), it is about telling a chain story where the research starts with a partial story created by other researchers. This chain story takes researchers where the imagination leads. To tell this story, linear approach is not enough but different line of study contributes to it. It helps researchers to understand the topic and develop their own ideas and approach to demonstrate their knowledge about the topic. Literature review addresses many questions. It addresses the (i) key sources of data, the major issues and debates about the topic, (ii) the political standpoint, the origins and definitions of the topic; (iii) the knowledge of the topic structure and how it is organized, and (iv) the questions and problems that have been address to date. All these questions combine to give the researcher an overview of how numerous researches have increased understanding and knowledge of others (Hart, 1998: 14). In relation to this study, sustainability-driven entrepreneurship is a spin-off concept from sustainable development that links the knowledge of entrepreneurship to the knowledge of sustainable development (Parrish, 2008 and Crals and Vereeck, 2004). From research perspective, it is a blend of micro-level entrepreneurship research with macro level sustainable development research. However, to do so Parrish (2008) contends that the meso-level field of organisation research is essential because organizations operate between entrepreneurship and sustainable development. The overlap of these fields is what informs research on sustainability-driven entrepreneurship. Drawing on these fields, the structure of the literature in this section is illustrated in Figure 1.

FIGURE 1 Structure of the literature review



As illustrated in figure 1, the literature review is sub-divided into five main themes: Key theory and concept, family business and resources, entrepreneurship and sustainable development and organisational culture and sustainability entrepreneurship. The next section presents the key theory and concept.

2.1 Key theory and concept: Socio-Emotional Wealth (SEW)

Socioemotional Wealth (SEW) has recently emerged in family business literature as a potential theory to explain managerial practices and decision making of family businesses. Socio-emotional wealth (SEW) defines the stock of affect-related value that the family has invested in the firm. The theory was introduced by Gomez-Mejia, Haynes, Nunez-Nickel, Jacobson, & Moyano-Fuentes (2007). It is an extension to the Behavioural Agency Model (BAM). The theory explains the empirical differences between family and non-family controlled firms. It characterizes the non-economic and emotional value associated with a family firm that serves to meet the family's affective needs like identity, authority, and the preservation of the family dynasty (ibid). From organisational perspective, Berrone, Cruz, & Gómez-Mejía (2012) found that, SEW may not be unique to non-family members in the organization. However, it may be unique for family principals and employees in the firm and "becomes an integral and inescapable part of their lives." (p.260). This affects their strategic choices and

family firms will prefer making a strategic decision that will avoid potential loss of SEW “even if achieving this objective might come at the expense of other principals (e.g., institutional investors) who do not share in these SEW utilities” (Berrone, Cruz, & Gómez-Mejía, 2012: 260) in the organisation. The driver of the SEW is due to the family involvement in the business.

From sustainability perspectives, the involvement of the family in the business and the family’s desire to preserve the socioemotional wealth of the family, influenced their attitudes, subjective norms, and perceived behavioural control to undertake sustainability initiatives such Proactive Environmental Strategy or Proactive Stakeholders Engagement. Whether this decision is positive or negative, the decision is claimed to depend on the reference frame of valence of SEW dimensions in which the family firms dominant owners placed their decision ((Cennamo, Berrone, Cruz, and Gomez-Mejia, 2012; Kellermanns, Eddleston, and Zellweger, 2012 and Sharma & Sharma, 2011). According to Kellermanns, et al (2012), valence is used to categorize emotions as either pleasant (positive valence) or aversive and unpleasant (negative valence). The authors noted that if family firms and their dominant owners placed their SEW dimension reference frame on positive valence, they will be proactive to sustainability value creation. If the reference frame is on negatively valenced SEW dimensions, family owners will be aversive to sustainability initiatives. This suggests that, family firms and their owners may be proactive to sustainability initiatives if the initiative is not likely to come at an emotional cost to the family. The next section explain the SEW dimensions

2.1.1 Dimensions of SEW and Measurement

SEW is multidimensional concept and Berrone, Cruz, & Gómez-Mejía (2012) disentangle the SEW endowment into five dimensions which they labelled it as the FIBRE model. According the scholars, the acronyms FIBRE stand for, Family control and influence, Family members’ identification with the firm, Binding social ties, Emotional attachment and Renewal of family bonds to the firm through dynastic succession. To measure these dimensions, the authors proposed survey items in measuring the various SEW Dimensions. Table 1 below presents the five dimensions and their sets of measurement.

TABLE 1 SEW Dimensions and their measurement (Berrone, Cruz, & Gómez-Mejía (2012: 262- 267)

SEW dimensions	Measurement
Family control and influence- <i>family members control over strategic decisions</i>	<ul style="list-style-type: none"> ▪ The majority of the shares in my family business are owned by family members ▪ In my family business, family members exert control over the company’s strategic decisions. ▪ In my family business, most executive posi-

	<p>tions are occupied by family members</p> <ul style="list-style-type: none"> ▪ In my family business, nonfamily managers and directors are named by family member ▪ The board of directors is mainly composed of family members. ▪ Preservation of family control and independence are important goals for my family business
<p>Family members' identification with the firm- <i>close identification of the family with the firm</i></p>	<ul style="list-style-type: none"> ▪ Family members have a strong sense of belonging to my family business. ▪ Family members feel that the family business's success is their own success. ▪ My family business has a great deal of personal meaning for family members. ▪ Being a member of the family business helps define who we are. ▪ Family members are proud to tell others that we are part of the family business. ▪ Customers often associate the family name with the family business's products and services.
<p>Binding social ties- <i>family firms' social relationships</i></p>	<ul style="list-style-type: none"> ▪ My family business is very active in promoting social activities at the community level. ▪ In my family business, nonfamily employees are treated as part of the family. ▪ In my family business, contractual relationships are mainly based on trust and norms of reciprocity. ▪ Building strong relationships with other institutions (i.e., other companies, professional associations, government agents, etc.) is important for my family business. ▪ Contracts with suppliers are based on enduring long-term relationships in my family business.
<p>Emotional attachment- <i>the role of emotions in the family business context</i></p>	<ul style="list-style-type: none"> ▪ Emotions and sentiments often affect decision-making processes in my family business ▪ Protecting the welfare of family members is critical to us, apart from personal contributions to the business. ▪ In my family business, the emotional bonds between family members are very strong. ▪ In my family business, affective considerations are often as important as economic considerations ▪ Strong emotional ties among family members help us maintain a positive self-concept. ▪ In my family business, family members feel warmth for each other.
<p>Renewal of family bonds to the firm through dynastic succession- <i>intention of handing the business down to future</i></p>	<ul style="list-style-type: none"> ▪ Continuing the family legacy and tradition is an important goal for my family business. ▪ Family owners are less likely to evaluate

<i>generations</i>	<p>their investment on a short-term basis.</p> <ul style="list-style-type: none"> ▪ Family members would be unlikely to consider selling the family business. ▪ Successful business transfer to the next generation is an important goal for family members.
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Recent literature has argue that the above SEW dimensions can either be an affective endowment or burden for family firms and their constituents. Therefore, family firm scholars should be cautious of how they portray the SEW dimensions since it cannot always be depicted as “prosocial and positive stimulus in family firms” (Kellermanns et al, 2012: 1176). The next review looks at the resources family firm used to pursue their value creation.

2.2 Family business and resources- RBV perspective

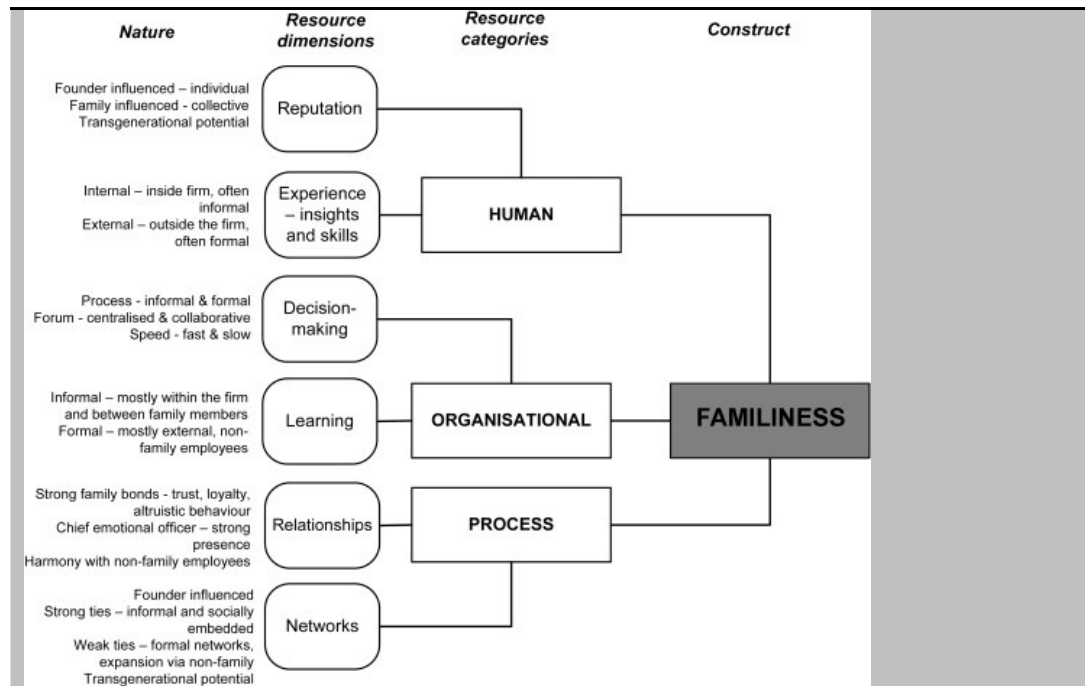
The Resource-Based View of the firm (RBV) has emerged as an influential theory that has increased the understanding and importance of how resources can be used in a unique ways to create competitive advantage. It gives a vivid understanding of a firm from internal resource perspective (Irava, 2009). In business and realm of strategy, it is known that, the competitiveness of an innovating firm depends on its value creation whiles its market success depends on its continuous innovation. Research has shown that innovation in an organization is harness through entrepreneurship. It is seen as a crucial factor for the long term sustainability of the firm (Hasan and Harris, 2009: 96). Scholars agree that continuous innovation is facilitated by the dynamic efforts of other innovators (Adner¹ and Kapoor,2010: 306) which is leverage through the internal resources of the firm. These internal resources can be harness if the firm strategy is democratized. Strategy is not a hierarchical concept created by people at the top of an organisation or in its planning department. It encompasses wealth of information and knowledge possessed by different people to make it happen. When strategy is, democratize “it creates a new way of thinking about a process for pooling collective knowledge and commitment in an organization and channeling it” (Prahalad, 1995:132). The core of the Resource-Based theory is the notion that the internal resources and capabilities of firms created through this collective knowledge and commitment by the stakeholders of the firm are heterogeneous in nature. This heterogeneity among firms is what distinguished one firm from another and can lead to a competitive advantage (Barney 1991). According to Prahalad (1995: 131), smaller firms with limited resources but with high ambition can leverage their resources to achieve a greater output for its smaller input resources. It is their continuous improvement, innovation upgrading of the firm’s competitive advantage that enable the firm to achieve sustainable output (Rumelt, Schendel and Teece, (1995: 452).

Barney, Wright and Ketchen (1991) and Barney (1991: 115) underlined four drivers that unlock this competitive advantage of firms. These drivers are value, rareness, imitability and supportive organizational arrangement. Value denotes how the firm can leverage its resources to respond to environmental opportunities and/ or threats. Rareness, describes the number of competing firms that already possess these valuable resources. Finally, imitability explains how the resources are costly to imitate due to the supportive organizational arrangement. To relate this theory to family firms, scholars in family business have generated richer ideas about how family involvement in business may create differences in performances in family business compared to their nonfamily firms counterpart. What makes this difference is what family firms' scholars refer to as the familiness of the firm. The next review presents discussions of these resources in family-business context.

2.2.1 Familiness as resource in family firms

Familiness was introduced in 1997 by Professor Timothy Habbershon and Professor Mary Williams. It refers to the idiosyncratic resources that are complex, intangible, and dynamic within a particular firm due to family involvement in the business (Habbershon and Williams (1999: 1). Since its introduction, it has attracted numerous research attention and remains a central theme in family business literature (Hermann, Lueger, Nose and Suchy, 2010: 119; Irava, 2009). Familiness is defined as the "unique bundle of resources, a particular firm has because of the system's interaction between the family, its individual members, and the business (see figure 2), (Habbershon and Williams (1999: 1). Familiness is viewed as a resource for strategic entrepreneurship in family firms (Kansikas, Laakkonen, Sarpo and Kontinen. 2012: 141). These resources are believed to be instrumental in nurturing and perpetuating an entrepreneurial orientation (EO), thereby creating a source of competitive advantage for the family firm (Irava, 2009: 189). Family firm with strong entrepreneurial orientation (EO) are more capable of addressing the firm's nonfinancial objectives (such as continuity, unity and harmony) (ibid). However, for familiness to become a competitive advantage for family firm, it depends on how the firm manages the unique bundle of resources. The ability of a family firm to manage these resources to their advantage could lead to sustained competitive advantage and trans-generational potential. Familiness becomes a constraint and affects the firm's performance if the family business is unable to exploit the resources to their advantage (Irava and Moores (2010: 141).

FIGURE 2 Familiness Resource Model (Irava and Moores, 2010:138)



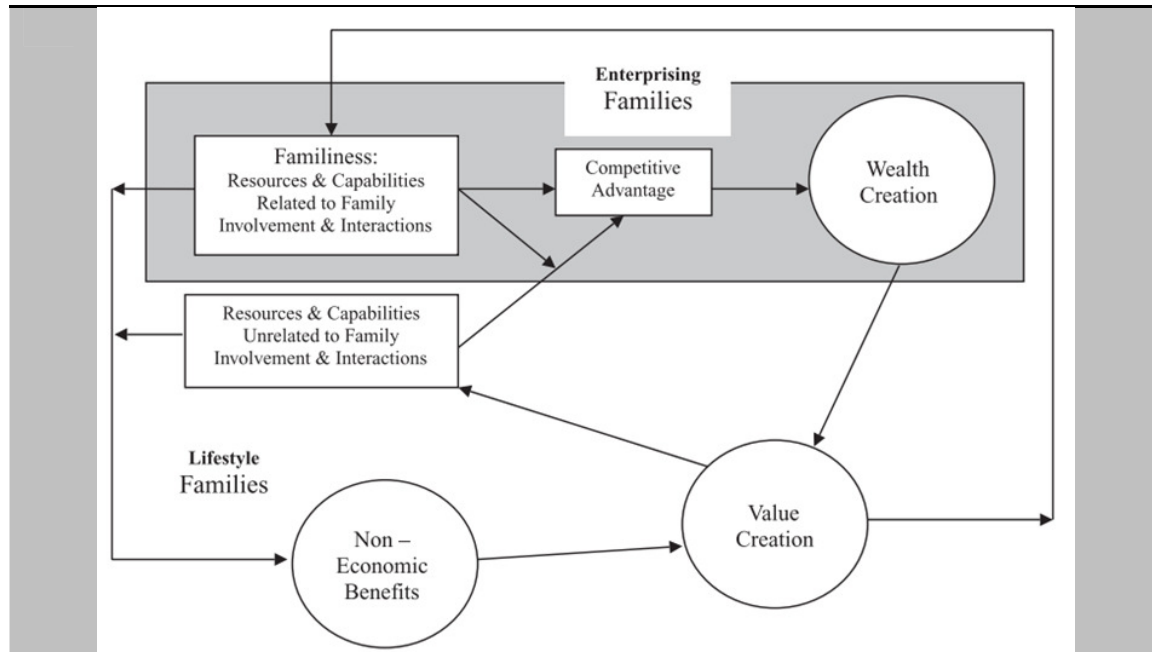
To distinguish the constraints and advantages of familiness, Habbershon, Williams and MacMillan, (2003: 460) grouped familiness into two categories: (i) distinctive familiness and (ii) constrictive familiness. Distinctive familiness is the type of familiness that has the potential to provide an advantage. It creates positive impact when family commitment and involvement is a source of benefit for the family business. Distinctive familiness is pursued by enterprising families. Enterprising families are those family system committed to trans-generational wealth creation. It is a family-based advantage. Constrictive familiness, on the other hand, refers to situations in which, the family resources can become negative for the family firm due to the lack of proper management and replenishment of family competence. Such Familiness hinders the competitiveness of the firm (ibid: 462 and 452).

In understanding the paradoxical nature of familiness, Irava and Moores (2010: 131) found that, the constraints of familiness can be balance strategically by enterprising family leaders to become an advantage. Habberson et. al., (2003: 463) called these leaders as meta-systems leaders. These enterprising leaders use their enterprising ability to balance the interaction of the family unit, business entity, and individual family members. Balancing these units becomes a source of resource and capability pool for the family business to pursue its trans-generational wealth creation objectives. Literature contends that, family firms that do not pursue advantage in wealth creation lose their strategic competitiveness and their position in the marketplace (ibid: 457-458). The wealth created, supports the growth, performance and survival of the family firm in their trans-generational journey. To explore how familiness sustains the growth and profitability of family businesses, Habberson et. al (2003: 457-462) assert

that , the involvement of family and its interactions generate unique resources and capabilities that contribute to the family firm's ability to create economic rent. Whilst some researchers agree to this assertion, they also opposed to some of the arguments. For example, Chrisman, Chua and Litz (2003:467-468) concede that the authors contribution in defining the theoretical requirements of inseparability and synergetic of the unique bundle of resources and capabilities in family business is a good contribution to literature. According to the authors, many researchers have overlooked it in the literature and commend that the contribution has moved researchers closer to understanding the importance of family business.

However in their commentary, they argue that Habberson et.al(2003) have limited "the boundaries of their perspective by focusing mainly on wealth creation as the defining function of an enterprising family system". They raised the concern for further extensions and elaborations to enhance the utility of the theory in the family business literature (ibid). To highlight this, the main arguments of the researchers is on the issue of value creation and wealth creation (economic rent, been objective of family business, see figure 2). Whilst Habberson et. al., (2003: 457) neglect value creation and define it as vague; they further argue that, wealth creation is the primary goal of enterprising families. Chrisman et.al (2003, p.467-468) stressed on the importance of value creation and argue that, "wealth creation is not necessarily the only or even primary goal of all family firms.[...] "Trans-generational value creation captures multiples goals and a purpose that transcends profitability, better than wealth creation that really represents the means rather than the ends of family enterprise or enterprising families." They elucidate this argument and cite Drucker (1954: 35) who found that "profitability is not the purpose of business enterprise and business activity, but a limiting factor on it. According to Drucker (1954) "profit is not the explanation, cause nor rationale of business behaviour and decisions but the test of their validity" (p.468).

FIGURE 3 Extended model of unified families system model (adapted from Chrisman, Chua and Litz, 2003: 469)



In response to this argument, Serrano, Habbershon, Nordqvist, Salvato and Zellweger (2006: 2) refute that, economic rent in their argument is not limited to monetary wealth creation since family firms pursue variety of values such as survival of the firm, independence etc and align their resources and capabilities with the values. To reach consensus and create common knowledge to enhance the familiness construct, they conceded and supported Chrisman et.al (2003) feedback loop system of value creation (see figure 2 above). They cite that, "if family involvement and interaction do not contribute to either monetary or non-monetary value to the family, the family may decide to alter its familiness. Hence its level of involvement changes its business strategy or dispose of the business altogether as wealth creation is not necessarily the only or even the primary goal of family firms." (p.5). Finally, Chrisman et.al (2003) expanded the scope of the unified families system model by: (i) substituting value creation for wealth creation as the ultimate goal, (ii) adding noneconomic benefits as a co-determinant of value creation, and (iii) including feedbacks from value creation to both familiness and non-family-related resources and capabilities (see figure 2). They explain that, incorporating extensions (i) and (ii) to the model, extend the theory to family firms with goals or constraints other than wealth creation or both. The authors' further explicate that the lifestyle family firm in the model represent family firms that divert resources. In this case, the resources the family firm possesses may be both related and unrelated to family involvement and interactions, to produce noneconomic benefits. According to the authors, lifestyle family firm "cannot survive for long without adequate economic performance, [...] and it seeks value creation mainly through the generation of noneconomic benefits while observing wealth-creating activities as a constraint". They posit that enterprising family firms' primary objective may be wealth creation, yet it is likely that they will still operate by pursuing noneconomic benefits (e.g., preservation of family ties) as

constraints (ibid). This lead the review to the discussion of entrepreneurial orientation pursue by enterprising families that engages their firm in entrepreneurship activities.

2.3 Family Business and Entrepreneurship

The previous section has reviewed the internal resources possess by family firm that makes them unique and distinguished them from their non-family firms counterpart. It can be recalling that; family firms' objective captures both economic and non-economic benefits. The section also explained that, the resources family firms possesses may be related or unrelated to family involvement but this depends on the family firm in question. It was also observed that these unique resources possess by family firms are instrumental in fostering and perpetuating an entrepreneurial orientation, which create a source of competitive, advantage for the family firm. It can also be recall that, family firm with tendency to engage in an entrepreneurial activities are more capable of addressing the firm's nonfinancial objectives, such as continuity, unity and harmony. This led to the discussion of the entrepreneurial orientation that engages family firm in entrepreneurship. The aim is to discover the dimensions of EO that engages family firm in entrepreneurial action, which enable them to leverage their familiness resources to create value that, give the firm competitive advantage.

2.3.1 An overview of entrepreneurship

Entrepreneurship is view by some scholars' as a firm level constructs and it is described as "a dimension of strategic posture represented by a firm's risk-taking propensity, tendency to act in competitively aggressive, proactive manners and reliance on frequent and extensive product innovation"(Covin and Slevin, 1991: 7). Another school of thought describes entrepreneurship as the ability for a firm, individuals, or team to "identify and seize a business opportunity, to make the necessary plans, and to implement them" (Koiranen, 2003: 245). The role of entrepreneurship in nations economy, now makes it impossible for economists, policy makers and researchers to talk freely in this recent times about economic growth and job creation, without mentioning the role of entrepreneurship (Isenberg, 2010;). Entrepreneurship is an important issue in policy and recognised as a potential driver for employment growth (Pistrui, Huang, Oksoy, Jing and Welsch, 2001: 141). Due to dynamic role entrepreneurship play in economy, existing enterprises are constantly encouraged to become more entrepreneurial to enhance their competitiveness (Quince & Whittaker, 2003. Entrepreneurship at firm level is the backbone of many entrepreneurial firms in today's market. For example, high-growth firms like Google, Microsoft, Apple, etc hardly make assertions in recent times without emphasizing on entrepreneurial mindset that sustains the firm. The entrepreneurial mind-set with-

in the firms drives their innovations and keeps them in competition. The outputs of their contribution are what we observed in job creation and overall development of nation's economy. For example, Finkle (2011) found that the entrepreneurship culture that was built into the DNA of Stanford University is what gave birth to Google. This signifies the value that entrepreneurship captures at firm level. Whilst entrepreneurship is the driver of innovation in non-family firms such as Google, Microsoft etc; Kontinen (2011) also found that, it is also the anchor of most family-owned firm and it is what drives the firms growth and their competitiveness. What engages these firms in entrepreneurial activity is what scholars called it the Entrepreneurial Orientation (EO). This is the main theme of the next section.

2.3.2 Entrepreneurial orientation (EO)

Entrepreneurial orientation (EO) is one of the central themes in the scholarly discussion on corporate entrepreneurship (Hoskisson, Covin, Volberda and Johnson (2011: 1150). Entrepreneurial orientation is view as a process aspect of entrepreneurship. The difference between entrepreneurship and entrepreneurial orientation is that, entrepreneurship result in a new entry and entrepreneurial orientation describes how new entry is undertaken. New entry occurs when new or existing goods or services are developed for the market (Lumpkin and Dess 1996: 136). Under new entry, the pursuit of opportunity goes beyond the resources individuals or the firm controls (Pistrui, Huang, Oksoy, Jing and Welsch, 2001: 141). This means that, firm resources do not guaranteed entrepreneurial behavior but support entrepreneurial action depending on the opportunity seeking behaviour of the firm. Authorities in entrepreneurship field called this commitment, capability and aspiration that engages firm in entrepreneurial action to as entrepreneurial orientation (EO)-(Irava, 2009: 33). Entrepreneurial orientation is a reflection of a culture in the decision-making style and practices of a firm. This culture is a source of competitive advantage for the firm or strategic renewal for the firm even if the firm's goal is not intended to launch new venture (Lumpkin and Dess, 1996: 162). Earlier research established that a firm EO is associated with performance (Pearce, Fritz, and Davis, 2010: 236).

