The Successful Transgenerational Entrepreneurship Practices (STEP) project is a collaboration of scholars, worldwide, studying the successful entrepreneurial practices of family businesses over time. It involves rigorous qualitative and quantitative research. Active dissemination of evidence-based knowledge is performed through summits with families and publications.

Established in 2005, STEP is a global applied research project that aims to understand how successful long-lived family firms ignite Entrepreneurial Thought and Action® across generations. STEP explores the important questions related to sources that enable continuous innovations to create new streams of wealth and value across generations.
STEP SCHOLARS AND FAMILIES JOIN TOGETHER TO:

» Conduct cutting-edge research on the entrepreneurial capabilities and contributions of business families worldwide

» Generate a stream of powerful and pragmatic entrepreneurial practices that fuel continuity and growth of family enterprises

» Provide a shared learning environment where researchers interact with family business leaders to generate solutions that have an immediate impact

Each year, we hold STEP summits around the world, during which scholars and families work together to produce new knowledge about the practices in family businesses. These summits are supplemented by STEP academic conferences in which scholars actively engage in helping each other to maximize the practical and intellectual potential of their research.
**STEP SUMMIT**

The STEP Summit is a distinctive part of the STEP Project’s applied research design. Through the summits, the STEP Project delivers immediate value back to the families participating in the research and allows researchers to test the real-time relevance of their findings.

Summits are held each year at the end of the research cycle in each region.

Academic affiliates invite participating families to join them in a summit environment. The summit is not merely a seminar for the families. It is an applied research dialogue that blends research discussions about the findings with application, impact analysis, and benchmarking for the families. The summits perfectly embody the STEP Project’s commitment to practical research. Founded by Babson College, the STEP collegial consortium of universities and researchers are organized into global regions—Europe, Latin America, Asia Pacific, and North America.

**REGIONAL COUNCILS**

Comprised of five members from each region, the regional STEP councils were created to assist with the leadership and procedural objectives for the STEP Project. Serving as liaisons between the academic affiliate members and global management teams, the regional councils have been instrumental in the project’s development and long-term evolution.

**EUROPE**

Marcela Ramirez-Pasillas, Sweden (Chair)
Andrea Calabro, Germany
Myriam Lyagoubi, France
Maria Jose Parada, Spain
Philipp Sieger, Switzerland

**LATIN AMERICA**

Thomas Gura, Ecuador (Chair)
Ana Cristina Gonzalez, Colombia
Aramis Rodriguez, Venezuela
Maria Teresa Roscoe, Brazil
Francisca Sinn Rosende, Chile
Pablo Dominguez, Peru

**ASIA PACIFIC**

Jean Lee, China (Chair)
Kevin Au, Hong Kong
Ling Chen, China
Hiro Higashide, Japan
Annie Koh, Singapore

**NORTH AMERICA**

William Worthington, Texas, USA (Chair)
James Davis, Utah, USA
Denise Pare-Julien, Quebec

**2015 STEP GLOBAL BOARD**

The **STEP Global Board** determines the strategic direction of the project and consists of:

- 2 Latin American representatives
- 2 European representatives
- 2 Asia Pacific representatives
- 2 North American representatives
- 1 Babson representative
- 1 STEP Academic Director
- 1 STEP Board Chair
- 1 Practitioner

Carole Howorth, UK, Board Chair
Candida Brush, Babson College, USA
Andrea Calabrô, Germany
Hsi-Mei Chung, Taiwan
Ilse Matser, Netherlands
Ana Cristina Gonzalez, Colombia
Kevin Au, Hong Kong
Francisca Sinn Rosende, Chile
Jim Davis, USA
Albert James, Canada
CURRENT STEP AFFILIATES

EUROPE
» Antwerp Management School, Antwerp, Belgium
» Bocconi University, Milan, Italy
» Dublin City University, Dublin, Ireland
» EMLYON Business School, Écully, France
» ESADE, Barcelona, Spain
» Institute of Business Moscow RANEPA, Moscow, Russia
» Istanbul Ticaret Universitesi, Turkey
» Jönköping International Business School, Sweden
» Lancaster University Management School, England
» Lappeenranta University of Technology, Finland
» Universita della Svizzera italiana, Lugano, Switzerland
» Universität St. Gallen, St. Gallen, Switzerland
» Universität Witten/Herdecke, Germany
» Windesheim University, Zwolle, Netherlands

