

Next Generation External Venturing Practices in Family Owned Businesses

Marcela Ramírez-Pasillas^a, Hans Lundberg^b and Mattias Nordqvist^{a,c}

^a*CeFEO, Centre for Family Entrepreneurship and Ownership, Jönköping International Business School, Jönköping University;* ^b*Universidad Iberoamericana and School of Business and Economics, Linnaeus University;* ^c*House of Innovation, Stockholm School of Economics*

ABSTRACT Drawing on an Entrepreneurship as Practice (EaP) approach, this article examines how next generation members in family owned businesses (FOBs) engage in external venturing. Our study builds on longitudinal qualitative research in two Mexican FOBs where the next generation launched ten ventures. It reveals five different practices of external venturing used by next generation family members: ‘obtaining family approval’, ‘bypassing family’, ‘family venture mimicking’, ‘jockeying in family’, and ‘jockeying around family’. The five practices are combined into three routes for external venturing: ‘imitating the family business’, ‘splitting the family business’, and ‘surpassing the family business’. Building on notions from Michel de Certeau’s practice theory, this study contributes to theorizing the five practices as ways of operating and the routes as modes of sensing to better understand how next generation family members deal with settings featured by dominant orders within the family and the FOB in their attempts to originate and launch their new ventures.

Keywords: corporate entrepreneurship, emerging economy, entrepreneurship as practice, external venturing, family business, next generation, ownership, practice, Mexico

INTRODUCTION

Research on corporate entrepreneurship in family owned businesses (FOBs) shows that many businesses engage in new venturing activities to support family entrepreneurial teams (Discua Cruz et al., 2013), maintain an entrepreneurial orientation among the business family’s members from different generations (Kammerlander et al., 2015;

Address for reprints: Marcela Ramírez-Pasillas, CeFEO, Centre for Family Entrepreneurship and Ownership, Jönköping International Business School, Jönköping University, Jönköping, Sweden (marcela.ramirez-pasillas@ju.se).

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Minola et al., 2016; Zellweger et al., 2012), develop portfolio entrepreneurship (Sieger et al., 2011), and nurture transgenerational entrepreneurship (Habbershon et al., 2010; Jaskiewicz et al., 2015). However, detailed knowledge about venturing as a form of corporate entrepreneurship in FOBs is still lacking (e.g., Bettinelli et al., 2017; Kellermanns and Eddleston, 2006; Marchisio et al., 2010; Randerson et al., 2015), in particular, if we direct our attention to how next generation family members with a point of departure from the family's original business relate and interact with other family members to advance their new ventures.

Research has shown that next generation family members engage in entrepreneurial activities (Cruz and Nordqvist, 2012) and have motivations and ambitions of becoming more autonomous (Akther, 2016). However, literature on venturing concentrates mostly on *internal* venturing as a way of deliberately growing established FOBs and building their entrepreneurial legacy (e.g., Barbera et al., 2018; Jaskiewicz et al., 2015). Scholars have paid much less attention to how members of the next generation in younger FOBs with a less deliberate approach to establishing legacies and growing an existing FOB, draw on practices to create their own *external* ventures (Aldrich and Cliff, 2003; Nordqvist and Melin, 2010). Investigating this gap in literature is important since we lack knowledge about how family relations and interactions influence external venturing (Chua et al., 2004; Steier, 2007) and, in particular, in what ways next generation family members draw on practices as they relate to family members and the original FOB to support their external venturing (e.g., Discua Cruz et al., 2012; Kellermanns et al., 2008). At the same time, we also know that external venturing among next generation members in business families is common and contributes to entrepreneurial outcomes and activities (Chua et al., 2011; Steier, 2007).

The purpose of this article is to deepen our understanding of corporate entrepreneurship in FOBs by examining how next generation members in FOBs engage in external venturing. Our guiding research question is: *how and through what practices do next generation family members in FOBs engage in external venturing?* Because our focus is on the role of micro-level practices in use in external venturing, we draw on the Entrepreneurship as Practice (EaP) approach. EaP literature focuses on the relational and processual nature of entrepreneurial activities as they are performed by individuals in interactions and through practices (e.g., Gartner et al., 2016; Johannisson, 2011; Steyaert, 2007). Specifically, we rely on notions of de Certeau's practice theory (1988/1984). He proposes that in a social context, such as an organization or a family, individuals employ practices to find ways of manipulating the circumstances to create opportunities for change. Empirically, our study is based on longitudinal qualitative research of next generation external venturing in two Mexican FOBs that together started ten ventures.

We contribute to corporate entrepreneurship literature with new insights regarding how FOBs' next generation members draw on practices at the micro-level to originate and launch their own new external ventures while also associating them with the original FOBs and their family members. When it comes to research on venturing (e.g., Barbera et al., 2018; Discua Cruz et al., 2013; Jaskiewicz et al., 2015; Marchisio et al., 2010), our contribution is at the subtler relational interplay between different family members and their external venturing vis-à-vis the existing business within the family's domain. In our study, this includes a better understanding of how next generation family

members interact with other family members and the original FOB to advance their external ventures. Drawing on notions from de Certeau's practice theory (1988/1984), we also contribute to the EaP approach in entrepreneurship literature by introducing five practices in use by individuals to accomplish their external ventures (i.e., obtaining family approval, bypassing family, family venture mimicking, jockeying in family, and jockeying around family). Our study further shows that the five practices are combined in three external venturing routes (i.e., imitating, surpassing, and splitting the FOB). We outline how these routes are general courses of action that next generation family members employ to interact with other family members and to relate to the original FOB as they launch their external ventures.

Next, we present our Guiding Theory and then elaborate on our Research Methods, where we introduce our study's empirical setting and the two FOB cases. Next, we provide the Findings of our study and a Discussion of the findings. The paper ends by presenting its Limitations, Future Research Opportunities, and its main Contributions.

GUIDING THEORY

External Venturing in Family Owned Businesses

As a form of corporate entrepreneurship, venturing can either be internal or external depending on where the idea and resources come from and if the venture is created and positioned inside or outside an established business (Basu et al., 2016; Corbett et al., 2013; Miles and Covin, 2002; Reimsbach and Hauschild, 2012; Titus Jr et al., 2017). Our study focuses on external venturing. External venturing is important since a new external venture can act as a boundary spanner between the new venture, its partners, and the established firm (Keil et al., 2008) and it can create learning opportunities both for the new venture and the established firm from which it originates (Keil, 2004).

Focusing on external venturing in FOBs, we define a FOB as a business where a family owns a majority of the shares, family members serve in managerial positions, members of more than one generation are involved in the business, and the family perceives the business as a FOB (Westhead and Cowling, 1998). Even though corporate entrepreneurship in FOBs encompasses both internal and external venturing (Bettinelli et al., 2017; Sharma and Chrisman, 1999), research has so far mainly prioritized internal venturing. One focus in literature is on the FOB's growth motivations or life cycle stages (Minola et al., 2016) where strategies and resources are considered cardinal (Greidanus, 2011). The internal venturing literature investigates the degree of relatedness between the established firm and the new internal venture, and the level of the venture's autonomy (Brumana et al., 2017). Another focus in literature is on the role of family entrepreneurial teams (Discua Cruz et al., 2012) and entrepreneurial stewardship (Discua Cruz et al., 2013) in launching new ventures. Some studies also focus on aligning individual and family motivations and goals with succession processes via venturing (Greidanus and Märk, 2012; Marchisio et al., 2010).

A focus on external venturing is important as it can show the contributions that the FOBs and their owner-families make to entrepreneurial activities, processes, and outcomes

(Bettinelli et al., 2017; Randerson et al., 2015; Sciascia and Bettinelli, 2015). External venturing is linked to FOBs' abilities to enable a willingness among family members and other stakeholders to drive change and innovate (Kellermanns and Eddleston, 2006) over time as a response to shifting competitive environments (Cruz and Nordqvist, 2012; Hall et al., 2001) thereby supporting various forms of transgenerational entrepreneurship relevant for long-term family entrepreneurial activities (Sieger et al., 2011; Zellweger et al., 2012). External venturing can also be a way of supporting family entrepreneurship (Randerson et al., 2015), fostering interactions in the family network (Toledano et al., 2010) and broadening the owner-family's business platform in relation to its innovativeness and geographical scope (Calabrò et al., 2016).

We define external venturing in the context of FOBs as entrepreneurial activities that start from the original FOB and its family members, but which lead to the creation and positioning of a new venture outside the original FOB by family members. In other words, even if a new venture is originated and launched by a single next generation family member, the original connection to the FOB and interactions with other family members within this FOB, are essentially what makes this a study of external venturing in FOBs rather than other forms of business organizations.

In sum, research on external venturing in FOBs recognizes that external venturing plays a role in business development across generations and in the different generations involved in the family business (e.g., McKelvie et al., 2014; Sieger et al., 2011). However, research is yet to build an understanding of how this occurs. Micro-level studies that emphasize social interactions and practices that follow from an EaP theory lens (Gartner et al., 2016; Johannisson, 2011), enable us to investigate how the owner's next generation family members engage in external venturing in FOBs and (to some extent) why members of this generation embark on certain routes of actions. Of the three approaches to practice that Feldman and Orlikowski (2011) outline (i.e., empirical, theoretical, and philosophical), we employ a theoretical approach, more specifically an EaP approach with an emphasis on theoretical notions from de Certeau's practice theory (1988/1984).

Entrepreneurship as Practice (EaP)

EaP is a spin-off of the practice turn in social sciences (Reckwitz, 2002; Schatzki, 2003; Schatzki et al., 2001) and is to some extent inspired by the strategy-as-practice literature within the strategy field (e.g., Jarzabkowski et al., 2007; Johnson et al., 2003; Vaara and Whittington, 2012; Whittington, 2006). EaP approaches focus on the practices that constitute the doings and choices of individuals involved in entrepreneurship (e.g., Champenois et al., 2019; Gartner et al., 2016; Hjorth, 2005; Johannisson, 2011; Steyaert, 2007; Steyaert and Katz, 2004; Tatli et al., 2014; Welter et al., 2017) and emphasize the lived experiences of individuals and their interactions as they employ various practices to engage in entrepreneurial activities (De Clercq and Voronov, 2009; Goss et al., 2011; Watson, 2013). EaP has gained increasing attention from scholars interested in micro-level social interactions and context-sensitive approaches for understanding how and why entrepreneurial activities take place (Chalmers and Shaw, 2017; De Clercq and Honig, 2011; Dey and Steyaert, 2016; Keating et al., 2014; Ramirez-Pasillas et al., 2017).

EaP approaches can help scholars sharpen their focus on relational and processual aspects of entrepreneurship, in particular with its emphasis on the micro level (Champenois

et al., 2019). For instance, Spinoza et al. (1997) highlight the practices that entrepreneurs draw on as they engage in their activities to create newness, new ways of seeing and bringing new offers to the markets, and new ways of pursuing business opportunities as well as addressing societal problems. Most EaP scholars see entrepreneurship as a relational and processual phenomenon where the *'social processes help to produce and reproduce entrepreneurial action'* (Goss, 2005, p. 206) and *'the everyday is the scene where social change and individual creativity take place as a slow result of constant activity'* (Steyaert, 2004, p. 10). This phenomenon is referred to as the art of slow sociality (Vergunst and Vermehren, 2012). Several scholars suggest that entrepreneurial practices are embedded in institutional settings (e.g., family and business in our study) (Chia and Holt, 2007; Jarzabkowski and Spee, 2009), that can be facilitating, constraining or both. Practice theory can help understand how entrepreneurs find ways to navigate within these settings (De Clercq and Voronov, 2009; Goss et al., 2011; Watson, 2013).