The concept of Entrepreneurial Orientation (EO) can be traced back in the earlier work of Danny Miller in 1983 which highlights three dimensions that engages firms in an entrepreneurial action. These dimensions identified by Miller are innovativeness, proactiveness, and risk-taking. Lumpkin and Dess (1996) expanded this concept in their research and add autonomy and competitive aggressiveness to these lists of attributes that define a firm entrepreneurial behaviour. An entrepreneurial firms are firms that engages in an effective combination of innovativeness, risk taking, autonomy, proactiveness and competitive aggressiveness (ibid). Non-entrepreneurial firm innovate very little. In addition to this, non-entrepreneurial firm are highly risk averse, and imitate the moves of their competitors instead of leading the way (Miller 1989: 771). A

“firm with an entrepreneurial orientation has a strategic posture that is reflected in proactiveness, risk taking, and innovativeness rather than the strategic posture being created by these characteristics” (George and Marino, 2011: 1002). Even though it is argued that, the five dimensions of EO drives success of new entry; yet it emphasizes that a firm does not need to exhibit all the five dimensions before it can achieve success. Success can be achieved when one or more of these factors are operating (ibid). For example, George and Marino (2011: 1002) found that, governance structure in an organization may be related to risk taking, but this may have a different impact on proactiveness. The extent to which some of these dimensions may be present in a firm depend on the external environment or the organisational culture in the case of existing firm or attitude of the founder of the firm or the leadership at the top of the organizational structure (Lumpkin and Dess 1996: 137). The next section reviews the dimensions of EO

2.3.3 Dimensions of entrepreneurial orientation (EO)

In the previous review, it can be recalled that, Lumpkin and Dess underlined five EO dimensions that are present in an entrepreneurial action of an entrepreneurial firm. These are innovativeness, risk-taking, autonomy, proactiveness and competitive aggressiveness. A firm that possess an attitude towards entrepreneurship engages in product innovation in the market, undertakes an approach towards risk taking in embarking on new ventures ideas and been first to come up with proactive innovations which help the firm to innovate to compete and put barrier to their competitors. To explore these EO dimensions, Pearce, Fritz, and Davis (2010: 226) found that, in corporate environment, innovativeness conveys novelty and invention. This implies that a firm innovativeness often results in Innovation. Partanen, Chetty and Rajala (2011: 5) defined innovation as novel ideas and solutions that have true commercial value. In Schumpeterian view, Innovators are people that destroy things and replace it with new. Recent research has established that innovation contributes to firm's performance. Lumpkin and Dess (1996) in their EO construct explain that, innovativeness is a reflection of an organization “tendency to engage in and support new ideas, novelty, experimentation, and creative processes. This may lead to new products, services, or technological processes” Finkle (2011: 879) elucidate that; Innovation is a key ingredient of entrepreneurship within a corporate setting that creates something new of value for the firm. It is the backbone of many successful firms including family businesses. In a case study, it was found that innovation is the “heart and soul of Google” as well as family owned firms (Finkle, 2011 and Kontinen (2011). In her research on family firms, Kontinen (2011: 14) found that Biohit¹, survival in the medical industry is due to the innovativeness of the firm incorporated into the firms DNA by the founder. Even though Partanen, Chetty and Rajala, 2011: 5) highlight that, innovation

¹ Biohit is a Finnish family-owned biotechnology company established in 1988

has true commercial value but these researchers discover that, innovators see their value beyond monetary value (Finkle, 2011) and Kontinen, 2011). For example, Finkle, 2011 found that "Google's mission was not based on money alone; rather it was to improve the world. Similarly, Kontinen (2011) also found that Biohit's innovation mission was "characterized by customer-oriented product development and new inventions, plus a willingness to be different, to move ahead of their competitors that seek to improve the health of people around the world" (ibid).

Another key component of an EO is a firm tendency toward risk-taking. Risk-taking is one of the characteristics of the entrepreneur. According to Rauch, Wiklund, Lumpkin, and Frese (2009: 763) risk taking "involves taking bold actions by venturing into the unknown, borrowing heavily, and/or committing significant resources to ventures in uncertain environments." A firm that makes decision to pursue high entrepreneurial orientation is faced with decisions that involve risk taking and the allocation of scarce resources (p.762). Risk taking has two possible outcomes. It involves an effort of losing or gaining and a firm that makes a step towards entrepreneurship is liable to take risk (Lumpkin and Dess (1996: 144). Risk taking behaviour involves making huge financial commitment or making large resource commitments with the hope of obtaining high returns by seizing opportunities in the marketplace. Lumpkin and Dess made strong assertion that, all business actions involves an amount of risk taking and it will be unusual for business to think that, there is absolutely no risk in their endeavours. Taking risk does not automatically make firm entrepreneurial. To be entrepreneurial the firm should engage in product market or technological innovation (Miller (1983: 780).

The third key dimension of entrepreneurial orientation mention by Lumpkin and Dess is autonomy. The Oxford Advanced Learner's Dictionary defined autonomy as the ability to act and make decisions without being controlled by anyone else. Autonomy is "self-directed and willingness by an individual or a team to bring forwards an idea or vision to pursue an opportunity to completion" (Lumpkin and Dess p.140). At the organisational level, if autonomy is part of the organisational culture, competitors' actions, availability of resources and consideration in the organisational internal structure may change new venture initiative. The level of autonomy varies in an organization. It depends on the size of the firm, the ownership structure and the management style. In an organization where the owner /or manager is the primary decision maker, autonomy is influenced by the ownership (ibid). This variation in firm's autonomy decision is supported by Kontinen (2011: 16) and Finkle (2011:880) findings in family and non-family firms. In Kontinen's research, the author reports that the owner of Biohit "gives a lot of freedom to his employees and has done his managing by "walking around". Finkle also found in Google that, Google has flat and open organizational structure. The author states that "typical corporate models had many layers of management and strategy was driven top down. At Google, the company is highly democratic and employees are encouraged to question anyone. Strategy tended to come from bottom up" (ibid)

On the issue of proactiveness and competitive aggressiveness as remaining dimensions of EO, Lumpkin and Dess (2001) lament that earlier literature have addressed these dimensions by equating it. The two dimensions are distinctive and firms view and act on it differently. Rauch, Wiklund, Lumpkin, and Frese (2009: 763) defined proactiveness as “an opportunity-seeking, forward-looking perspective characterized by the introduction of new products and services ahead of the competition and acting in anticipation of future demand.” Lumpkin and Dess, 1996: 146) cites Venkatraman in his earlier research in 1989 published in the *Management Science Journal*. They described proactiveness as an anticipatory action aimed at “acting on future needs by seeking new opportunities which may or may not be related to the present line of operations, introduction of new products and brands ahead of competition, strategically eliminating operations which are in the mature or declining stage of life cycle.” Lumpkin and Dess (1997) found positive connection between proactiveness and firm’s performance. They contend that, “a strong proactive tendency gives a firm the ability to anticipate change or needs in the marketplace and be among the first to act on them” (ibid).

Finally, another key component of an EO is competitive aggressiveness. Competitive aggressiveness helps firms to response to competitive threats. It captures the distinct idea to throw your competitors to the punch (Miller, 1983 cited by Lumpkin and Dess, 1996: 139). Bonnet and Le Pape (2008: 2) found that the durability of a new firm is related to the conduct of the firm in product market and the strategy towards competitors. In developing such strategy towards been responsive to competitors’ threats, competitive aggressiveness brings the new entrant head-to-head to existing firm in competition (ibid: 139). Lumpkin and Dess (1996: 148) explain that competitive aggressiveness is the “firm’s propensity to directly and intensely challenge its competitors to achieve entry or improve position, that is, to outperform industry rivals in the marketplace”. A firm acting aggressively towards competition may come head to head with competitors through a strategic means to response to a competitive challenge. This captures different strategies. For example, a firm action may be price competition to lower the price below competitors’ price or enter the same market and compete (p.149). A “strong competitively aggressive stance gives a firm the ability to be a decisive player in a field of rivals and to act forcefully to secure or improve its position” (ibid). The next section leads the discussion to family firms’ propensity towards entrepreneurial action.

2.3.4 Family business entrepreneurial orientation (FBEO)

The previous section has reviewed the five dimensions of entrepreneurial orientation that engages firms in an entrepreneurial activity. This section will review how family owned businesses utilize these entrepreneurial dimensions to their advantage. In other words, the review is interested in diving into family firms’ attitude toward entrepreneurship. Family firms are engine of economic growth. They contribute to economic growth through creation of new business and growth of existing family firms (Kellermanns, Eddleston, Barnett and Allison

Pearson, 2008: 1). Traditionally, many family firms are small and/or privately held by family members or individuals. Due to this, entrepreneurial practices exhibited by family firms varies from one firm to another compared to large publicly traded firms (Short, Payne, Brigham, Lumpkin and Broberg, 2009: 20). Family firms represent a social system with contesting and contrasting ideologies. The family business social system has three subsystems (i.e. ownership, management, and family (Tagiuri & Davis, 1996). The contesting and contrasting ideologies in the family business system are combination of entrepreneurialism, managerialism, and paternalism (Koiranen, 2003: 246). According to Koiranen (2003), the fact that the system contest and contrast do not necessarily mean that the ideologies are conflicting. The effect of these ideological tensions of entrepreneurialism, managerialism, and paternalism (i.e. paternalistic caretakers) is that it affects entrepreneurial decision in the family business (ibid). However, entrepreneurship is believed to be an important intangible asset for generation family member who takes up the mantle of the business after succession. Zellweger, Nason and Nordqvist (2011:150) argue that making an entrepreneurship a trans-generational asset is better than the traditional succession strategy of just passing the business to a successor which the founder found to be capable of running the family business (Zellweger, Nason and Nordqvist, 2011:150). This entrepreneurial mind-set in family business is called family business entrepreneurial orientation (FEO). It is defined as the attitudes and mind-sets of families to engage in entrepreneurial activity (p.143).

Literature established that family businesses exhibit propensity to entrepreneurship. This makes the EO framework a useful tool to understand how family firms act entrepreneurially (Short et.al, 2009: 19). The start of family firm is not different from non-family firm. Whilst it is generally agreed that, non-family firms are often born out of entrepreneurship, so is entrepreneurship the start and heart of entrepreneurial family firms. Non-family firm are not distinguished from family firms on the basis of what create the business. It is the nature of the businesses resources, governance and ownership structure that distinguished family businesses from non-family firms (e.g. Habbershon and Williams, 1999 and Tagiuri & Davis, 1996). Family businesses are the result of the business mind-set/or the entrepreneurial mind-set and effort by one or more family members. Entrepreneurial family enhances the effort of members who engages in entrepreneurship. Hence, the ability for the family to exploit and leverage the family resources to the firm's advantage depends on the entrepreneurial tendency of the firm (Moores, 2006:175). A firm processes, methods and styles to act entrepreneurially determine the presence of the EO in the firm (Short et.al (2009: 11). Risk taking and competitive aggressiveness are captures in the EO dimension but family business scholars found that, risk-taking and competitive aggressiveness are less important to family owned firms but innovativeness, autonomy and proactiveness are more important and have greater meaning for trans-generational value creation (e.g Lumpkin et al. (2010); Zellweger and Sieger, 2010 and Nordqvist, & Zellweger (2010). Other researchers hold different view about this assertion. In their research, Zellweger, Muehle-

bach, and Sieger (2008) argue that research has been general in concluding that family businesses are not willing to take risk to engage in an entrepreneurial activity. This made other researchers to add that, "the EO construct seems to have great generality across organizational types" (Naldi, Nordqvist, Sjöberg, and Wiklund, 2007: 40). Short et al., 2009:14) defined risk taking as bold actions taken in the face of uncertainty. Short et al. (2009) argue that "instead of generally speaking about low or high levels of risk aversion in family firms we need to distinguished between the type of risk under investigation keeping in mind that socio-emotional aspects of ownership and family control are valued by family" (p.16). The authors found that family businesses are ready to take risk but they are conservative to this risk if the level of risk is likely to endanger the firm's survival or the family losing control over the firm (p.15). In spite of this risk aversion behavior exhibited by family firms, research established that, the decision does not affect the performance of the family firm. Risk taking behaviour of family owned firms is positively related with proactiveness and innovation is negatively associated to performance. Risk taking is an organisational specific. For example, in an organization characterized by innovation and proactiveness, the firm is ready to take risk. This is found among firms where new product creation is based on technological innovation. It is the product innovation that prompts the firm to take risk since demand for the new product is usually unknown (Naldi et.al, 2007: 34). Kontinen (2011) findings in Biohit support this claim. Biohit is a family owned firm but because the firm's product is characterized by innovation (pipettes) they took risk. They found that no one else will take that risk for them to succeed in the market. The firm sees challenges and risks as an important part of the business. The founder states, "I have taken huge risks. I have never really thought of the risks. I would say that the more troubles or challenges I have, the harder I work" (ibid).

On the issue of innovation, Craig and Dibrell (2006: 275) research on corporate responsibility and environment reveals that, family firms are "better able to facilitate environmentally friendly firm policies associated with improved firm innovation and greater financial performance more effectively than their nonfamily competitors". To explore proactiveness in family business, it is reported that, proactiveness has been associated with strong performance with firms but this is not in the case of family businesses. In family business, strategy is based on defender approach. The focus is on cost control, efficiency, and specialization, rather than strategy that geared towards opportunity-driven behaviors (Short et.al (2009: 14). The authors defined proactiveness as "an opportunity-seeking perspective, characteristic of a marketplace leader who has the foresight to act in anticipation of changing market demand" Naldi. et. al(2007: 34) add that been proactive to market opportunity is associated with risk taking. This means that a firm's strategy towards proactiveness to changing market demand tolerate a level of risk. Concerning autonomy, Kontinen (2011: 16) found that, it is the management style of some family businesses and see it as a way of creating culture that encourages trust and shared values among employees, creativity and innovation. The author found that despite this autono-

mous culture in her case firm the employees were committed to action that are in line with the firm's clear vision and mission. Employees accept that, the founder/CEO is the final decision maker in all matters. This made the present study to accept that, autonomy is an important dimension for family firms.

To sum up all, Short et al. (2009) report that innovativeness is more likely to be stifled by family dominance, which typically tends toward stability and the maintenance of control over innovation. Family firms may resist innovation if it is perceived to threaten or conflict with their family-based identities." (p.13). Kellermanns, Eddleston, Barnett and Pearson (2008: 1) found that the CEO age and tenure and the degree of family influence in the firm also have influence the entrepreneurial behaviour. The next section looks at how entrepreneurship is link with sustainable development, which is one of the main objectives of this study

2.4 Sustainable Development and entrepreneurship

The previous sections have explored the five dimensions of the EO construct and how the EO framework helps to understand how family firms act entrepreneurially. In the review, it was discovered that innovativeness, proactiveness and autonomy are important to family firms than risk taking and competitive aggressiveness. It was also found that, family firms' risk taking behaviour is associated with proactiveness and innovativeness. Even though, family firms are usually viewed as risk averse but it was discover from the review that, family firms are ready to take risk and been proactive to changing market need via innovation provided the risk decision does not threatens the socio-emotional wealth of the family firm. It was observed that, innovativeness is more likely to be stifled by family dominance. The constraint is intended to ensure stability and the maintenance of control over innovation. The family firm may resist innovation if it is perceived to threaten or conflict with their family-based identities. Hence family business strategy is described as a defender approach. This means that the focus of their strategy is on cost control, efficiency, and specialization, rather than strategy that geared towards opportunity-driven behaviours. On decisions making that pertains to corporate responsibility and environment management, it was observed that family firms are flexible in creating policies that support such initiative than non-family businesses. In the foregoing conversation, this section is interested in sustainable entrepreneurial orientation of family firm. Building on the EO construct, sustainable entrepreneurial orientation (SEO) are attitudes, values, beliefs and aims that orient a firm or individual toward the pursuit of entrepreneurial activities with the primary intention of contributing to improved environmental quality and social well-being in ways that are mutually.

The goal is of this section is to look at the link between sustainable development and entrepreneurship. The review is divided into three sub-sections.

First, it looks at the concept of sustainable development (SD). Next, it looks at milestones of corporate sustainability. Finally, it looks at sustainable entrepreneurship model.

2.4.1 Understanding Sustainable Development (SD)

According to Robinsons (2007: 24), there are four (4) internal and external forces that could bring a change in how an organisations' behaves towards achieving target performance. The external forces are those changes that happen at the global, regional or national level. The internal changes are those forces that happen within the organization. The reason for this change is due to individuals or team's behaviour or the structure of the organisation. Sustainable development is one of this changes that has inflicted a change on how businesses behaves in today's global business arena. Even though sustainable development decision was taken at global level but it has descended to affect businesses internally proving the Schumpeterian 1934 and 1942 creative destruction argument that recognized entrepreneurship as a vehicle for an economical moves from one technological era to another. The reason for this market trend is that, these businesses operate in a complex interconnected system. Moore (1996) called it business ecosystem. According to Iansiti and Levien (2004) firm's performance is dependent on understanding their business ecosystem and how they behave since the success of the business depends on the external and internal stakeholders in the organization.

Sustainable development literature contend that, the 21st century has witnessed massive expansion in technology and globalisation with numerous developments but this developments have brought "unprecedented degradation of the natural environment, social inequity and removal of civil rights and the native knowledge of indigenous people"(Ngwakwe,2012: 28). Entrepreneurship researchers support this claim and assert that, this damage to society and the environment has now made emergence of sustainable development as an influential concept, yet controversial in both business and policy. Sustainable development is view as "zero-sum game of social wealth "to economic development and environmental protection". There is a growing concern that, the way humankind consumed natural resources threatens the need of future generation. This has called for a transformation of the way society lives and businesses operate. Entrepreneurship scholars are driven by this global concern and viewed sustainable products and services via entrepreneurship activities as conduit for sustainable value to respond to this global challenge (Hall, Daneke and Lenox, 2010: 440 and Cohen and Winn, M. 2007: 33).

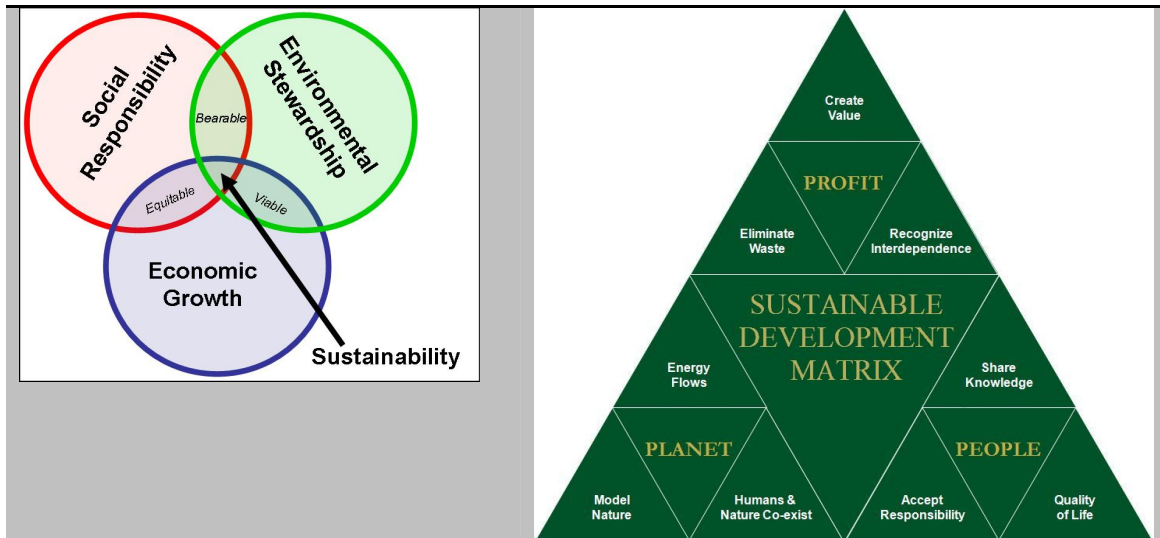
Sustainable development emerged in 1972 at the United Nations Conference on the Human Environment. Since its inception, this conference has argued that businesses should maintain ethical and political legitimacy through creating sustainable value in the long term. The most common definition of sustainable development is the Brundtland's definition. It was named after the former Prime Minister of Norway; Dr. Gro Harlem Brundtland. She was the

chair of the Brundtland commission when she was invited by then United Nations Secretary-General Javier Pérez de Cuéllar from Peru to establish the World Commission on Environment and Development (WCED) in 1983. It was through this call that a broad political concept of sustainable development report (Our Common Future) was published in April 1987. The Brundtland commission defined Sustainable Development as the “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development -WCED, 1987). The definition has attracted many criticisms and the US National Science Foundation described the term as “ a chaotic concept, so poorly theorized and laden with so many definitions that it risks plunging into meaninglessness, at best, and becoming a catchphrase for political demagoguery, at worst” (National Science Foundation Workshop on Urban Sustainability report, 2000:). Another opposing paradigm which has attracted debate in sustainability literature is “weak” and “strong” sustainability. As simple put, practitioners explain that “weak sustainability is the prevailing approach to sustainability in the western, industrialized world. It allows for the continuation of current trends by placing growth ahead of development” As opposed to weak sustainability, strong sustainability does not make allowances for the substitution of human and human-made capital for natural capital”(Wilson, 2010)

Inspite of these debates and ambiguity associated with the term, a growing body of research believe that instead of discarding the meaning, the term should be open to interpretations. They contend that the most important thing is that, interpretation should embody the understanding of how to ensure lives worth living and our relation with the planet and with each other. In other words human actions should combine concern with the socioeconomic and environment issues (Bithas and Christofakis, 2006: 186 and Hopwood, Mellor & O’Brien,2005 :49). To meet this need, scholars claim that, firm’s need to create value that takes into consideration a balance between social and environmental objectives with the firm economic objectives. It is when firm seeks to place social and environmental objectives on equal footing with economic objectives; that the firms is claimed to serve the so called “triple bottom line (TB (see figure 3).

FIGURE 4 Illustration of the TBL and 3P (Mock and Wernke, 2011)

TBL concept	3P triangle
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The TBL or the 3P is a framework for encouraging institutional concern about sustainability. The TBL concept expressed the notion that while firms strive for economic prosperity (stakeholders interest), the organization decision making should also take into consideration the environmental and social consequences of their business (shareholders interest). Creating these values enable firms to develop the capability to adapt to changing market need and competitive environment in time. Firms who are committed to this form of value creation model are called sustainable enterprises or firms. Sustainability demands stewardship and responsible management of resources (Hall, Daneke and Lenox, 2010: 440 and Daum and Gruber, 2009: 1). Research claim that, accountability in today's corporate world is a necessity and sustainability is no longer a choice for businesses. Sustainability has become business opportunity for many firms. It offers avenues for lowering cost and risk, or even growing revenues and market share through innovation. (Jackson, Boswell and Davis, 2011: 58 and Hart and Milstein, 2003: 56-57). Eventhough sustainability is seen as an advantage for a firm, yet most firms find it difficult to pursue this dual goal (private interest and public interest) due to resource constraints and organizational priorities due to limited resources and firm's tradition (ibid).

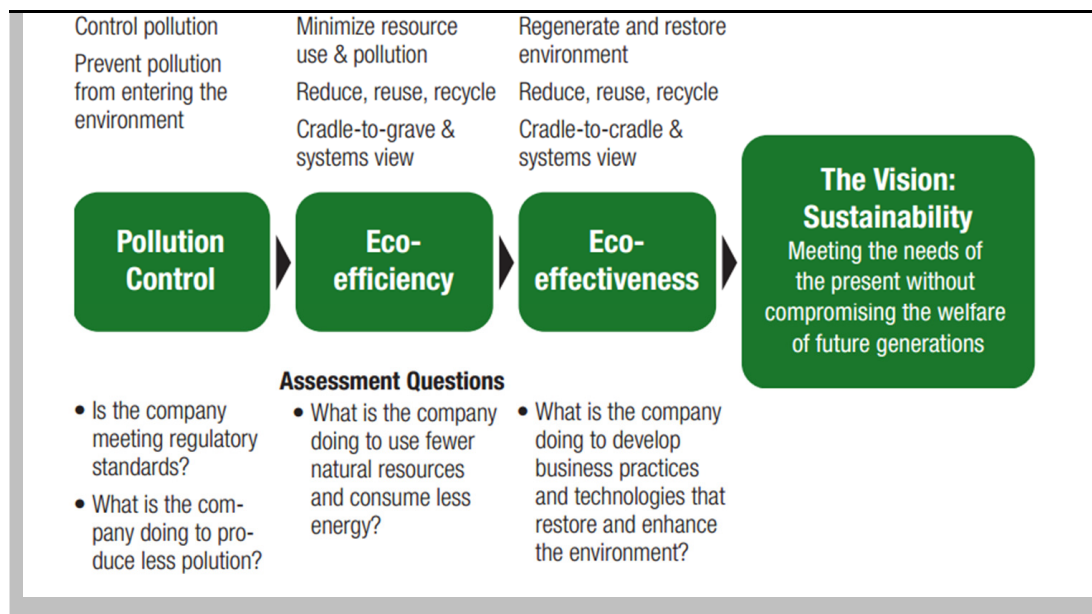
Sustainability has been linked to national culture. Researchers found that there is linkage between national culture and corporate sustainable development practices. Therefore sustainable practice by firm is influence by cultural dimensions. Vachon (2010) states that, "Hofstede's national culture dimensions are linked to a higher degree of sustainable practices by corporations. In particular, a nation's high degree of individualism and uncertainty avoidance were both related to green corporatism, environmental innovation, fair labor practices and corporate social involvement"(p.350). This finding is in line with Agyeman, Bullard and Evans, (2003) assertion. The authors found a close correlation between environmental quality and social justice and argue that, environmental quality has a closer link with human equality and one cannot be sustained without the other. According to these

researchers, countries that threaten their environment badly equally treat their people badly.

2.4.2 Understanding the Milestones of Corporate sustainability

The journey towards sustainability has undergone different milestones. It has undergone pollution control, eco-efficiency, and eco-effectiveness. This was a transition from corporate responsibility to corporate sustainability (see figure 6). Following these milestones, in the 1960s and 1970s, sustainability strategy was focused on environmental concern. Pollution control was the main strategic focus for businesses. The intention was to adhere to requirements of all environmental regulations (Steel case, 2001).