LATIN AMERICA
» Fundação Dom Cabral, Brazil
» Instituto de Estudios Superiores de Administración, Venezuela
» Tecnológico de Monterrey, Mexico
» Universidad Adolfo Ibáñez, Chile
» Universidad de Los Andes, Colombia
» Universidad de Piura, Piura, Peru
» Universidad ICESI, Colombia
» Universidad InterAmericana De Puerto Rico
» Universidad San Francisco de Quito, Ecuador
» Universidad Francisco Marroquin, Guatemala

ASIA PACIFIC
» Bangkok University, Thailand
» Bond University, Australia
» China Europe International Business School, China
» Chinese University of Hong Kong, Hong Kong
» Indian School of Business, Hyderabad, India
» National Sun Yat-Sen University, Taiwan
» Singapore Management University, Singapore
» Universiti Tun Abdul Razak, Malaysia
» Waseda University, Japan
» Zhejiang University, Hangzhou, P.R. China

AFRICA
» Nelson Mandela Metropolitan University, Summerstrand Campus, South Africa

NORTH AMERICA
» Babson College, Babson Park, MA, USA
» Baylor University, Waco, TX, USA
» Dalhousie University, Halifax, Canada
» HEC, Montréal, Canada
» Stetson University, Deland, Florida, USA
» Utah State University, Logan, UT, USA
HOW DO I BECOME A STEP AFFILIATE?

The STEP Global Board makes decisions on applications from institutions to join the project based on coverage of the region and potential affiliates’ abilities to fulfill the requirements of the project.

There is no ceiling on the number of scholars from each institution that participates in STEP. Each affiliate accepted to join the STEP Project makes a three-year commitment to participate. During this time, each Institutional Affiliate is expected to:

1. Pay an annual membership fee of $6,000 within three months of due date. A portion of this fee is used to meet the global operating expenses of the project, while the remaining portion goes into a regional budget controlled by the Regional Leadership Council.

2. Bring at least one family to each Regional or Global Summit. Make a good-faith effort to attend all STEP meetings. (Participants are responsible for travel and registration costs for STEP events.)

3. Follow the STEP qualitative and quantitative research criteria and methodology for collecting STEP-related data.

4. Adhere to the STEP qualitative and quantitative data contribution policies listed below:

   **Qualitative:** Submit three completed cases to the STEP global database in three years with at least one case every year. Affiliates are responsible for recruiting transgenerational families for case writing. Case due date is June 30 each year.

   **Quantitative:** Collect data from 20 family firms using STEP Global questionnaire.
BENEFITS OF MEMBERSHIP

» Participate in a global network of peer institutions

» Build relationships with leading scholars and family firms

» Leverage the STEP Project to become an institutional family business leader in your region

» Access to global data on family enterprises

» Publish articles using multicountry data

» Create collaborative research arrangements around the world

» Work with and mentor doctoral students and young scholars from various nations

» Expand educational and engagement offerings to alumni, students, and family firms associated with your institution

» Develop teaching cases, materials, and programs rooted in research
STEP Stakeholder Impact

Business Families
- Part of regional and global network of families
- Connection and access to academic institutions
- Participation in regional and global summits
- Ongoing stream of leading-edge knowledge
- New models for understanding growth and continuity
- Personalized feedback from research
- Peer benchmarking on entrepreneurship practices
- Coaching from academics and practitioners
- New types of educational events and materials

Field of Study
- Nexus of family business and entrepreneurship
- Global data and cases on family businesses
- New understanding of family business continuity
- New domain on transgenerational wealth creation
- Stream of publications on transgenerational thinking
- Courses on entrepreneurship and family business
- Network of scholars with learning synergies
- New partner program opportunities
- Spinoff research and knowledge outside of STEP

Academic Institutions
- Regional and global network of peer institutions
- Participation in a global research project
- New research and networking capabilities
- New knowledge and practice capabilities
- Building of family business reputation and brand
- Expansion of educational offerings to families
- Development of younger scholars
- New stream of publications and academic output
- New courses on transgenerational wealth creation