Focusing on the practices in use in external venturing by next generation family members, we draw on de Certeau's (1988/1984) practice theory and his conceptual idea of the dialectics of 'strategy' and 'tactics'. de Certeau suggests that strategy serves to define and produce regularity thus generating 'dominant orders'; in our study, these are both inside and outside a FOB, that is, between the FOB and new external ventures where the business family members represent the link. de Certeau pre-supposes strategy as he theorizes that tactics cannot exist without a strategy as a dominant order being at hand in the first place. Regarding tactics in de Certeau's practice theory, we draw on the idea that tactics constitute practices that *'constantly manipulate events in order to turn them into "opportunities"'* (de Certeau, 1988/1984, p. xix). Without tactics, strategy imposes its logic which empirically represents itself as established routines, procedures, and traditions not to be questioned. Thus, without tactics, strategy manifests itself undisturbed as something that we take for granted as a normal way of behaving, understanding, and relating and as a recurrent and habitual basis for our actions ('this is how we do things here') (de Certeau 1988/1984). Therefore, tactics are opportunity generating practices that can be constructive and subtly subversive ways of operating that produce change (in our case the creation of new external ventures led by next generation business family members) without radical ruptures or unsolvable conflicts with preceding orders (e.g., Lundberg, 2009, 2013). In other words, tactics are a form of partly disguised practices performed by individuals (in our study next generation family members) when they seek to transform the strategy imposed on them for their own interests (e.g., Hjorth, 2005). In doing so, the next generation family members engage in new external ventures, pursue opportunities, modify the dominant order, and change their life paths and professional endeavours to pursue entrepreneurship.

RESEARCH METHODS

Research Design

Consistent with our EaP approach discussed earlier, our research design embraces the social interactions and processes between individuals engaged in entrepreneurial activities (Gartner et al., 2016; Hjorth and Steyaert, 2004; Johannisson, 2011). The empirical

material for our study is drawn from longitudinal qualitative research in two Mexican FOBs where we investigated the practices of next generation venturing in ten external ventures (five in each FOB). With the next generation family members as their entrepreneurial individuals, these ten external ventures allowed us to contrast and compare our emerging empirical understanding of venturing (e.g., Gioia et al., 2013; Miles and Huberman, 1994). The ventures included different family features (i.e., age, gender, education levels, and varying degrees of participation in the ownership and/or management of the original FOB) and firm and industry features. The unit of analysis is the micro-social actions and interactions as well as the interplay between next generation family members engaged in external venturing among themselves, with other family members, and the FOB.

We used an EaP approach as our guiding theory to help us understand our emerging findings (Miles and Huberman, 1994) and to conduct a study following an interpretive and abductive approach (Alvesson and Sköldbberg, 2000), which is claimed to be appropriate for empirical research within EaP (Johannisson, 2011). As practices enable individuals to see connections, make meanings, and account for their doings, EaP helps us make sense of practices and understand why individuals act as they do (Anderson and Ronteau, 2017). When we went back to literature after initial field visits, we found that most of the external venturing literature neither focused on the practices of next generation members nor did it have a suitable conceptual apparatus to focus on a micro-level analysis. This limitation led us to combine EaP with de Certeau's (1988/1984) dialectics of strategy and tactics. The value of de Certeau's (1988/1984) work for EaP research has not yet been considered enough (e.g., Gartner et al., 2016; Johannisson, 2011; Steyaert and Katz, 2004; Welter et al., 2017) nor embraced in Nicolini's (2012) overview of practice theory. De Certeau (1988/1984) provides an appropriate practice theory to capture the choices and meanings assigned to the doings among family members who seek to advance external ventures in a FOB's context.

We situated our field study in Mexico, a country where virtually all private companies are FOBs and most venturing activities occur in rather young FOBs (e.g., Estrada-Robles et al., 2020) and where an EaP approach may be particularly suited (Anderson and Ronteau, 2017). We now introduce the FOB context in Mexico and specifically, our two Mexican FOBs.

Family and Family Owned Businesses in Mexico

Family is a central institutional setting for both social and economic life in Mexico (Aguiló and Aguiló, 2012; Parada et al., 2016) and the most important resource to rely on when starting a venture (Estrada-Robles et al., 2020). A family provides trust and protection, which is fundamental as there is a shortage of these qualities due to high levels of societal risks and uncertainties in Latin America when launching a business (e.g., Discua Cruz et al., 2013). In Mexican FOBs, family members' expected professional choice is working with the family (Kras, 1991). Mexican family members nurture shared values and reinforce their cohesion when creating and running a business jointly (Kras, 1991), mainly due to Mexico's collectivistic national culture where greater attention is paid to others' values, opinions, and goals rather than to one's own goals (as in other parts of Latin

America; e.g., Discua Cruz et al., 2012). Therefore, starting and growing a firm is seen as contributing to the family's wellbeing. After being initiated by a person, spouses, parents, siblings, or children, a FOB gradually incorporates other family members (e.g., Ramirez-Pasillas et al., 2011). Also, the family commonly runs a new FOB from home, thus linking the family and business. As the family business grows, and family members become older, there are changes in the management, ownership, and location of the business (e.g., Kras, 1991).

The Two FOBs

Table I gives an overview of the key features of the two FOBs (here named Alpha and Beta for anonymity) and Table II describes the external ventures launched by next generation family members (see pp. 8-9).

Alpha is a medium sized firm with 100 employees that is fully owned by a mother and her seven sons. It specializes in the distribution and trading of processed food, beverages, and other products for home consumption. In this industry, there are three types of players: multinational companies and national companies controlling around 45 per cent of the market and distribution channels (e.g., Sams Club/Walmart, Costco, and Oxxo/Grupo Femsas); medium to large Mexican intermediate players (e.g., Abarrotes Sahuayo, Abarrotera Lagunitas, and Provedora de Abarrotes Rivera) which have 32 per cent of the market (these players distribute to smaller players); and small and micro convenience stores which have 22.7 per cent of the market (INEGI, 2014a). Due to its geographical and political complexities, multinational and big national players have not reached the region where Alpha is located. Alpha dates back to 1974, although it was not legally constituted till 1983. Alpha created a business combining wholesale distribution centres and retail stores spread around the region. When the founding father passed away in 2011, the family owned 16 wholesale stores, four limited wholesale stores, and nine convenience stores in Mexico. Alpha has been growing steadily (by at least 10 per cent a year) in the last five years. The next generation members have created two convenience stores (Ventures 1 and 2 in Table II), one limited wholesale store (Venture 3 in Table II), and one company that exclusively distributes certain brands of products like cigarettes (Venture 4 in Table II). A member of the second generation has also started a dog breeding venture (Venture 5 in Table II).

Beta is a FOB with 47 employees in the textile industry that was started by a married couple in 1981. This industry has two types of players as production chains are either controlled by buyers or manufacturers. The buyer-controlled chains are mostly multinational companies located abroad. Since China's entry to the World Trade Organization, exports of Mexican textiles have decreased sharply. In 2014, small and micro textile manufacturers dominated in Mexico (98 per cent), while medium-sized and large manufacturers had a share of 1 per cent each (INEGI, 2014b). Beta has an organizational design that combines a manufacturer-controlled and a buyer-influenced chain. Beta manufactures high quality linen duvets that are sold by its local retail stores; it also sells to other non-local chains and stores across the country through regional and national trade fairs. It also relies on specialized buyers like interior home designers and architects

ordering customized linen duvets, tablecloths, and curtains. Currently, the couple's four children are involved as middle managers in the business. The family owns its own manufacturing company and has had five retail stores. The next generation members launched four of these stores (Ventures 6, 7, 8, and 9 in Table II). Then, the oldest daughter took a different direction and started a car wash (Venture 10 in Table II).

Table I. Overview of the FOB profiles

<i>Descriptor</i>	<i>Alpha</i>	<i>Beta</i>
Start-up year	1974	1981
Industry segment	Trading in canned food, beverages, and other food products	Design, manufacture, and trading in textile products
Employees at the start of the study	100	47
Industry growth	Medium	Small
Annual growth	10%	12%
No. of core family members as owners	7	4
Ownership composition	100% owned equally by 7 sons and their mother	100% owned by parents
	The founder/father passed away in 2011	In 2010, 4 children donated their ownership (50%) to their parents due to a son's divorce
Family involvement	CEO, all management positions, and accounting assistant	CEO and all management positions
Generations involved	2nd and 3rd	1st and 2nd
Family CEO	4th son (2nd generation)	Founders: mother and father
CEO's education level	Unfinished bachelor's degree in business administration	Technical college education as a nurse and technical college education as an engineer
CEO's experience outside the family business	None	Yes
Next generation's formal education	2nd generation: Bachelor's in accounting, law, industrial engineering, psychology, and unfinished business administration bachelor's degree 3rd generation: MBA	2nd generation: Bachelor's in business administration and accounting, technical education in design, and an unfinished veterinary bachelor's degree
Total number of related ventures	Distribution center (original family business), 4 wholesale stores, 12 limited wholesale stores, and 9 convenience stores, own line of processed food products (related), distribution of exclusive brands (related)	Textile factory (original family business), 4 retail stores
Total number of non-related ventures	1 (dog breeding)	1 (car wash)

Table II. Main characteristics of the new external ventures

<i>No. of venture</i>	<i>Type of business</i>	<i>Entrepreneurs</i>	<i>Family managerial involvement</i>	<i>Perceived innovative outcome</i>	<i>Financial outcome</i>	<i>Path*</i>
FOB Alpha						
1	Convenience store (related)	5th son	Founder as CEO	Identification of key elements in the family venture model	Closed down	1
2	Convenience store (related)	4th son	Founder as CEO	Defined a new market, achieved reduced distribution costs, and gained new customers	Significant profits	1
3	Limited wholesale store (related)	4th son	Founder as CEO	Defined a new market, created a new distribution method, and introduced new products	Significant profits	2
4	Distribution of exclusive brands (related)	3rd, 4th, 5th, and 7th sons	5th son as CEO	Introduced new products for existing customers	No profits	2
5	Dog breeding (non-related)	7th son and friend	7th son as CEO	Explored a new business in a new industry, and entered a new market	No significant profits	3
FOB Beta						
6	Retail store in the south of the city (related)	1st daughter	Founder as store manager/ CEO	Identification of key elements in the family venture model	Significant profits	1
7	Retail store in a neighboring town (related)	2nd daughter and mother	Founder as store manager/ CEO	Market penetration by introducing existing products in a new market	Closed down	3
8	Retail store in the south of the city (related)	3rd son and mother	Spouse as store manager/ CEO	Market development by introducing a new sales point	Significant profits	3
9	Retail store in the north of the city (related)	4th daughter	Founder as store manager/ CEO	Market development by introducing new products for a new market	Significant profits	2
10	Car wash (non-related)	1st daughter and her spouse	Founders as co-directors	Market penetration with an automatic tunnel car wash	No significant profits	3

*Figure 1 elaborates these paths in detail.