FIGURE 5 Milestones of corporate sustainability from 20th to 21st century (Steelcase, 2001:16)



In 1980s to 1990s, the strategy shifted from pollution control to eco-efficient. The strategy was the search for efficiency and competitive advantage. Eco-efficiency was perceived by businesses as a win-win business solution. Sustainability strategies and practices were focused on the idea of maintaining the twin goals of economic growth and environmental protection. This was not the panacea to the search for sustainable society since the strategy was found to be business centred approach to sustainability. According to researchers, the approach was linear approach to sustainability. They described it as cradle to grave strategy to corporate sustainability. It was perceived as a short term thinking approach of protecting the environment and a way to make destructive system less destruc-

tive. It was not found to be enough for corporations to become truly sustainable (Tilley and Young, 2006; Steelcase, 2001 and Dees, 1998)

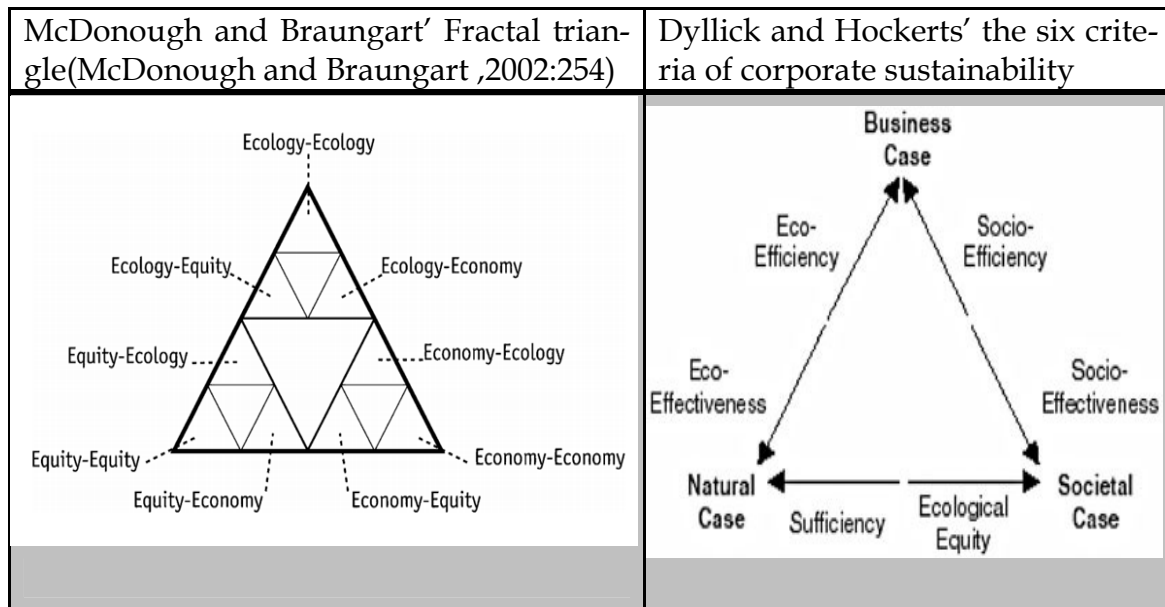
Towards the end of the 20th century to the 21st century, the cradle to grave approach was replaced by the principle of industrial ecology to mimic nature known as eco-effectiveness. This was an era where, in 1990, the United Nations Conference on the Environment and Development (UNCED) gave birth to sustainability vision (Steelcase, 2001). The eco-effectiveness era was influenced by the voices of Professor Stuart L. Hart, professor of management and director of the Sustainable Enterprise Initiative at the University of North Carolina, architect William McDonough, resource analyst Amory Lovins and entrepreneur Paul Hawken from U.S.A and chemist Michael Braungart from Germany in 1990. These leaders found that, the eco efficiency approach of reducing the environmental impact of existing practices is not enough to achieve sustainability. They argue that to achieve sustainability, sustainability strategy should go beyond eco-efficiency. They suggested a shift from silo thinking to system thinking (cyclical approach) so that businesses or industries re-invent itself so that the business practices are “regenerative rather than depletive” (i.e. eco-effective). The question was how companies could develop business practices and technologies that restore and enhance the environment. Since the approach was a mimic of nature, eco-effectiveness was measure of practices that, after useful life of a product, it should provide nourishment for something new. McDonough and Braungart describe it as “waste equals food.” (Steelcase, 2001:7-8). In this way business were expected to operate in such a manner that allow nature and business to succeed, to be productive and harmonious. This era led to the socio-effectiveness era where social entrepreneurship arose; where businesses adapted a new approach towards having social mission, which have a sustained positive impact on society. This approach challenged companies to act boldly without being limited with resources (Dees, 1998).

2.4.3 Towards the new vision of sustainable entrepreneurship

In spite of the shift from pollution control to eco-effectiveness, Tilley and Young, (2006: 406) argue that, the three milestones of corporate sustainability is a promising approach in guiding businesses to new heights of sustainability awareness and understanding. However, the emphasis of these approaches has been mainly on how to manage and minimize environmental impacts. Therefore, a new way of thinking to bridge this gap in is an integrated approach that brings the three dimensions of sustainability (economic, social and environment) under one sustainability objective. In an attempt to integrate these, Dyllick & Hockerts (2002) introduced the six criteria of corporate sustainability and McDonough & Braungart (2002) came with the triple top line model (i.e. the fractal triangle). The six criteria of corporate sustainability model suggest how business practices should go beyond eco efficiency and socio-efficiency to include eco-effectiveness and socio-effectiveness, sufficiency and ecological equity (see figure 6). The model curb the notion of eco-efficient strategies, “(i.e. Avoiding pol-

lution and waste in the interests of corporate citizenship and of being more efficient and competitive) and socio-efficient business decisions (i.e. business practices that restore and enhance the environment) “(ibid). With similar triangle but different thinking, McDonough and Braungart (2002) *triple top line* thinking shifted this notion of corporate accountability to the approach of intelligent design in creating new product. The researchers hold the view that, balancing the triple bottom line is just an act of compromise between competing interests and it is played out in the product and process design. They argue that, the triple top line is not an act of balancing but it anchors intelligent design in the corporate strategy that takes into account the three competing interest right from the beginning of the product design. According to the scholars, “when good design drives the business agenda, the path toward sustainability turns from end-of-pipe solutions to creating value with innovative product design”. When a company thought at the initial stage of a design a product, by answering the question of how they can grow prosperity, celebrate their community, and enhance the health of all species in the natural ecosystem; it creates a new design, which create products that “enhance the wellbeing of nature and culture while generating economic value”. Such an approach , honours the needs of all three sustainability dimensions and provides positive and enriching performance instead of measuring performances against competing interests (ibid, p.251).

FIGURE 6 Integrated Model of Sustainability by McDonough and Dyllick

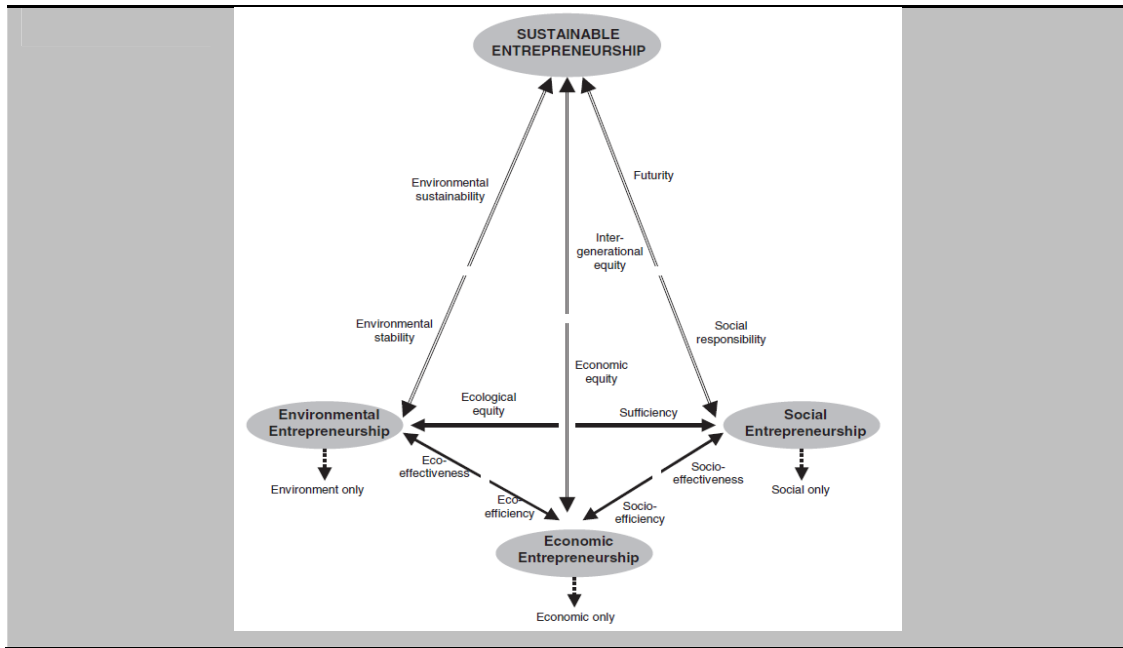


In analysing and identifying limitation of both ideas, Tilley and Young (2006: 407) acknowledge that, Dyllick and Hockerts’ six criteria model of corporate sustainability “provide a useful insight into new ways of advancing solutions on the production side of the equation”[...] but argue that “it may not necessarily properly address the problems relating to consumption” (p.407).

They claim that, the limitation in this approach is that, it is insufficient for this world of finite resources. There is a tendency for companies to place priority of either “business case” than the “societal and natural case” or vice versa. For instance, a small company that has gone beyond the eco and socio-efficiency efforts of larger and more recognized companies and serving disadvantage communities with green products as the philosophy of the company; their approach places more emphasis on the natural case at the heart of the company than other cases. Again, they argue that, no matter how a company’s product is environmentally friendly, “if consumer demands are too high there is a potential for imbalance and environmental or social harm” (ibid: 407). The company will not put all the three elements of sustainability at heart. They will tend to concentrate on the business case until stakeholders confront the business to place more emphasis on the natural and the societal case (ibid).

Concerning McDonough and Braungart triple top thinking model, Tilley and Young (2006) again acknowledge their fractal triangle as a useful tool but argue that, the model provide insufficiency details for companies on how to translate it into values, strategies to viably used it. The authors claim that, the triple top thinking is not the panacea of the integrated thinking. They claim that the idea still concentrates “on the separate elements of sustainable development and not the whole [...]” According to the researchers, the two models provide flexibility for “established big businesses that are approaching sustainable development from the eco- and socio-efficiency end of the models”[...].But It “provides little indication of the practical implications and experiences of the ecological and socio-entrepreneurs in operationalizing the other elements of the path towards sustainable development “(p.409). Based on this previous knowledge, Young and Tilley (2006), proposed the model of sustainable entrepreneurship that recognized the limitations in traditional business models to achieving sustainable development. Figure 7, illustrate the sustainability entrepreneurship model.

FIGURE 7 Sustainable entrepreneurship model (Young and Tilley, 2006: 410)



The new integrated model focuses on new companies with strong, economic, environmental and social philosophies. This new concept is still at infant stage in practice and as a topic for scholarly inquiry (Cohen and Winn, 2007: 46). Some scholars explain that, the concept can be “contrasted to the concept of “selfish entrepreneurship,” in which people seek advantages only for themselves and often at any cost” (Motomura, 2006:1). Other scholars explicate that, sustainability entrepreneurship creates value within “each of the three dimensions of sustainability while boosting innovation through new products, services, and business models” (Pascual, van Klink, and Andrés Roza Grisales , 2011:7; York and Venkataraman, 2010). Nowduri, 2012: 51) supports this view and add that, sustainable entrepreneurship promote sustainable living, in terms of social equity and environmental improvement. Despite this, diverse views, Shepherd and Patzelt (2011) have recently synthesized the various conceptual definitions in the literature and present the following definition:

Sustainable entrepreneurship is focused on the preservation of nature, life support, and community in the pursuit of perceived opportunities to bring into existence future products, processes, and services for gain, where gain is broadly construed to include economic and non-economic gains to individuals, the economy, and society (p.142).

This definition is currently the most influential definition in the field, which this study found. The next review looks at organisational culture for sustainability entrepreneurship and the role of leadership and its effect on outcome.

2.5 Organisational culture, leadership and SE

2.5.1 Culture, Organization and leadership

Culture is nested within all societies and organizations. The Oxford Online Dictionary defined culture as “ideas, customs, and social behaviour of a particular people or society” (Esra, Çiçek and Mithat, 2011:1561). In their review, Cameron and Quinn (2011) found that there is consensus among writers that the concept of culture refers to “taken-for-granted values, underlying assumptions, expectations, and definitions that characterize organizations and their members” One school of thought defined culture within an organization as “a model of norms, values, beliefs and attitudes which affects organizational behaviour”. Another school of thought defined organizational culture as the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behaviour (Tsai, 2011:1). According to Kane-Urrabazo (2006:193), culture within an organization plays an important role in whether or not the organization is a happy and healthy place to work. Regardless of the type of culture within an organization, the researcher found that, trustworthiness and trust, empowerment and delegation, consistency and mentorship are four distinct components that contribute to the overall good of an organization. It is argued that, these components cannot stand-alone for an organization to enjoy a good healthy culture. The four components do not only coexist, “but also empowerment and mentorship are based upon the foundation of trustworthiness and trust, and likewise, a strong mentor programme contributes to that level of trust as well” (ibid).

The relationships between organizational culture, leadership behaviour, job satisfaction and performance have been researched. For example, in his work, Tsai (2011: 8) found that, within a corporate environment, one way for leaders to influence subordinate work behaviour to acknowledge the organizational vision is to communicate and promote the organizational vision. This involves ensuring good interaction between the leaders and subordinates. This behavior of leaders contributes to team communication and collaboration, and encourages the subordinates to accomplish the organizational mission and objectives. This in turn, enhances job satisfaction which affect the performance (Cemal , Öznur Gülen , Songül , Büsra, 2011; Brian, Harris, Armenakis, Shook ,2009 and Cameron and Freeman ,1991) . Cameron and Freeman (1991:23) elucidate that, organizational culture has influence on performance outcome and it effectiveness depends on the cultural type (i.e Clan culture; Adhocracy culture, Market culture, and Hierarchy culture). Cemal et.al (2011: 1460) supports this assertion and explains that strong organizational culture and effective leadership can achieve effective business performance. However, Brian, Harris, Armenakis, Shook (2009: 673) found that, employee’ attitudes play mediating role in the culture- effectiveness relationship (p.673). The study suggests that, “cul-

ture impacts employee attitudes and that those attitudes have an influence on organizational outcomes (Brian et.al. 2009: 678-679). According to Cameron and Freeman (1991), this can be understood from perspectives of four cultural types based on the Competing Values Framework (CVF). This is the review in the next section.

2.5.2 The Competing Values Framework (CVF)

In their research, Cameron and Quinn (2006); Cameron & Quinn (1999) and Cameron and Freeman (1991) explain that, organizational culture is one primary reason for the failure of implementing change within an organization. There may be presence of tools, techniques and change strategies, yet failure occurs because the fundamental culture of the organization remains the same. One way to understand this inevitable and the organizational effectiveness is to understand the theoretical model of the Competing Values Framework (CVF). The framework was built on the notion of how to nurture successful leadership, improve organizational effectiveness and promotion of value creation. It explores the relationship between organizational cultures and change; and how the change leads to effective organizational performance (see figure 8 below). The Competing Values Framework (CVF) is one of the influential and extensively used frameworks in organizational science research. (Esra, et.al, 2011: 1561). The CVF help in assessing and profiling the dominant cultures of organizations. This helps one to identify the underlying cultural dynamics that exist in an organization.

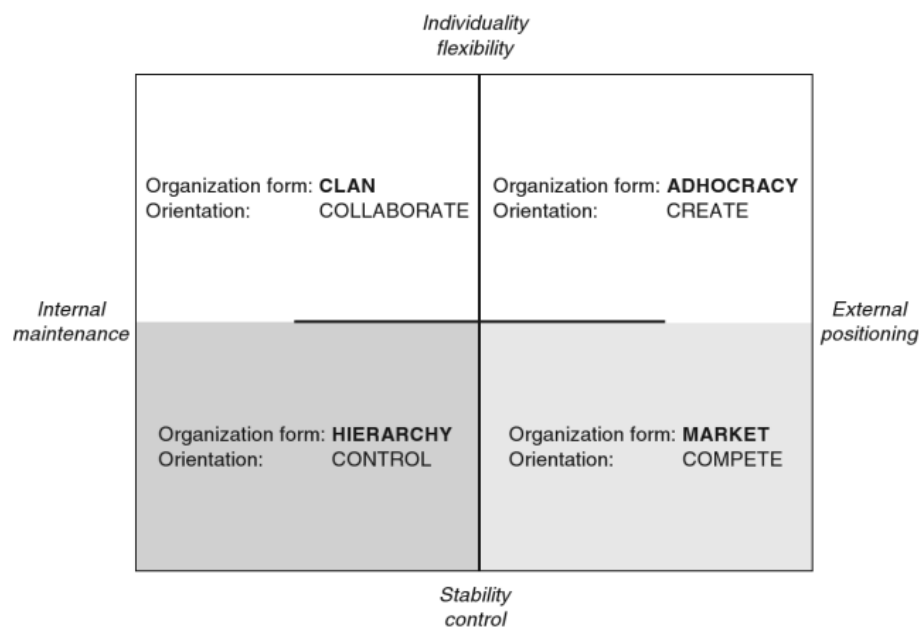
FIGURE 8 The relationship between leadership, effective performance and value creation (Cameron and Quinn 2006 : 6)



The CVF recognized culture as an attribute of an organization that can be measured separately from other organizational phenomena (Quinn & Cameron, 2006). The CVF can be traced back in 1980 on a study on organizational effectiveness (Quinn & Rohrbaugh, 1983). This was later followed by studies of culture, leadership, structure, and information processing (Cameron, 1986; Camer-

on & Quinn, 1999). The CVF is based on the notion that there are value propositions or outcome that organizations look for that are against each other. But this is a choice for the organization to choose the outcome they want to make it happens in the organization. This require the capability of been able to balance or coordinate these outcomes .As depicted in the framework in figure 9 below, the CVF is based on six (6) organizational culture dimensions and four dominant culture types. These cultures are Clan culture; Adhocracy culture, Market culture, and Hierarchy culture (ibid). In the framework, two dimensions determine organizational effectiveness. For any organization, effective performance is a big choice between being (i) internally focused and valuing integration or externally focused and valuing differentiation; and (ii) Valuing stability and control or flexibility and discretion (flexibility and freedom to act)

FIGURE 9 Core dimensions of the CVF (Cameron and Quinn , 2006 : 6)



Depending on the cultural type, there are four outcomes of these four cultures, types. These are Collaborate, Create, Compete and Control (see figure 10)

First, in the first quadrant is Clan culture with Collaborate Outcome (see yellow quadrant). In Clan culture organizations value flexibility and they have internal focus .It is people-oriented working environment and the leadership behaves like mentors, team builders and facilitators. This is the case of family business. However, in such cultures, what drives value in the organization is commitment, communications and development. They view human development and participations as theory of effectiveness and that is what matter most for the organization. They like to collaborate to achieve outcome (i.e. do things together). They value long-term innovation and on the issue of sustainability, they behave like social entrepreneurs (Linnenluecke and Griffiths, 2010).

FIGURE 10 The secondary dimensions of the CVF approaches to change (Cameron and Quinn : 2006)



Second, in contrast to this culture is Compete outcome i.e. Market culture (blue quadrant). In market culture, the organization is externally focused and value stability. It is a result-oriented and competitive culture with high focus on customers and the market. The leadership is hard working and they behave like hard drivers, competitors and producers and they value market, goal achievement and profitability. They hold cultural believe that the organization is effective when the organization aggressively compete with very strong focus on the customers. Third, in Create outcome in Adhocracy culture (green colour), organizations focus externally but they value flexibility and discretion (flexibility and freedom to act). It is dynamic and entrepreneurial working environment and the leadership behaves like entrepreneurs (entrepreneurial leadership), innovators and visionary. The organization value is innovation, agility and transformation. The organization hold cultural believes that, innovativeness, vision and new resources produce the most effectiveness and they like to take risk to create outcome. Finally, in contrast to this culture is Control outcome-i.e. Hierarchy culture (red quadrant). In Hierarchy culture, organizations are focus internally but value stability and control. It is well-structured and controlled working environment where leadership behaves like coordinators, monitors and organizers because they want to ensure that everything in the organization is running smoothly. Hierarchy culture value efficiency, consistency, timeliness and uniformity to achieve standardize outcome. They hold believe that, with control and efficiency and capable process is, organization produce the most effectiveness (ibid).

2.5.3 Organizational culture and sustainability Entrepreneurship

The phenomenon of Sustainability and Entrepreneurship is not only new entrants' firm activities but also activities for well-established incumbent firm. What this means is that new entrants are motivated with strong sustainability objectives and exploit sustainable entrepreneurial opportunity created by market imperfections (Cohen and Winn, 2007). They exploit the opportunities through radical technologies and innovative business models (Hockerts, Wüstenhagen, 2010, Cohen, and Winn, 2007). On the hand, incumbent firms go through sustainable transformation when the market success of the new entrant's firms becomes attractive to the firm. However, incumbents firms "react to the activities of new entrants by engaging in corporate sustainable entrepreneurship" (Hockerts and Wüstenhagen, 2010:481). This requires shifts from the firms' incremental environmental or social process innovation approach to engaging in disruptive or radical innovative activities that improves both environmental and social performance (ibid: 483). This also means that new entrants that grow to become incumbents whose activities improves only environmental and social performance are out of scope of the phenomenon of sustainable corporate entrepreneurship (ibid: 484). Sustainability goes beyond only social or environmental improvement. Hence, any entrepreneurial activity reconciling the paradox of development and sustainability should incorporate three set of mind-set and dimensions of wellbeing. Thus, the entrepreneurial action must improves both economic, ecological, and social performance (Shepherd and Patzelt (2011) and Ciegis, Ramanauskiene and Martinkus, 2009: 28; Shepherd and Patzelt, 2008; Young and Tilley, 2006: 410 and Robinson (2004: 378)

From organisational culture perspective based on the Competing Value Framework (CVF) (Cameron and Quinn (1999), sustainable transformation from incremental approach to radical approach means a change of existing culture to cultural change that the incumbent firm innovates for sustainability. The Schumpeterian 1943 "creative destruction" phrase date back in the literature is evidence that entrepreneurship is a driver of innovation. This relationship has also been established by others scholars (e.g. Petuskiene and Gliniskiene, 2011 and Sharma and Chrisman (1999). Sharma and Chrisman (1999: 7) explain that, "entrepreneurship encompasses acts of organizational creation, renewal, or innovation that occurs within or outside an existing organization". Therefore, innovation is an essential element of entrepreneurial efforts (Petuskiene and Gliniskiene, 2011: 74). Based on the CVF, an incumbent firm innovating for sustainability should embrace Adhocracy culture. This means that the existing firm should also value flexibility and been externally focused. In a more holistic view innovating for sustainability in respect to sustainable entrepreneurship means, firms should see sustainable corporate entrepreneurship as both opportunity seeking action and social and environmental risk reduction strategy.

Recent literature supports this argument. Bansal & Roth (2000) found that firms have different motivation for responding to corporate sustainability. In

their research, Linnenluecke and Griffiths (2010) add that these motivation and approach has link with the type of culture within the organisation. Building on the CVF, Linnenluecke and Griffiths (2010) found that the four cultural types all exhibited different motivations towards corporate sustainability. Whilst corporate sustainable entrepreneurship requires radical innovation to manage the tiple bottom line- including-including financial, social, and environmental risks, obligations and opportunities (Laughland and Bansal, 2012: 58 and Bertels et.al, 2010: 6; Bansal, 2005, Hart, and Milstein, 2003: 56), Linnenluecke and Griffiths (2010)r found that: (i) Clan culture place its motivation on social entrepreneurship. The firm places emphasis on human relations values including on internal staff development, learning and capacity building in their pursuit of corporate sustainability; (ii) Hierarchy culture pursue corporate sustainability when the firm unambiguously can turn this into competitive advantage. The firm experience tension between their existing cultures based on stability and control and need to incorporate curiosity, exploration and flexibility; (iii) In Market culture, corporate sustainability motivation is advantage-seeking practices. This is done to reduce costs and operational efficiencies. This approach contradicts with the motive of sustainability. Measuring corporate sustainability based on reducing costs and simplifying products, process and service flow is not enough (Tilley and Young, 2006). Lastly, adhocracy culture exhibit strong motivations towards corporate sustainability. The firm has shared values and common assumption for corporate sustainability. The firm share common values that organizations are not separate from the natural environment, but are located and operate within it environment. Nowduri (2012) adds that “the concept of sustainability encompasses the following fact: Organizations are fully aware of the impact of their behaviour on the material and immaterial situations of their direct and indirect environment. It just not only bothers about the opportunities and threats but also bother about environment” (p.61). This lead the study to the method used to explore the research question and its philosophical positioning.

3 PHILOSOPHICAL POSITIONING AND METHODOLOGY

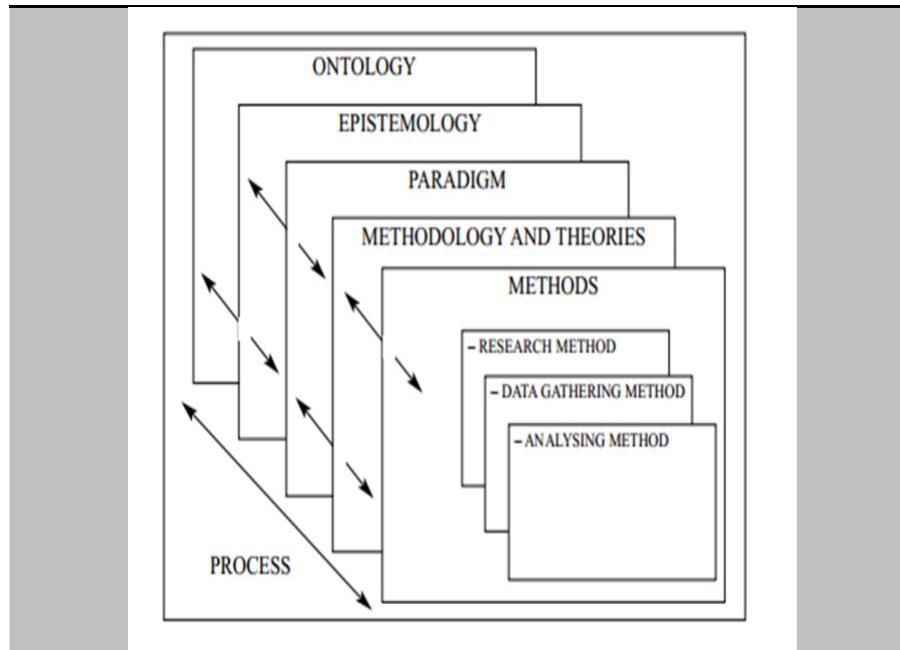
The previous sections presented the literature review of the study. The aim of this chapter is to present the overall research design of the study. A research design is a logical structure that glues the study together (De Vaus 2001). Creswell & Plano (2010) explain that the overall structure is defined by the study purpose. As explained in Chapter one (1) the purpose of this study is to understand how the phenomenon of sustainability entrepreneurship (SE) relates to family business. According to Lehner & Kansikas (2011); Kyrö & Kansikas (2007); Neergaard & Ulhøi (2007); Kyrö & Kansikas, (2005) in designing the research, methodological fit occurs when the ontology, epistemology, methodology are in line because they are a chain of interdependency, one action leads to the other. Ontology is “our assumptions about how the world is made up and the nature of things, whilst epistemology, describe “our beliefs about how one might discover knowledge about the world” (MacIntosh, 2009). Other school of thought explain that, ontology is the reality been investigated by the researcher and the relationship between the reality and the researcher is the epistemology (Healy & Perry, 2000: 119). Methodology on the other hand, is the tool and technique used in the research to investigate what is believed to be known about the reality or the phenomenon being studied (Healy & Perry, 2000: 119, Lehner, and Kansikas, 2011:6). The ontology and epistemology of a research give understanding of the overall philosophical positioning of the study, which has influence on the research outcome and helps to determine the appropriate method for the research based on the purpose of the study. In the context of research, philosophical positioning is the pivotal device in which other elements of the research pivotally connect to its side-rails. Research philosophy is the “study of problems which are ultimate, abstract and very general. These problems are concerned with the nature of existence, knowledge and morality, reason and human purpose.” In the realm of academia, philosophy is grouped into different branches. These are metaphysics, ethics, political philosophy, philosophy of science and logic (Teichmann and Evans (1999: 1). According to

George Ladd, “one’s philosophical beliefs affect one’s choice of ‘legitimate questions’ [...] as well as one’s choice of research methods” (adapted from Evensen and Skreli (2009: 3). This means that, in choosing philosophical stance for a study, the worldview of the researcher has influence on the research outcome. This philosophical paradigm is what influences the choice of the method in addressing the research question. In this chapter, the overall research designed is grouped under three sub-headings. The first part gives an overview of why critical realism is dominating this research under the lens of entrepreneurship and sustainability research. The second part elaborates on critical realism. The third part presents how the philosophical positioning of the research is link to the research problem. Finally, the fourth part presents the methodology and the method use in exploring the research question.