Communities and Countries
- Local institutions working with business families
- New knowledge on role of families in economy
- Policymaking implications for business communities
- Connecting local businesses to global networks
- Country-level comparisons and benchmarking
- Building new knowledge in local communities
- Expanding the reputation of regional institutions
- Business opportunities resulting from network
- Enhance transgenerational nature of businesses
THE STEP MODEL

The STEP Project is a corporate entrepreneurship study in the context of business families. The goal is to understand the transgenerational nature of business families and groups by assessing how they create new economic activity across time. In order to assess the full range of entrepreneurial influences and outcomes, we must establish the business family as the unit of analysis. The research will thus assess the family, the firm(s), the entrepreneur(s), and the interacting influences within the system.

The outcome variable that we are investigating is transgenerational potential. Since this is a theoretical construct that can be investigated only through generations, the intervening dependent variable is entrepreneurial performance. We are assessing the antecedents to entrepreneurial performance using the theoretical frames of Entrepreneurial Orientation (EO) and the resource-based view construct of familiness. We also are exploring the external mediating factors connected to the model represented in the outer circle.

RESEARCH QUESTIONS
The STEP research framework is guided by the following questions:

Q1: How do business families generate and sustain entrepreneurial performance across generations?
Q2: How does entrepreneurial performance relate to continuity and the transgenerational potential of family groups?
DATA ACCESS AND USAGE BEST PRACTICES

STEP uses a tiered approach to grant data access to affiliates:

» IMMEDIATELY: Co-authorship opportunities
» AFTER SUBMITTING ONE CASE: Access to regional qualitative and quantitative databases
» AFTER SUBMITTING TWO CASES: Access to global qualitative and quantitative database

DATA USAGE PROTOCOLS

» The STEP Global Board retains the exclusive right to publish the global report.
» Babson is the steward of the data and maintains a register of data access.
» Any publication using STEP data must clearly state that the data was gathered as part of the Global STEP project and acknowledge the author(s) and institution(s) of the case studies used.

QUALITATIVE DATA

If affiliates publish using their own case, they must:

» Acknowledge that data were collected as part of the STEP Project, using the clause These data were collected as part of the Global STEP Project.

If affiliates publish using another affiliate’s case (i.e., using name or case details), they must:

» Acknowledge that data were collected as part of the STEP Project
» Gain written permission from the case author to use their case (email exchange with cc to Global Office)
» Consider co-authorship with the case authors to gain better understanding of the case context and potentially additional data

If affiliates publish using case meta-analysis (i.e., no names or case details), they must:

» Submit a short proposal to the Global Board via email
» Acknowledge that data were collected as part of the STEP Project

QUANTITATIVE DATA

» Survey data will be available to only those institutions that participate in the survey.
STEP has emerged as a leader in the field of family-based entrepreneurship in part through developing relationships with other prestigious players in the field. STEP is the largest applied research project on family enterprising in the world. Many STEP scholars hold leadership positions in major journals such as the Family Business Review and the Journal of Family Business Strategy, associations such as the Family Firm Institute (FFI) and International Family Enterprise Research Academy (IFERA), and conferences such as Family Enterprise Research Conference (FERC) and the family business workshops at BCERC, EIASM, EURAM, and USASBE.

The Family Firm Institute provides interdisciplinary education, networking opportunities, and field-relevant trend awareness for family business-oriented people.

The International Family Enterprise Research Academy advances family business research, theory, and practice.

The Family Enterprise Research Conference helps scholars design and develop well-rounded research projects applicable to family firms.

The European Institute for Advanced Studies in Management significantly impacts advancement in the field of family firm management research.
Since STEP’s founding in 2005, a number of scholarly and practitioner-focused publications have been written based on STEP ideas and data. Scholarly output includes journal articles, conference presentations, dissertations, and books. STEP-based journal articles have emerged in Strategic Entrepreneurship Journal, Family Business Review, Entrepreneurship and Regional Development, Small Business Economics, and other scholarly journals. Our scholars have presented and won awards at leading scholarly conferences such as the Academy of Management (AoM), Babson College Entrepreneurship Research Conference (BCERC), Family Enterprise Research Conference (FERC), Family Firm Institute (FFI), International Family Enterprise Research Academy (IFERA), and European Institute for Advanced Studies in Management (EIASM).