Empirical Material

The first author conducted a three-year field study selecting two FOBs that had started ten ventures (five ventures each) through purposeful sampling (Patton, 2002). The purposeful sampling technique is useful for deliberately choosing relevant FOBs that manifest the phenomenon being investigated. The first author conducted 28 interviews with family members from different generations, which were supplemented with meetings and site observations (see Table III). During the field study, the first author interviewed members of the first generation (founding CEOs) and the next generation (i.e., daughters, sons, and a grandson); made daily notes on observations; obtained reflections on interactions among family members; spent time at company sites; joined family meetings; shared meals with them common and accompanied them in different social contexts to build trust with family members. Since our practice theory approach is concerned with what meanings individuals assign to their actions, choices, and deliberations, we considered interviews and observations to be an appropriate main method for collecting the empirical material (Nordqvist et al., 2009).

The field study design is described in Figure 1 (see p. 11). The field study focused on the entrepreneurial activities that next generation members had performed over time in each FOB. We observed that based on the relations between family members and the original FOB and for pursuing business opportunities, various next generation members started new ventures that were external in the sense of being legally and organizationally independent of the original FOB. The new ventures were kept almost invisible to outsiders and often even to insiders; the next generation family members gave a different name to each venture and/or different legal forms making them external ventures. The members remembered these external ventures as significant efforts as they formed a part of their ambitions of deliberately increasing their standard of living (Collins and Moore, 1971).

Table III. Data collection

<i>Design</i>	<i>Source</i>	<i>Alpha</i>	<i>Beta</i>
First visit	No. of interviews	9	6
	No. of persons interviewed	8	4
	No. of sites visited	4	3
	No. of family meetings	1	1
	No. of breakfasts/lunches/dinners	2	2
	Hours of field work ^a	32	40
Second visit	No. of interviews	10	3
	No. of persons interviewed	5	2
	No. of sites visited	4	2
	No. of family meetings	3	1
	No. of breakfasts/lunches/dinners	2	2
	Hours of field work ^a	48	42

*Approximate time.

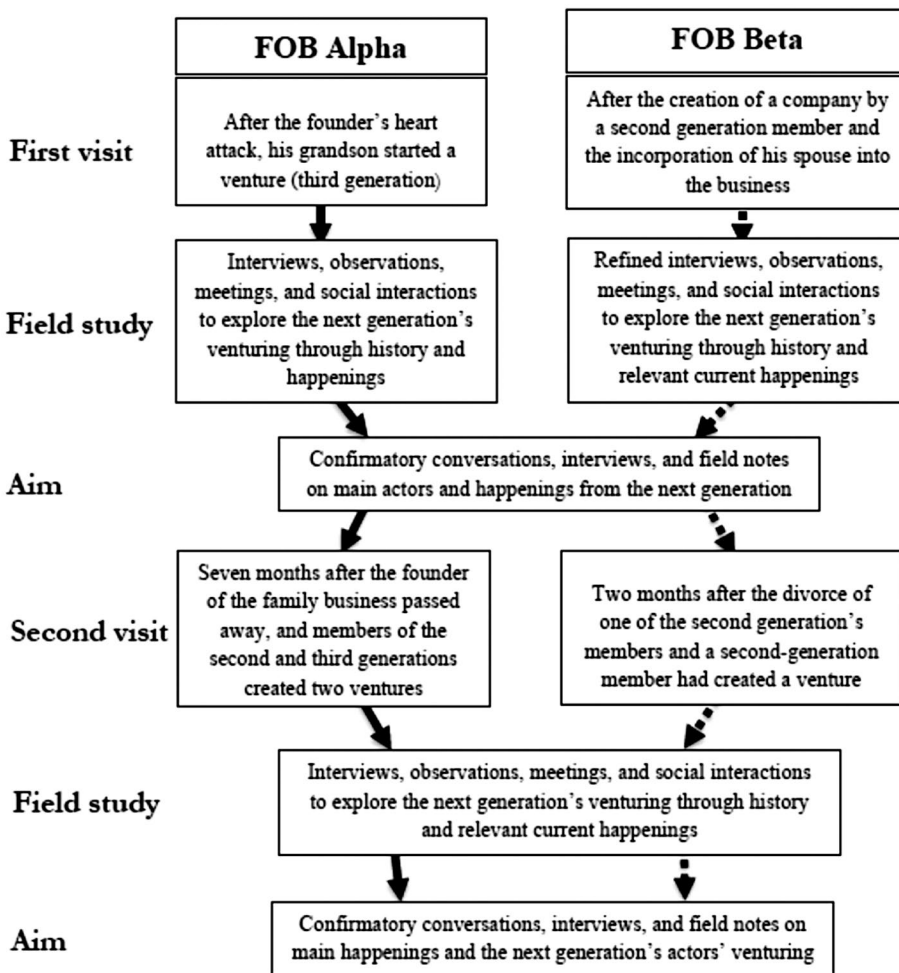


Figure 1. Methodological procedure [Colour figure can be viewed at wileyonlinelibrary.com]

We used the ten external ventures to study similarities and differences in the next generation's venturing practices using a within and cross-venture analysis to generate theoretical concepts anchored in empirical material following an external validity design (Gibbert et al., 2008). We included specific questions to understand next generation external venturing such as: Why did you want to start a new venture? How did you do it? Why were certain persons part (or not) of it? Why did the family support (or not) the activity? How did you respond to your family's reactions or behaviour? How did the new venture influence current actions in the original family business? Why did you oppose/favour such a decision? How was support garnered?

Thanks to the importance ascribed to the external ventures, we were able to gather rich accounts of many experiences that we used for building a dataset. This process was central in developing reliability as we were able to record and transcribe interviews and field notes, register and compare accounts, and identify emerging themes and patterns (Gibbert and Ruigrok, 2010).

When re-visiting the FOBs, we delved further into the next generation external venturing experiences to enrich our accounts of important processes and site observations. We complemented the accounts of next generation family members with the accounts of the founding generation (and a third-generation member in Alpha). We included specific questions about the practices of the next generation's external venturing and how they were perceived by other family members such as: Why did your son/daughter/sibling want to start another venture? How was it done? Why were certain persons part (or not) of it? Why did you and the family support (or not) the activity? How did the new venture influence current actions in the original family business? Why did you oppose/favour such a decision? How was support garnered? In line with Miles and Huberman (1994), our analytical goal was obtaining construct validity by triangulations/specifying empirical material from multiple sources (i.e., interviews with family members, attending meetings, and site observations) and building a chain of evidence. From the logic that individuals tend to reflect in particular on how they live their lives and what decisions they take in connection with critical events in their lives (Johannisson, 2011), we focused on understanding what the specific aspects of the practices of the next generation external venturing were, and why they mattered since venturing was pervasive throughout the existence of the original FOB's development.

Analytical Procedure

Adopting a theoretical approach to practice (Feldman and Orlikowski, 2011), the analysis of our empirical material focused on understanding how and through what practices family members engaged in their external ventures. It included interpreting the empirical material to understand emerging theoretical relationships between venturing activities within each venture and across ventures. This understanding helped us address how next generation members perceived how the practices were generated and for what purpose they were performed. We first treated each next generation venturing process and FOB separately, where we distinguished the external venture's features, the individuals involved, and the main events in our empirical material. We then read the transcribed material multiple times to identify the practices of external venturing involving family members in each of our ten ventures. Following the abductive approach which is suggested as being suitable for EaP (Johannisson, 2011), we identified codes that re-occurred in the empirical material in each venture. Using these codes, we built tables with empirical extracts from our respondents with themes.

We searched and observed patterns of next generation external venturing and created tables that compared themes based on interview excerpts across the ventures. We discussed the emerging classifications in the tables amongst ourselves to understand the underlying micro-social practices of the next generation's external venturing in more detail. We iterated the empirical material into specific themes/tables that re-occurred in the data (Miles and Huberman, 1994). In doing this, we sought to identify patterns of common meanings assigned to actions and interactions within and across interviews from the ten external ventures in the two FOBs (Nordqvist et al., 2009).

In this phase, we made use of de Certeau's notions of 'strategy' and 'tactics' to interpret how next generation family members assigned meaning to and dealt with existing

dominant orders within the family ('strategy') via ways of operating as constructively as possible within such dominant orders ('tactics') (de Certeau, 1988/1984). Theoretically, tactics are practices performed in micro-social interactions as attempts to make use of any strategy that imposes itself and its logic. Therefore, we empirically investigated practices with tactics as a specific (de Certeauian) approach to EaP ('reading practice as tactics'). This is why we empirically define tactics as *ways of operating* by next generation family members in their external venturing. Guided by de Certeau's theoretical notion of the dialectics of strategy and tactics, we continued comparing empirical material within and across ventures and linking it back to literature as suggested by Silverman (2005). We looked at the next generation's ways of operating and at their interactions with the older generation members (parents) and other individuals (daughters, sons, grandsons).

As suggested by Nicolini (2009), we zoomed in and out and thus asked ourselves what was unique and different about the next generation members' ways of operating, for example, if it was why the ventures were created or how next generation members carried out the venture creation. When we zoomed out by contrasting empirical accounts with literature, aspects of the next generation's ways of operating and external venturing emerged.

At this stage, a second visit was important for confirming and exploring codes and themes that were developed before and during the field visits based on ideas that emerged from field notes, interviews, and literature. By shifting back and forth between empirical material and literature, we aimed to refine the emerging theory (Alvesson and Sköldbberg, 2000). Since individuals tend to reflect on what actions they take (Johannisson, 2011) and how they make sense of them (Anderson and Ronteau, 2017), the analysis presented in the data structure focuses on understanding the way individuals interpreted how specific aspects of the practices were performed and how such aspects related to each other. As an outcome of this stage, we re-organized the empirical material in the tables and generated the final data structure (Figure 2 supported by the Appendix). The data structure illustrates the progression from first order concepts (specific aspects extracted from our empirical material related to the role of next generation interactions with the family in external venturing) to second order themes (the meaning of external venturing practices), to five relational aggregate dimensions (exposing the derived empirical material to higher order theoretical constructs representing the integrated meaning of external venturing practices). Last, we outlined a process for next generation external venturing where we organized the five practices into three next generation external venturing routes (Figure 3, supported by Table IV in the Discussion section, see pp. 20-23). With this step, we interpreted how the practices were used for various purposes and at different moments in the external venturing. Each route inferred the next generation members' venturing and represented a course taken in starting a discussion and interacting with the family on the new external venture. Next, we present our findings.

FINDINGS

Our findings are organized as five practices showing the various ways of operating by which next generation family members engage in their external venturing (see Figure 2 p. 14.) Appendix provides additional representative interview quotes on each practice.