3.1 Why Critical Realism (CR) is appropriate for this study?

Sustainability entrepreneurship is a new field and research is still at its nascent stage. Philosophically, there are different epistemological perspectives used by researchers in the field. The field integrates social entrepreneurship and environmental entrepreneurship research. Scholars recommend that new research should draw on established theories and methodologies within the intersecting fields and develop new insights but uphold the line of demarcation of what is sustainability entrepreneurship research and what is not (Refer to Analysis and results for more detail) (Shepherd and Patzelt , 2011; Hockerts and Wüstenhagen, 2010) and Tilley and Young , 009). Unfortunately, the crosscutting fields mentioned above are also linked to the extended concept of entrepreneurship. Lehner, and Kansikas (2011); Kyrö & Kansikas (2007) and Kyrö & Kansikas (2005) report that, the field of entrepreneurship lacks methodological legitimacy. The lack of legitimacy has also led to methodological pragmatism in the field but scholars in the field argue that one single method is not robust in itself. According these researchers, understanding the strength and weaknesses of opposing paradigms help the researcher to identify the appropriate methodological stance for a particular study and not the pragmatic approach in the research process. In so doing, methodological fit occurs when the research philosophy are in line with method because they are interdepend on each other and one action leads to the other (see figure 11)(Lehner & Kansikas, 2011; Kyrö & Kansikas , 2007; Neergaard & Ulhøi, 2007; Kyrö & Kansikas, 2005 and).

FIGURE 11 Structural approach to a paradigm (Kyrö and Kansikas, 2005: 137)



In addition to this, Kuhn (1996:47-48) observed that, in a nascent field, researchers “debate over legitimate methods, problems, and standards of solution” [...], that serve to “define schools” rather “than to produce agreement”. Lehner (2012) and Edmondson and McManus (2007) recommend that in a nascent field exploring and understanding the process through a subjective worldview contribute to effective inductive theory development in the field than quantifying to develop theory. In spite of this, advocates of positivists’ paradigm sees this approach as weak as a research paradigm. They argue that, “the purpose of science is simply to stick to what we can observe and measure” (Trochim, 2006). To overcome the force-choice of the dichotomy between these opposing paradigms, this study used critical realism (CR) as its philosophical positioning. The next section elaborates on the research paradigm.

3.2 Understanding CR in the context of this study

Critical realism (CR) philosophy reconciles the force-choice of the dichotomy of empiricism and interpretativism because it embraces both epistemological and ontological elements. Whilst positivists criticized interpretative researchers of the neglect of natural reality and non-positivists criticized positivists of neglect of social reality, critical realism overcomes ontological and epistemological flaws of these opposing paradigms. The characteristic of CR is that, it maintains a strong emphasis on ontology and confronts the central concerns of both natural and social science regimes. This makes it more interesting for this proposed study in studying an interdisciplinary phenomenon like Sustainability Entrepreneurship (SE). This is because of its relevance to natural science due to its technological and ecological characteristics and social science and its applica-

tion in human context in organization and society (i.e. in this study family business) (Scott, 2005). Ontologically, the basic understanding of CR is that reality exists independent of our knowledge and that it is possible to conceptualise this reality based on threefold stratified “naturalist” ontology (i.e. Empirical, Actual and Real). Therefore to explore research question from critical realist’ perspective, it requires developing a stratified model of reality based on these three domains.

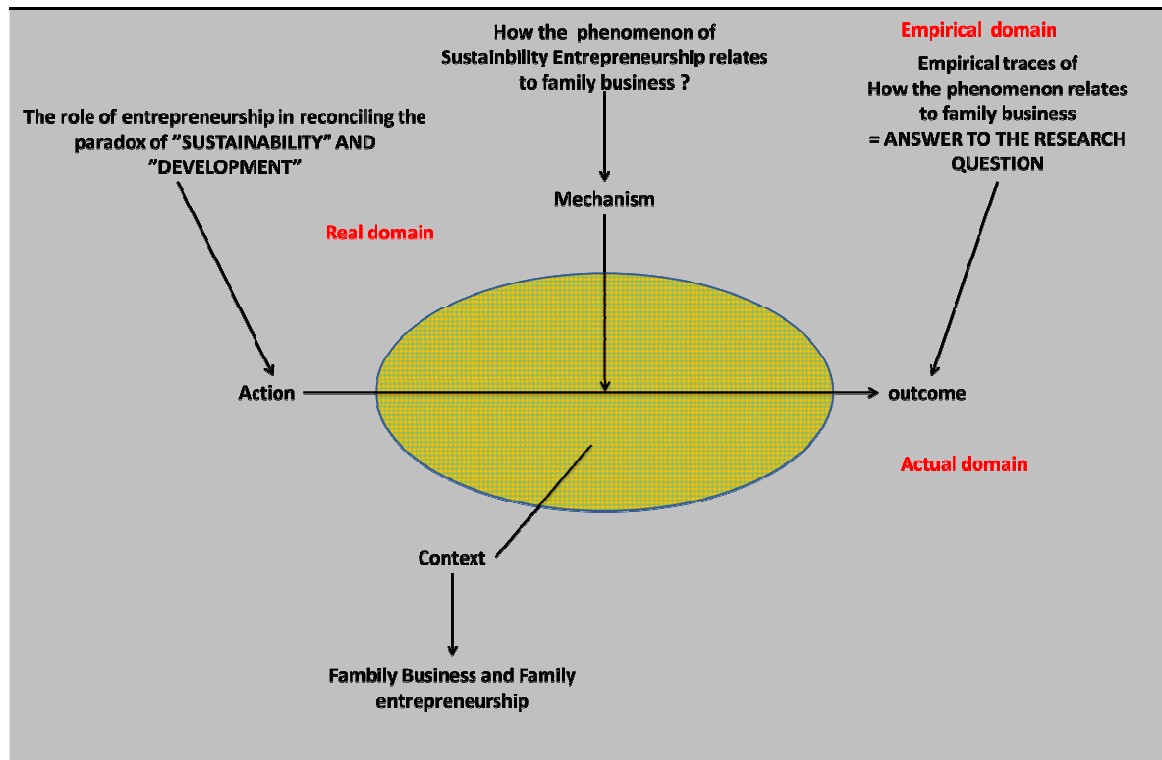
The domain of empirical is the domain where researchers perceive reality of a phenomenon based on empirical data. From critical realist view, at the empirical level what researchers perceived as reality may only be a portion of what is happening in the actual domain. The domain of actual is where the event been observed at the empirical domain is happening. Whether we observe this event or not what is happening does not depend on perception. Moreover, what is happening at the actual domain that researchers observe may be because of underlying mechanisms in the real domain whose operation is giving rise to the phenomenon being studied (Johnston and Smith, 2010). According to Parrish (2007: 83) the generative mechanisms (i.e. causal powers) “link actions to outcomes, but are independent of the events they generate”. This independence means that attention to context is essential. Therefore, epistemologically, CR emphasised on asking “why” and “how” questions to understand how and why phenomenon came into being. The aim is to give in-depth “explanation of the constitution of empirical phenomenon and not to give predictions. “Therefore, CR view of causation is distinctive from that of empiricists and interpretive researchers. This means that unlike positivism paradigm of cause and effect relationship, CR epistemological paradigm explain “relationship between experiences, events and mechanisms” ((Jeppesen, 2005:5).

According to Danermark (2001), CR is appropriate for exploring interdisciplinary phenomenon. It helps to analyse the problem of the phenomenon at different levels to “understand the phenomenon manifestation at respective levels to reach a more holistic perspective on the phenomenon (p.12).” The connection between this philosophical assumption of the study and the research purpose is presents in the next section

3.3 Connecting the research purpose to the paradigm

As explained in the preceding section, CR conceptualizes reality based on the threefold-stratified “naturalist” ontology (i.e. Empirical, Actual and Real). The application of this in the present study is presented in Figure 12 below.

FIGURE 12 CR model of outcomes applied in this study



The Critical realist explanation of how things happen is that, the effect or the outcome of the action follows from mechanisms (causal powers) acting in particular contexts. In this study, the main research purpose was how sustainability entrepreneurship (SE) relates to family business. From CR view, answering this research question requires the study to reveal the ontological elements related to the phenomenon in the real domain. This is because CR maintains a strong emphasis on ontology. It is when the ontological elements underlying the phenomenon of SE is known, that the study can predict empirical traces of the mechanisms at play in the context in which the phenomenon is been studied. In other words, it is when the concepts that constitute the theoretical world of the phenomenon of SE is known, that this study can interpret these concepts in the context of family business and family entrepreneurship.

As illustrated in the figure 9, the research is attempting to find out the outcome of how phenomenon of SE relates to family business. The study found that, SE is an entrepreneurial action intended to reconcile the paradox of sustainability and development. According to Jabareen (2008) the concept of paradox "represents the ethical paradox within 'sustainable development' [...]. The term sustainability belongs originally to the field of ecology, referring to an ecosystem's potential for subsisting over time, with almost no alteration. When the idea of development is added, the concept would no longer be looked at from only the point of view of the environment, but also from that of society and its capital economy" [...]. Sustainability is seen as an environmental 'logo' and development as an economic one. The concept of sustainable development (SD) aims to mitigate and moderate between the paradox between the two" (p.181). Within this framework, when the concept is linked to entrepreneurship, then

entrepreneurial action becomes a conduit for human action to leverage resources and capabilities to bring into existence future goods, services, processes and technological solution that reconcile the paradox. Therefore, to understand this in the context of family business requires the research to uncover all the causal powers that give an in-depth explanation of the social structures that construct the meaning of the phenomenon and its generative mechanisms under the contextual lens of family business to determine the outcome as conceptualized in the diagram (Hobain, 2012: 17). In choosing, the appropriate methodology to explore the mechanisms Sayer (2002) asserts that, CR is compatible with wide range of methodology unlike positivism and interpretivism. However, the choice should be influenced by the nature of the objects (phenomenon) that the researcher seeks to observe. In line with this study, the study is interested in observing how SE relates to family business at the empirical domain. But as explained in the introductory section, some concepts in family business have been used synonymously by some researchers to represent the concepts in family business field. Since in the initial stage, the study was unsure if those concepts predicted by other researchers are really, what it is said to be, the need to apply a method that observes the attributes of those concepts to clarify meaning was necessary in this study. The goal is to justify if indeed, they are synonymous concepts or if they are just catchy phrases. Therefore, the appropriate methodology, which was chosen for this study to explore the phenomenon, was the interpretative study of concepts. The methodology allows the research to understand the meanings of written, textual and concepts and their definitions including mute texts based on naturally occurring data. This eliminates biases. The next section presents the methodology. It is followed by the method, which was used to uncover the underlying mechanisms.

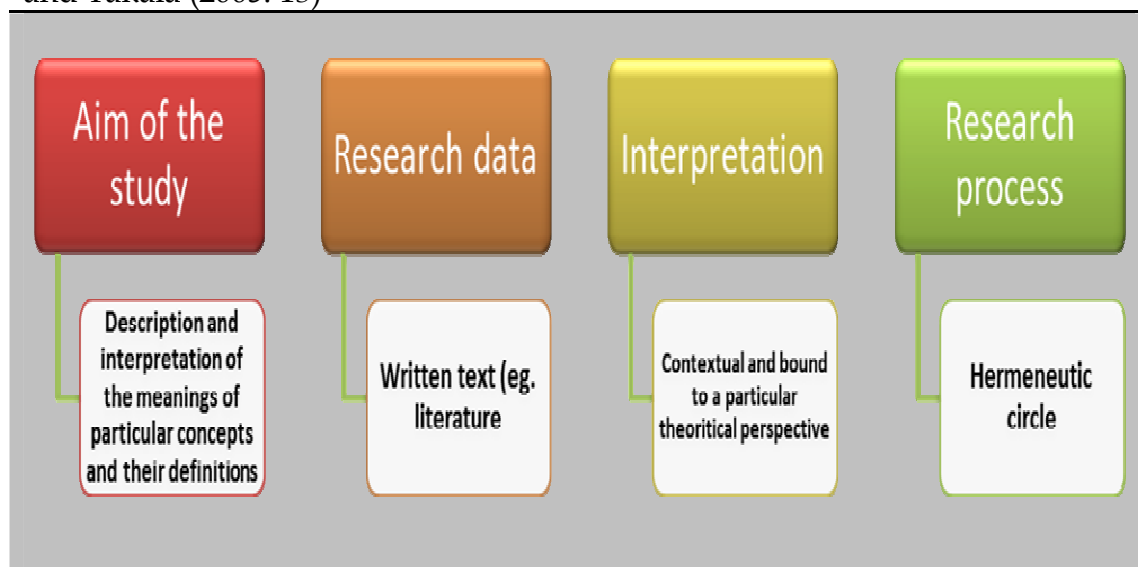
3.4 Methodological approach

As explained in the preceding section, methodologically, the present study uses the interpretative study of concepts introduced by Lämsä and Takala (2005). It applies more specifically to the descriptive interpretative study of concept method and belongs to the field of interpretative concept research. The descriptive interpretative study of concept focus in increasing the understanding of a concept and the motive behind this understanding is to clarify meanings (Lämsä and Takala, 2005: 16). Interpretative study of concept is a literature based conceptual investigative method which describes and interprets the meanings of written, textual and concepts and their definitions (Takala (2005: 46, 47; Takala & Lämsä, 2000, 13, 16). According to Takala (2005: 46, 47) interpretative research can be divided into two main categories depending on the nature of the data. These categories are classified into naturally occurring data and data collected only for the purposes of a given study such as interpretative empirical research where the data are empirical, collected by the researcher from the field specifically for the purposes of the study. In this method the researcher,

always interacts with those who are interviewed. In this interpretative empirical approach, the data are constructed through observation. Contrary to the interpretative study of concept, the data are naturally occurring data and the data exists regardless of the researcher. In addition, the researcher does not interact with the producer of the data, as is usually the case in empirical interpretative research. The researcher faces a 'mute' text, which needs to be made to 'talk'. In this case the "researcher must be able to detect some thematized meanings from a certain aspect of the mute data" (ibid).

The focus of an interpretative study of concept is not to analyse the concepts with mechanistic grading but rather to find the concept and form interpretations for the concepts through an iterative process of observations and theoretical framework. In this way, the researcher brings his or her pre-understanding in the interpretation at the pre-stage based on certain fore-structures. Some of these fore-structures are the context of the research and the theoretical perspective of the researcher. This pre-understanding cannot be avoided throughout the research process but could be continuously modified in an iterative process of interpretation. This means that the process proceeds like a hermeneutic circle from the whole to its parts and again from parts to the whole (Lämsä and Takala, 2005: 14). A hermeneutic circle describes how each word of a sentence or paragraph simultaneously draws its meaning from its context and contributes towards the context (Brown, and Vincent, 2006: 479). In short, the idea of the interpretative study of concepts is that, the meaning embedded in a concept is contextual and it has connection with the place and time. Hence, it is possible for the same concept to have a different meaning. The theoretical perspective chosen by the researcher influences the interpretation of the concept (ibid: 13). Interpretative study of concepts can be identified by the characteristics illustrates in Figure 13 below.

FIGURE 13 Characteristics of the Interpretative Study of Concepts (Lämsä and Takala (2005: 13)



What distinguished the present study method from the traditional interpretative research is that, the traditional interpretative concept analyses similarities and differences in concepts etc. but it does not explicitly bring forward the role of the theoretical perspective in which the concept is been analysed (ibid: 13). The next section presents the research process and data collection method including how it was analysed.

3.4.1 Research process and sources of data

To follow the research process of the interpretative study of concept in the light of critical realism to understand the phenomenon under study, data was collected from three data sources – (i) Scientific literature; (ii) Grey literature and (iii) Blogosphere. The Scientific literatures were search through electronic database, hand search and citation search. The electronic databases used to obtain the articles were Google scholar, Google search, Sage, Science Direct, EBSCO, Wiley Online Library, Elsevier and JYKDOK Library Collections and NELLI. All the scientific literatures used in this study were peer reviewed before publishing and were thus subjected to rigorous vetting as to its relevance to the study. The Grey literature data were obtained through academic conference papers and books. The blogosphere data were obtained through internet sources from practitioners and academics blogs as well as corporate websites. To ensure and maintain high quality of content, the scientific literatures dominate the data from grey literature and blogosphere. The scientific literatures combined articles from grade four (4) and three (3) journals ranked in the Association of Business Schools (ABS) Journal Quality Guide. These journals includes but not limited to Entrepreneurship: Theory and Practice, Academy of Management Review, Journal of Business Venturing, Strategic Management Journal, Journal of Management Studies and Administrative Science Quarterly, Havard Business Review, California Management Review, and Small Business Economics. The next presents the search strategy.

3.4.2 Search strategy

The technique used to search the information from the journals was keyword search. The keywords were *“socio emotional”, “social and emotional wealth”, “socialemotional”, “socioemotional”, “socio-emotional”, “wealth”, “family business wealth”, “family firm wealth”, “sustainable development”, “sustainable entrepreneurship”, “sustainable value creation”, “emotional wealth”, “transgenerational entrepreneurship”, “trans-generational entrepreneurship”, “transgenerational wealth”, “family business entrepreneurship”, “sustainability”, “triple bottom line”* etc. A limitation was not set for the number of keywords but a limitation was set for which article and material qualifies for selection. The lesson learnt from the test search motivated this unlimited keyword searches. In the Family Business Review

(FBR), a test key words search was conducted with five different keywords, thus, “*socioemotional*”, “*socio-emotional*”, “*socioemotional wealth*,” “*socio-emotional wealth*”, “*socialemotional*” and “*emotional wealth*”. Surprisingly all the five keywords matched different results with two yielding similar results as shown in Table 2 below

TABLE 2 Keyword search

Key word	Name of Journal	Result
<i>socioemotional</i>	Family Business Review (FBR)	N=35
<i>socio-emotional</i>	Family Business Review (FBR)	N=17
<i>socioemotional wealth</i>	Family Business Review (FBR)	N=34
<i>socio-emotional wealth</i>	Family Business Review (FBR)	N=17
<i>socialemotional</i>	Family Business Review (FBR)	N=0
<i>emotional wealth</i>	Family Business Review (FBR)	N=167

Based on this observation, setting a boundary for which article and material qualifies was found to be appropriate than setting a limitation for *keywords search*. After applying this technique of unlimited key word search, 303 materials were retrieved. The next section explains the inclusion and exclusion criteria used in the study.

3.4.3 Inclusion and exclusion criteria

The criteria for determining which studies to include in the study were based on relevance to the study and not the article ranking even though the quality of the study was elucidated with grade 4 and 3 journal articles as explained in the previous section. This was necessary because of the limited knowledge of the phenomenon in family business context. For example during the research process, it was found that, Family Business Review is ranked grade 2 by ABS quality guide but the journal cannot be ignored because it prevents the study from identifying the current stage of sustainability research in family business context. This provided a hint that, setting a limitation based on ranking instead of content and relevance was not a good idea. It was observed that excluding articles published in family business review to favours ranking is like driving a car without petrol or diesel but still believes that the car will get to its destination. Family business journal publishes most of the family business research and cannot be disregarded in this study. Therefore, the inclusion and exclusion cri-

teria adopted in the research process were based on relevance with the following quality criteria. (i) Blog materials should be relevant to the study and written by experts in the field or corporation operating in the area of sustainability. (ii) Grey materials should be collection of peer-reviewed articles or material written for academic audience or practitioners in either subjective or objective approach. The writer or author should be an expert in the area and author should have substantial knowledge in the topic been address and (iii) Journal articles should be peer-reviewed and addressed the phenomenon been investigated. This was necessary in justifying construct validity from critical realism perspective.

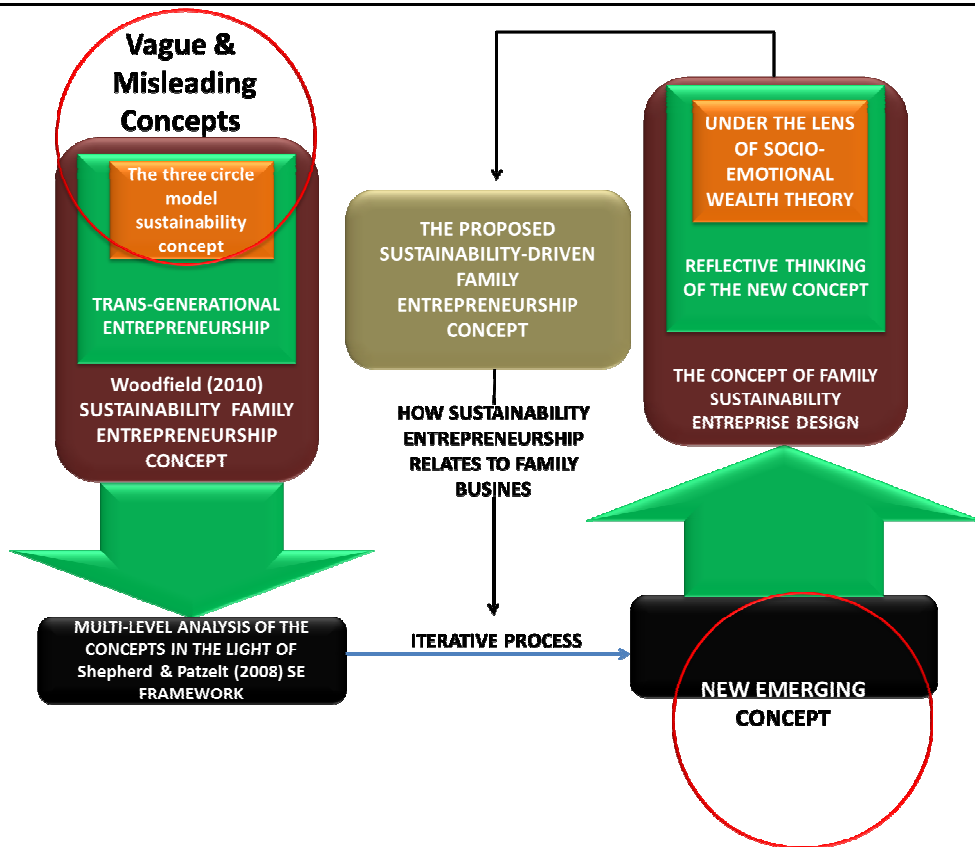
More attention was not paid to the year of publication of the material. The reason was that, sustainability entrepreneurship is a new field and research is still at its nascent stage in even high-ranking journals including ABS grade 4 and 3 journals. Therefore, this study was convinced of the fact that, setting boundary for the year of publication of the articles and books will eliminate some relevant information and materials which would have offered good foundation for the present study to advance. Applying these criteria to the scientific articles, Grey literatures and Blogosphere, the total materials amounting to 303 articles, which were assessed were refined to 200 after abstract reviewed, full text analysis and relevance. The next section presents the data analysis

3.5 Data Analysis

Based on the chosen methodology (i.e. Interpretative study of concepts), the study concentrated on describing, conceptualising and interpreting the overall picture that the meanings of the concepts form in the data gathered . The focus was not to analyse the concepts with mechanistic grading as in the case of traditional qualitative interpretative research. The descriptive interpretative study of concept method focuses on increasing understanding of a concept. The goal is to clarify meanings through an iterative process of observations. The interpretation was built on certain fore structures. In this study, the data analysis was built on (i) the concept (ii) the context and (iii) the theoretical lens (i.e. SEW). Figure 14 illustrates the dialectical process of Intuition and reflective thinking, which was followed in analysing the data. It is analytical strategy associated with the chosen methodology. It opined that:

“Where do we find new concepts, where do they emerge from, and how are they constructed and specified? One way is to create them intuitively [...]. A person can spontaneously produce new concepts from her or his experiences, imagination and knowledge. [...]. Again , this opens up further possibility for creating new concepts and describing their meanings.[...] The creative development of new concepts requires a constant movement of knowledge [...] and essential issue in this movement of knowledge is discourse and social interaction between the members of scientific community” (Lämsä and Takala, 2005: 12).

FIGURE 14 Hermeneutic process of the study



Following this process, the analysis began by identifying vague and misleading concepts in the literature review. The so-called vague and misleading concepts were the concepts that have emerged out of theory that, scholars in family business have used it synonymously with the concept of sustainability and entrepreneurship in family businesses context. The four concepts that emerged through this process were (i) Trans-generational entrepreneurship (TE) (Serrano et al, 2006); (ii) sustainable family entrepreneurship concept (Woodfield (2010); (iii) Sustainable Family Business Model (Stafford, Duncan, Danes, and Winter (1999) and (iv) Tagiuri-Davis sustainability model (the three circle model. In line with the methodology to draw on differences sources to understand the concepts and address limitations by looking at it attributes, the study extracted as many texts as possible that can increase the understanding of the concept in family business context. All relevant “texts” and “mute text” were highlighted. Table 2b in Appendix 1 illustrates the texts that were extracted from the literature review. The texts were analysed based on four attributes. These attributes were (i) Attitudinal/Intention concepts, (ii) value concepts (iii) wealth creation concepts; (iv) decision-making concepts relating to sustainability. The next section explain the analytical technique used in viewing the concepts through the lens of family business in understanding contextual issues informed by CR.