» **Volumes from the Edward Elgar STEP book series on Transgenerational Entrepreneurship**

**Observation and Practitioner Series Booklets**

Given the applied research nature of STEP, we have been active in disseminating research findings through practitioner reports as well. A series of Observations Booklets from Europe (2), Latin America (2), STEP Global Booklet Volume I, STEP Global Booklet Volume II (2 versions: English and Spanish) and STEP Quantitative Survey Results 2015: Initial Report to the STEP Community already have been published and more are planned for the future.
Matt R. Allen is an associate professor with tenure in the Entrepreneurship Division and academic director for the STEP Project at Babson College. He served on the 2013–2014 STEP Global Board and on the 2011–2012 STEP North America Regional Council. His expertise is in the effective management of human capital within entrepreneurial environments, especially family enterprises. His research, which focuses on the performance implications of leadership and effective management in entrepreneurial organizations, has appeared in publications such as Personnel Psychology, Entrepreneurship Theory and Practice, and Strategic Organization. In addition to working with his father at Ray H. Allen & Associates as an accountant and consultant to family businesses and other privately held organizations, he has held positions in corporate finance at IBM and Hewlett-Packard. He teaches entrepreneurship and family entrepreneurship courses at the undergraduate and graduate level. In addition, Professor Allen has been involved in executive education programs across the world with a special interest in Latin America. In addition to programs in the United States, he has worked with executive students from Argentina, Chile, Colombia, Germany, Korea, Mexico, Peru, and Uruguay. He earned a BA from the University of Utah, an MBA from the University of Notre Dame, and a PhD from Cornell University.

Valerie Duffy is the assistant director of Babson’s STEP Project for Family Enterprising. Val joined Babson in September 2004 and engaged in several responsibilities for the Entrepreneurship Division team, including administrative assistant, teaching case coordinator, and budget coordinator. In January 2010, she assumed responsibility for the college-wide case-writing/production initiative. As manager of the Babson Faculty Pedagogical Fund (BFPF) and Babson Teaching Center, she created, developed, implemented, and oversaw all of the operational activities of new initiatives at Babson to encourage and facilitate the development of new pedagogical materials. Val has been an enthusiastic member of the STEP team since September 2011, working with hundreds of scholars from the project’s collaborating institutions. She earned her undergraduate degree from the University of Massachusetts, Amherst.

Donna Luce is the administrative assistant of the STEP Project, which she joined in February 2014. She provides administrative support to the global office manager as well as the 40+ affiliated universities participating in the project. Donna acts as the quantitative survey liaison, working closely with the vendor and affiliates to ensure efficient implementation of the survey, coordinating translations, and ensuring protocols are followed. In addition, she oversees STEP membership, maintains the STEP quantitative and qualitative database, manages the STEP Project website, and answers incoming general inquiries about the project.
“The STEP Project is a timely global initiative which is creating new knowledge in the family entrepreneurship space. Bringing together the key players from around the globe—top business schools, family business advocates, real entrepreneurs, and leading families—has been a powerful experience for my institution. We are demonstrating how rigorous applied research can be translated into real-world impact on family firms—the engine of entrepreneurial development in our economies.”

– Maria Fonseca, Dean, Tecnológico de Monterrey and EGADE, Mexico City

“Bringing together top scholars from leading universities around the world and linking this knowledge with the real-world practice from successful business families worldwide, STEP clearly shows how rigorous academic research can make a positive and relevant impact on the business community and society at large.”

– Alfredo De Massis, Chair Professor of Entrepreneurship and Family Business, Director of the Centre for Family Business, Lancaster University Management School, UK

“One of the key reasons for most family businesses to fade out in a couple of generations is absence of a sustained pool of entrepreneurship in the family. This is quite evident in the Asian context, too. Entrepreneurial leadership is at the heart of ISB, and naturally we find great synergy in sharing and learning from family businesses across the world on how they practice entrepreneurship. STEP is a unique platform that brings scholarship in this area for the benefit of everyone else.”

– K. Ramachandran, Associate Dean and Professor, ISB, India

For more information about the STEP Project, please contact step@babson.edu