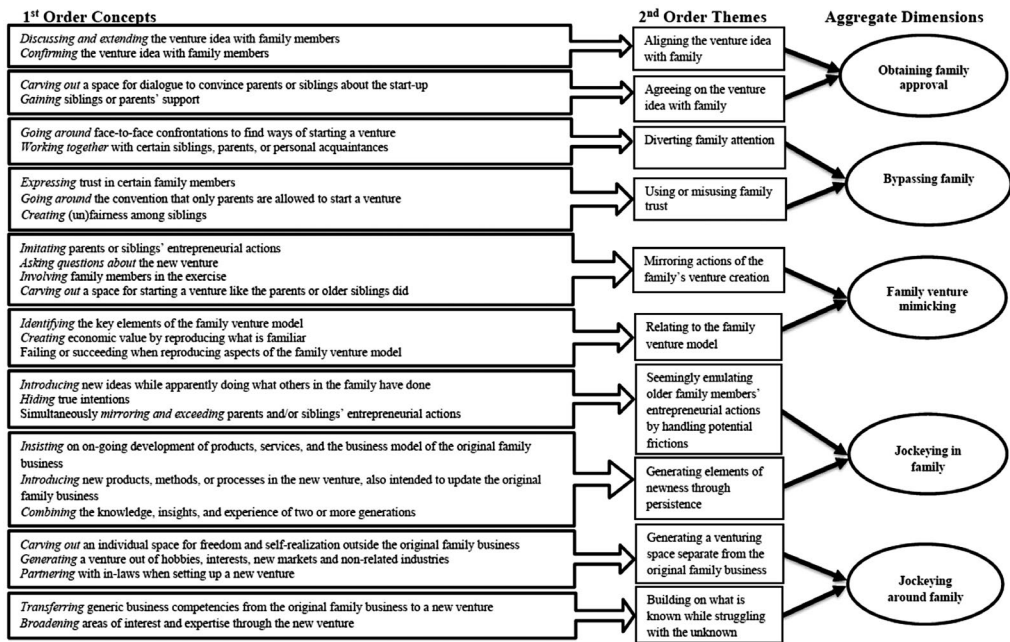


Figure 2. Data structure

Obtaining Family Approval

The first variant of this practice is *aligning the venture idea with family*. Our findings showed that next generation family members discussed and extended their venture idea with the family and then aligned aspects of the entire idea via these dialogues. In Alpha, the FOB's CEO and 4th son said about Venture 2: *'I thought that the new convenience store needed to prioritize the sale point location. My father and brother insisted on the ease of reach from our warehouse, while I insisted on the location [...] When my venture idea combined product mix, sale point location, and ease of reach from our warehouse, things just flowed.'* Our findings also suggested that while modifying and confirming their venture idea by engaging in a dialogue with family members (as described earlier) next generation members also ensured that the family was informed and involved in their venture. The next generation (ultimately) also obtained family approval. In Beta, the 4th daughter said about Venture 9: *'Before I opened my store, I talked to my mom. It was important to have her support. We noticed the expansion of the city and the new shopping centres [...] we chose a shopping centre that would be suitable for my new store'.*

The second variant of this practice is *agreeing on the venture idea with family*. We found that the next generation carved out a space for dialogue to convince their parents or siblings about the venture idea. The next generation employed physical and dialogue spaces that the family was accustomed to and which they had used for interactions for their purposes. In Beta, the family transformed the old kitchen into a space that connected the parents' home with the factory. This was the place where the family had breakfast or coffee meetings to discuss business matters in a relaxed and reflective manner. One door led to the home and the other to the factory. The oldest daughter and entrepreneur shared

about Venture 6 in Beta: *'The kitchen is a neutral space where our parents talk with us, they involve us in and communicate decisions. I used a meeting in the kitchen to involve them in my decision [starting a venture]. I knew the rules of the kitchen: I brought the bread and prepared coffee, then I invited them to sit, listen, and comment on my idea. My parents asked questions and provided feedback. With our discussions, they were now part of the process. They agreed with my venture idea'*. Regarding the creation of a space, our findings showed that agreeing was important for gaining family support for the idea, given that the older family members were the ones engaged in venturing processes. The 2nd son mentioned about Venture 1 in Alpha: *'The project got us discussing our business' growth by opening a new convenience store [...] We talked over dinner, so we used this space to discuss the venture idea'*.

In sum, agreeing with de Certeau (1988/1984), the ways of operating (tactics) that were used emphasized creating openings for initiating external venture activities as a response to a family dominant order (strategy); in this case, 'the truth' that only the older generation would initiate new ventures to support and sustain the family. Thus, to start an external venture, the next generation recognized the relevance of this and focused on sustaining such support through the practice of obtaining the family's approval and its partial involvement by inter-changeably confirming and agreeing to the venture idea. With the partial involvement of the first generation and the siblings, the next generation built the needed support structure and moved ahead with its venturing process.

Bypassing Family

The first variant of this practice is *diverting family attention*. Our findings showed that the next generation found ways of starting a new venture by avoiding face-to-face confrontations and working together with siblings and/or parents, including some family members and excluding others. In Beta, one of the daughters started Venture 7 when the family was occupied with the expansion of the factory. She wanted to launch a store in a neighbouring town: *'I started visiting the town to sell our products. My parents supported the sales trips as part of their strategy. I realized that the textile stores there had a profile that was different from our stores. I did not want to sell our products to other stores; I wanted to have my own store. I used my time to find a good place for my store, build a local network, understand the community, and of course, sell our products'*. By diverting family attention, next generation entrepreneurs found ways to distract/manoeuvre their families while working together with siblings and/or parents. In Alpha, the 7th son said about Venture 5: *'I thought about how to approach my brother (financial manager) and get his cooperation so that I could secure our family business as my supplier. He emphasized on competitive prices and quantity over long-term orientation. I used this in my conversations with him. Once he supported me, I started working with him closely'*.

The second variant of this practice refers to how the next generation family members *use or misuse family trust to launch a venture*. Overall, the next generation expressed trust in certain family members. However, younger siblings also bypassed the convention that only the parents were allowed to start a venture and instead created ways to get family support for their venturing processes. Their manoeuvres included and excluded certain family members leading to temporary (mis)use of trust and (un)fairness among parents and siblings. In Beta, the mother said this about her son's venture (Venture 8): *'We supported him (son) to start his venture. We own the premises where he has opened his store'*. Without

initially disclosing this to their other children, the entrepreneur and parents maneuvered around confrontations and the venture materialized. The oldest daughter further said the following about her brother's way of operating when starting his venture: *'He was given loans to pay for the duwets with a longer payback time. My sister and I used our own savings and established our own networks when setting our stores'*. We found that when family members received differential treatment, there were temporary tensions and disappointments until the venturing process was acknowledged as something good for the individual and for the venture's development.

In sum, the ways of operating that were used departed from an overall trust of each other and then proceeded via bypassing the family. With this, next generation family members created almost invisible ways of going around the family when creating new ventures by diverting family attention and using and misusing trust. The dominant order within this practice dictated that suggestions of new external venturing should be embedded in an inclusive and careful process of venture evaluation. According to next generation family members such an approach delayed entrepreneurial activities that competitors could act on, thus making by passing the family legitimate (over time).

Family Venture Mimicking

The first variant of this practice refers to *the next generation mirroring actions of the family's venture creation*. Our findings suggested that mirroring denoted that the next generation employed venturing to imitate their parents and siblings' entrepreneurial actions when they created their first new venture. In Beta, the oldest daughter and entrepreneur said this about Venture 6: *'I had helped my mom in the store for many years. I told her that I could open a retail store following in her steps [...] do what they (parents) had done [...] It was like they saw themselves in me or I saw myself in them'*. The next generation also engaged in conversations with parents or siblings to ask questions and involve them in the venturing process. In Alpha, the CEO shared this about Venture 3: *'I told my father I remembered that he had used a dolly to distribute groceries in the neighbourhood. So, [for my store] I took the dolly to sell groceries like my father. He replied, "did you ask your brother to accompany you so that you can carry a heavier load?" He would also ask me: "what comes next?"'* Our findings indicated that the next generation drew on venturing to carve a space for starting a venture like their parents or siblings did as exemplified by what the founder and mother in Beta said about Venture 8: *'My son launched his store relying on the format of our store. He attends and looks after his store [...] But it is his (store)'*.

The second variant of this practice refers to *next generation family members building a business model by relating it to that of the family venture*. We found that the next generation identified and related to certain aspects of the family venture model that they incorporated in their new ventures. In Alpha, one son and entrepreneur said this about Venture 2: *'With the help of my father and brothers, we selected different lines of products and drew up a price list that was similar to the one we had in the family business'*. In Beta, the oldest daughter said this about Venture 10: *'My business (car wash) is different but still similar to our stores. I emphasize customer service in my car wash business as I do here (retail store)'*. Our findings also showed that the next generation created economic value by reproducing what was familiar so that customers could relate to it. In Beta, the youngest daughter said this about Venture 9: *'We have a*

shelf in my mom's store where customers can easily access, watch, and touch the products. We actually used similar shelves in our stores'.

In sum, we found that the ways of operating focused on mimicking practices where the next generation mirrored actions of the family's venture creation and related to aspects of the family venture model with varying degrees when launching a new venture. The dominant order stated that parents defined the family venture model and the actions carried out for achieving it. Our findings indicated that next generation family members accepted the duality that followed from 'the new' needing to be embedded in and regulated by 'the existing' dominant order.

Jockeying in Family

The first variant of this practice refers to *seemingly emulating entrepreneurial actions of older family members by handling potential frictions*. Our empirical material showed that the next generation handled potential frictions by seemingly emulating parents and siblings' entrepreneurial actions but used these as an opportunity for introducing new ideas. With this, the next generation simultaneously mirrored and exceeded the entrepreneurial actions of older family members. In Alpha, the 4th son said about Venture 3: *'For opening the new convenience store I convinced my father about the location, which was the central de abastos (central supply market). This is the main location for trading processed food, beverages, and groceries using a wholesale store format and not the convenience store format. When I asked my brother (financial manager) to prepare a different price list, he was surprised that I was developing a different type of business. We were a convenience-based business, right! However, when we looked at the numbers, he realized that my supplies were significantly higher. We (our family business) were going to sell more. My brother took the next step and helped me communicate this to our father'.* By launching a venture with a new business model, for example, from a convenience to a limited wholesale store, the entrepreneur hid his true intentions thus compelling older family members to focus on creating a new business model to enter a new market. When he made his move (started the store in a location dedicated to wholesale sales), he showed how the original family business would benefit from his new external venture. Thus, by way of seemingly emulating the older generation, the next generation concealed its true intentions of bringing in ideas that benefited the sales of the new venture and the original FOB.

The second variant of this practice is *generating elements of newness through persistence*. Our empirical material suggested that the next generation used persistence to insist on their ideas but also to find ways of introducing products, services, processes, and new methods in the new venture which were also intended to update the original FOB. In Beta, the youngest daughter used her new store (Venture 9) to convince her parents to purchase new technology as she had been insisted for several years: *'I had been asking my parents to buy an embroidery machine for years [...] My baby bedding and nursery bedding products [introduced in her new venture] helped me convince my parents about the machine. My parents saw the possibilities of developing other products using the machine. They finally bought the embroidery machine! I am very happy since we have changed our processes'.* As the next generation showed the sales of products developed with the new embroidery technique, the original FOB could also improve its existing products. By persisting, the next generation members also combined several generations' knowledge and expertise. They found acceptance and support of the family and

changed the original FOB as expressed by the 4th son regarding Venture 4: *‘My nephew discussed the increased competition for our convenience stores. I thought about how we could differentiate our business even more by relying on our strengths. One of our strengths is the relations and knowledge of our suppliers. The new venture could rely on that’.*

In sum, with the ways of operating used, younger next generation family members acted within family norms but practiced jockeying therein to introduce aspects of newness that at first were covert, but which later benefited the original FOB. The dominant order dictated that parents or older siblings defined new or improved products and services and also decided on eventual alterations to the family business model. With jockeying in the family, younger next generation family members found ways to act constructively with the family that in the end benefited everyone.