3.5.1 Unit of Analysis and Introduction of family mechanism

The study used multi-level analysis that takes into consideration, the macro perspective of sustainability, the meso-perspective of organisations (family firm) and the micro- perspective of entrepreneurship in family business context. Trans-generational entrepreneurship concept was the main entrepreneurial concept considered among other concepts. This was done because the study found that it was the only concepts among the four concepts found, that has been explicitly used as synonymous with the phenomenon of SE (Woodfield (2010). To introduce the family mechanisms in line with critical realism to understand the mechanisms manifestation in context, the meso-perspective of family business, as a unit of analysis, was shifted from firm level to family-level analysis. This follows a recommendation by Zellweger, Nason, and Nordqvist, (2011) who advised researchers to shift from firm-level analysis to family-level to understand the real influence of family factor in the research. According to the authors:

“by shifting from firm to family level of analysis, one gains a deeper understanding of family firms’ ability to create value across generations. [...], “such a level shift reveals extended entrepreneurial activity, which is missed when focusing exclusively on the firm level” (p. 1).

Through this multi-level analysis, the value, wealth, orientation and behavioural related concepts of the concept of Trans-generational entrepreneurship, were recorded as illustrated in Table 3. To benchmark this concept with the phenomenon of sustainability-driven entrepreneurship (SE) by observing it attributes to clarify meaning; the *value, wealth, orientation* and *behavioural* related were analysed in Table 3.

THEMES	INTERPRETATION	EVIDENCE
Related Concepts	Transgenerational Entrepreneurship	Family business Scholars thoughts
<i>Value</i>	<i>Emotional, financial and social value “in particular” for future family generations”,</i>	<i>Astrachan, & Jaskiewicz, 2008; Habbershon, Nordqvist, Salva-to and Zellweger, 2006:1-3) Koiranen and Chirico(2006 p.126, 159-160)</i>
<i>Wealth</i>	<i>Social and economic wealth creation across many generations, Socioemotional Wealth, Family Wealth</i>	<i>Gómez-Mejía et. al, 2007; Koiranen and Chirico, 2006, p.9 and p. 160 and Serrano et al., 2006 p.1;</i>
<i>Orientation</i>	<i>Family Entrepreneurial Orientation</i>	<i>Zellweger, Nason, and Nordqvist, (2011)</i>
<i>Decision making behaviour</i>	<i>Social and Affection motive to preserve Socioemotional Wealth</i>	<i>Berrone, Cruz, & Gómez-Mejía, 2012 and Gómez-Mejía et. al, 2007 and</i>
Related Concepts	Sustainability-Driven Entrepreneurship	Sustainability Driven Entrepreneurship schol-

		ars thoughts
<i>Value</i>	<i>Integrative value creation of economic, financial and environment</i>	<i>Parrish and Foxon, 2009; Tilley and Young, 2009, Young and Tilley, 2006 and Parrish, 2008, Bansal, 2005 and Hart and Milstein, 2003</i>
<i>Wealth</i>	<i>"Wealth that goes beyond a narrow financial scope to a more integrated approach that incorporates environmental and social forms of wealth alongside the traditional economic forms"</i>	<i>Tilley and Young, 2009)</i>
<i>Orientation</i>	<i>Sustainability-driven Entrepreneurial Orientation</i>	<i>Kuckertz and Wagner, 2010</i>
<i>Decision-Making Behaviour</i>	<i>Based on the Principles of Sustainability.</i>	<i>Tilley and Young</i>

To examine the compatibility of the concept of Trans-generational Entrepreneurship (TE) with SE concepts, to enable the study to interpret all "mute text" associated with the concept, through the scope of "What is Sustainability Entrepreneurship and what is not?" Table 4 provides what is SE and what is not SE. .

TABLE 4 What is SE and what is not? (Shepherd and Patzelt, 2011; Hockerts and Wüstenhagen, 2010 and Tilley and Young, 2009)

QUESTIONS	ANSWERS
What is to be sustained in sustainability entrepreneurship?	Nature Is to Be Sustained Sources of Life Support Are to Be Sustained Communities Are to Be Sustained (Shepherd and Patzelt, 2011: 140)
What is to be developed in sustainability entrepreneurship?	Economic Gain Non-Economic Gains to Individuals Non-Economic Gains to Society (Shepherd and Patzelt, 2011:140-142)
What entrepreneurship mechanism links "sustainability" and "development"?	Entrepreneurship activities (both at corporate level or individual level) driven by sustainability that combines all components of sustainable development equally or holistically (i.e both "societal case" and "natural case") (Hockerts and Wüstenhagen, 2010 Tilley and Young, 2009: 83).
What is not sustainability entrepreneurship?	Research that investigates what is to be sustained without simultaneously considering what is to be developed is not sustainable entrepreneurship research Research that investigates development without simultaneously considering what is being sustained is not sustainable entrepreneurship research

	<p>Research that simultaneously considers what is being sustained and what is being developed but the link between the two does not involve the discovery, creation, or exploitation of future goods, processes, or services may be considered as sustainable development research, but it is not sustainable entrepreneurship</p> <p>Entrepreneurship researches that focus exclusively on the economic outcomes of entrepreneurial action (individuals, firms, and/or society) and do not simultaneously consider sustainability outcomes cannot be considered sustainable entrepreneurship research. (Shepherd and Patzelt, 2011 :142-143)</p>
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After examining the causal relationship of TE with SE based on “What is SE and what is not SE presented in Table 4, the result emerging is presented in the next chapter, thus, chapter four (4). The chapter is divided into five sections. The first section present the findings of why the vague concepts found are misleading in the field of family business. The second section will explores the nexus of sustainable development, entrepreneurship and family business to identify new concepts to find out how the phenomenon relates to family business. The goal is to overcome the limitations of the concepts misleading and reports new emerging concepts that can increase scholars understanding of how the concepts relates to family business. It is critical realism way of theory development. The proceeding section presents the results.

4 RESULTS

4.1 Misleading concepts in Family business

The study found four concepts, which are misleading in family business literature. These concepts are the concept of Trans-generational entrepreneurship (TE) (Serrano et al, 2006), sustainable family entrepreneurship concept (Woodfield (2010), Sustainable Family Business Model (Stafford, Duncan, Danes, and Winter (1999) and Tagiuri-Davis sustainability model (the three circle model). The study found that, these concepts are misleading because of misuse of it associated terms “*sustainability and sustainable*” when some scholars are describing stability and synergy of family business social system. However, the analysis showed that Woodfield (2010) has gone to the extent of using TE as synonymous with the phenomenon of SE in family business. He argued that, this is how sustainability entrepreneurship relates to family business. The study found that, these concepts have no causal relationship (i.e. mechanisms) with environmental unlike the phenomenon of SE. For example, the study found this “mute text” (i.e. *sustainable entrepreneurial activity*) as misleading in the TE definition that Woodfield (2010) based his argument on. Serrano, Habbershon, Nordqvist, Salvato, Zellweger, 2006: 1) write in their article that :

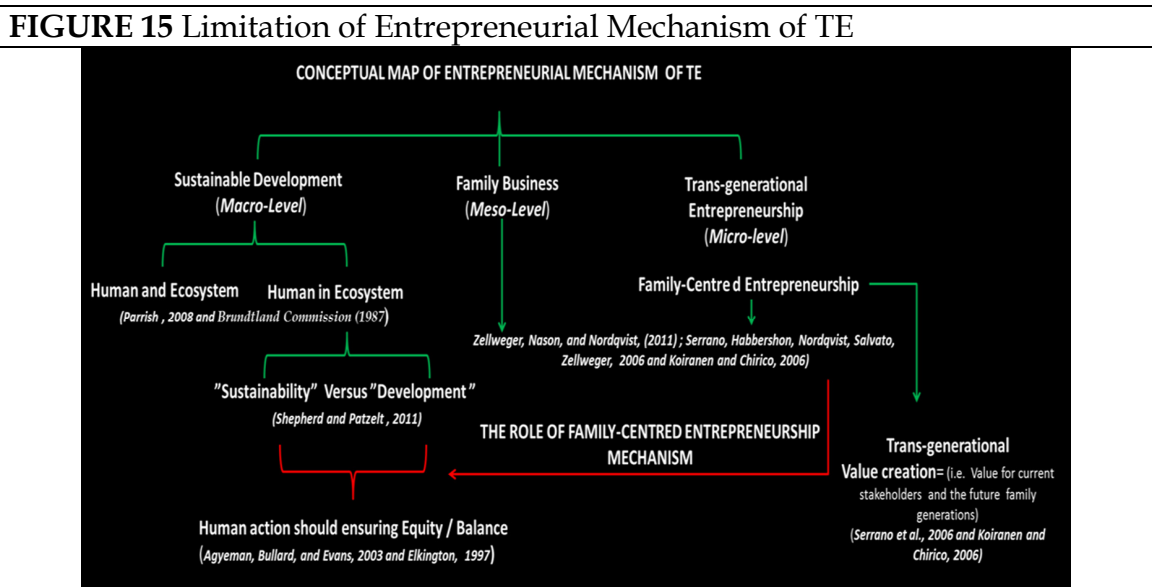
The concept of Trans-generational Entrepreneurship (TE) “ is introduced to the literature as a way to examine, understand and explain entrepreneurship – and especially corporate entrepreneurship – within the context of families and family businesses” (Habbershon, Nordqvist, & Zellweger, 2010: 1). Therefore, the aim of the STEP project is to identify successful practices which can empower the family as a critical engine for *sustainable entrepreneurial activity*” (Serrano, Habbershon, Nordqvist, Salvato, Zellweger, 2006: 1).

In the analysis the study found that, in SE literature, the term *sustainable entrepreneurial activity* means entrepreneurial activity that accommodates ecological, economic and social elements in the entrepreneurial process (Nowduri, 2012; Shepherd, and Patzelt, 2011; Hockerts and Wüstenhagen, 2010 ; Tilley and Young, 2009; Cohen and Winn, 2007 and Young and Tilley, 2006) . In the analy-

sis in Table 3, the study found that, Serrano et al (2006) used of the term *sustainable entrepreneurial activity*” was not defined in terms of sustainable development, even though Woodfield (2010) claimed strongly that *sustainability* has been misconstrued to mean saving the environment. To validate the extent to which these concepts are synonymous, the study moved back and forth in the hermeneutic process and the result is presented in Figure 15 and Table 5, which provides evidence that TE is not SE in family business context.

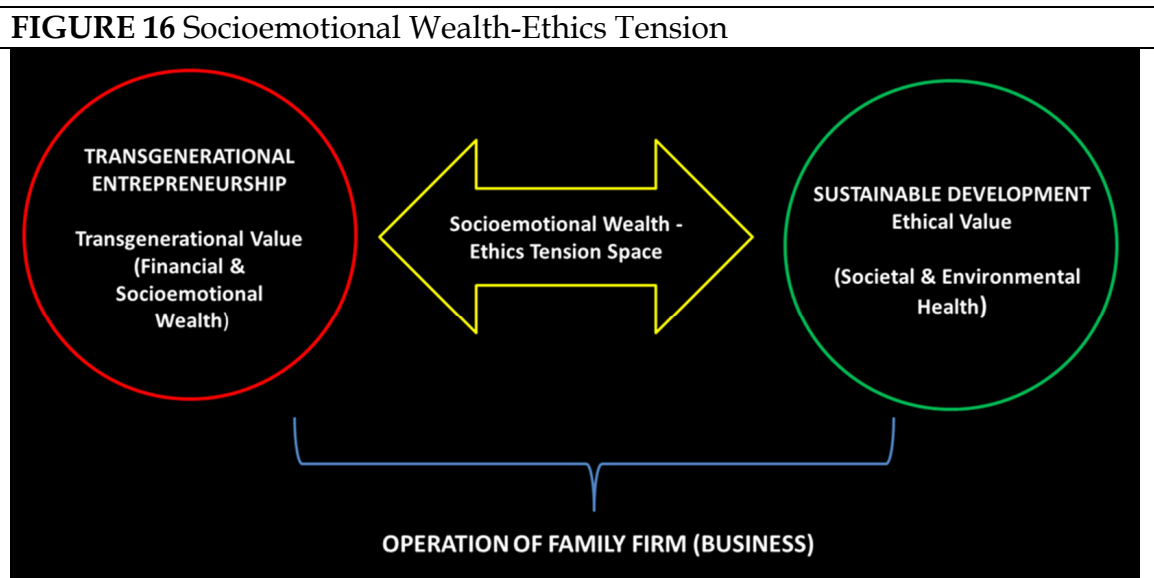
TABLE 5 Result emerging after Benchmarking TE with the Sustainability-driven Entrepreneurship		
<i>Test questions</i>	<i>Answers</i>	<i>Grading Scale: Pass or Fail = What is missing</i>
<i>What is sustained in Transgenerational Entrepreneurship</i>	<i>Family Community , Business across generation , SEW Endowment are Sustained</i>	<i>Fail = Sustaining Nature (Environment)</i>
<i>What is developed in Transgenerational Entrepreneurship</i>	<i>Family firms ability to create value across generations , Economic gain for owners , Non-Economic gain for family members and internal stakeholders</i>	<i>Fail= Non-Economic Gains to Society (external stakeholders)</i>
<i>What is the Entrepreneurship mechanism linking development and sustainability in Transgenerational Entrepreneurship</i>	<i>Family-centred entrepreneurship creating value not only for the current stakeholders but also for the future and, in particular, future family generations</i>	<i>Fail=lack of notion of sustainability. The focus on stakeholders makes it obvious that the business will trade-off</i>

The result in the table showed that there is lack of ecological thinking in the Trans-generational Entrepreneurship concept as conceptualised below in Figure 15.



As illustrated in Figure 15, the entrepreneurial mechanism linking “sustainability” and “development” in the Trans-generational Entrepreneurship concept is not oriented towards the principles of sustainable development. The concept does not sustained nature and life support. The analysis showed that, “Sustaining life support refers to the environment as a source of resources and services for the utilitarian life support of humankind [...].Life support is sustained “through preserving the environment, natural resources, and ecosystem services. If environmental systems are not sustained, life support for humans can be severely threatened”) adapted from Shepherd and Patzelt, 2011: 139. There is inequity between intra-generational value creation and inter-generational value creation for stakeholders outside the family social system. This was found in Zellweger, Nason, Robert and Nordqvist (2011); Habbershon, Nordqvist, & Zellweger(2010) and Serrano, Habbershon, Nordqvist, Salvato, Zellweger (2006) text in the analysis in Table 2b in Appendix 1.

The analysis showed that, the entrepreneurial mind-set highlighted in TE concept creates tension between family-centred goals and principles of sustainable development. This is conceptualised as Socio-emotional Wealth-Ethics Tension (Figure 16). This conceptualisation is a synthesis of Berrone et al., 2012; Berrone et al., 2010 and Gomez-Mejia et.al, 2007 and Bansal (2005) work. Socio-emotional Wealth-Ethics Tension means a tug-of-war between people, planet, profit and emotion (i.e. family centred versus principles of sustainable development).



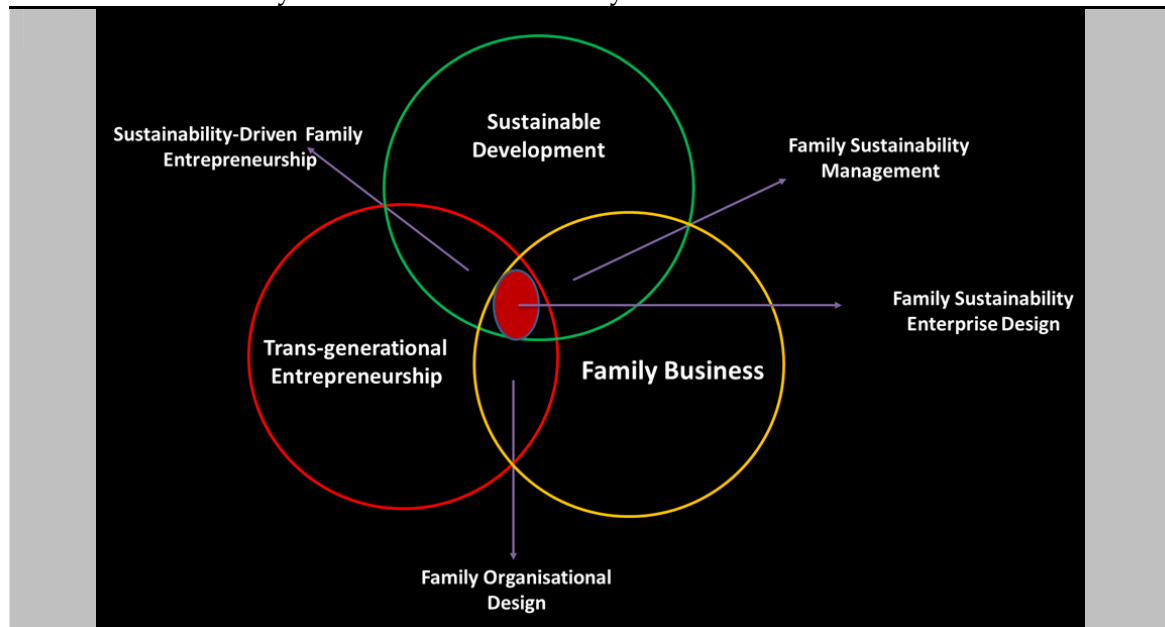
These results provide evidence that the Entrepreneurial mechanism in Trans-generational entrepreneurship is not geared towards entrepreneurial thinking that is in line with the principles of sustainable development. This result raised the main research question again that “how sustainability entrepreneurship is relates to family business if the findings provide evidence that TE is not SE in family business context unlike what is claimed by Woodfield (2010). Informed

by critical realism, the study moved beyond the empirical domain and explored the nexus of TE and Sustainable development. Figure 17 in the next section presents the result of how the phenomenon of SE relates to family business after exploring the nexus.

4.2 Introducing Family Business Sustainability framework

As underlined in the previous section, the result that emerged from TE and Sustainable development nexus is presented in Figure 14. It is labelled as family business sustainability framework. Literatures supporting this framework are presented in Table 6 in appendix 2.

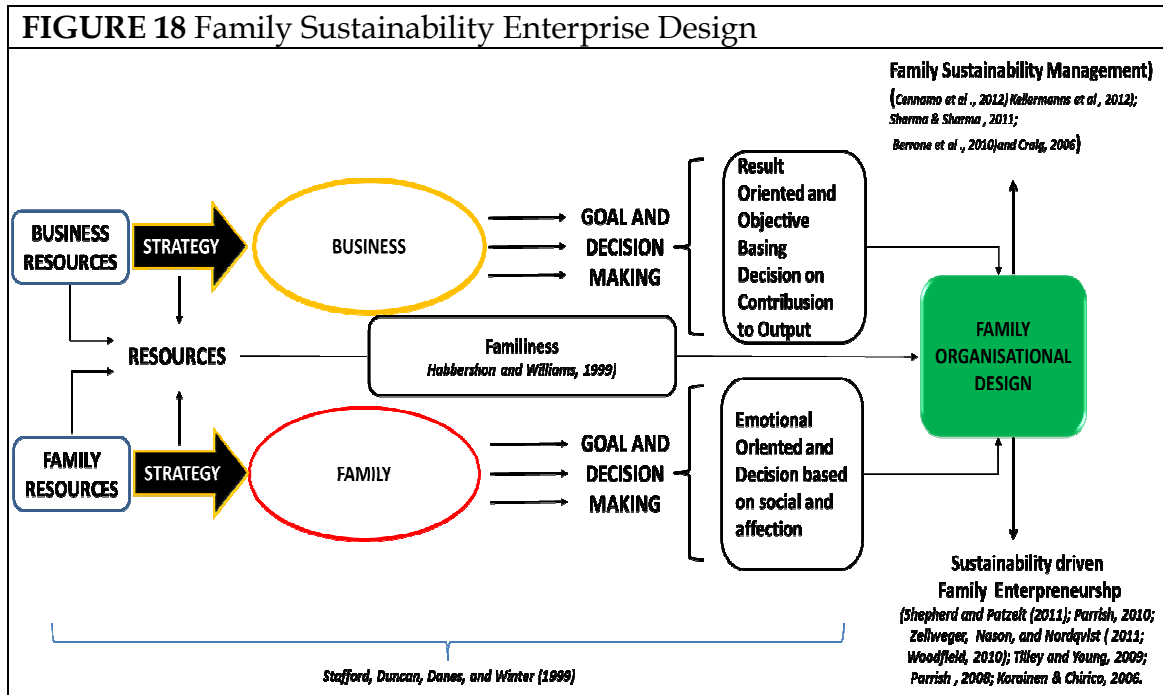
FIGURE 17 Family Business Sustainability framework



The framework offers three routes for family business to construct their entrepreneurial intention within the socio-ecological system where family firms are micro unit of the system (Shepherd and Patzelt, 2011: 140 and Woodfield, 2010: 898-899). Social-ecological system is *a system of people and nature*. The next section presents the definition of the concepts in the framework.

4.2.1 Defining the concepts in the family sustainability framework

Based on the preceding section, figure 18 presents a detailed explanation of the concepts of *Family sustainability enterprise design*.

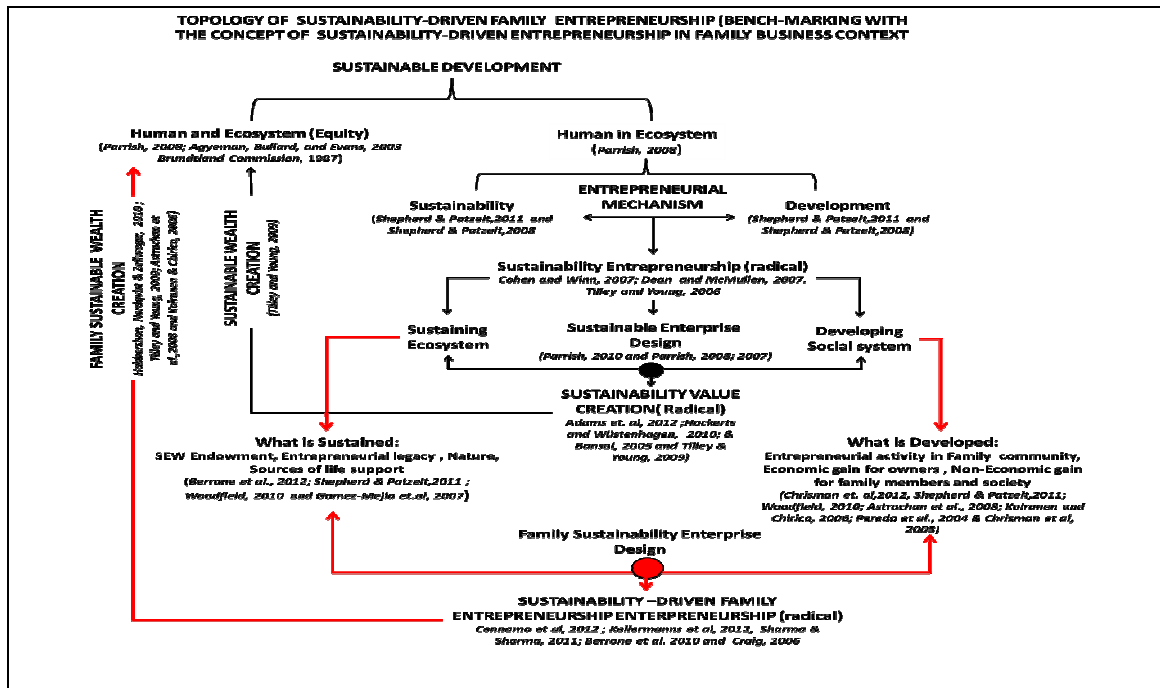


Within this framework family sustainability enterprise design describes the process of creating family sustainability venture or enterprise that are able to contribute to sustainable development of the greater social-ecological system while also sustaining the family’s own trans-generational activities or intention. The concept accommodates two practices: (i) Family sustainability management such as Proactive Stakeholders Engagement and Proactive Environmental Strategy (Cennamo et al , 2012; Sharma & Sharma and, 2011; Berrone et al , 2010; Craig , 2006; Parrish, 2008; Bansal, 2005; Bansal & Roth , 2000) and (ii) Sustainability-driven Family Entrepreneurship (Parrish, 2010; Woodfield, 2010; and Parrish, 2008). The difference between these two concepts is that, if the family firm focus on designing incremental changes in respond to institutional pressures, the family firm’s sustainability practices is termed sustainability management. If the family firm focus on designing new or transformative changes to the family firm, it would be about sustainability-driven family entrepreneurship (Parrish, 2010 and Parrish, 2008). The next section defines how these concepts are related to the phenomenon of sustainability entrepreneurship (SE).

4.3 Defining relationship of the concepts with SE

The relationship between the two concepts and the concepts of Sustainability Entrepreneurship (SE) is that, family sustainability management do not necessary links to entrepreneurship practices. Therefore, the study found that, in the context of sustainability entrepreneurship, family sustainability management can be related to Corporate Social Responsibility (CSR) because the practices used Proactive Stakeholders Engagement and Proactive Environmental Strategy (Shepherd and Patzelt , 2011). Scholars who are active in this research area found in the analysis are Cennamo et al , 2012; Kellermanns et al , 2012; Mesquita, Hashimoto, Hom, Gomes-Mejia, 2012; Sharma & Sharma and, 2011; Berrone et al , 2010 and Craig , 2006). Unlike family sustainability management, in sustainability family entrepreneurship, the dominant family coalition is motivated with ecological responsiveness. They reframe the firm's purpose and modes of family governance to acknowledge the family firm commitments to sustainability (Adams et al, 2012; Nidumolu, Prahalad, & Rangaswami, 2009; Koiranen and Chirico, 2006; and Kemp, Parto, & Gibson, 2005 and Bansal & Roth, 2000). The study found four contingent factors that are likely to influence the sustainable value creation in the entrepreneurial process. The contingents factors are; (i) the frame of valence of SEW dimension by family dominant owners (Kellermanns et al ., 2012); (ii) ownership configuration (Cennamo et al., 2012 & Koiranen & Chirico, 2006; (iii) Industrial norms (Adams et al., 2012; Cennamo et al., 2012 ; Berrone et al, 2010; Habbershon et al, 2010 and Nidumolu et al., 2009 & Gartner, 1885); and (iv) psychological ownership (Koiranen , 2007 & Koiranen and Chirico, 2006). Figure 19 presents a topology of sustainability family entrepreneurship framework with all the literatures supporting the related concepts.

