



EIASM Workshop
on Family Firms
Management
Research



CeFEO
Centre for Family
Entrepreneurship
and Ownership

20th EIASM Workshop on Family Firm Management Research

ECHOES FROM THE PAST, FOUNDATION FOR THE FUTURE

Legacy as a Catalyst in Family Entrepreneurship

Jönköping, 2-3 October 2025

ANNIKA HALL BEST PAPER AWARD

Nominated Papers

- Family SMEs and Innovation Ecosystem
Samuel Ashong, Giovanna Campopiano, Mara Brumana
- The Dark Side of Family Influence: A Meta-Analysis on Family Firm CSR Decoupling
Paola Rovelli, Stephen Oduro, Marco Mismetti, Silvia Sanasi, and Alfredo De Massis
- Will the New NextGen Take Over the Family Business?
Julia Suess-Reyes, Bart Henssen, and Kajsa Haag

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The Dark Side of Family Influence: A Meta-Analysis on Family Firm CSR Decoupling

Paola Rovelli, Stephen Oduro, Marco Mismetti,
Silvia Sanasi, and Alfredo De Massis

This paper delivers a rigorous and timely meta-analysis that reshapes how we understand the “talk-walk” gap in family firms’ CSR. The authors demonstrate that greater family influence increases the risk of CSR decoupling—and they pinpoint which dimensions drive it (family ownership, a family chair, and strong family-firm identity) and which do not (family CEO, board/TMT involvement), while showing that transgenerational intent is associated with stronger CSR performance. Methodologically robust and theoretically rich, the study advances the willingness-ability paradox and the “dark side” stream in family business, with clear guidance for owners and boards seeking credibility beyond communication.

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