Jockeying around Family

The first variant of this practice refers to *next generation family members generating a venturing space separate from the original family business*. Our findings showed that the next generation created a space separate from the original FOB in their ventures for introducing approaches that were not initially supported by the family. This separate space was used for venturing into new industries, partnering with in-laws, and testing new target markets. In Alpha, the youngest son and entrepreneur spent considerable time in dog competitions over the weekends. Starting a dog breeding venture did not represent a high financial risk, so he thought of the possibility of converting his hobby into a business (Venture 5): *‘It [breeding dogs] gave me space of my own [...] When I added dog food [as a product to sell] to our family business, my brothers thought that: okay our brother has new pets. But when I asked for discounts to buy large quantities of supplies, they understood that I no longer had a hobby but a business’.* The separate venturing space was used for introducing different ways of operating, for example, working with in-laws or altering practices of the original FOB. In Beta, the oldest daughter said this about her brother’s external venturing process (Venture 8): *‘But we in the family agreed that we would respect our price list in our stores. However, his wife changed the price list. She had been selling at different prices without telling us [...] I do not understand how he can get away with it. So, now we have to work with his wife [...] and not with him’.*

The second variant of this practice is *building on what is known while struggling with the unknown*. Our empirical material suggested that the next generation transferred generic business competencies from the original FOB to a new venture as part of the external venturing process including knowledge obtained through their experience in the original FOB or their university level studies. In Beta, the oldest daughter said this about Venture 10: *‘I had no prior knowledge of this new business. But I had the experience that I had acquired in our (family) business, and I could rely on that. I was also going to do it with my husband. I had the money to invest in the car wash and a good location to set it up. We (my husband and I) compared different equipment and costs from various suppliers’.* Our findings also showed that the next generation broadened its areas of interest and expertise by engaging in external venturing. In Beta, the oldest daughter said this about Venture 10: *‘As a manager, I need to hire more personnel; as an entrepreneur, I focus on getting things done [...] But I struggle to work with unfamiliar systems and techniques. It is a new industry and not only a business. Making the best use of time is a continuous struggle’.*

In sum, we found that the ways of operating used showed that the next generation carved out a venturing space separate from the original FOB out of hobbies, interests,

and perceived needs. While the dominant order stated that the family should focus on launching businesses in one industry or following certain family rules, the next generation used its own social and financial resources and time to disguise external venturing processes as hobbies and interests, which allowed it to use trial and error self-realization processes outside the original FOB.

DISCUSSION

In the previous section we presented five practices (see also Figure 2 and Appendix) as our main findings regarding how and through what practices next generation family members engaged in external venturing in FOBs. Building on our notions from de Certeau's practice theory, the five practices represent an understanding of how individuals in the ten ventures in our two FOBs used tactics for generating opportunities for external venturing within the dominant order of the institutional setting (i.e., the family and the business) in which they lived their daily lives to challenge the dominant order and engage in external ventures (e.g., de Certeau, 1988/1984; Spiegel, 2005). Whereas Figure 2 portrays the general data structure for the five observed practices that emerged from the analysis, Figure 3 conceptually illustrates the relationships among the identified practices and represents the basis for next generation external venturing in FOBs (see p. 20). Figure 3 portrays the five practices (i.e., obtaining family approval, bypassing family, family venture mimicking, jockeying in family, and jockeying around family) that, depending on how they are combined and employed, form three routes for next generation external venturing: imitating the FOB (Route 1), surpassing the FOB (Route 2), and splitting the FOB (Route 3). The routes deepen our understanding of the micro-level processes through which next generation individuals engage in external venturing in loosely regulated and often improvised ways (Spiegel, 2005) by relating to the original FOB and its family members at the same time as they position the new venture outside the original FOB.

Figure 3 also illustrates that the five practices are *different enough* to justify different conceptualizations, but they are also *interconnected and inter-related* to such an extent that they should not be seen as mutually exclusive 'options' or 'choices' (de Certeau, 1988/1984). By showing how the five practices are combined by next generation members into three routes, we suggest how minor alterations and subtle variations at the practice level are conceptually interconnected and inter-related at the route level. Thus, the family and the business correspond to an institutional setting where individuals mesh practices to manoeuvre tactically (i.e., generate opportunities for external ventures) within a dominant order where they need to interact with other family members and the original FOB. The next generation family members make it all fit together meaningfully by relating (or not) to the original FOB family and sometimes actualizing the original FOB. Therefore, a combination of practices in the routes illustrates simultaneous interconnectedness and autonomy of the next generation's individuals to their families and the original FOB in the relational process that constitutes external venturing in EaP's view (Champenois et al., 2019; Gartner et al., 2016; Steyaert, 2007; Watson, 2013). Table IV illustrates these three routes with exemplary quotes from three ventures (one venture per route, see pp. 21-23).

de Certeau's (1988/1984) practice theory implies that the routes are not necessarily clear and deliberate strategic options known beforehand to the individuals engaged in

external venturing, that is, options that are possible to plan for with known risks and outcomes. The possible routes are rather examples of how practices are used to ‘*constantly manipulate events in order to turn them into “opportunities”*’ (de Certeau, 1988/1984, p. xix).

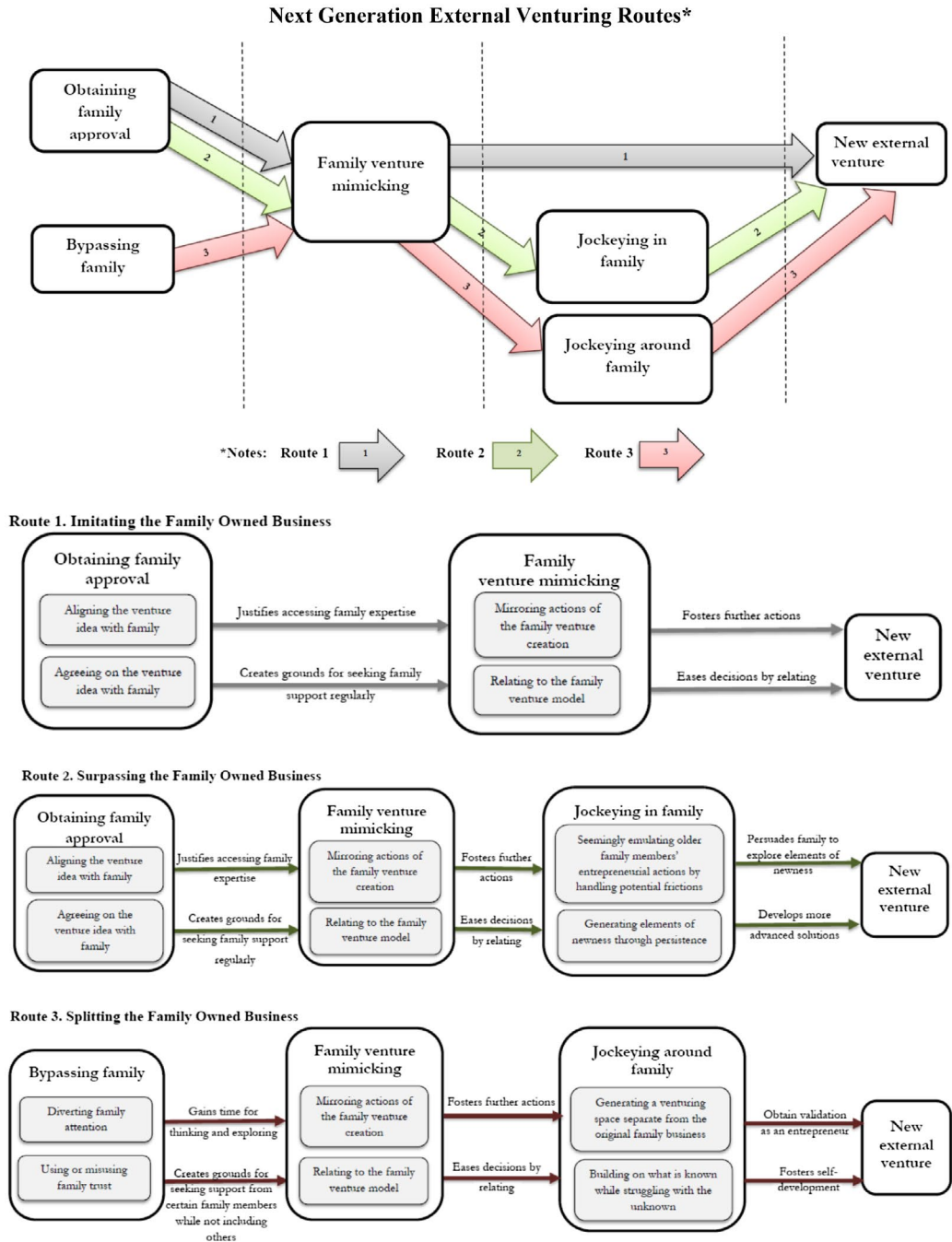


Figure 3. Next generation external venturing routes

Table IV. Exemplary quotes underlying the routes of next generation external venturing

Route 1. Exemplary quotes underlying 'Initiating the Family Business'

Venture	Aligning the venture idea with family	Agreeing on the venture idea with family	Mirroring actions of the family's venture creation	Relating to the family venture model	New external venture
6 Retail store, FOB Beta	1st daughter: <i>I told my mom that I had been offered premises to open my retail store, which I could buy [...] I told her: 'I have the money to buy the place in the shopping center.' But I placed a lot of emphasis on I had the resources to do it.</i>	Founder mother, CEO: <i>Of course, you should do it (start your own store), you are my daughter and if I could do it so should you. Why do you even question yourself about it? You should buy the premises.</i>	1st daughter: <i>I had helped my mom at the store for many years. I told my mom that I could open a retail store following in her steps [...] do what they (parents) had done [...] It was like they saw themselves in me, or I saw myself in them. [...] I would like to do what you did for us 'to provide for my own family'.</i>	1st daughter: <i>A copy of my mom's store. My store was the second store that we launched. Even if it is mine, it had the same brand name [...] I played with the familiarity. The familiarity between stores guided how I exhibited the products and how I selected and priced them.</i>	1st daughter: <i>This is my store. I have all the family collections (duvets). You see that I use the same brand. But it is my store.</i>

Table IV. Continued

Route 2. Exemplary quotes underlying 'Surpassing the Family Business'							
Venture	Aligning the venture idea with family	Agreeing on the venture idea with family	Mirroring actions of the family's venture creation	Relating to the family venture model	Emulating older family members' entrepreneurial actions by handling potential frictions	Generating elements of newness through persistence	New external venture
9 Retail store, FOB Beta	4th daughter: I remember when I told my mom and my sister about my shop: My idea was [...] I went on and on: I told my sister, I told my dad, I told my mom, I told my sister [...]	4th daughter: My father had supported my mom, so I knew he would support me as well. It took a bit of time [...] they agreed that we were developing the business through me even if this (new) venture was going to be mine.	4th daughter: Early on, I started saying that I will start my store. I observed how my mom negotiated, how my sister decorated and sold our products [...]	4th daughter: When my sister planned to open her store, I saw how she put the different pieces together. It was like walking into my mom's store. But it was no longer my mom's store; it was my sister's [...] I did the same thing. My store is similar, but it is also different.	4th daughter: I have the advantage of being the youngest daughter. I can learn from my siblings. You could say that I copy what they do, but at the same time, I add my own twist to the business. I know that when I copy what my sister does, my parents will be fine with it.	4th daughter: This type of embroidery is my signature in the industry. It requires manual work. With my store, I could not make ends meet. I convinced my parents to hire my former classmates, who are designers. They understood and translated my ideas. You could say that it pays to be persistent.	4th daughter: My store helped move the family business in a new direction.