FIGURE 19 Topology of Sustainability-driven Family Entrepreneurship



The next section discusses the results and answers the research question; thus; how sustainability entrepreneurship relates to family business. The section is divided into nine (9) sections and each section presents arguments that increase our understanding, clarifies disciplinary misconceptions and proposed how SE relates to family business.

5 DISCUSSION AND CONCLUSION

5.1 Review of the most important findings

The phenomenon of Sustainability-driven Entrepreneurship (SE) has recently received considerable attention in entrepreneurship and sustainability literature with numerous and in-depth features in mainstream journals such as the *Journal of Business Venturing and Entrepreneurship: Theory and Practice*. While much has been written about this new model of entrepreneurial concept, how it relates to family-owned businesses has not been extensively studied. To follow Hall et al (2010) call that, much has not been contributed by family business scholars, this study responded to the call and explored how the concepts of SE relates to family business where inter-generational thinking is intrinsic. The main philosophical positioning of this study was critical realism (CR). CR integrates realist ontology to constructivist's epistemology. Exploring the research question from critical realist' perspective requires developing a stratified model of reality based on three domains these being; the real, actual and empirical. Starting from the latter, the domain of empirical is the domain where researchers perceived reality of a phenomenon based on empirical data collected about the phenomenon. The domain of actual is where the event being observed at the empirical domain is happening. Whether we observe this event or not what is happening does not depend on perception. From language of critical realism, what is happening, which researchers observe may be a result of underlying mechanisms in the real domain whose operation is giving rise to the phenomenon being studied. The mechanisms (generative mechanisms) are real mechanisms and are called intransitive objects.

In critical realism, intransitive objects are the real objects that do not depend on human activity or disciplinary perception. The generative mechanisms are the causal powers of social structures or processes, which have two entities. First, it is partly natural and; second it is partly social. The natural parts of the generative mechanism are the real things, which exist irrespective of research activities in the context in which the natural is being observed. The social ob-

jects are contextual objects and depend on human activity or the context in which the phenomenon is being examined. Therefore critical realists argue that, the role of a social scientist observing a socially constructed interdisciplinary phenomenon such as Sustainability Entrepreneurship is to; first, explain the social structures, generative mechanisms and their natural and social concepts (objects) in the actual domain. Next, the social scientist, should explain all possible instantiations of the generative mechanisms, which can be observed via empirical traces; before it is manipulated to produce particular actualised outcomes for it to play its dynamic role (Johnston and Smith, 2010: 28-32 and 2008).

Under this microscopic and telescopic view, the study used the dialectical process of intuition and reflective thinking to analyse existing sustainability and entrepreneurship concepts in family business literature. This analytical strategy has enabled the study to move between the data and the literature. The core motive was to uncover which mechanisms underlay the phenomenon of SE and how it can relate to family firms via empirical traces based on socio-emotional wealth theory, chosen for the study. The study used the “constructs to be sustained and developed”, introduced in SE literature by Shepherd and Patzelt (2008; 2011) as a framework for researchers studying the phenomenon. Based on the threefold stratified “naturalist” ontology developed by Roy Bhaskar explained earlier, the study separated the real, the event and the empirical to uncover the underlying mechanisms (Johnston and Smith, 2010). The study explored the social structures of the phenomenon of SE and its causal mechanisms in the context of family business in the analysis.

The findings clearly suggest that, none of the existing concepts found in this study in family business literature represents sustainability-driven entrepreneurship (SE) in family business context. The study found four concepts in the literature, which have been used synonymously by many family business scholars as sustainability and sustainability entrepreneurship concepts. These concepts are the concept of Trans-generational entrepreneurship (TE) (Serrano et al, 2006), sustainable family entrepreneurship concept (Woodfield (2010), Sustainable Family Business Model (Stafford, Duncan, Danes, and Winter (1999) and Tagiuri-Davis sustainability model (the three circle model). The study found that, these concepts are misleading in the literature. They are misleading because the mechanisms underlying those concepts are not synonymous with mechanisms underlying the concepts of SE even under contextual consideration but some scholars claim they are. This means that, the concepts are just popular catchy phrase terms of sustainability among some family business scholars but the concept has no causal relationship with the natural reality of the generative mechanisms underlying the phenomenon of SE. This suggests that, those concepts cannot be used by scholars to represent SE in family business context. During the analysis when the study moved constantly through the data and the literature, it became evident that, among the concepts, the TE concept had more potential to increase our understanding of how SE relates to family business, if the natural objects of the generative mechanisms underlying the concepts of SE

are incorporated into the TE framework. This does not suggest that the remaining concepts are not important. They are potentially related concepts. However, in the author of this present study's view, the concepts of TE are potential with few limitations that can easily be modified to represent how SE relates to family business.

This limitation also provides avenues for new concepts to emerge. This is likely to emerge from the cross-cutting fields of Trans-generational entrepreneurship in family business and Sustainable Development (see figure 14). The empirical traces produced by the underlying mechanisms of this new concept are interrelated concepts that constitute the theoretical world of SE in family business context. This is how the study proposed that sustainability entrepreneurship relates to family business. A typology showing these empirical traces are presented in Figure 16. This was the main contribution in this study and the new concept is labelled as Sustainability-driven Family Entrepreneurship (SFE) concept. This concept will be discussed in the latter part of the discussion as a conclusion and implication of the study. The next section discusses how these findings fit into existing literature and how it supports or disagrees with existing findings as well as how researchers can proceed from what has been proposed.

5.2 Is TE concept synonymous with SE?

The findings emerging from this study, presented in the preceding sections do not support Woodfield's (2010) arguments in his research paper titled "Sustainable Entrepreneurship- More than Corporate Greening." The scholar asserts that; Trans-generational entrepreneurship is how sustainability entrepreneurship relates to family business because the concept of sustainability has been "hijacked" by the green-movement and misconstrued to mean, "Saving the planet"-(see Woodfield, 2010:893 and 896). The scholar elucidates his claims that, "the concept of sustainable entrepreneurship now makes it aware that sustainable goes beyond green politics and social responsibility, to something that involves keeping communities together". Therefore, research should shift from macro level to micro level to understand how the concept relates to family business (p. 893, 896 and 898).

From an interpretative study of concepts point of view, the mere mention of the terms "*hijacked, misconstrued, sustainable entrepreneurship, saving the environment*" means that, Woodfield is not using the term *sustainability* or *sustainable* in everyday language as other authors. The used of those words creates evidence that he is using sustainability as a scientific term from the perspective of sustainable development. This makes it fit into the argument of this study. From critical realist viewpoint, this also means that, the phenomenon being observed by the scholar is the same as that of this study (i.e. the phenomenon of sustainability entrepreneurship). It is also known as sustainability-driven entrepreneurship, sustainable entrepreneurship or entrepreneurship for sustaina-

bility. In this context, the above assertion made by Woodfield was a very good and credible argument but in the author's article, he drew strong conclusion on the fact that Transgenerational entrepreneurship concept is synonymous with SE concept. This is where this study takes the argument from to clarify meaning informed by the interpretative study of concept as a chosen methodology for this study from critical realist perspective. The next section clarifies misconceptions supported with empirical evidence.

5.3 Clarifying disciplinary misconception

Based on the preceding argument, this study re-affirms its stand that, TE is not how SE relates to family business and disagrees that the green movement has hijacked the concept of sustainability, if this study is to borrow the same terminology used by Woodfield. According to Jabareen (2009) no concept was created from nothing. Therefore, every concept has a history. The history can be told from the attributes of the concepts that constitute the theoretical world of the concept. This can be done by observing its ontological, epistemological and methodological concepts and their roles. Looking through this lens, this study agrees with Woodfield (2010) that by moving from macro to micro level, one gains better understanding of how the concept applies to family business. This is in line with Zellweger, Nason, and Nordqvist (2011) findings that advice family business researchers to shift from the firm level to family level analysis to see the family impact on the entrepreneurial process. This is important because the study also found out that, the current knowledge about the concepts of SE overlooked family mechanisms as part of the generative mechanisms underlying the phenomenon. This is a limitation in SE literature and does not make it fully applicable to family firms. This observation supports and adds to Sharma and Sharma (2011) findings. The authors found similar case in their sustainability research. They therefore argue that, ignoring family business "variables from organizational research leads to underspecified theoretical models and empirical findings that do not apply to a large majority of business organizations" (p.309). On the other hand, this study argues that, bringing the family mechanisms into the context do not change the reality about the concepts of the phenomenon because every concept has a history and was not created from nothing as posited by Jabareen (ibid). Therefore, this study disagrees with the scholar of the complete level shift because the concepts of SE is interdisciplinary phenomenon. It links our knowledge of macro level sustainable development research to micro-level entrepreneurship research. However, in between this relationship is the meso-level of the organisations research, which helps researchers to understand behaviours and how human actors leverage resources to undertake the entrepreneurial activities or action that contributes to sustainable development. These are the three social structures of the phenomenon of SE found in this study (i.e. sustainability/sustainable development, organisation and entrepreneurship).

From critical realist perspective, these three social structures informed sustainability entrepreneurship in the real domain. The causal mechanisms of these social structures are what one can observe in the actual domain via empirical traces and can be proposed for how SE relates to family business. This base can be explained using the theory chosen for the study. This means that, it is a myopic undertaking for researchers, to uncover the causal mechanisms produced by the three structures by focusing only on one level of analysis because the phenomenon is interdisciplinary. Each structure has its own unique causal power (mechanisms) whose operation is causing the phenomenon of SE but its function also depends on the casual mechanisms of the other social structures in the real domain. This means that, if one is to support Woodfield (2010) findings by shifting completely from macro level to micro level without moving back and forth in the hermeneutic circle; one wrecks the validity of the research. The researcher will end up observing only a portion of causal power of the micro level concept in the actual domain, which is not all the possible instantiations of the social structures in the domain of real. Such observation does not focus on the phenomenon but rather the social concepts of the phenomenon at the empirical level. This assertion supports and adds to Morse, Hupcey, Penrod, Spicers, Pooler, & Mitcham, (2002) findings that, one threatens qualitative research outcome, like Woodfield (2010) claims if the inquiry commences with the concept, rather than the phenomenon to which the concept is linked. [...]. According to the authors, "Qualitative inquiry that commences with the concept, rather than the phenomenon itself, is subject to violating the tenet of induction, and thus is exposed to particular threats of invalidity" (p.68).

To elucidate this argument with more evidence, the neglect of multi-level analysis is what makes Woodfield (2010) think that sustainability has been misconstrued to mean saving the environment because he did not observe all the causal mechanisms produced by the concepts of SE from transcendental perspective as suggested by Roy Bhaskar's critical realism. This is a constructivist's view, which is opposed by empiricism of the focus on social reality and neglect of natural reality. In interdisciplinary phenomenon, there are social and natural realities underlying every phenomenon. To identify both realities, multilevel analysis is needed and one-way of achieving this is reconciling the force-choice of the dichotomy of opposing paradigms. Philosophically, this argument fits into Kuhn (1996:47-48); Lehner, and Kansikas (2011); Kyrö & Kansikas (2007) and Kyrö & Kansikas (2005) and Danermark (2001:12) findings. Kuhn (1996:47-48) found that, in nascent field (e.g SE), researchers tend to debate over schools instead of producing agreement of how a concept has come to be known. Lehner, and Kansikas (2011); Kyrö & Kansikas (2007) and Kyrö & Kansikas (2005) support this and assert that, some scholars have been pragmatic in their research but no single method is robust for a research and one cannot be pragmatic with its conclusions based on his chosen paradigm. This was the case in the author's assertion because he argues strongly that the Cohen and Winn (2007) view of predicting environmental concern as part of the generative mechanisms of the phenomenon of SE is myopic (ibid). To oppose to this strong

assertion, Lehner, and Kansikas (2011); Kyrö & Kansikas (2007) and Kyrö & Kansikas (2005) posit that, science is all about identifying weaknesses of opposing paradigms and building on their strengths to produce a robust outcome that represents the phenomenon. This overcomes problems in science especially in the field like entrepreneurship where there are different epistemological assumptions. From a philosophical standpoint, that is the goal of critical realism paradigm chosen for this study. The goal is to avoid debating over schools and focusing on clarifying meaning by observing the phenomenon of SE from transcendental perspective. This includes taking into consideration the interdisciplinary role of the phenomenon without being pragmatic on one level of analysis suggested by Woodfield to draw generalised conclusions. This micro-level analysis constitutes external invalidity from a critical realist way of validating a concept from interdisciplinary perspective ((Johnston and Smith, 2010).

This study argues that the focus should be on multilevel observation to understand causal mechanisms of this interdisciplinary phenomenon. The above assertion supports and adds to Danermark (2001:12) findings that, interdisciplinary research is all about analysing a “problem at different levels with different method to understand the phenomenon’s manifestation at the respective level to reach a more holistic perspective on the phenomenon.” This was the focus of this study in justifying why it disagrees with Woodfield’s assertion. This confirms Professor Joseph Maxwell philosophical assertion that: “critical realism can “[...] perform a great deal of useful work in qualitative research, both in legitimizing what qualitative researchers already do, and in influencing them to critically examine and improve their current methods. Ontological realism, when integrated with epistemological constructivism, is not only a more accurate understanding of our relationship to the world, but it is of direct practical benefit to qualitative researchers.” The next section continues the discussion by reconciling the opposing paradigms and providing evidences that, sustainability has not been misconstrued and TE is not SE in family context.

5.4 Is sustainability misconstrued in SE framework?

From the fore-going discussion, after integrating ontological realism to epistemological constructivism, that enabled multi-level analysis, the study found that, beyond any doubt, the phenomenon of SE has causal relationship with natural environment. The study found that, the concept of sustainability is a related concept of SE and it’s a global concept. In addition, its history can be traced from the era of pollution control through to the era of eco-efficiency and eco-effectiveness to the 21st century era of sustainability (e.g. see Steelcase, 2001:16). This is where the idea of integrative management came into the scene.

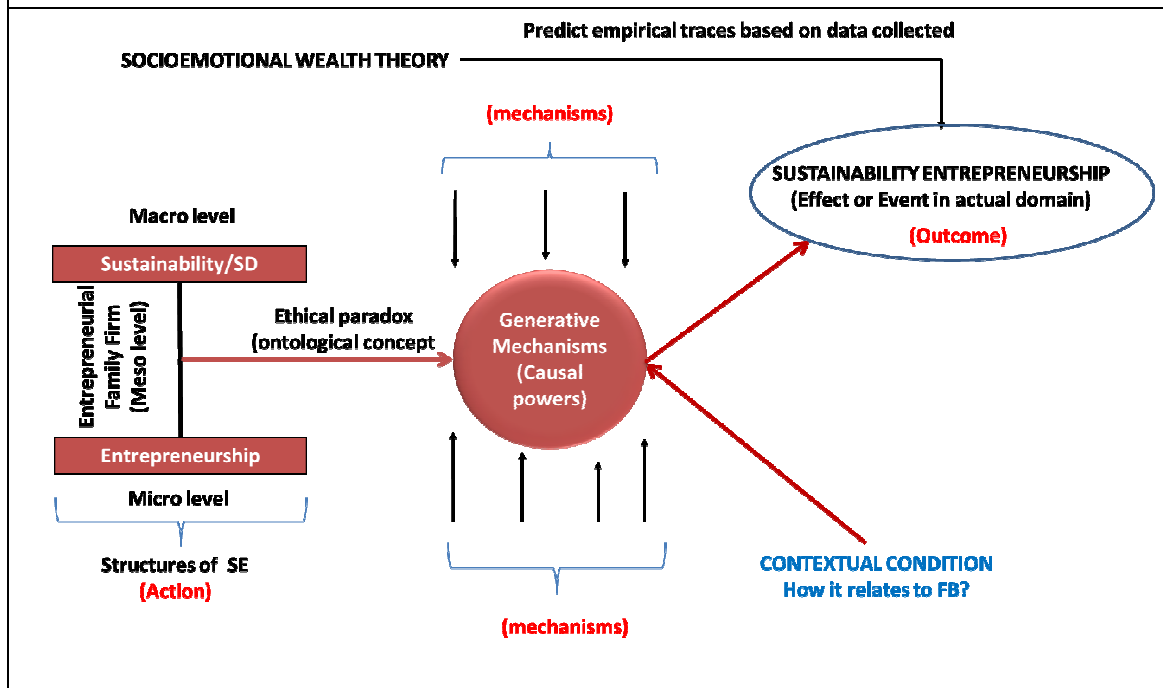
When integrative management came into the scene, the focus was on saving not only the environment but also keeping communities together as Woodfield made an excellent effort of observing it at the empirical domain. This was credit to Woodfield. This era is what also gave birth to the triple bottom line

concept developed by John Elkington in his book the "*Cannibals with forks: the triple bottom line of 21st century business*". Throughout these milestones, sustainability has undergone many radical definitions and that led to the creation of the phenomenon of Sustainable Entrepreneurship which constitute twelve (12) elements operating in unison developed by Young and Tilley (2006)-see section 2.4.3 in the literature review.

Environmental and social concern is central to the sustainability and entrepreneurship rhetoric because the concept of sustainability arose out of uncertainty at the environmental movement at the United Nations Conference on Environment (Parrish, 2008). The concern was on the prospects for the future well-being of humanity in the ecosystem. The paradox about the concept is that, human activity should not work at the expense of the ecosystem on which humans depend on for their survival. From critical realist perspective, ecosystem is independent of human activity but human activity is dependent on sustenance of the ecosystem. Human activity is community-based practice (Peredo, Ana Maria and Chrisman, 2004) and community is micro unit of the ecosystem. Therefore, it is within this socio-ecological system that humans construct their vision. This means that when humans construct vision or intention that degrades the ecosystem, it creates negative impact on human community and humans cannot create long-term intra-generational and intergenerational value, which is one of the major concerns for family firms. This is in line with Bansal (2005) findings that "unethical firms will likely lose their social license to operate, and unprofitable firms cannot create economic or social value. To survive in the long-term, businesses must capture sustainable value by finding, and operating in, the space where economic and ethical activities overlap" From the language of sustainability, unsustainable approach to community-based value creation creates intra and inter-generational inequity because it detracts from the principles of sustainability (see Agyeman, Bullard, and Evans, 2003).

Sustainability is a principle of creating intra and inter-generational equity. The concept of equity is a methodological concept and is the social aspect of sustainability, which is open for interpretation (Jabareen (2009). From critical realists perspective, the concept of equity is a socially constructed concept but that does not make it entirely unreal (Johnston and Smith, 2010). The concept of equity is open for interpretation because the community to be sustained in ecosystem is built around cultural values based on the continuous interaction of the human actors in the community. Moreover, cultures act to preserve themselves and to protect their own living existence (Trompenaars, and Woolliams, 2003). This is where family business fits into the sustainability argument in this study as Woodfield found that they operate community-based entrepreneurship. This means that, on analytical basis, the level of analysis now shifts from a silo-perspective of observing only sustainability as a social structure to include observing it as a causal relationship with entrepreneurship with reference to family actors operating between the relationship. Figure 20 illustrates this critical realism causal outcome diagram of the on-going discussion.

FIGURE 20 Critical realism causation outcome model of the present study



From sustainability entrepreneurial perspective, family firms as community-based actors, have the opportunity to define their own values that bind or unite them and endure their community. However, these values are expected to be in line with sustainability values. The essence of evolving the existing cultural values with ideal values is not to replace the ideal values with existing values but to reinforce it without any dynamic tension, which is likely to degrade the ecosystem and the community. This is because “values are not artefacts that can be added.[...] Values “are continuously created by interactions between human actors and not ‘just out there’ as solid rocks. [...] and culture is only meaningful in the context” in which the change process unfolds (“Trompenaars, and Woolliams, 2003: 363).

This is where the role of intention becomes an important mechanism in the Sustainability and Entrepreneurship relationship. The goal is to observe the outcome of family business’ value creation if it conforms to principles of sustainable entrepreneurship. The concept of intention is the attitude or orientation of family entrepreneurs to contributing to sustainable development. Earlier research supports this concept of intention as part of the generative mechanism. It is posited that intention has the capacity to predict both organizational outcomes such as its survival and growth as well as individual behaviours (Ajzen, 1991). In SE literature, it is suggested that, the primary intention of the family entrepreneurial firm (Hockerts and Wüstenhagen, 2010) or the new entrant entrepreneur in the family (Young and Tilley, 2006) should be ethically driven by the principles of sustainable development (i.e. sustainability driven intention). The study found that sustainability driven intention plays an epistemological

role in SE framework that remains unresolved. This means that it is scalable to other disciplines. In spite of this, the central idea of this concept of Intention is that, the primary intention of the entrepreneur should be driven by the desire to contribute to sustainable development. This is a consensus among SE scholars (see Ngwakwe, 2012; Nowduri, 2012; Hall et al, 2010; Hockerts and Wüstenhagen, 2010; Parrish and Foxon, 2009; Tilley & Young, 2009 and Young and Tilley, 2006). In the language of critical realism when an interdisciplinary concept is agreed among interdisciplinary scholars, it is presumed as natural objects of the generative mechanism. This means that it must be kept constant in all research in addition to how the human actors, which the concept applies, adapt it in their own domain. From critical realist perspective, this means that intention is real. It is part of the natural object of the generative mechanism even when family actors can alter this intention but the intention exists irrespective of their own intention. This intention informs their entrepreneurial performance and outcome. It also distinguishes the family's new entrepreneurial practice from other forms of conventional entrepreneurial practices by other community members. This means that once the family actors operate between the sustainability and entrepreneurship relationship, their own trans-generational intention should be in line with sustainability-driven intention. This means that sustainability entrepreneurial activity is not just a catchy phrase adopted by firms or individuals without doing what it calls for.

In SE literature the emphasis of the intention is on three main intentions. These are economic driven intention, ecological driven intention and social driven intention. These are not intentions that operate alone. This is the main limitation of social entrepreneurs, environmental entrepreneurs and trans-generational entrepreneurship. The limitation is due to their single primacy and not possessing an intention that combines the proposed intention which is real in a more holistic and integrative manner. These findings also add to the merit of the main argument in this study that, Trans-generational Entrepreneurship (TE) is not sustainable entrepreneurship in family business context. This is incongruence with Lehner (2012) arguments that social entrepreneurship is synonymous with sustainability entrepreneurship. In his PhD dissertation, Lehner (2012: 31-33) argues that, "Several SE initiatives target environmental and sustainable production and distribution. So are the constructs of SE and sustainable entrepreneurship [...] "The question is, how explicitly the social entrepreneurs pursue this sustainability-driven intention in holistic manners without placing priority on one than the other. This is an important argument because trade-off is not a language of sustainability. In other words, it does not also suggest that social entrepreneurs cannot be sustainable entrepreneurs but does their intention towards social value creation and ecological value creation overrides? This study argues that if it does then social entrepreneurs are not sustainable entrepreneurs

This study found that, if social entrepreneurship is to be used synonymous with any concepts then, it is Transgenerational entrepreneurship and not SE. In the same way, if TE is to be used as synonymous with any other concepts

then it is social entrepreneurship concept and not SE concept. This again creates evidence that, Transgenerational entrepreneurship is not synonymous with SE in family business context. The study found that family entrepreneurs act exactly as social entrepreneurs because their emphasis is on community social value creation and neglect the ecosystem. Even if they do not neglect and act as social and environmental entrepreneurs, their intention overrides and places more emphasis on social and economic driven intention. This confirms and adds to the findings of Linnenluecke and Griffiths (2010) and Cameron, and Quinn (2006). In their Competing Value Framework, Cameron, and Quinn (2006) found that, family firms view human development as a theory of effectiveness, and that is what matters most for the organization than being externally focused. Linnenluecke and Griffiths (2010) add that, in such an organisation, "greater emphasis is placed on internal staff development, learning and capacity building in their pursuit of corporate sustainability. [...] The strong focus on social and human relations values, attract or support social entrepreneurship" (p. 362). This assertion clearly manifests in Serrano, Habbershon, Nordqvist, Salvato and Zellweger's (2006) years of research experience studying family firms as senior family business scholars. They define TE as: "*transgenerational entrepreneurship*" refers to sustained family-based entrepreneurship that creates a continuing stream of family-influenced social and economic wealth across many generations" (p. 2). Once again, this confirms that TE is not SE in family business context. This open avenue for observing others mechanisms and introduce a new concept. The next section continues the discussion.

5.5 Advancing thought and observing disciplinary mechanisms

Sustainable entrepreneurs are profit makers, social value creators and ecological value creators. Their profit making varies from firm to firm or one actor to actor since it depends on how the actors define their financial values or wealth. This confirms Shepherd and Patzelt (2011) findings that "for some sustainable entrepreneurs it may be sufficient to simply ensure the financial viability of their organization, but others may be primarily driven by developing economic profit for themselves" (p.140). In the context of family business Chrisman, Chua and Litz (2003:467-468) found that, family actors are driven by both economic and non-economic goals. This means that in discussing the concept of equity and intention of SE in family business context, family actors' cultural values do not change the primary intention of a sustainable entrepreneur as mentioned above. On the other hand, family entrepreneur transforming to be sustainable entrepreneur should also be driven by the same intention. This study argues that, in adapting SE in family business context; sustainability-driven intention and trans-generational intention are two epistemological concepts that can be observed from the domain of real. From critical realist perspective, these intentions are real mechanisms mediating the sustainability and entrepreneurship

relationship in family business context. These two intentions are expected to mutually support and reinforce each other to create family-centred intra and intergenerational equity that goes beyond the firm boundaries. The intention is labelled in this study as family sustainability-driven intention. It captures both trans-generational intention and sustainability-driven intention. This family influenced intention is what creates value in an equitable manner that reconciles the paradox of sustainability and development. In non-family business context, the study found three equity concepts, which are agreed among interdisciplinary scholars. These equity concepts are the concept of ecological equity, social equity and economic equity. The scholars who are in consensus of these three dominant equity concepts represents the field of geography, economics, ethics, law, sociology, anthropology, urban studies, planning, design, and architecture (Jabareen, 2009: 55) and recently family business scholars (Cennamo, Berrone, Cruz, and Gomez-Mejia 2012); (Kellermanns, Eddleston, and Zellweger 2012) and (Sharma & Sharma 2011) and (Craig and Dibrell 2006). However, the family business scholars have reservations. This is because equity in family business has different meaning because of the trans-generational intention of family actors and their intention of sustaining entrepreneurial legacy in their community across generation. This was discovered from the definition of TE concept offered by (Habbershon, Nordqvist, & Zellweger, 2010) during the analysis in Table 2b in Appendix 1. This is where Astrachan et al (2008); Gomez-Mejia et al (2007) and Koiranen and Chirico (2006) observed empirically beyond transcendental perspective recommended by Bhaskar critical realism. They explicitly report that, it is the will-factor of entrepreneurial-driven family individuals that drives the entrepreneurial activity in the family social system (i.e. community). Koiranen and Chirico (2006) called it the Psychology ownership of the family actors. Bansal & Roth (2000) support this and posit that there are different motivations that prompt organizations in responding to sustainability challenges but this is usually led by powerful individuals who are ecologically driven in the organisation. Astrachan et al (2008) and Koiranen and Chirico (2006) add that this psychological ownership feelings can also be negative and work against the community which in turn can degrade the ecosystem. This negative psychological ownership diluted as the business pass across the generation but the positive feeling is preserved if the activities are emotionally rewarding via their entrepreneurial performance. Therefore, in family business context, emotional equity is fourth equity concept, which is real and must be kept constant when observing the phenomenon of SE concepts from family business disciplinary perspective.

If the emotional gain or capital is not kept constant, present generation will act unsustainably and lead to environmental racism. Environmental racism in this study means decision making about environmental concern that exclude non family actors because the family firm perceived that, the non-family actors do not share in the stock of affect-related value that the family has invested in the community-based entrepreneurial activity. Gomez-Mejia et al (2007) called it socio-emotional wealth endowment of the family. This study found that, fam-

ily business actors decision-making that do not benefit actors outside their community including proactive environmental engagement is based on reference frame of valence of SEW dimensions. According to Kellermanns et al (2012), valence is used to categorize emotions as either pleasant (positive valence) or aversive and unpleasant (negative valence). If there is absence of emotional equity, there is risk of environmental racism in the family community against their non-family actors. This will go a long way to encourage unsustainable behaviour. This is due to their administrative practices which is based on social and affective motive (Mesquita, Hashimoto, Hom, & Gomes-Mejia, 2012). Koiranen (2003: 246) called it paternalism and it contests with entrepreneurialism and managerialism even if being sustainable will benefit the community-based entrepreneurial practices and sustaining ecosystem. Unfortunately this behaviour is unpredictable because it depends on the ownership configuration of the business and reference frame of SEW dimension of the dominant owner. This is because for family firms the most important thing for them is caring for other family members and preserving their socio-emotional wealth to keep the business in the family. So entering their territory to tear the family apart is like a dog in the midst of cats. They will not allow if they feel threatened. Therefore, the "WE and THEY" language is very high (ibid). This means that if they have chance to preserve their SEW endowment they are ready to leverage all family-influence resources (Familiness) to act sustainably if that is what will keep the family in harmony. The study found that, this is possible through family governance for sustainability. With effective family governance for sustainability, they are likely to question the firm traditional practices, revisit the family business model and use their family influence resources (Familiness) to pursue sustainability-driven intention. Nevertheless, this is possible if there is someone in the business who believes that this is possible and will bring benefit to the family. Koiranen and Chirico (2006) called them Positive Psychological owners. With this positive psychological attitude, they will reframe the business model and modes of governance to acknowledge the firm's commitment to sustainability (Adams, Jeanrenaud, Bessant, Overy and Denyer, 2012 and Koiranen and Chirico, 2006). This support and adds to Berone, Cruz, Gomez-Mejia, & Larraza-Kintana, (2010 that) findings which state that, families are willing to be responsible corporate citizens. They are willing because "negative image of the firm as a result of poor environmental performance is privatized and personalized, directly implying a loss of the family's socio-emotional wealth" (p.88). Koiranen (2002) also found that family firms that have "been involved in business for over one century perceive and ranked their "modes of good ethical conduct" that reinforces law higher than other values (p. 175 and 182). Apart from this way of revisiting the business model, as the business move through generation, there are likely to be generation family members who have the will factor (ibid). The industry the family firms operate is also likely to force them to revisit the business model. This is confirmed by Nidumolu et al (2009). According to Nidumolu et al (2009) sustainability has now turned into a pitched battle between government and business, which will

force firms to change and question their existing practices. However, the smart ones are those who see sustainability as innovations' new frontier. All these are situational and psychological factors that will facilitate the creation of ecological equity, emotional equity, economic equity and social equity to achieve sustainability in family business context. These concepts are all methodological and social concepts underlying the phenomenon of SE when observed from contextual perspective.

The essence of these equity concepts is that, emotional equity creates psychological commitment for this to happen and sustained entrepreneurial behaviour in the business across generation. Economic equity creates financial benefit for family owners. This is important for family sustainable entrepreneurs. Koiranen and Chirico (2009:9) found that "well-performing family firms who have been able to create value over generations have given their owners a possibility to increase their family wealth" (p. 9). Economic equity also helps the family to invest in knowledge related capital to enhance or renew the firm dynamic capability to be competitive in the turbulent market informed by sustainable development (ibid). Social equity creates social capital for the family community and non-family actors beyond the firm boundaries. None of these capitals is enough unless the family sustainable entrepreneurs create natural capital. Therefore, ecological equity creates natural capital because the family community depends on the natural resources for their emotional, social and economic gains. Jabareen, (2008: 188) found that natural capital is the material aspect of the theoretical framework of sustainability and sustainability advocates that it should be kept constant for the benefit of present and future generation. Whilst intra and intergenerational value creation is one reason why the family are in business, one can argue that, natural capital is an ontological concept of the generative mechanisms when studying SE in the family business context. The concept represents the environmental and natural resource assets of development and preservation. According to Jabareen (2008) "humans can modify it, and humans can enhance its reproduction, but it cannot be created by humans" (p. 182). Therefore, sustainability does not make allowance for substituting human and human-made capital for natural capital. By keeping natural capital constant, current generation will not degrade the natural resource assets so that future generations do not inherit a degraded environment. This finding confirms Shepherd and Patzelt's (2011) findings that nature and "life support appears to be sustained through preserving the environment, natural resources, and ecosystem services. If environmental systems are not sustained, life support for humans can be severely threatened" (p. 139).

This ends the Woodfields argument and creates evidence that sustainability has causal relationship with environment and has not been misconstrued to mean saving the environment or hijacked by green movement. Robinson (2004) supports this and states that the Brundtland commission was first to popularize the concept. The definition was more attractive to governments and businesses than definition that is more radical. What led to the tendency to divide the concept on terminological grounds is due to the concern "on the part of Non-

Governmental Organisations (NGO) and academic environmentalists, that development is seen as synonymous with growth, and therefore sustainable development means ameliorating, but not challenging, continued economic growth" (p. 370). The lack of definitional gap is the result of these political and academic debates surrounding the concepts (p.374). However, the author's review shows that the preferred use of the word when referring to *value change* is sustainability (p.372) but when using it as a *technical fix*, sustainable development is appropriate. The author's review proposes that whether "*sustainable*", "*sustainability*" or *sustainable development*, "if sustainability is to mean anything, it must act as an integrating concept" (p.378). This means that, the social dimension of sustainability must be integrated into the ecological dimension of sustainability. This integration does not mean squaring the three circle of sustainability to achieve sustainable development.

Based on all these empirical evidences presented, it gives this study a legitimate voice to re-echo that the concept of sustainability underlying the phenomenon of Sustainability Entrepreneurship (SE), has not been hijacked by green movement. Therefore, Trans-generational Entrepreneurship is not synonymous with the concepts of SE in family business. The limitation is that there is absence of natural capital. To this end, the study proposed the concept of Sustainability-driven Family Entrepreneurship as how SE relates to family business. The last section of the discussion synthesised all the concepts of the generative mechanisms discussed into a conceptual framework as an extended model of the Transgenerational Entrepreneurship framework. This bridges the gap to incorporate the ecological capital into the TE framework. It proposes new name to avoid future debates by using action word "driven" to sustainability so that scholars can easily see what type of sustainability as a term is been under investigation. The scholar of this study is not the originator of the name but rather it was popularised by Woodfield. However, this study argues that, the action word is important because Woodfield did not add to it. The action word was borrowed from Tilley and Young (2009) as a way of distinguishing these entrepreneurs from conventional entrepreneurs. The next section presents how sustainability Entrepreneurship relates to family business as an answer to the research question.

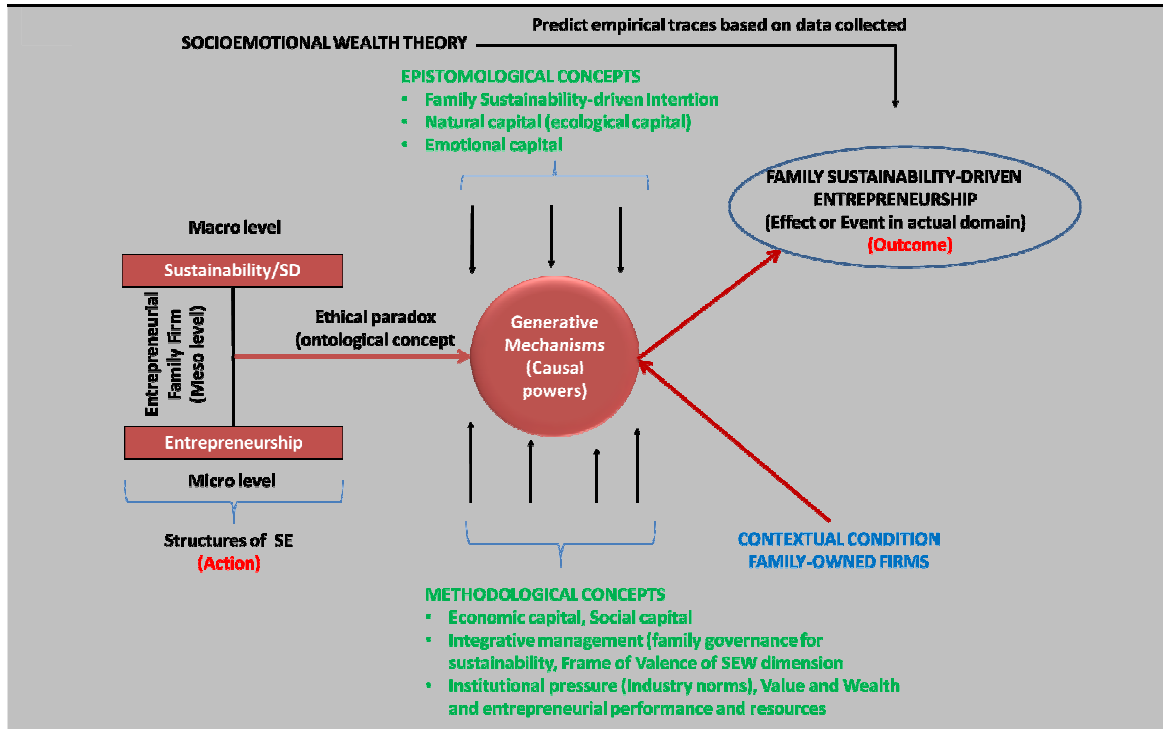
5.6 Concluding part and implications

5.6.1 How SE relates to family business?

Figure 21 presents revised version of the Critical Realism (CR) causation outcome model with all the instantiations of the generative mechanism discussed in the preceding sections. The epistemological concepts are unresolved and the methodological concepts are open for new insights, interpretations and additions. The ontological concept is the concept this study attempts to discover,

thus, how entrepreneurial activity can bring into existence new processes and capabilities to reconcile the paradox of “sustainability” and “development”.

FIGURE 21 Revise version of the CR causation outcome model

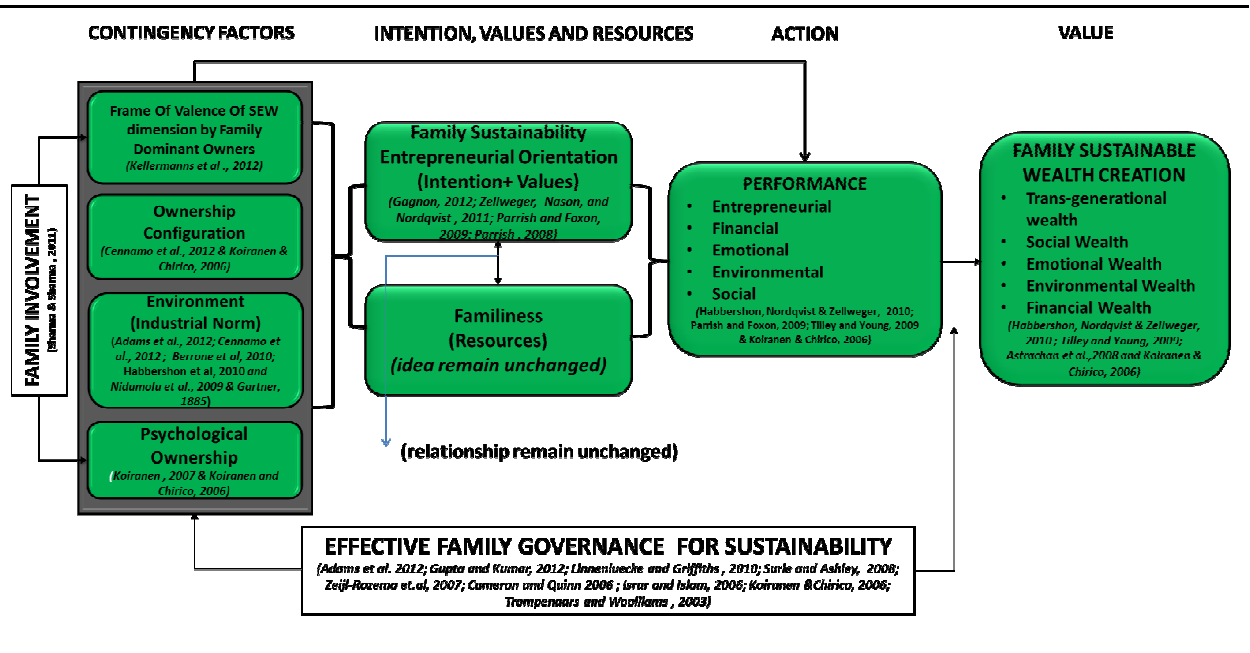


Re-synthesising the generative mechanisms under the theoretical lens of socio-emotional wealth theory in family business context; this study introduces the concept of Sustainability-driven Family Entrepreneurship as how SE relates to family business. Building on the STEP project definition of Trans-generational Entrepreneurship and Shepherd, and Patzelt (2011) definition of SE, below is the proposed definition for the proposed concept.

Sustainability-driven family entrepreneurship is focused on the preservation of nature, life support, and community in the pursuit of perceived opportunities using family-influenced resources to bring into existence future products, processes, and services for gain; where gain is broadly construed to include economic and emotional gains to family owners and individual family members to preserve the socio-emotional wealth endowment of the family and non-economic gains to the economy, and society.

Below is the framework (figure 22) for studying the concept in family business context. This is the main contribution of the study on how SE relates to family business.

FIGURE 22 The proposed Sustainability Family Entrepreneurship framework



Within the definition presented above, the sustainability-driven entrepreneurial mind-sets are attitudes, values, beliefs and aims that orient families toward the pursuit of entrepreneurial activities with the primary intention of contributing to improved environmental quality and social well-being in ways that are mutually supportive. The relationship between Family Entrepreneurial Orientation (FEO) and sustainability is that, FEO is the way of acting while sustainability is a set of postulates and aims. This study found a positive relationship between EO and sustainability. The two could exist if the enactment of the postulates of sustainability can bring business advantages to the family firm that do not threaten the socio-emotional wealth endowment. The three EO concepts likely to be in operation are Pro-activeness, Innovativeness and Risk taking. Risk showed a weak relationship unlike Pro-activeness and Innovativeness because undertaken sustainability action, which is resource intensive without knowing its short-term gain but only in the long term, is something which will depend on the type of family firm in operation and the industry the family firm operates. The study presumes that, family firms operating in high polluting industries are likely to consider the risk mechanism to leverage family influence resources to take risk but all depends on the effects of the action on SEW endowment. The study observed in the literature review that family firms are usually viewed as risk averse but family firms are ready to take risk and being proactive to changing market need via innovation, provided the risk decision does not threaten the socio-emotional wealth of the family firm. It was observed that, innovativeness is more likely to be stifled by family dominance. This is likely to happen because they want to ensure stability and the maintenance of

control over innovation. The family firm may resist innovation if it is perceived to threaten or conflict with their family-based identities because their strategy is based on defender approach.

The entrepreneurial capabilities refer to the resources and capabilities of the family that may facilitate sustainability-entrepreneurial activities and create competitive advantage (note: only in positive scenario) (Habbershon, Nordqvist & Zellweger, 2010; Habbershon, Williams, & MacMillan, 2003; Habbershon and Williams; 1999; Barney, 1991 and Barney, Wright, Ketchen, 1991). New streams of entrepreneurial, financial, social, ecological and emotional values refer to a broader understanding of performance. This value reaches beyond the traditional forms of economic performance outcomes to incorporate environmental and social forms of wealth beyond the family and family firms' boundaries. The contingency factors are factors that can facilitate or impede the new entrepreneurial behaviour towards sustainability. All these behaviour mechanisms are in operation because of the family involvement in the business but institutional pressures are likely to force the family to change their ways of value-creation and move towards creating family sustainable value.

In conclusion, this new framework is introduced in the literature to examine, understand and explain sustainability-driven entrepreneurship within the context of families and family businesses. Below are proposals of the construct of "what is to be sustained and developed in sustainability family entrepreneurship.

5.6.2 The construct of what is sustained and what is developed?

What is to be sustained in Sustainability-driven Family Entrepreneurship (SFE)? This study proposed that nature, sources of life and community is to be sustained. **What is to be developed** in Sustainability-driven Family Entrepreneurship? This study proposed that economic gain to owners of the family business and emotional gain to individual family members to preserve the socio-emotional wealth endowment is to be developed. Developing these create positive psychological ownership to sustain entrepreneurial legacy in the family social system across generation. The study also proposed that, social gain (non-economic) to society should be developed (e.g. commitment to tax, philanthropic values etc). What is the entrepreneurship of SFE? This study proposed that, family-influenced entrepreneurial mechanism driven by family sustainability intention (Transgenerational intention + sustainability intention) that bring into existence future products, processes, and services to address sustainable development challenges whilst creating family shareholders value.

5.7 Validity and Reliability of the study

The terms reliability and validity are essential criterion for quality in quantitative paradigms. In qualitative paradigms, the terms credibility, neutrality or confirmability, consistency or dependability and applicability or transferability are to be the essential criteria for quality. [...] "(adapted from Golafshani, 2003: 601 and 602). According to Kyrö and Kansikas (2005: 137), the overall robustness of a research can be seen from its design from ontology to method because ontology, epistemology, methodology and method are chain of interdependency. In the context of this study, the validity and reliability of the study can be justified from the ontological and epistemological position of the study as well as the methodology and method used in the overall research design. On ontological and epistemological grounds, whilst qualitative researchers are interested in subjectivity and quantitative researchers are interested in cause and effect relation about a phenomenon, critical realist way of validating a phenomenon is based on justification of three validity: construct validity, internal validity, and external validity. Because CR argue that, what researchers see may only be a portion of what is happening; the overall validity for a critical realist is understood as justifying that the underlying mechanisms about the phenomenon being studied has been uncovered to provide context rich theoretical explanations. They also hold the view that, the causal powers underlying the phenomenon being studied can change overtime and this open up possibilities for countervailing mechanisms. This means that "the previous or expected operation of underlying mechanisms is obstructed by some opposing forces which if removed would yield the previous or expected result." (Hobain, 2012: 15). This was justified in the discussion. Readers can recall in the discussion that, it started by uncovering the causal mechanisms of sustainability when the study argues that Woodfield cannot focus on one level of analysis. After that, the study proceeded by linking sustainability to entrepreneurship and observed the causal mechanisms of the relationship. It was at that stage, the concepts of sustainability-driven intention and concept of equity emerged. If readers can again recall, the equity concepts were economic equity, ecological equity and social equity. In the same manner, other methodological and epistemological concepts were uncovered. Those were the mechanisms under normal condition. However, during the meso level analysis, when family business mediated the relationship it became an obstruction. This is where the concepts of Sustainability-driven intention changed to Family sustainability-driven intention (i.e sustainability-driven intention+ transgenerational intention) and the concept of emotion was uncovered. This is what critical realists call the 'mechanisms under control or manipulation'. This means that, overtime when the obstructions are removed, it yields the previous. For example if the context is changed from family firms to non-family firms, we will again have sustainability intention instead of family sustainability intention, which combines trans-generational intension and all natural objects will remain. It is the same as the equity concept. If family busi-

ness is not the context, emotional equity will not be there. This is critical realist understanding of social science and this justifies, internal validity and external validity. The proposition description may be of a general benefit to other family firms because of the sufficient detail and attention to both subjectivity and objectivities. This generalised way of proving external validity is deemed more appropriate than positivism research approach of external validity which the researcher develops a generalizable rule for firms to follow whether it applies to them or not.

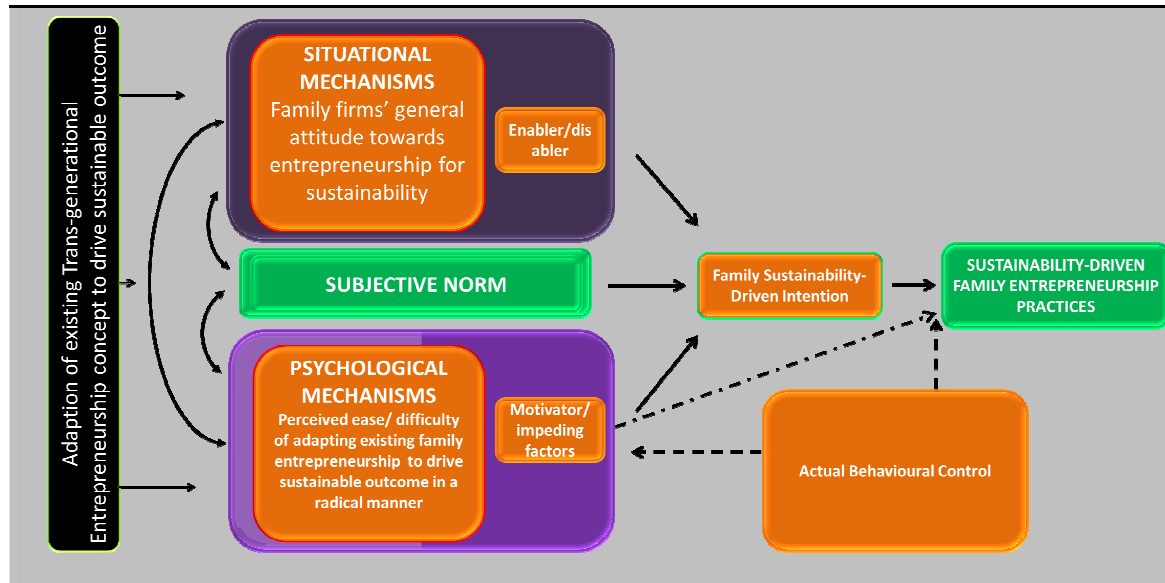
Furthermore, from a critical realist perspective, construct validity is about “whether data that are empirically available give valid knowledge about the actual manifestation of the purported generative mechanism in the laboratory” (Johnston and Smith, 2010: 34). This was justified in Table 2b in Appendix 1 and Table 6. Finally, the critical realism way of reliability is that, the author is allowed to bring his or her personal experience in the research because critical realist theory observes both the observable and the non-observable events and that is where experience comes in about the researcher’s knowledge about the phenomenon being studied. However, a critical realist is interested to know if the experience was used in a rigorous manner without being biased. The experience used in this study is the author’s in-depth knowledge about family firms and entrepreneurship because it is his major university study. This led to the assumption that emotional capital should also be kept constant in the same way as natural capital, which helps to keep natural resources assets and environment constant for future generation. In the same way as natural capital, emotional capital is what preserves the socio-emotional assets for the present generation and future generation members. This means that if it not kept constant, the community cannot be sustained for future generation. In addition, in the beginning of the research, there was an unofficial conversation with Professor Matti Koiranen, a fellow of International Family Recreation Association (IFRA). This exposed the author to different mechanisms, which shifted the authors mind from silo thinking. However, this meeting was at the initial stage of the thesis and was an unofficial meeting and he has no personal involvement in this thesis. This is how the experience was used in the rigorous manner. On validity on conceptual grounds, the proposed framework is the extended version of the already established STEP Projects framework built from system thinking. It also incorporates thinking from Koiranen and Chirico (2006) FIT Model. Socio-emotional wealth is the supporting theory. According to Jabareen (2011: 592), this is how conceptual knowledge is built. “It is a mere collection of concepts but all the concepts are interrelated and interwoven with one another; each plays an important role in the framework as a whole.” Baxter and Jack (2008: 553) support this and state that, a conceptual framework serves as an anchor for a study. Miles & Huberman (1994: 18) explicate that, it is a collection of “Intellectual Bins.” These bins come from theories, experiences and general objectives of study and logic. What leads to making sense of the bins is setting out the bins, naming them, and getting clearer about the relationships. This guides you to decide which variables are important and what information regarding theo-

ries, concepts etc. are appropriate. This was the process in constructing the Sustainability-driven Family Entrepreneurship framework. In the framework it can be seen that, every concept plays a role. This shows the reliability of the framework that, it is not just a mere collection of concepts but every concept plays a critical role.