Table IV. Continued

Venture	<i>Diverting family's attention</i>	<i>Using or misusing family trust</i>	<i>Mirroring actions of the family's venture creation</i>	<i>Relating to the family venture model</i>	<i>Generating a separate venturing space from the original family business</i>	<i>Building on what is known while struggling with the unknown</i>	<i>New external venture</i>
5 Dog breeding, FOB Alpha	7th son: <i>I attend fairs, where I meet my friends. This (dog breed) is my hobby, so my family only thought of it as a hobby. But I thought of it as a business.</i>	Missing trust. 7th son: <i>I hired a secretary who worked for the family business. She supports my new business while she works in the FB. We always find a way to make it work. Of course, the business is just starting so; the situation might change.</i> Using trust. 7th brother: <i>A close friend is my partner. He has expertise in breeding dogs.</i>	7th son: <i>My father was always working so hard for us. He met several suppliers and did not make any decision until he was certain [...] He used his gut feeling to make deals, and this is something that I do in my business.</i>	7th son: <i>We deliver tangible products in the family business, but we also deliver a service. When I started thinking about my business, I related my operations to what we do in the FB. I thought about how we make money and tried to understand how I could apply the same logic in my new venture.</i>	7th son: <i>Breeding dogs gave me the possibility of creating my own financial security outside of our family business.</i>	7th son: <i>We have been doing different activities from an early age -- organizing, meeting customers, and distributing products, among other things. I can contribute to this part in the new business [...] My brothers told me that I needed an education in leadership and management. I have started understanding why they said so.</i>	7th son: <i>My dog breeding business is a reality; it is different from the family business. This business is business -- it is something of my own.</i>

The routes are openings towards the idea of a route as such that there always exists one or more plausible routes ahead. Any given external venturing situation can thus be based on a combination and variation of practices towards a specific route with the possibility of an individual finding out, trying out, and gradually carving out a route for venturing given the setting's dominant order. We further suggest that *practices are ways of operating* while *routes are modes of sensing*. The challenge is interpreting the modes of sensing to be able to translate them into doings useful for the next generation family members' entrepreneurial ambitions that are acceptable to other family members. A route towards a new external venture can be seen as successful when it aligns both to the family and the original FOB to a reasonable extent, while also standing out and being autonomous enough from the family and the original FOB to meet the next generation members external venturing ambitions (i.e., De Clercq and Voronov, 2009). Thus, the contours of the routes emerge through the practices in use.

The two practices 'obtaining family approval' and 'family venture mimicking' are oriented towards 'support-seeking' for the external venture in various ways and to different degrees (i.e., aligning, agreeing, dialoguing, mirroring, relating, sharing, anchoring, and confirmation-seeking). We found that support seeking was done by the next generation in simpler ways (i.e., agreeing and aligning venture ideas with family) as well as in more elaborate ways (i.e., mirroring actions of the venture creation and relating to the family venture model) for fostering further actions and enacting the next generation family members' ambition to engage in external ventures. When these two practices dominate, there is an inclination towards a kind of 'playing-it-safe' route, which we call imitating the FOB (Route 1). An example of this route is given in Table IV where the eldest daughter drew on the FOB's practices to create external Venture 6 in Beta. Here, the daughter engaged in external venturing through mimetic doings in the same line of business as the FOB. The daughter influenced other perceptions in such a way that senior family members supported the introduction of the new external venture fully. The support-seeking side of the playing-it-safe route indicates, even if more subtly than hitherto described in corporate entrepreneurship literature, the importance of learning between the new external venture and the established firm (Keil, 2004). Yet, this route also suggests the next generation members' ability to rely on a balanced interplay between the family and the business (Randerson et al., 2015) by learning from the experiences of the first generation's business (Goss, 2005) and relating to the FOB (Brumana et al., 2017). Hence, in our cases Route 1 is likely to maintain and reinforce the venturing approach created by the first generation (Kammerlander et al., 2015).

When the two practices 'obtaining family approval' and 'family venture mimicking' were combined with a third practice, 'jockeying in family', introducing what could be seen as 'boundary spanning' and 'patience stretching' such as mild persuasion, seemingly emulating, and outflanking entrepreneurial acts by older generation members and covert introduction of newness in the original FOB, we see a more daring approach, the kind of 'deviating thoughtfully' route, which we call surpassing the FOB (Route 2). An example of this route is given in Table IV in the practices drawn upon by the youngest daughter to create Venture 9 in Beta. The daughter relied on the family's prior entrepreneurial doings to persuade the family to create a space for surpassing the FOB's products and services as well as actualizing the FOB. The thoughtfully deviating side of Route 2

indicates the importance of both complying with and challenging the setting (De Clercq and Honig, 2011). Route 2 also signals the importance of the next generation family members' ability to foster further actions by combining the experiences of the senior and younger generations' businesses (Barbera et al., 2018), choosing to relate or not to the FOB (e.g., Brumana et al., 2017), and supporting innovativeness through venturing (Calabrò et al., 2016).

When only minor support seeking being tried-out ('family venture mimicking') was combined with two practices more related to separation from the family ('bypassing family' and 'jockeying around family'), we observed a more radical route, which still involved concerns for the family and the original FOB, but these concerns were temporarily set aside by the next generation family members' ambitions to create the external venture. These two 'separatist' practices involved micro-social processes of diversion, minor trust-breaking, stretched trust-using, covert actions, and a focus on self-development rather than on overall owner family wellbeing as a way of producing change within the dominant order (de Certeau, 1988/1984). When this combination of three practices dominated, Route 3 was preferred. We call this route 'splitting the FOB' and provide an example in Table IV with the youngest son creating Venture 5 in Alpha. Here, the next generation member drew on practices to 'make do' (de Certeau, 1988/1984, p. 29) by creating a venture space for self-realization outside the family's original industry. Emphasizing next generation family members' autonomy, Route 3 constitutes a kind of 'rebellious strongly' route to gain time for thinking, exploring, and interacting with certain family members. This route lasted until the next generation family members sensed the rationale for why this route emerged in the first place and how this route helped impede potential frictions with other family members. Such sensing gives support to entrepreneurial doings in the anticipation that what is done constitutes a suitable response given the setting's dominant order (e.g., Antonacopoulou and Fuller, 2019). The rebellious side of Route 3 supports studies on corporate entrepreneurship that highlight venturing as a way of searching for and integrating purpose (Basu et al., 2016), and as a way of aligning the next generation entrepreneurs' identity and career interests (Marchisio et al., 2010).

Thus, the practices and the routes introduced here for external venturing emerge from a capacity among individuals to balance the struggles, tensions, and opportunities that characterize the lived experience of the next generation family members in their setting as emphasized in EaP literature (e.g., De Clercq and Voronov, 2009; Goss et al., 2011; Watson, 2013). Next, we discuss our study's main limitations as well as some avenues for future research.

Limitations and Future Research

The use of EaP to study corporate entrepreneurship, such as external venturing, is in an early stage of development and there are few established theories within EaP. Relying on concepts from de Certeau's practice theory to ground our study and to guide the analytical work, we designed a study of practices which may differ from other practice theory studies. For instance, combining a focus on micro-level interactions and practices of external venturing and relying on a 'Gioia-inspired' analysis of our empirical material (Gehman

et al., 2018; Gioia et al., 2013) may to some extent be novel (e.g., Langley and Abdallah, 2011; Nicolini, 2012, 2017) even if it is consistent with the assumptions in de Certeau's practice theory. While this approach limits our ability to reveal temporal and socio-material dynamics linked with practices through timelines and vignettes,^[1] it allows us to highlight the individuals' (next generation family members) perspectives and interpretations of how they engaged in external venturing. Since practices emerge out of the daily 'historicity' (de Certeau, 1988/1984, p. 24), there are many ways in which practices may arise in the interplay between family, family members, and their businesses. Future research could be designed to conduct a more detailed processual case-based analysis to show the stages and steps of venturing in a sequential processual manner at the level of the FOB.

Future research could also examine to what extent, and under what circumstances, the identified external venturing routes are associated with more or less business success. We further encourage future research that draws on practice theory to study forms other than external venturing in corporate entrepreneurship such as innovations and strategic renewal.

The Mexican sample of FOBs in our study is a limitation due to contextual circumstances (Ramírez-Pasillas et al., 2017). We cannot say if our findings apply to next generation external venturing in other countries, even if Mexico is similar to other Latin American settings. Our research design does not allow us to generalize statistically for any population of firms, not even in Mexico. While we believe that our findings may be transferable to other FOBs of a type as the two in our sample, future research is needed on a broader sample using statistical techniques allowing for generalizability. To increase the generalizability, future research should rely on samples that include different types of businesses (such as FOBs of various sizes (small, medium, and large FOBs), generation in charge and level of internationalization), but also other forms of organizations (such as social enterprises, cooperatives, and public organizations), and family generations.

Contributions

This article contributes to corporate entrepreneurship literature through its focus on external venturing practices at the micro-level of social interaction. Specifically, we contribute to the growing research on corporate entrepreneurship within the context of FOBs (e.g., Bettinelli et al., 2017; Brumana et al., 2017; Kellermanns and Eddleston, 2006; Minola et al., 2016; Nordqvist and Melin, 2010), where our study reveals new insights concerning how next generation members from an owning family draw on practices to originate and launch their own new ventures while also associating with the original FOB and other family members. In our study, individuals accomplished external ventures by utilizing five practices (i.e., obtaining family approval, bypassing family, family venture mimicking, jockeying in family, and jockeying around family). The focus on the subtle and relational micro-level interplay between individual family members who engage in external venturing to pursue their ambitions and search for autonomy extends studies that emphasize more deliberate new venturing efforts of next generation family members more to grow the FOB and/or to build the entrepreneurial legacy of previous generations (e.g., Barbera et al., 2018; Greidanus and Märk, 2012; Jaskiewicz et al., 2015). Our approach based on practice theory and recent developments in EaP literature, suggests how next generation family members engage in and accomplish external venturing through five

practices and three routes. The venturing routes correspond to imitating, surpassing, and splitting the FOB in our study. These routes provide general courses of action that next generation family members employ to interact with other family members and to relate to the original FOB as they launch their external ventures. Adding to research suggesting that family and business play a key role in individual family members' entrepreneurial activities (e.g., Aldrich and Cliff, 2003; Nordqvist and Melin, 2010; Randerson et al., 2015) we contribute with a detailed analysis of how the family and the FOB may impact external venturing processes by next generation family members. In our study, this includes a better understanding of how next generation family members interact with other family members and the original FOB to advance their external ventures. Furthermore, this study advances literature on corporate entrepreneurship in the FOB context which has mostly focused on internal venturing (e.g., Brumana et al., 2017; Discua Cruz et al., 2013).

Building on the notions of 'tactics' and 'strategy' from de Certeau's (1988/1984) practice theory allows us to contribute to emerging EaP literature with an enhanced understanding of how individuals draw on practices to engage in and accomplish entrepreneurial doings at the micro-level (e.g., Steyeart, 2007; Johannisson, 2011; Gartner et al., 2016; Anderson and Ronteau, 2017). We conceptualize specific practices and routes that provide new insights with regard to how individuals seek support for their new ventures from and/or bypass or outflank other people (in our cases other family members) to build new external ventures. Figure 3 outlines five practices and three routes which we, in different combinations, found to be relevant for how next generation family members proceed through ways of operating ('tactics' in their particular external venturing settings ('strategy' or dominant order) and routes as modes of sensing.

For EaP research, this means a more detailed understanding of the actual practices, doings, and choices of individuals engaged in an important form of corporate entrepreneurship or external venturing (e.g., Anderson and Ronteau, 2017; Champenois et al., 2019). For instance, through an in-depth longitudinal research and de Certeau's conceptual notions, we offer an interpretation of how some venturing activities are performed in a joint constructive pursuit of opportunities and others as a form of subtle resistance to the accepted FOB setting's dominant order. The five practices increase our understanding of the 'supportive side practices', that is, in our cases how next generation family members interact and collaborate with other family members to obtain their support, rely on their expertise, and generate venturing spaces for testing ideas. The five practices also help reveal how next generation family members not only align with other family members but also seek to bypass other family members, exposing them to ways of operating based on clever tricks, stretching, and mildly misusing their trust and other 'opposing side of practices'. This supports the idea in EaP literature that depending on the setting in which it occurs entrepreneurship includes variants of practices and doings where asymmetrical power relations (i.e., between junior and senior family members) are dispersed by aligning with family preferences and/or by seeking to distract family attention (e.g., Chalmers and Shaw, 2017; Goss et al., 2011). Further, the three routes have an open-ended, improvised, and emerging nature as they vary according to circumstances. Thus, our approach emphasizes how tightly interconnected and inter-related combinations of practices at the micro-level lead to next generation external venturing routes.

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Appendix. Representative interview quotes underlying 2nd order themes	2nd Order Themes and Interview Quotes	Aggregate Dimensions
<i>1st Order Concepts</i>	<i>2nd Order Themes and Interview Quotes</i>	<i>Aggregate Dimensions</i>
<i>Discussing and extending the venture idea with family members</i>	<p><i>Aligning the venture idea with family</i></p> <p>V1. 5th son: When we talked about the project (new store) we realized that we could not rely on our distribution network. The municipality was more than 200 km from here. [...] A larger store was more suitable; a wholesale store with longer periods between re-supplying materials to it [...]</p> <p>V3. 3rd son: I discussed with my brother that my new venture should keep its simplicity so that people felt that the convenience store was part of their neighborhood. My brother emphasized that the product mix and stock availability were part of that simplicity. My other brother argued that the design of the store needed to be adapted based on the premises. I wanted to keep it simple [...]</p> <p>V4. 7th son: I first told my brother X (6th son) about the possibility of starting a business of distributing exclusive brands of cigarettes. I discussed it with my brother Y (4th son) and the idea changed from just cigarettes to other products that demanded exclusive distribution rights.</p> <p>V1. 3rd son, controller: My father supervised the suppliers and we worked with and helped my brother in making the final selection. I followed my brother to the new location.</p> <p>V3. 3rd son: My brother talked about the (my) store with my father; he explained the idea very well to my father and confirmed his support for the new store.</p> <p>V4. 4th son: Since we are all gathered, we can confirm that we are all interested in starting the venture, right?</p> <p>V6. Mother: Of course, you should do it (start your own store); you are my daughter and if I could do it so should you. Why do you even question yourself about it? You should buy the premises.</p>	Obtaining family approval
<i>Confirming the venture idea with family members</i>	<p><i>Agreeing on the venture idea with family</i></p> <p>V2. 4th son: My brother (6th) is always in his office, I realized that if I wanted his financial support, I needed to discuss my ideas and obtain his support in his office. If I wanted to discuss money with him, my brother's office was the place for financial discussions.</p> <p>V4. 4th son: Once I talked to each of my brothers individually, I presented my (venture) idea to them in one of our joint meetings. I was able to 'sell' the idea to all my brothers there.</p> <p>V9. 4th daughter: I always talk about my ideas first with my sister and then with my parents. My sister and I worked very well in the business and have done things to develop the business [...] I used this space to talk about the possibility of opening a store.</p>	Obtaining family approval
<i>Carving out a space for dialogue to convince parents or siblings about the start-up</i>		

Appendix. Continued	2nd Order Themes and Interview Quotes	Aggregate Dimensions
<i>Gaining siblings or parents' support</i>	<p>V1. 3rd son, controller: Our brother presented the idea. We all agreed and supported him even though the project did not work out.</p> <p>V2. 6th son: When my brother presented his idea to me, I realized it was time to do with him what my father had done with me (train him). Besides, my brother was always the family entrepreneur and we needed him here. I had an agreement with him, and only him.</p> <p>V6. 1st daughter: I teamed up with my sisters. If they supported my business idea, I would also support them if they started a store. I discussed my idea with them first, so I sort of practiced with my sisters before I presented the idea to my parents.</p> <p>V9. 4th daughter: When I planned to open my store, my sister joined me to talk to my mom.</p>	Obtaining family approval
<i>Going around face-to-face confrontations to find ways of starting a venture</i>	<p><i>Diverting family attention</i></p> <p>V5. 7th son: When I wanted to start my venture, I worked in the family business' warehouse. I paid close attention to our supplies of dog related products to familiarize myself with this business. My brothers did not notice this.</p> <p>V7. 2nd daughter: I did not want to create tensions in the family. My parents had invested in buying a new property for our factory. Our strategy was to gain new customers. So, I started selling products in neighboring towns to check if any of those were a potential sale point for my store.</p> <p>V8. 3rd son: Before I opened my store, I talked to my mom. It was important to have her support [...] I did not tell her at that time that I wanted to involve my wife; it was better to first focus on getting her support for my store after which I would see how I managed it with my wife.</p>	Bypassing family
<i>Working together with certain siblings, parents, or personal acquaintances</i>	<p>V5. 7th son: I work with a friend I met at dog competitions. What started as a mutual interest, ended up in a joint business.</p> <p>V5. Grandson: At the beginning, we thought that he (my uncle) had surrounded himself with bad influence. [...] I have changed my mind about this (his new venture). He has a business partner!</p> <p>V8. 3rd son: Before we (my wife and I) launched the store, my mom and I prepared the legal documents, such as contracts and taxes. I also ordered the products from our factory.</p> <p>V10. 1st daughter: I keep my eyes and ears open for business opportunities. When an acquaintance offered me a car wash equipment, I was already considering starting another business.</p>	

Appendix. Continued	1st Order Concepts	2nd Order Themes and Interview Quotes	Aggregate Dimensions
<i>Expressing trust in certain family members</i>	<i>Using and misusing family trust</i>	<p>V8. Mother and founder: My son started his store. All our children had started their enterprises. I supported him because it was important for his development as a business person and also because it helped our business develop in a way. We obtained an additional market channel for our factory products in a city that had grown substantially.</p> <p>V10. 4th daughter: My oldest sister is my role model because of what she has done and continues to do. Her car wash business guided us in a new direction.</p>	Bypassing family
<i>Going around the convention of only parents are allowed to start a venture</i>		<p>V7. 2nd daughter: My parents did not expect me to start a business. But I found a way to do it even though my business was not successful.</p> <p>V8. 3rd daughter: My parents have built all this (family business). It is also our responsibility to follow their example and start our own companies. However, they will not tell us: 'start your own store'. It is up to us to find a way to do it.</p> <p>V10. 1st daughter: I grew up as the family business grew [...] My bedroom was filled with fabric rolls till there was no space for me [...] I hope that I can also develop a business as my parent did it.</p>	
<i>Creating (un)fairness among siblings</i>		<p>V5. 7th. I trust my brothers. My closeness to my brothers helps me understand how I can best work with them in my venture.</p> <p>V7. 2nd daughter: My business attempt showed my parents that we (siblings) needed to have such 'entrepreneurial' experience to relate to what my parents had done and what we needed to do to sustain our (family) business.</p> <p>V8. 1st daughter: My brother received a lot more support than we (my sister and I) got from my parents [...] I was the first daughter to start a new venture, so in a way, I eased the process for my siblings [...]</p>	

Appendix. Continued	2nd Order Themes and Interview Quotes	Aggregate Dimensions
<i>1st Order Concepts</i>	<i>Mirroring actions of the family's venture creation</i>	
<i>Mimicking their parents or siblings' entrepreneurial actions</i>	V6. 1st daughter: I told my mom that I wanted to start a store like hers (mother's store). I wanted to start the store in the same shopping center since she always said that it was a sales point for textile products in the region. V8. 3rd son. My store needed to look like my mom and sisters' stores. The store was going to have our brand name and would distribute our products. I had observed how my mom worked and how the store's design had been developed. I followed that.	
<i>Asking questions about the starting of the venture</i>	V6. 1st daughter: I asked my mom if I should start the business and if I should invest XX amount in purchasing the premises. Once I started consulting her, she encouraged my inquiries and also asked me questions about my business. V7. 2nd daughter. I asked my mom to come with me to see the premises for the new venture. Once we were there, I asked her if she saw it as a good sales point. I also asked her [...] how much time did I have to pay for the products?	
<i>Involving family members in the exercise</i>	V2. 4th son: With the help of my father and brothers, we selected different lines of products and set a price list similar to the one we had in the family business (original family venture). V4. 7th son: I have mentioned the possibility of starting a business for trading exclusive brands. We can attract new customers to our stores. The prices and amounts can be negotiated centrally. V9. 4th daughter: When I set my mind to open my store, I worked with my parents on the collections. I wanted to double check that my family was on board since this was going to be our third store in the same city. V8. 3rd son. I talked first with my mom (about the store). V1. 5th son: The store was located around 200 km from our distribution center. This distance gave me an opportunity to create my own business space where I managed operations. I studied a business which was useful. V4. 4th son: If we do this (start a venture trading exclusive brands, we (sons 3rd, 4th, 6th, and 7th), can start it together. But we need to assess the financial risks. V6. 1st daughter: When I opened the store and started spending time here, the store became my business space. If I wanted to meet certain suppliers or customers, I started having meetings in my store.	Family venture mimicking
<i>Carving out a space for starting a venture like the parents or older siblings did</i>		