5.8 Limitation and further study

Given the exploratory nature of this study, this study emerged out of naturally occurring data due to the chosen methodology. First, as the study succeeded in interpreting “mute texts”, therefore, It is not out of place to admit as researchers that, there might be some “mute texts” in this study because knowledge is socially constructed from perception even though it is not entirely so. As long as critical realists believe that, what scholars see as the cause of an event may be a portion of what is happening, this means that every research has a limitation. One limitation of this study is that, the critical realism paradigm acknowledges that, some mechanisms may change overtime. The mechanisms in the conceptual framework are based on naturally occurring data. It might happen that it is not all the mechanisms, which is at play, but it is until an in-depth case study is conducted, it will not manifest. Therefore, researchers are encouraged to test the proposed framework in future studies. This study recommends critical realism so that, subjective view do not ruin the internal validity of the study. More interesting research in future studies will be values that drive sustainability-driven family entrepreneurs. The study has shown that there is positive relationship between family entrepreneurial orientation and sustainability. The study has proposed three EO dimensions that support sustainability intention in family business context. These were Proactive, Innovativeness and Risk taking, even though risk taking showed weak relationship. On theoretical grounds, this study recommends Socioemotional Wealth Theory, Theory of Planned Behaviour, Affect Infusion theory and Normative and Institutional theory that has been used by senior scholars in the field. Further research can use a combination of Socioemotional Wealth Theory and Theory of Planned Behaviour. The SEW theory will help to understand the family influence mechanisms and the theory of planned behaviours would help to predict behaviour and factors likely to enhance or impede the family firm behaviour towards sustainability value commitment. This might be complex for some students. However, below is framework (figure 23) based on theory of planned behaviour that offers a window for students. Students can explore the problem from both situational and psychological perspective

FIGURE 23 Proposed Research framework for students



Some of these mechanisms were proposed in the Sustainability Family Entrepreneurship framework. A good industry in investigating about sustainable family entrepreneurs are family firms operating in high polluting industries where the industrial norms challenge and force them to transform. In this case, future research should follow with in-depth case study based on critical realisms to uncover the situational and psychological mechanisms, which were an enabler and motivator for the family firm in question and how they leverage the familiness resources to act sustainably. This will help to understand the EO dimensions, which were at play to confirm if the three EO dimensions found in this study are valid. Other areas of interest will also be Family governance for sustainable development. Future research should explore how effective family governance for sustainability help to overcome the contingent factors. Within this governance system, research can investigate the family firms in the high polluting industries how they have adopted sustainable practices and explore the governance mechanisms that played role in influencing behaviour. It should also observe how the firm revisited and reframed the business model and modes of governance to acknowledge the firm's commitment to sustainability practices.

5.9 Implication for research and practices

The aim of the Successful Transgenerational Entrepreneurship Practices Project was to identify "successful practices which can empower family as a critical engine for sustainable entrepreneurial activity" (Serrano et al, 2006:1). This led to the proposal of the Transgenerational Entrepreneurship concept, which now serves as framework for researchers and seen as best entrepreneurial practices for family firms. Beyond any doubts, this thesis has revealed that the

proposed entrepreneurial practice for family firms is unsustainable. This suggests that there is a limitation in the Transgenerational Entrepreneurship practices. The findings emerging from this study clearly showed that, if research do not take a paradigm of this model of entrepreneurship and incorporate the ecological thinking in the framework, research is likely to harm family firm sustainable growth. The study has shown that, the advent of sustainable development now makes ecological thinking no longer a choice for firms but a necessity. The distinguished Professor of Corporate Strategy, C. K. Prahalad, before his death in 2010, together with his colleagues advised in their article that, the fight against saving the planet has now turned into a pitched battle between firms and governance. Therefore, this will force firms to transform and question their implicit assumption, tradition and conventional practices. According to them, the smart firm are those who re-visit their practices and treat sustainability as innovation's new frontier. Traditionally research has played a leading role in forming practices. This means that, research has influence on practice. Nevertheless, Graham and Bertels (2008) in their research found that traditional academic models that inform practices should be revisited. They advise that, if theory fails to inform practice of best practices, practices will inform theory. Indeed this happened in their research when the dominant Sustainability Value Framework developed by Professor Stuart Hart was inapplicable in their case firms. Beyond any doubt, this framework emerged from empirical research. This confirms the critical realism assertion that, mechanisms that researchers observed change overtime. This was manifested in this research that there is a limitation in the dominant TE concepts and this study has contributed in bringing new insights into the framework by informing other mechanisms. This study argues that the mechanisms are important family firms' growth in the 21st century from the perspectives of entrepreneurship. Even though in contributing to the extension of the TE framework this study introduced a new name. Researchers can decide to maintain the old name and incorporate the suggestions that have been proposed. But this study suggests that, in maintaining the old name, the study suggests the use of the name Sustainable Transgenerational Entrepreneurship concept. This will raise attention in the literature for scholars to question why the change of name. This will bring their attention to the changes and contribute to the theory development. This new insight is a contribution to theory.

The second contribution of this study is that, the study has answered the research call in the SE literature of the limited knowledge about the concept from family business perspectives. In the course of this contribution, the study has also drawn attention of SE scholars that, their proposed gain concepts ignored family mechanisms and emotional gain emotion gains is part of the gain when related to family business. This is a contribution to theory. The framework also provides practical value for family leaders. It exposes them to other alternative form of entrepreneurial practices that can help them create short term and long-term value in their firms that preserve the socio-emotional wealth of the family. This is a contribution to practice because Adam et al (2012)

found that, some firms are willing to transform but they are unsure how to do it. This is where the framework provided practical lens for family practitioners and family business consultants of how to drive sustainable growth in family business.

Finally, on methodological grounds, the study has contributed to the interpretative study of concepts methodology. This study has shown how it is compatible with critical realist philosophy because the methodology is not popular among scholars. Moreover, the study has also contributed to critical realism on how it can be used effectively in family business research to overcome internal weaknesses of the dominant social constructivist view which has dominate many literature in the field.

6 FINAL REMARKS AND SUMMARY OF THE STUDY

The aim of this study was to explore from critical realist perspective how sustainability-riven entrepreneurship relates to family owned businesses. This was a call in the literature, which disclosed that family business scholars in developing the theory have not contributed much. To respond to this call from critical realist perspective and add to the existing knowledge, this study applied the socio-emotional wealth theory to explore the phenomenon in the context of family business. Critical realism placed emphasis on both ontology and epistemology unlike social constructivism. Such emphasis overcomes the internal and external weaknesses of interpretative paradigm. This brings methodological rigour in the research design because the critical realism approach taken for this study helps to move beyond the empirical level to observe other mechanisms. On methodology, the descriptive method of the interpretative study of concepts developed by Professor Lämsä and Takala was the main methodological consideration in this study. Data were collected from 200 articles and analysed using the dialectical process of intuition and reflective thinking. This analytical technique helped to identify vague concepts, mute texts and concepts that have been used synonymous with other concepts, which in reality is not but a catch phrase. In the context of this study, the main goal was to find out if existing sustainability and entrepreneurship concepts in family business are synonymous with the concepts of sustainability entrepreneurship. Using dialectical process of intuition and reflective thinking, the study found four concepts, which behaves like sustainability and entrepreneurship in family business context. The study found that some scholars have used it as synonymous in family business context. It is not surprise in this study view, because scholars in SE have also used different names for the phenomenon and it looks vague and fragmented in the literature. Those identified names were sustainability-driven entrepreneurship, sustainable entrepreneurship, sustainability entrepreneurship, entrepreneurship for sustainability and entrepreneurship for sustainable development. In spite of these different names, The SE scholars are in consensus that the phenomenon looks at the intersection between sustainable develop-

ment and entrepreneurship. Therefore, examining those concepts which has been used by family business scholars as synonymous with SE, under the contextual lens of the framework recommended in SE literature by Shepherd and Patzelt (2008; 2011), the study found that, these concepts are not sustainability entrepreneurship concepts in family business context. This provided avenue for new concepts to emerge. To answer the research question on how SE relates to family business, the study explored the nexus of family business, family entrepreneurship and sustainable development and introduced the concept of sustainability-driven family entrepreneurship. This is how this study proposed that SE relates to family business. The main practical relevant of the concept is that, it showed how family entrepreneurship driven by sustainability could drive sustainable growth in family business in creating intra and intergenerational equity without threat to the socio-emotional wealth endowment of the family. The contingents factors highlighted in the framework are the factors that are, likely to stifle or enhance sustainable practices in family business. The proposed family governance for sustainability is likely to help the family firms, to overcome challenges that is likely to impede their sustainable growth. This will help family leaders to know how to drive sustainable growth in the family firms. Furthermore, the main theoretical contribution was the answer to the call and extension to the Transgenerational Entrepreneurship concept. This contribution now offers family business researchers an easy route of advancing knowledge of sustainability in family business context. The final word for family business scholars interested in this area of researcher is that, they should adopt only one name for the concept in family business field unlike how it is fragmented in SE research community. This will delineate or prevents any misrepresentation and implicit assumptions among scholars whose research is not SE in family business context but claims it to be. This study also recommends co-authorship among scholars because the influential literatures in the field are those literature co-authored by scholars who bring their respective expertise from entrepreneurship and environmental science. This is because the phenomenon has causal relationship with environment and knowledge in environmental studies and corporate environmental management is relevant to avoid any misconception.

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APPENDICES

Appendix 1

AUTHORS AND YEAR	TITLE OF ARTICLE	METHODOLOGY	TEXT INTERESTED
Zellweger, Nason, Robert and Nordqvist, (2011)	From Longevity of Firms to Transgenerational Entrepreneurship of Families: Introducing Family Entrepreneurial Orientation.	Quantitative –survey-based research	Habbershon et al. (2010) define <i>transgenerational entrepreneurship</i> as “the processes through which a family uses and develops entrepreneurial mindsets and <i>family influenced resources</i> and capabilities to <i>create new streams of entrepreneurial, financial and social value across generations</i> ” (p. 1). Within this definition, the entrepreneurial mind-sets are seen as the <i>attitudes, values, and beliefs that orient a person or a group toward the pursuit</i> [...] Finally, the transgenerational entrepreneurship framework adopts a longitudinal perspective by looking at how value is <i>created not only for the current stakeholders but also for the future</i> and, <i>in particular, future family generations</i> (adapted from p.2-3)
Parrish and Foxon (2009)	Sustainability Entrepreneurship and Equitable Transitions to a Low-Carbon Economy	Case study	Sustainability-driven entrepreneurship describes <i>those entrepreneurial activities</i> in which the <i>central guiding purpose</i> is to make a <i>substantial contribution to sustainable development</i> . More specifically, sustainability entrepreneurs <i>design ventures</i> with the <i>primary intention</i> of <i>contributing to improved environmental quality and social well-being</i> in ways
Tilley and Young (2009)	Sustainability Entrepreneurs Could They Be the True Wealth Genera-	Conceptual	

	tors of the Future		that are <i>mutually supportive</i> (p.48). Sustainability driven entrepreneurship “ <i>combining all components of sustainable development equally, holistically or integratively</i> ” (Tilley and Young, 2009:83)
Parrish (2008)	Sustainability-Driven Entrepreneurship: A Literature Review	Literature Review	Sustainability entrepreneurship [...] <i>link our knowledge about entrepreneurship to our knowledge about sustainable development.</i> ” The focus of sustainable development research is on the <i>development and sustainability of whole societies and ecosystems</i> . Thus, sustainability entrepreneurship research <i>links micro-level entrepreneurship research with macro level sustainable development research</i> , but to do so the <i>meso-level field of organisation</i> research also needs to be included. <i>Organisations operate between entrepreneurship and sustainable development</i> because on one hand, they function as the essential tool of the entrepreneur, and on the other hand, they constitute an important part of the institutional landscape of society. (p.5-6)
Serrano, Habbershon, Nordqvist, Salvato and Zellweger, 2006.	A Conceptual Model of Transgenerational Entrepreneurship In Family-Influenced Firms	Conceptual Model	Transgenerational Entrepreneurship refers to a <i>family's mindset and capabilities to continue their entrepreneurial legacy of social and economic wealth creation</i> across many <i>generations</i> (p.1) “transgenerational entrepreneurship” refers to sustained family-based entrepreneurship that creates a continuing stream of family-influenced social and economic wealth across many generations” (p.2)
Crals and Vereeck (2004)	Sustainable Entrepreneurship in SMEs: Theory and Practice	Case study	Sustainable entrepreneurship is a <i>spin-off concept</i> from <i>sustainable development</i> that covers many new evolutions in business like corporate social responsibility, ethical entrepreneurship, ecological care, stakeholder participation and so on.
Agyeman, Bullard, and Evans(2003)	Just sustainability: Development in an unequal world	Book (scholarly research)	Sustainability is the need to <i>ensure a better quality of life for all, now, and into the future</i> , in a just and <i>equitable manner</i> , while <i>living within the limits of supporting ecosystem</i> (Agyeman, Bullard, and Evans, 2003: 2).
Brundtland Commission (1987)	Our Common Future	United Nations Conference on the Human Environ-	Sustainable development is defined by Sustainable development is the

		ment report	development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (WCED, 1987).
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TABLE 2b Texts of Intersection between sustainable development, entrepreneurship and organisations

CONCEPT	PERSPECTIVES	NATURE	VALUE
Sustainable Development	Macro-level	Sustainability Versus Development (<i>Parrish, 2008</i>)	Development and sustainability of <i>whole</i> societies and ecosystems (<i>Parrish, 2008</i>)
Entrepreneurship	Micro-level	Sustainability-driven (or mindset) (<i>Parrish and Foxon, 2009</i>)	Ventures with the <i>primary intention</i> of contributing to improved environmental quality and social well-being in ways that are mutually (<i>Parrish and Foxon, 2009</i>)
Organisation	Meso-level	Operate <i>between</i> Entrepreneurship and sustainable development (<i>Parrish, 2008</i>)	Tool of the entrepreneur, and constitute an important part of the institutional landscape of society (<i>Parrish, 2008</i>)
Transgenerational Entrepreneurship	Micro-level	family's mindset (or family driven) (<i>Serrano et al., 2006</i>) family influenced resources (<i>Zellweger, Nason, Robert and Nordqvist, 2011</i>)	Value for current stakeholders (family members and non-family owners and employees) but also for the future and, <i>in particular</i> , future family generation (<i>Zellweger et al., 2011 and Serrano et al., 2006</i>)
TEXTS OF RESOURCE ALLOCATION AND VALUE SHARING			
CONCEPT	TYPE OF ENTREPRENEURSHIP/FIRM ACTIVITIES	HOW	FOR WHOM
Sustainable Development/Sustainability (Macro-perspective)	Entrepreneurship creating better quality of life for all and within the limits of supporting ecosystem (<i>Agyeman, Bullard, and Evans(2003)</i>)	In a just and equitable manner (<i>Agyeman, Bullard, and Evans(2003)</i>) without Compromising (WCED, 1987)	Present (now) and future generations (into future) and Ecosystem (<i>Agyeman, Bullard, and Evans(2003 and WCED, 1987)</i>)
Entrepreneurship (Micro)	Those entrepreneurial activities in which the central guiding purpose is to make a substantial contribution to sustainable development (<i>Parrish</i>	"Equally" (<i>Tilley and Young, 200</i>) "In ways that are mutually Supportive" (<i>Parrish and Foxon (2009)</i>)	"to improved environmental quality and social well-being" (<i>Parrish and Foxon, 2009</i>)

	and Foxon (2009) Those “combining all components of sustainable development equally, holistically or integratively” (Tilley and Young, 2009)		
Transgenerational Entrepreneurship	sustainable entrepreneurial activity (STEP PROJECT NOTION)= “mute” text, <i>what does it mean</i> = “sustained family-based entrepreneurship” (Serrano, Habbershon, Nordqvist, Salva-to and Zellweger, 2006, p.1-2)	“in particular” future family generations” (adapted from p.2-3) Affection and Social motivation based reference frame of Valence of Socioemotional wealth dimensions of family and their owners (Kellermanns, Eddleston, and Zellweger, 2012)	To preserve Socioemotional Wealth Endowment of the family (Gomez et al., 2007), To continue the “entrepreneurial legacy of social and economic wealth creation across many generations” (Serrano et al, 2006,p.1), “For the current stakeholders but also for the future” (Zellweger, Nason, Robert and Nordqvist, (2011: 2-3), For Family wealth and Owners wealth increase Koiranen and Chirico (2006: 9), To save the family name from public disrepute/ damage for been irresponsible corporate citizens (Berrone et al. , 2010)

TEXTS OF VALUE AND WEALTH CREATION BEHAVIOUR AND POSSIBLE RISKS

CONCEPTS	VALUE TEXT	WEALTH TEXT	RISKS
Sustainability-Driven Entrepreneurship	Sustainable Value (Bansal, 2005) “Long term business performance will be enhanced if the concept of sustainable value is woven into all levels of decision-making.”[...]” The importance of building sustainable value is indisputable. How could we argue that the wellbeing of future generations is not important? As I argue in this article, there does not have to be a tradeoff between economics and ethics”[...] “There is a compelling business case for firms to operate in the overlapping space where activities are both	Sustainable Wealth (Tilley and Young, 2009: 79) “wealth that goes beyond a narrow financial scope to a more integrated approach that incorporates environmental and social forms of wealth alongside the traditional economic forms” “shareholder wealth that simultaneously drives us toward a more sustainable world” (Hart and Milstein, 2003: 65)	“As I argue in this article, there does not have to be a tradeoff between economics and ethics”[...] “unprofitable firms cannot create economic or social value. To survive in the longterm, businesses must capture sustainable value by finding, and operating in, the space where economic and ethical activities overlap” (Bansal, 2005)

	<p>financially profitable, and socially and environmentally responsible”</p> <p>Sustainable value (Hart and Milstein, 2003, p.56)</p> <p>“practices that contribute to a more sustainable world while simultaneously driving shareholder value; this we define as the creation of sustainable value by the firm”</p>		
	Summary of Value text	Summary of Wealth text	Summary of Risk text
	<p>Value is created at where ethics and economics overlap. The outcome is the value that is both financially profitable, and socially and environmentally responsible. In other words value for shareholders and at the same time contribute to sustainable world</p>	<p>Shareholders wealth and wealth that contribute to sustainable world</p> <p>In other words economic wealth, social wealth and environmental wealth</p>	<p>Trade-off leads to either financial risk, economic risk or environment risk depending on what the organisation or entrepreneurs is interested and this happens when there is a tug-of-war between economics and ethics</p>
Transgeneration wealth	<p>Trans-generational value (TGV) accumulated in “family business via innovation that spans generations in family business (i.e. tangible assets, <i>intangible assets</i>, total of the balance sheet [...]”</p> <p>Koiranen and Chirico (2006 p.126, 159-160)</p> <p>Intangible assets=“Mute text”</p> <p><i>What kind?</i></p> <p><i>TGV is “measured by focusing on the net asset value of the tangible assets, the estimated amount of <i>intangible resources(goodwill)</i> and the total of balance sheet of the family firm p.128”</i></p> <p>Emotional value and</p>	<p>[...] “entrepreneurial legacy of social and economic wealth creation across many-generations” (Serrano et al., 2006 p.1)</p> <p>Family wealth= is represented by the family’s patrimony outside the family business, invested in fixed assets (such as land, buildings, etc.) (Koiranen and Chirico, 2006: 160)</p> <p>Socioemotional Wealth= the stock of affect-related value that family has invested in business. It characterizes the non-economic and emotional value associated with a family firm that serves to meet the family’s affective</p>	<p>“When there is a threat to that endowment (a potential SEW loss), or the opportunity to enhance it (a potential SEW gain), the family is willing to make decisions that are not driven by an economic logic, and in fact the family would be willing to put the firm at risk if this is what it would take to preserve that endowment (Gomez-Mejia et al.). This reasoning has been used by Berrone et al. (2010) to support their empirical finding that family-controlled firms are more responsive to institutional pressures regarding the environment: such firms are more likely to bear the cost and</p>

	<p>financial value (Astrachan, & Jaskiewicz, 2008)</p>	<p>needs like identity, authority, and the preservation of the family dynasty (Berrone, Cruz, & Gómez-Mejía, 2012 and Gomez et al, 2007)</p>	<p>uncertainty involved in pursuing environment-friendly policies because managers believe that the risk is counterbalanced by the gains in social legitimacy derived from conforming to environmental demands more than competitors do” (adapted from : Cennamo, Berrone, Cruz, and Gomez-Mejia, 2012: 1158)</p> <p>Kellermanns, Eddleston, and Zellweger, 2012 arguments:</p> <p>“Berrone, Cennamo, et al. argue that”[...] “SEW dimensions induces family owners to implement PSE strategies based on either instrumental or normative motives in an effort to protect and enhance the family firm’s SEW endowments. Overall, the SEW dimensions are portrayed as inspiration for family firms to demonstrate care for their stakeholders. As such, SEW is depicted as a prosocial and positive stimulus.” [...] “this depiction does not capture the full behavioral spectrum of family firms in reality. While there are many notable family firms who set positive standards of PSE, the popular press and the family firm literature are laden with stories of family firms that have ignored and even abused nonfamily stakeholders” (p.) “while SEW may increase a family firm’s inclination toward PSE activities (Berrone, Cennamo, et al., 2012), we argue that SEW may also have a dark side” (p.1180). It is based on reference frame of Va-</p>
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			lence. "Research explains that the valence of an affective state is different from its desirability" adapted from (p. 1177) [...] "SEW dimensions can be associated with positive or negative valence." [...] "negatively valenced SEW dimensions lead to family-centric behavior, which negatively affects PSE" (p. 1175) , "Emotional cost" (Astrachan, & Jaskiewicz, 2008"
TEXTS OF ORIENTATION (ENTREPRENEURIAL ASPECTS)			
CONCEPT	TEXT EXPLAINING CONCEPT	ORIENTATION	
Sustainability Driven Entrepreneurship	"Sustainable entrepreneurs manage to the "triple bottom line" by balancing economic health, social equity and environmental resilience through their entrepreneurial behavior. Sustainable entrepreneurship is thus clearly associated with the promise of more traditional concepts of entrepreneurship, but also brings additional potential both for society and the environment" [...] "sustainability orientation influences entrepreneurial intention, but not for every group of individuals" (Empirical findings: <i>Kuckertz and Wagner, 2010: 524-525</i>)	<i>Sustainability Entrepreneurial Orientation</i> = entrepreneurial intention driven by sustainability (<i>Kuckertz and Wagner, 2010</i>)	
Transgenerational Entrepreneurship	<i>Zellweger, Nason, and Nordqvist, (2011)</i> (exploratory empirical survey): "By building on the transgenerational entrepreneurship research framework, the authors argue that by shifting from firm to family level of analysis, one gains a deeper understanding of family firms' ability to create value across generations."(p.1) "Moving from the family business to the entirety of family-related business activity and assessing its evolution in a longitudinal manner has important consequences" [...] (p.12) "Beyond the shift in level of analysis our study explores a further building block of transgenerational entrepreneurship, namely FEO, defined as the attitudes and mind-sets of families to engage in entrepreneurial activity. We argue that this family-level scale needs to combine attributes that are prototypical of the family domain—such as interdependency, stability,	<i>Family Entrepreneurial Orientation</i> = the attitudes and mind-sets of families to engage in entrepreneurial activity = combine attributes that are prototypical of the family domain—such as interdependency-cy, stability, and transgenerational outlook—with attributes that are exemplary of the business domain—such as change, innovation, and risk orientation	

	<p>and transgenerational outlook—with attributes that are exemplary of the business domain—such as change, innovation, and risk orientation (p.13)</p> <p>Transgenerational entrepreneurship Is “the processes through which a family uses and develops entrepreneurial mindsets and family influenced resources and capabilities to create new streams of entrepreneurial, financial and social value across generations” [...]. Within this definition, the entrepreneurial mind-sets are seen as the attitudes, values, and beliefs that orient a person or a group toward the pursuit of entrepreneurial activities [...]” (p. 3-4)</p>	
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Appendix 2

TABLE 6 Literatures supporting the family sustainability framework		
SCHOLAR/S	TITLE OF WORK AND YEAR OF PUBLICATION	JOURNAL/PUBLICATION
Adams, Jeanrenaud, Bessant, Overy, and Denyer (2012)	Innovating for Sustainability: A Systematic Review of the Body of Knowledge	Network for Business Sustainability: Richard Ivey School of Business (Western University)
Astrachan & Jaskiewicz (2008)	Emotional returns and emotional costs in privately-held family businesses: Advancing traditional business valuation	Family Business Review
Bansal (2005)	Building sustainable value through fiscal and social responsibility	Ivey Business Journal
Bansal & Roth (2000)	Why companies go green: A model of ecological responsiveness	Academy of Management Journal
Berrone et al (2010)	Socioemotional wealth and corporate responses to institutional pressures: Do family-controlled firms pollute less?	Administrative Science Quarterly
Cennamo et al (2012)	Socioemotional Wealth and Proactive Stakeholder Engagement: Why Family-Controlled Firms Care More About Their Stakeholders	Entrepreneurship Theory and Practice
Craig (2006)	The natural environment, innovation, and firm performance: a comparative study	Family Business Review

Gomez-Meijia et al (2007)	Socioemotional wealth and business risks in family controlled firms: Evidence from Spanish olive oil mills	Administrative Science Quarterly
Habbershon and Williams (1999)	A resource-based framework for assessing the strategic advantages of family firms	Family Business Review
Kellermanns et al (2012)	Extending the Socioemotional Wealth Perspective: A Look at the Dark Side	Entrepreneurship Theory and Practice
Koiranen (2007)	Family's collective motivation to business ownership: A review of alternative theoretical approaches	Electronic journal of Family business
Koiranen and Chirico (2006)	Family Firms as Arenas for Trans-Generational value creation: A qualitative and Computational Approach	Reports from the School of Business and Economics, Jyväskylä University of the FIT Project
Mesquita, Hashimoto, Hom, Gomes-Mejia (2012)	The Socio-Emotional Wealth Logic: An Empirical Investigation on the Antecedents of Family Firm Administrative Practices and Performance	Academy of Management
Nidumolu, Prahalad & Rangaswami (2009)	Why sustainability is now a key driver of innovation	Harvard Business Review
Parrish (2010)	Sustainability-driven entrepreneurship: Principles of organization design	Journal of Business Venturing
Parrish (2008)	Sustainability-Driven Entrepreneurship: A Literature Review	Sustainability Research Institute School of Earth and Environment: University of Leeds
Sharma & Sharma (2011)	Drivers of proactive environmental strategy in family firms	Business Ethics Quarterly
Shepherd and Patzelt (2011)	The New Field of Sustainable Entrepreneurship: Studying Entrepreneurial Action Linking "What Is to Be Sustained" With "What Is to Be Developed"	Entrepreneurship Theory and Practice
Stafford, Duncan, Danes, and Winter (1999)	A research theory of sustainable family businesses	Family Business Review
Tilley and Young (2009)	Sustainability Entrepreneurs: Could they be the True Wealth Generators of the Future	Greener Management International
Woodfield (2010)	Sustainable Entrepreneurship- More than Corporate Greening	Paper presented at the 2010 AGSE International Research Exchange Conference
Zellweger, Nason, and Nordqvist (2011)	From Longevity of Firms to Transgenerational Entrepreneurship of Families: Introducing Family Entrepreneurship	Family Business Review

	al Orientation	
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