Appendix. Continued	1st Order Concepts	2nd Order Themes and Interview Quotes	Aggregate Dimensions
	<i>Identifying the key elements of the family venture model</i>	<p><i>Relating to the family venture model</i></p> <p>V2. 4th son: I wanted to go back to our roots by recovering a central idea from the first convenience store and improving it based on our experience. The store was based on the concept of 'a family-based convenience store, [...] From there I coined new elements that perhaps were not visible to everyone.</p>	
	<i>Creating economic value by reproducing what is familiar</i>	<p>V9. 4th daughter: When I opened my store, I understood our (family) business model better. I was able to distinguish which elements I wanted to keep, improve or ignore for my store.</p> <p>V1. 2nd son, lawyer: Once I started, there was a lot to do all the time. I moved away from home for the first time. Sales rapidly increased. Apparently, everything was going fine. But I got very stressed and started drinking. Things went out of control. I wanted to open a store just as my father had done when we were younger, but I could not manage it [...] finally, we closed it.</p> <p>V. 6th 4th daughter: I saw how she (4th daughter) put the different pieces of the puzzle together. It was like walking into my mom's store. But it was no longer my mom's store, it was my sister's.</p> <p>V9. 4th daughter: My store was going to be our third store in the same city. We decided to use the same brand and logo as our (family) business.</p>	Family venture mimicking
	<i>Failing or succeeding when reproducing aspects of the family venture model</i>	<p>V1. CEO, 4th son: It was a learning experience, which taught us (siblings) how to work with convenience stores. This experience led to all the development and what we have now. We formed the business model for our convenience stores thanks to my brother's experience.</p> <p>V3. 4th son: My new store was designed based on our store's format. I selected the elements of the (family) store's format that were included in the new store.</p> <p>V7. 2nd daughter: My store failed because the town attracted the wrong type of customers. Our products are expensive, but they have high quality. People assumed that my store was going to sell cheaper products. I decided to close my store since we wanted to sustain our brand image.</p>	

Appendix. Continued	1st Order Concepts	2nd Order Themes and Interview Quotes	Aggregate Dimensions
	<p><i>Introducing new ideas while apparently doing what others in the family have done</i></p>	<p><i>Seemingly emulating older family members' entrepreneurial actions by handling potential frictions</i></p> <p>V3. 4th son: When I opened my convenience store, a customer asked me for a box of cookies. I got him one box. He looked at the box and said, 'I meant a dozen boxes not one box'. I sold him a dozen boxes. That was just the beginning of the 'limited wholesale business model format'. I phoned my brother (6th and financial manager) and told him what had happened. I asked him for a new price list in line with a wholesale format. There was a moment of uncomfortable silence in our conversation.</p> <p>V3. 4th son: My father wanted us to rely on the convenience store format. My limited wholesale store was not part of his vision. When I told my father about how things happened, my brother (6th and financial manager) supported me. His support helped me handle the tension with my father.</p> <p>V4. 7th son: I became the manager of our warehouse. This was a responsibility that provided insights into our core business activity. It helped me understand not only the products we sold; it also helped me understand how we sold them. From this, I engaged in open conversations with our suppliers and learned about the possibilities that we can exploit in a new business.</p> <p>V9. 4th daughter: My store looks like my mom's and my sister's stores. But I knew that the market on the north side of town is different. So, I had to come up with a product that was suitable for that market, and that could help me convince my parents about buying an embroidery machine.</p>	
	<p><i>Hiding true intentions</i></p>	<p>V3. 4th son: Because my brother (5th) had the experience, I wanted to do this (start the new store) carefully. I agreed with my brother (6th) on how to finance the store. My father did not know about it.</p> <p>V3. 4th son: My family did not know that businesses operating in the central de abastos were focused on wholesale operations. Thus, I started my store as a convenience store.</p> <p>V4. 7th son: My brothers are managers in the (family) business and also owners of their stores. I 'only' had the warehouse and could hide in the routines of the warehouse to explore new possibilities. Since my brother, X (6th brother) negotiates with our suppliers, I was able to approach them and have open conversations on the potential for the new venture.</p> <p>V9. 4th daughter: The embroidery machine is very expensive. But as a designer, I understand its importance and necessity. My goal was to convince my parents to buy the machine.</p>	<p>Jockeying in family</p>

Appendix. Continued	2nd Order Themes and Interview Quotes	Aggregate Dimensions
<i>1st Order Concepts</i>	<i>2nd Order Themes and Interview Quotes</i>	<i>Aggregate Dimensions</i>
Simultaneously <i>mirroring and exceeding</i> parents and/or siblings' entrepreneurial actions	<p>V3. 4th son: My aim with the new store was to change our store's format. I started as a convenience store but developed it differently. Afterwards, we had a new store format, the limited wholesale store.</p> <p>V4. 7th son: Currently, we have one business in which we are involved in management and ownership. However, it is my father who started this company. My intention is that this potential new venture engages all of us who are active in the (family) company in building something together from the start.</p> <p>V9. 4th daughter: Like my mom and sister, I have my store. But I am also in charge of developing our designs for the (family) business [...] The products are introduced in my store, then in all the stores.</p>	
<i>Insisting</i> on the on-going development of products, services, and the business model of the original family business	<p><i>Generating elements of newness through persistence</i></p> <p>V 3. 6th son, financial manager: My brother (4th) had many ideas and had been insisting that our father grow the business for several years. I did not want to lose him (my brother): 'we needed him in the business'. I needed to find a way to take in some of his ideas.</p> <p>V4. 5th son: My brother (7th brother) insisted on the idea that we do something together. His idea was that we acquire exclusive deals through a new venture that we trade and distribute through our (family) business.</p> <p>V9 4th daughter: I had been asking my parents to buy an embroidery machine for years [...] My parents told me often, 'it is too much embroidery'. But this type of embroidery has become my signature as a designer.</p> <p>V9. 4th daughter: We needed to reduce some of the manual work done by our employees. I suggested to my parents that we should get an embroidery machine. Instead, they suggested that we should change the designs. But I kept using embroidery to show them different facets and how important they were in our collections.</p>	Jockeying in family

Appendix. Continued	2nd Order Themes and Interview Quotes	Aggregate Dimensions
<p><i>1st Order Concepts</i></p> <p><i>Introducing new products, methods, or processes in the new venture, also intended to update the original family business</i></p>	<p>V3. 4th son: To develop the 'limited wholesale business model format', I designed cheaper transportation means for customers. We got bicycles and motorcycle that had dollies in which customers could carry the products.</p> <p>V3. 2nd son, lawyer: The new means of transportation created by my brother became a signature of all our stores.</p> <p>V4. 5th son: His (7th brother) idea is that we acquire exclusive deals through a new venture that we then trade and distribute through our (family) business.</p> <p>V9. 4th daughter: I created a horse for kids made of textiles. I did not want to tell my family that we needed to start thinking in a different direction at the time. The horses created an alternative inflow of money for the stores and the family business.</p> <p>V 3. 6th son, financial manager: I am the accountant in the family. When my brother asked me for money, I first told him that we did not have money. But then I checked our margins and got back to him with questions about his project. Together, we created a plan to act on.</p> <p>V9. 4th daughter: When I designed the baby collection, I asked my father how to adapt our manufacturing process for making small sized duvets. My father was concerned that the material should be good for a baby in terms of health and safety. I considered these aspects and made changes in the design.</p>	<p>Jockeying in family</p>
<p><i>Carving out an individual space for freedom and self-realization outside the original family business</i></p>	<p><i>Generating a separate venturing space from the original family business</i></p> <p>V5. 7th son: Since I did not have a business education, I wanted to start my own business in an area that was not related to our family business.</p> <p>V7-2nd daughter: You grow with the family business. You realize that it is important to have your own space to understand what it means to create something.</p> <p>V8. 1st daughter: I understand that my brother's store is in an area with a different target market.</p> <p>V10. 4th daughter: For ever since I can remember, my family has been involved in the textile business. I wanted to do something outside the textile sector to expand our business area. With my car wash, I chose to be outside my family's area of expertise. So, I tried out something new.</p>	<p>Jockeying around family</p>

Appendix. <i>Continued</i>	<i>2nd Order Themes and Interview Quotes</i>	<i>Aggregate Dimensions</i>
<i>Generating a venture out of hobbies, interests, new markets, and non-related industries</i>	<p>V5. Grandson: [...] Even if it started as a hobby, it is his own thing. He (my uncle) will make money out of his hobby!</p> <p>V5. 7th son: I wanted to see if I could make it. I did not involve or consult anybody from the family. If a hobby can create business possibilities, we might discover a new way forward. My family knows about my hobby since my weekends are tied up in this activity.</p> <p>V7. 2nd daughter: X town has the image of being a textile town. If you want to buy clothes at a good price, you visit the X town. I contemplated that our products fitted with this image of the town.</p> <p>V10. 4th daughter: I focused on a business that was both far and close to our business activity. I told my parents: I have children and need to create something for them just as you created something for us</p>	
<i>Partnering with in-laws when setting up a new venture</i>	<p>V10. 1st daughter: We decided that the in-laws should not be directly involved in the family business. Direct involvement is not the same as indirect involvement. I encouraged my husband to start a business in the textile sector; he has business dealings in stains and dirt on upholstery. I can advertise his business among the customers in my store. I do the same with my car wash.</p> <p>V8. 3rd son: My wife and I work as a team; she handles the store and I work in the factory. I keep her updated on new materials, designs, and collections as we are working on them.</p> <p>V8. 3rd son: I wanted to involve my wife since I enjoy my work in the factory. My wife is good with people and sales. I prefer to work in production.</p> <p>V10. 1st daughter: My husband and I created the car wash. Since it was a considerable investment, we decided to do it together.</p> <p>V10. 1st daughter: My husband and I complement each other very well. He has experience from a different business. He also has a different university education than I do.</p>	Jockeying around family

Appendix. Continued	1st Order Concepts	2nd Order Themes and Interview Quotes	Aggregate Dimensions
	<p><i>Transferring generic business competencies from the original family business to the new venture</i></p>	<p><i>Building on what is known while struggling with the unknown</i></p> <p>V7. 2nd daughter: I am an accountant. I am in charge of the accounting of the (family) business. I can do this in the business while I learn new things in the new venture.</p> <p>V8. 3rd son: I am not good in sales, but I thought that my wife has a marketing degree, she can help me in the store!</p> <p>V10. 4th daughter: A non-automated car wash is like a convenience store and it operates in a relatively small space with a few employees. My store and the car wash were similar in terms of initial considerations like equipment, costs, employees, price options, and profits.</p> <p>V10. Mother & founder: She has different kinds of challenges. She is a good salesperson and a natural leader. She can rely on these skills in her new business.</p> <p>V10. 1st daughter: I am a good business administrator and have a good understanding of business. Yet, it is still a challenge to manage your own business and find good people to work for you. It is different with family.</p>	<p>Jockeying around family</p>
	<p><i>Broadening areas of interest and expertise through the new venture</i></p>	<p>V5. 7th son: I am aware of my limitations; I do not have training in management. I have an overview of an entire business and understand management functions better.</p> <p>V8. 3rd son: I enjoyed my work with my father in the factory; I like fixing machines and solving technical problems. But I also wanted to have my store.</p> <p>V10 1st daughter: I am a manager in the family business and an entrepreneur in my business. My experience in management is useful but starting a new venture is different. I often tried to remember and relate to the way my mom developed the enterprise when I opened my store. However, my parents created an enterprise in the textile industry. So, I just did it even though I was uncertain about the process and its outcome.</p>	